

Katie Noonan

From: Pat Vidgen
Sent: Friday, 2 October 2015 3:04 PM
To: Alison Bayntun; Mandy Marquis
Subject: FW: DPC_Nous proposal
Attachments: DPC_Nous proposal.pdf

Hi

Please see attached. I'd like to formalise this on Tuesday next week thanks.

Pat



Pat Vidgen

Chief Operating Officer
Department of the Premier and Cabinet

P 07 3003 9224 M [REDACTED]
Executive Building, Level 4, 100 George Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002

From: Paul Leitch [mailto:[REDACTED]@nousgroup.com.au]
Sent: Thursday, 1 October 2015 5:26 PM
To: Pat Vidgen <Pat.Vidgen@premiers.qld.gov.au>
Cc: Alison Haxell <[REDACTED]@nousgroup.com.au>
Subject: DPC_Nous proposal

Hi Pat

Please find attached the revised proposal following our discussion yesterday.

Can you confirm by return email your acceptance so we can activate the appropriate project codes.

Kind regards

Paul

Paul Leitch

Nous Group | Principal

d: + 61 7 3007 0825 | m: [REDACTED] | w: www.nousgroup.com.au | [View Paul's profile](#)

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1 October 2015

Mr Pat Vidgen
Chief Operating Officer, Services Division
Queensland Department of the Premier and Cabinet
Pat.Vidgen@premiers.qld.gov.au

Dear Pat,

Re: Queensland DPC Operating Model – Priority Action Activities

Thank you for inviting the Nous Group (Nous) to submit a proposal to provide the Queensland Department of the Premier and Cabinet (DPC) with assistance to implement its revised Operating Model.

As we discussed, there are four priority action activities that you have requested a proposal for. These include:

- preparing position descriptions for two Deputy Director-General roles (Policy; Corporate and Government Services; with Strategy and Engagement potentially being required at a later)
- providing a draft implementation plan for the DPC Operating Model, with a primary focus on horizon one (the period prior to Christmas 2015), and advice on horizons two (the period prior to January 2018) and three (the period post January 2018)
- scoping an approach and program for engaging with staff and stakeholders to define what collaboration means in the DPC context
- identifying improved governance arrangements for the functional areas of the Corporate and Government Services Division.

I address each of these activities in turn below as part of our proposed approach.

Activity 1 – Deputy Director-General roles

As we discussed, due to the high priority for this deliverable, Nous has already commenced this activity and has scheduled interviews with many of the key people in DPC and the Queensland Government that we agreed to include in this initial discussion.

We will consider the feedback and insight gained through these interviews against the draft position descriptions for the Deputy Director-General roles as part of our approach to work and role design.

We anticipate providing you with a short report summarising the consultation outcomes, and final position descriptions that are suitable to use for discussion with the Director-General and immediate recruitment, by 6 October 2015.

Activity 2 – Draft implementation plan for the Operating Model

We appreciate that a Draft Implementation Plan is also a high priority for DPC. As we discussed at our meeting on 29 September 2015, we will expedite its delivery based on the framework for the Draft Implementation Plan that we presented. This is on the basis that horizon one is the primary focus for detailed analysis, with horizon two and horizon three for setting out at a high level of activity and considered post-December 2015.

Our deep knowledge of the Operating Model means we are confident of being able to deliver a practical and comprehensive Draft Implementation Plan for DPC's consideration by 9 October.

As we discussed, the custodian of the Draft Implementation Plan will be the incoming change manager who will lead the implementation activities. We understand the Plan would naturally change to accommodate the views of the appointee to that role and would of course be prepared to work with them as they settle in should that be useful.

Activity 3 – Collaborative culture

Nous recognises this is the 'signature piece' of the Operating Model implementation and we would bring to this activity our expertise at defining collaboration and working with clients to implement this culture in their specific contexts.

Our public sector flagship work in this regard is *Collaboration between sectors to improve customer outcomes for citizens of NSW*, a research report prepared for the NSW Public Service Commission, and the *Detailed collaboration blueprint* that accompanied it. I have already provided these documents for your consideration as I believe they provide an excellent demonstration of our capabilities and ability to produce deep and compelling insights about the key enablers, barriers and supporting capabilities required for successful collaboration.

Through our work together with the Operating Model, I believe we have gone a long way towards addressing the threshold requirement for successful collaboration, which we define as *mutual goals, purpose and benefit*. I believe it would be a natural extension of our work together for Nous to help design and establish a collaborative culture at DPC so that the Operating Model has the best chance of success.

In this regard, I view this activity as being complementary to Activity 2 (the Draft Implementation Plan) and, as we discussed, see an initial body of work as being central to maintaining momentum on this important change project in terms of ensuring staff engagement. It could be delivered by 4 December 2015, acknowledging that some spill-over into horizon two may occur, and could involve:

- **Governance arrangements to support co-design** – Engage with Senior Executives, including the Director-General, to set the overall direction. Establish a Steering Group of DPC and Nous principals to oversee the activities at a high-level, and a working group of the Nous team and key DPC staff (e.g. from the Director-General's Office and the Organisational Culture team) to progress day-to-day tasks.
- **Communication strategy** – It will be essential for the Director-General to communicate with DPC staff about the nature of the activity and how it fits into the broader organisational change process underway through the Operating Model. Nous will work with the Director-General's staff to design and deploy key messages.
- **Desktop analysis and co-design of collaboration definition** – Application of Nous's collaboration frameworks and knowledge to the DPC context would require desktop analysis and discussion at the working group level, followed by engagement of the Steering Group (e.g.

through a joint workshop of both groups facilitated by the Nous team) to agree on a definition that could then be incorporated into an engagement program.

- **Scoping of a staff engagement approach/program** – After agreeing on what collaboration means in the DPC context, development of an engagement approach would be undertaken. We have already discussed this element with Nous' experts in collaboration and cultural change, and have a framework in mind that would involve applying our cultural change levers model accompanied by the use of innovative and engaging techniques to secure the participation of a wide variety of DPC staff. As I mention above, our usual approach would be to engage broadly with staff to assist with defining collaboration, followed by refinement in a smaller steering group context.
- **Delivering the engagement program** – As we discussed, while this activity in its entirety may well span both horizon one and horizon two, we believe it is crucial to the overall success of the implementation approach to engage sooner rather than later with DPC staff on defining collaboration. This is a view reinforced by feedback we have received during our recent consultations with senior people in DPC and in line agencies. Again, it is about maintaining the momentum on this important change journey, and capitalising on the energy and goodwill that currently (but won't always) exists to embrace change. I believe Nous is ideally placed to deliver this program for DPC, which would involve delivering the agreed program (e.g. through one or more large group sessions, or through focus groups and workshops), and summarising the engagement outcomes.

Activity 4 – Corporate and Government Services Division

Improving the governance arrangements for the functional areas of the Corporate and Government Services Division will require deep engagement with the General Managers and their executives and senior officers, including a current state/future state analysis supported by workflow mapping, a gap analysis, and a process of testing and refining our understanding and proposals at various points with key staff and stakeholders in the process before providing you with a Final Report (which will include a new organisational design).

This acknowledges the sensitivity of undertaking such a review of a specific business area in DPC, and the need to ensure that any eventual changes are owned by the Division's staff.

The project could be delivered concurrently with the collaborative culture piece by 4 December 2015, and would include working through the following questions:

- What are the specific functions that each part of the Division currently undertakes, and what are the governance arrangements that support them?
- Which aspects of this model are most efficient and effective in meeting DPC's needs, and which are no longer fit-for-purpose?
- How might these arrangements change as a result of broader departmental or public service trends and other external factors?
- What workforce mix best supports the Division in delivering its purpose and objects, and in particular what leadership capability will be required?

Proposed approach

Our proposed approach to this work is as set out below.

Figure 1: Overview of project approach

	Activity 1 <i>Position descriptions</i>	Activity 2 <i>Implementation Plan</i>	Activity 3 <i>Collaboration</i>	Activity 4 <i>Corp & Govt Services</i>
Time	3 weeks (23 Sept to 6 Oct)	2 weeks (29 Sept – 9 Oct)	9 weeks (12 Oct – 4 Dec)	9 weeks (12 Oct – 4 Dec)
Key activities	<ul style="list-style-type: none"> • Review of draft position descriptions • Interviews x 12 • Work/role design 	<ul style="list-style-type: none"> • Discussion with Chief Operating Officer / Implementation Team • Presentation of Framework for plan – test and refine 	<ul style="list-style-type: none"> • Governance arrangements • Communication strategy • Co-design of definition • Scoping of engagement program • Delivery of program 	<ul style="list-style-type: none"> • Engagement with GMs, their executives, and senior officers (interviews / workshops) • Current/future state analysis • Gap analysis
Deliverables	<ul style="list-style-type: none"> • Project charter • Consultation summary / short report • Final position descriptions 	<ul style="list-style-type: none"> • Draft Implementation Plan 	<ul style="list-style-type: none"> • Engagement program (scoped and partly delivered in horizon one) 	<ul style="list-style-type: none"> • Draft and final reports (Division org design)

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Proposed team

I propose to lead this work. As you know, I am Nous' Brisbane office leader and our Financial Services sector lead, and have a deep knowledge of DPC after our recent work together on the Operating Model. My CV is attached. In these projects I will be supported by:

- Wade Lewis, who has intimate knowledge of the Queensland Government and DPC after a fourteen-year career in the Queensland public service, including eight years at DPC
- A consultant and project support officer.

It is likely we will also draw on 1-2 days of internal Nous experts to assist with (a) defining collaboration, and scoping and delivering the engagement program, and (b) identifying and providing input on operating models for Corporate and Government Services, including those that are working well for other organisations in comparable jurisdictions.

Professional fees

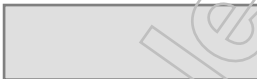
The professional fees for this project are **\$97,800** (excluding GST). This is based on the following contributions.

Nous consultant	Days	\$ per day (excl. GST)	Total \$ (excl. GST)
Paul Leitch	9		
Wade Lewis	11.5		
Catarina Piperidis	9		
Alison Haxell	1.5		
Expert advisers	2		
Total	33		\$97,800

Our proposed payment schedule, if suitable to DPC, is 30% on client agreement to proceed and 70% upon completion of project. Any travel or materials will also be on-charged at cost at project completion.

Pat, we are keen to work with you on these further projects. As you will know from our very successful recent work together, we will bring extensive insights about DPC, its staff, and its culture to all four of the projects, as well as rigour and fact based analysis to help DPC implement its operating model into the future.

Best wishes



Paul Leitch

Principal

Core team biographies



Paul Leitch

Principal

Summary

Paul Leitch is a Principal and leader of Nous' Brisbane office and the Financial Services sector lead. He is a former senior executive with extensive experience leading people through significant change across a number of sectors. Paul has a strong track record of working with a number of organisations on improvement of business performance through aligning operating models with business strategy. He is experienced working with all levels of the organisation from Board and executive levels to the front line.

Experience

Prior to joining Nous, Paul was most recently the Chief Operating Officer and Executive Adviser to the Chief Executive and the Chairman for QIC the third largest institutional fund manager in Australia with funds under management of \$70 billion. At QIC, Paul also held the position of Managing Director HR and Corporate Communications for two years.

Relevant experience includes:

Organisational capability

- Undertook a high-level review of the organisational structure and functional alignment of the Department of Premier and Cabinet, Queensland
- Program directed the implementation of a new target operating model for a large institutional investment organisation ensuring alignment with the revised organisational strategy
- Reviewed and restructured a project and program management delivery function for a large Queensland based financial organisation, which achieved efficiencies through staff reductions and better processes
- Reviewed the governance and people related aspects of the operating model for a mid-tier consulting firm to achieve its business growth strategy
- Worked on the acquisition by a multinational organisation of an Australian domiciled services company. The focus was on workforce management and culture development
- Designed and delivered a middle management leadership and coaching intervention program to address low engagement within middle management. Engagement survey results improved by 22% over 18 months
- Created a new performance management program for a large government owned corporation that saw a net positive (planned) increase in turnover from 2% to 6% over a two-year period. This included changing key leadership roles and addressing underperformance and redundant positions

- Worked as consultant to a number of public and private organisations on remuneration and reward assignments to ensure alignment with the achievement of KPIs at enterprise, team and individual levels. Coached and led a number of client teams to embed contemporary arrangements within their respective organisations
- Co-led strategic cost management program for a mid-size organisation that achieved a >\$10 million cost saving through better procurement, recruitment and program management initiatives.

Transformation and change

- Directed the consulting team responsible for development of a new regional service delivery model for schools within a state public education system
- Led an efficiency program for a financial services organisation that contributed to a significant reduction in the cost-to-income ratio over two years. Key activities included: overseeing a business efficiency program; program effectiveness; and undertaking workforce initiatives including right-sizing aspects
- Strategic adviser to the change implementation team in an ASX listed energy company off-shoring their billing and accounts management system
- Co-led strategic cost management program for a mid-size organisation that achieved a >\$10 million cost saving through better procurement, recruitment and program management initiatives.

Experience prior to Nous

Paul has previous experience as a consultant when working as a Principal and Head of Workforce Strategies at Mercer, a global professional service firm.

Paul has worked as a senior executive in human resources, strategy, operations and communication roles in the public and private sectors. He has been a senior executive in investment management, education and professional services firms. As a non-executive he has experience in retail and manufacturing and not-for-profit organisations.

Qualifications

- MEd (JCU), Dip Sch Couns (UQ), Grad Dip T (QUT), BA (Griffith University)
- Member, AICD, AHR



Wade Lewis

Senior Consultant

Summary

Wade has 15 years' experience as a public policy strategist, with government experience delivering planning, policy, regulatory and public engagement projects and outcomes. He is a respected leader of high-performing teams and people, with proven expertise in intergovernmental and international relations, strategic policy, and public affairs. Wade's diverse academic achievements demonstrate agility and a commitment to evidence-based policy that is highly valued by his clients. He brings a varied and credible perspective to projects, which guarantees robust and enduring outcomes for his clients.

Relevant Experience

Wade brings expertise in federalism, health, education, VET, Defence, Indigenous, housing, justice, policing, disaster recovery, emergency services, and foreign policy. He has in-depth knowledge of public sector governance, state and federal constitutional matters, and organisational design. Wade also has broad experience with environmental planning, policy and legislation.

- Oversaw Executive Council operations and Secretariat, and delivered constitutional services (e.g. advice to the Office of the Governor, machinery of government changes and Administrative Arrangements Orders)
- Managed refresh of *Queensland Register of Nominees to Government Bodies*, provided whole-of-government advice on numerous significant appointments, and supported the campaign to improve gender equality on government boards
- Contributed to project planning and delivery for strategic reviews of Integrity Commissioner and Queensland Audit Office
- Provided whole-of-government policy development, advice and coordination
- Advised and supported two Premiers through numerous Council of Australian Governments (COAG) meetings during key periods of federalism activity and reform, including with regard to many health-related intergovernmental agreements
- Led the Council for the Australian Federation (CAF) Secretariat, and reformed CAF's constitutive agreements, Secretariat arrangements, and online presence.
- Developed the *Queensland Government principles for intergovernmental activities*
- Enhanced the strategic relationship with the Department of Defence, including through high-level engagement forums
- Wrote a *Memorandum of Understanding on Cross-border Collaboration* with NSW and implemented the MOU collaboratively with NSW Cross Border Commissioners
- Managed the Queensland Government's international treaty relations, including as representative on the Standing Committee on Treaties and Torres Strait Treaty bodies.

Qualifications

- Graduate Certificate of Public Relations (2013) – Deakin University
- Master of Public Administration, Honours (First Class) (2009) – Griffith University
- Graduate Certificate in Governance, Policy and Public Affairs (2004), Associate Diploma of Applied Science (1998), Bachelor of Arts (1992) – University of Queensland

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Catarina Piperidis

Consultant

Summary

Catarina is a Consultant in the Public Policy practice at Nous. She is an avid researcher and analyst, whose structured approach to problem solving and strong stakeholder engagement skills help identify key underlying challenges. She prides herself on developing and communicating powerful solutions that speak to the core of such challenges. Catarina has a keen interest in strategy, and with a background in marketing, offers a unique, 'outside-in' perspective on the complex challenges facing organisations.

Relevant Experience

Some of Catarina's recent experience includes:

- Analysed alternate organisational models and structure for a Central Government Agency
- Assisted in the analysis of regional approaches to the introduction of NDIS for a State Government Department in Queensland
- Designed a survey as part of a cultural values review for a major university in Adelaide
- Evaluated a partnership review for a local non-profit organisation that was entered into in order to achieve social and health outcomes – including a social housing partnership
- Assisted in the development and outcomes analysis of Leadership workshops for a Queensland Primary Health Network consortium
- Undertook an extensive online communications analysis and put forward recommendations for a boutique professional services firm
- Conducted a feasibility analysis and worked with key staff and stakeholders to develop a business plan for a Brisbane entertainment company's launch of an apparel line.

Qualifications

- Dean's Honours Bachelor of Business (Marketing and Management), Queensland University of Technology



Alison Haxell

Project support

Summary

Alison has 5 years' experience providing vital project and administrative support to Nous' Organisational Capability and Executive and Talent Development practices. She is energetic and personable; attributes that come to the fore in client engagement. Alison has a high attention to detail and strong organisation skills.

Experience

Alison has supported numerous projects for clients within the public and private sectors. Examples of Alison's recent experience include:

- Coordinator for a large transformational project to design and implement a new regional services delivery model for a state government department. Alison assisted to coordinate focus groups with the client in each region and was responsible for organising the necessary interviews with stakeholders.
- Project coordinator and administration support for an organisational review with a state government statutory body.
- Administration support for a project which explored the organisational culture of a Queensland university, including the use of the Organisational Culture Inventory tool and facilitation of employee focus groups to understand the current culture and identify recommendations for cultural change.
- Project support to improve governance of adult and community education with the Department of Education and Early Childhood Development. Nous undertook a comprehensive survey to assess governance issues and priorities among Committees of Management, and conducted a number of focus groups to further explore the themes that came out of the survey. As well as survey administration, Alison was responsible for scheduling the focus groups and capturing the feedback that came out of these.
- Administration support for an ICT Workforce Planning project for a client within the Defence sector.
- Administration of Nous' Organisation Architecture Survey for an Early Childhood Learning Organisation. The survey was sent to approximately 1,000 participants. Alison was also responsible for overall project management and ensuring the project team kept to tight timeframes for this organisational review.
- Administration of board evaluation surveys for public and private agencies.
- Administration of climate surveys for public and private agencies.

Qualifications

- Certificates 2 and 3 in Retail Operations
- Certificates in Microsoft office

Expert Advisor's biographies



Sally Pritchard

Principal

Summary

Sally is a Principal with Nous Group and the Organisational Capability Practice Leader. She has extensive experience in the organisational capability arena, having spent the last 17 years in consulting as a specialist in culture and change, organisational development and workforce capability. Sally has worked across a range of sectors in Australia and North America, with broad experience across both the public and private sectors.

Experience

Sally's experience includes:

Culture, Transformation and Change

- Exploring the organisational culture of a Queensland university, including the use of the Organisational Culture Inventory tool and facilitation of employee focus groups at the four campuses to understand the current culture and identify recommendations for cultural change
- Project director for the Department of Environment and Primary Industries Regional Service Delivery Transformation project. This involved the design of a new service delivery model and the development of an organisation structure to support the model, with accompanying change management activities and recommendations for the requisite shift in culture to support the change. The shift to a regional service delivery model presented a significant cultural change for the department
- Driving cultural change at a Queensland government agency through identification of current and future culture, creation of new organisational values and a detailed roadmap for change. Senior management interviews, focus groups, a culture survey and reference group working sessions formed part of the approach to defining the culture, to ensure employees were involved in shaping the new culture and to help them understand how the culture was defined, and why
- Project director for the Department of Environment and Primary Industries Corporate Services transformation. The project involved the development of a service catalogue to document all corporate services, along with the identification of performance metrics for each service. The creation of a service catalogue was a specific action taken to address the cultural change required within the department
- Review of organisational values for an industry ombudsman, following an OCI culture survey, to revise and refresh the values and describe behaviours as part of an integrated program of works to achieve a constructive culture, strategy and vision. Sally helped the organisation to

define their culture through a new set of values, and provided advice on how to embed the associated behaviours through the organisation

- Program lead for a people change program associated with a large scale transformation for one of Australia's leading energy companies. The program encompassed culture and leadership, learning and development, communication, organisation design
- Strategic advisor for a leading early childhood education provider on their journey to transform the organisation and embed empowered centre leadership within their operations across Australia
- Facilitator of the "Leading Organisational Change" module for The Bastow Institute of Educational Leadership. Bastow is a Victorian Government education initiative and provides a world-class learning centre where educational leaders can connect, converse and learn together.

Organisational Architecture

- Project director for a high-level review of the organisational structure and functional alignment of the Department of Premier and Cabinet, Queensland
- Organisational review for a division within a Victorian government department
- Review of efficiency and effectiveness of a Qld based statutory authority
- Organisation design for a national childcare and education provider
- Operational review, including people strategy and organisation structure, for an industry superannuation fund.

Talent management and strategic workforce planning

- Partnered with a division within a Victorian Government department to build a workforce development strategy and implementation plan with the intent to drive a more capable and engaged workforce
- Development of a behavioural capability framework and links to HR practices for a federal agency. The capability framework arose from the workforce strategy developed by the agency and was guided by the APSC Ahead of the Game blueprint. Undertook extensive consultation, including focus groups and validation sessions, to build the prototype and framework
- Creation of a behavioural competency framework for a financial services organisation and a regional water authority. Stakeholder interviews and focus groups tailored the frameworks to specific needs
- Succession planning for a hospital and an independent energy system operator in the US
- Talent review for a US pharmaceutical company
- Client relationship manager and project director for a three year project to develop pay and career structures to support the attraction and retention of staff within the university sector.

Qualifications

- Bachelor of Commerce from the University of Melbourne
- Member of the Australian Human Resources Institute (AHRI)



Stephen Petris

Principal

Summary

Stephen is an experienced Principal with Nous Group, and leads Nous' business strategy practice. Stephen's expertise lies in high level strategic management and organisational design, working with boards and executive teams on strategic projects in a wide range of sectors including primary industries, the environment, human services, health, education, and the arts.

Stephen is an expert facilitator, having designed and led countless workshops and retreats.

Before joining Nous in 2010, Stephen had over 15 years of experience at senior levels in environmental, primary industries and fire management agencies, including 'head of strategy' roles in the Victorian Department of Sustainability & Environment (DSE), and the Department of Primary Industries (DPI).

Experience

Recent experience includes:

- Worked with numerous Secretaries / Director-Generals and their executive teams to produce the strategic and corporate plans of various government departments
- Led the development of effective collaboration arrangements for AgriBio – a new \$280m biotechnology centre involving DPI, La Trobe University and various private sector partners
- Developed the new organisational design and supporting strategy for the Water & Catchment Groups in Victoria
- Led the merger of two Commonwealth regulators, including the new organisational design for the new group
- Developed a new regional service delivery model for State Government department to enhance services for customers.
- Worked with the board and executive team of Zoos Victoria as their strategic partner to establish effective governance arrangements, and to refine and enhance their strategy
- Designed and facilitated the first key strategy workshop for the Australia-Indonesia Centre board and its key partners (including various business leaders and 12 university partners)
- Assisted an emergency services provider to become a financially sustainable organisation through development of several cost-saving initiatives
- Worked with the senior leadership team of a Group of 8 university to help develop their new 5 year strategic plan
- Produced a sustainability strategy for the chief executives of a number of South Australian primary industries and environment agencies to clarify the links to the State's economic policy

- Led DPI's contribution to a number of major whole-of-Government policy statements, including in the areas of economic development, innovation and regional development
- Worked on a review of the DEPI Farm Services group, assisting to develop tailored strategies for addressing strategy and capability gaps in the wake of significant budget cuts.

Qualifications

- Master of Business Administration (Public Management) - University of Queensland – Mt Eliza Business School
- Bachelor of Arts (Honours) / Bachelor of Law (Honours) - Monash



Requisition for Goods/Services

Mandatory field*

Agency* Company code* Requisition reference number Plant Award contract reporting* Offer type*

Quote/ITO/SOA reference number*

Section 1: Vendor information

Vendor name ABN/ACN

Vendor number Telephone number

Email address Contact name Postcode

Address

Section 3: Instructions

Purchase order (supplier's copy) Purchase order (receiver's copy) Multiple invoices expected (This creates a service order PO)

Send to requisition officer Send to procurement officer Delivery date* Delivery address* Postcode*

Discount incentive

Additional Instructions

As per DPC contract - Qld DPC Operating Model - Priority Action Activities - DPC-32-2015

Please complete Section 6: Order details on page 2.

Section 4: Automated totals (automatically populated from Section 6)

Total value (excluding GST) Total amount (including GST)

Section 5: Certifications

Procurement officer: I certify this requisition and endorse that it complies with the requirements of the Queensland Procurement Policy, and the agency's procurement policy and associated procedures.

Name Procurement certification level

Telephone number Signature

Date

Please forward completed form to:

Financial approval: I certify that the GL account codes, cost collector codes, tax codes and all other information are correct. I approve this expenditure in accordance with my delegated Financial Authority.

Name Position

DAL/level (if applicable) Signature

Date

Privacy statement: The information being collected in this form is for the purpose of managing the financial accountability relevant to Queensland Government and is authorised under the Financial Information Act 2009. Your personal details will not be disclosed to any other party or used for any other purpose without your consent, unless authorised or required to do so by law.

Section 6: Order details

Line	Item description	Quantity	Unit of issue	Unit rate (excluding GST)	Tax code	GST %	Value (excluding GST)	GST amount	Price (including GST)	Account assign	GL account/asset code	Cost collector	Cost type
1	DPC Operating Model - Priority Action Activities - DPC-32-2015	1		\$75,000.00	PG	10%	\$75,000.00	\$7,500.00	\$82,500.00	Purchase	522002	4101901	Cost centre
				Packing/handling charges				\$0.00	\$0.00				
Total							\$75,000.00	\$7,500.00	\$82,500.00				

Please complete Section 5: Certifications on page 1.

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Queensland
Government

ABN: 65959415158
Page 1 of 2
Fax 07 3224 4837

Department of the Premier and Cabinet

Purchase order 4500274582
Date: 13.10.2015
Vendor No: 6036189

Purchasing Contact DPC INFORMATN SERV
Telephone 07 3224 4395
Delivery Date Please see line item.

Please deliver between 8:00am and 4:00pm ***Monday to Friday***

Please note:

1. All deliveries must be accompanied by a delivery docket or invoice.
2. Purchase Order Number must be quoted on all delivery dockets, invoices, correspondence, etc.
3. Price and product changes must be communicated to the Purchasing Contact prior to delivery.

To:
NOUS GROUP PTY LTD
PO BOX 13069
MELBOURNE LAW COURTS VIC 8010

Deliver to:
ALISON BAYNTUN PH: 3003 9222
OFFICE OF THE CHIEF OP OFFICER
BRISBANE QLD 4000

Invoice to:
Department of the Premier and
Cabinet
PO BOX 15185
CITY EAST QLD 4002

Terms of Payment: Within 30 days Due net

PRICES, TERMS AND CONDITIONS IN ACCORDANCE WITH DPC CONTRACT: DPC-32-2015
PURCHASE ORDER ENQUIRIES TO: ALISON BAYNTUN PH: 3003 9222

INVOICE TO:
PO BOX 15185
CITY EAST QLD 4002

Item	Material	Description	Order qty.	Unit	Price/Unit	Net Value	GST	Gross Value
00010		DPC OPERATING MODEL - PRIORITY ACTION ACTIVITIES - DPC-32-2015	48,750	each	1.00/1	48,750.00	4,875.00	53,625.00
00020		INCREASE PRICE DUE TO SCOPE	32,840	each	1.00/1	32,840.00	3,284.00	36,124.00
00030		DPC OPERATING MODEL - PRIORITY	26,250	each	1.00/1	26,250.00	2,625.00	28,875.00

*** Item completely delivered ***

Delivery Date 31.01.2016

This purchase order is released subject to our standard terms and conditions. To obtain a copy, please refer to the Purchasing Contact.



Queensland
Government

ABN: 65959415158

Page 2 of 2

Department of the Premier and Cabinet

Purchase order 4500274582

Date: 13.10.2015

Vendor No: 6036189

To:
NOUS GROUP PTY LTD
PO BOX 13069
MELBOURNE LAW COURTS VIC 8010

<u>Item</u>	<u>Material</u>	<u>Description</u>	<u>Order qty.</u>	<u>Unit</u>	<u>Price/Unit</u>	<u>Net Value</u>	<u>GST</u>	<u>Gross Value</u>	
		ACTION ACTIVITIES - DPC-32-2015							
		AS PER DPC CONTRACT - QLD DPC OPERATING MODEL - PRIORITY ACTION ACTIVITIES - DPC-32-2015							
		FOR THE PROVISION OF SERVICES RELATING TO THE DPC OPERATING MODEL - PRIORITY ACTION ACTIVITIES UNDER CONTRACT DPC-32-2015							
*** Item completely delivered ***								Total Including GST	\$118,624.00

Released under RTI - DPC

Nous Group

P.O Box 13069
Melbourne Law Courts
Victoria 8010

Tel: +61 3 8602 6200
Fax: +61 3 8602 6299
ABN: 66 086 210 344

Invoice: 7875DPQ04
Invoice date: 10/12/2015
Our reference: 15688.02/DPQ04
PO number: DPC-32-2015

Client name: Dept of Premier and Cabinet (QLD)
Address: PO Box 15185
City, State, Postcode: City East QLD 4002
Client contact: Sophie Webb
Client email: Sophie.Webb@premiers.qld.gov.au
Nous Group Project Manager: Wade Lewis

Professional Services	Amount
DPC-32-2015-Queensland DPC Operating Model-Priority Action Activities	
35% milestone payment	\$ 26,250.00
Total professional services	\$ 26,250.00
GST on professional services	\$ 2,625.00
Subtotal professional services	\$ 28,875.00
Total GST included in this invoice	\$ 2,625.00
Total due (AUD)	\$ 28,875.00

Terms: 14 days

Payment Details

Account Name: Nous Group Pty Ltd
BSB: [Redacted]
Account Number: [Redacted]
Swift Code: [Redacted]

Please forward remittance advice to accounts@nousgroup.com.au or fax to +61 3 8602 6299

Nous Group

P.O Box 13069
Melbourne Law Courts
Victoria 8010

Tel: +61 3 8602 6200

ABN: 66 086 210 344

Invoice: 8282DPQ04

Invoice date: 9/05/2016

Our reference: 15688.02/DPQ04

PO number: DPC-32-2015

Client name:	Dept of Premier and Cabinet (QLD)
Address:	PO Box 15185
City, State, Postcode:	City East QLD 4002
Client contact:	Sophie Webb
Client email:	Sophie.Webb@premiers.qld.gov.au
Nous Group Project Manager:	Wade Lewis

Professional Services	Amount
-----------------------	--------

DPC-32-2015-Queensland DPC Operating Model-Priority Action Activities	
Final milestone payment	\$ 26,250.00

*approved for payment
18/5/16.*

		Total professional services	\$ 26,250.00
		GST on professional services	\$ 2,625.00
		Subtotal professional services	\$ 28,875.00
Total GST included in this invoice	\$ 2,625.00	Total due (AUD)	\$ 28,875.00

Terms: 14 days

Payment Details

Account Name:	Nous Group Pty Ltd
BSI	
Account Number	
Swift Code	

Please forward remittance advice to accounts@nousgroup.com.au or fax to +61 3 8602 6299

Nous Group

P.O Box 13069
Melbourne Law Courts
Victoria 8010

Tel: +61 3 8602 6200
ABN: 66 086 210 344

Invoice: 8283DPQ05
Invoice date: 9/05/2016
Our reference: 15864.02/DPQ05
PO number: DPC-32-2015

Client name:	Dept of Premier and Cabinet (QLD)
Address:	PO Box 15185
City, State, Postcode:	City East QLD 4002
Client contact:	Sophie Webb
Client email:	Sophie.Webb@premiers.qld.gov.au
Nous Group Project Manager:	Wade Lewis

Professional Services	Amount
-----------------------	--------

DPC-32-2015-Queensland DPC Operating Model-Priority Action Activities

Final milestone payment

\$ 32,840.00

approved for payment



25/5/16

Total professional services	\$	32,840.00
GST on professional services	\$	3,284.00
Subtotal professional services	\$	36,124.00
Total GST included in this invoice	\$	3,284.00
Total due (AUD)	\$	36,124.00

Terms: 14 days

Payment Details

Account Name:	Nous Group Pty Ltd
BSB:	[Redacted]
Account Number:	[Redacted]
Swift Code:	[Redacted]

Please forward remittance advice to accounts@nousgroup.com.au or fax to +61 3 8602 6299

Contract Details

DPC-32-2015-Queensland DPC Operating Model-
Priority Action Activities.

Department of the Premier and Cabinet

and

Nous Group Pty Ltd

ABN 66 086 210 344

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1 Introduction

This whole document forms part of the Contract.

The Supplier must complete all sections of this document. The Supplier must not make any changes to the structure of this document. If the Supplier does not agree with any sections of this document that have been completed by the Customer, the Supplier must identify its proposed changes to the Contract in section 3.3 (Contract departures – Supplier Changes).

Changes which do not comply with the requirements in this section do not form part of the Contract

2 General information

No.	Topic	Details
1	Customer	Name: Department of the Premier and Cabinet ABN or ACN: 65 959 415 158
2	Customer contact details	Contact person: Mr Patrick Vidgen Position: Chief Operating Officer Street address: 100 George St, City East, Q, 4002 Postal address: PO Box 15185, City East, Q, 4002 Email: pat.vidgen@premiers.qld.gov.au All notices and other communication relating to the Contract are to be sent to the Customer at the details set out in this item, or any updated details that the Customer provides to the Supplier in writing.
3	Supplier	Name: Nous Group Pty Ltd ABN or ACN: 66 086 210 344
4	Supplier contact details	Contact person: Paul Leitch Position: Principal Street address: Level 23, 300 Queens Street, Brisbane QLD 4000 Postal address: As above Email: paul.leitch@nousgroup.com.au All notices and other communication relating to the Contract are to be sent to the Supplier at the details set out in this item, or any updated details that the Supplier provides to the Supplier in writing.
5	Subcontractor(s)	Not Applicable
6	Contract term	Start date: 23 September 2015

No.	Topic	Details
		<p>End date: 4 December 2015</p> <p>Extension options: If required, a reasonable extension date may be negotiated between the Customer and Contractor.</p>
7	Cap on liability	<p>The cap on liability is three times the total of all prices payable under the contract.</p> <p><i>If the Supplier seeks to limit its liability in accordance with a binding scheme under the Professional Standards Act 2004 (Qld) then specify the scheme below and the limits of liability that apply:</i></p> <p>Binding Scheme applicable: N/A</p> <p>Summary of liability cap: N/A</p>
8	Insurance	<p>Workers compensation insurance as required by law</p> <p>Public liability insurance: Vero Enterprise</p> <p>Minimum amount: \$20,000,000 any one claim, unlimited in the aggregate.</p> <p>Expiry Date: 30 December 2015</p> <p>Professional indemnity insurance: CGU Insurance</p> <p>Minimum amount: \$20,000,000 any one claim, and \$40,000,000 in the aggregate.</p> <p>Expiry Date: 30 June 2016</p> <p>Other insurances: N/A</p>
9	Customer inputs	The Supplier requires access to the premises in order to attend meetings and conduct consultation. The Supplier also requires access to personnel for the same purpose.
10	Site details	Location(s) for providing Services: The Supplier will perform the Services at the following location(s): 100 George Street, City East, Q, 4002
11	Authorisations	Not Applicable
12	Security requirements	Not Applicable

No.	Topic	Details
13	Conflict of Interest	Nil

3 Terms and conditions of the Contract

3.1 Definitions and interpretation

The definitions and rules of interpretation applicable to the Contract are available on the [Department of Housing and Public Works website](#), current as at December 2014.

3.2 Base terms

The General Contract Conditions apply to the Contract. A copy of these terms is attached, current as at December 2014.

3.3 Contract departures – Customer changes

Not Applicable

3.4 Contract departures – Supplier changes

Not Applicable

4 Forming the Contract

4.1 Acknowledgements and certifications

The Supplier:

- (a) agrees to provide the Goods, Services and other Deliverables to the Customer on the terms described in the Contract.
- (b) certifies that it has read, understands, and complies with all the requirements of the Contract.
- (c) acknowledges that only proposed Contract changes which comply with sections 0 and 3.3 form part of the Contract.
- (d) represents that all the information provided by it and referenced in the Contract is complete, accurate, up to date and not misleading in any way.
- (e) acknowledges that the Customer is relying on the information provided by the Supplier and referenced in the Contract in entering into the Contract.
- (f) acknowledges that the Customer may suffer damage if any of that information is incomplete, inaccurate, out of date or misleading in any way.

4.2 Forming the Contract

4.2.1 Agreement by Supplier

The Supplier will sign in this section. By signing, the Supplier is offering to enter the Contract on the terms set out in this document. If the Supplier does not execute this document itself, it must (if the Customer requests) provide adequate evidence that the signatory is properly authorised to execute this agreement.

If the parties agree any changes to this document after the date of the Supplier's signature (but before the Customer accepts the Supplier's offer as described below), the Supplier and Customer will prepare a new version of the document incorporating the agreed changes, which will replace this document. The Supplier will sign the new document, offering to enter the Contract on the amended terms.

Date	9 October 2015
EXECUTED for and on behalf of:	
Nous Group	Signature of authorised representative
by its authorised representative, in the presence of:	By executing this agreement the signatory warrants that the signatory is duly authorised to execute this agreement on behalf of the Supplier
Signature of witness	Paul Leitch
Eleanor Osman	Name of authorised representative (block letters)
Name of witness (block letters)	Principal
Position of authorised representative	
Lvl 23, 300 Queen Street, Brisbane	
Address	

4.2.2 Agreement by Customer

The Customer may accept the Supplier's offer either by signing in this section, or separately confirming to the Supplier in writing that the Customer accepts the Supplier's offer.

Date	12 October 2015
EXECUTED for and on behalf of:	
Department of the Premier and Cabinet	Signature of authorised representative
by its authorised representative, in the presence of:	By executing this agreement the signatory warrants that the signatory is duly authorised to submit this offer on behalf of the Customer
Signature of witness	Matthew Vignea
ALISON BAYNUN	Name of authorised representative (block letters)
Name of witness (block letters)	CHIEF OPERATING OFFICER
Position of authorised representative	
LEVEL 4, 100 GEORGE STREET	
Address	BRISBANE

Schedule 1 – Requirements

The Supplier must provide the Services specified below to the Customer, in accordance with the Requirements described in this Schedule.

1. Requirements for Services

As per proposal dated 7 October 2015

Activity 1 – Deputy Director-General roles

Activity 2 – Draft implementation plan for Operating Model

Activity 3 – Defining collaboration

Activity 4 – Corporate and Government Services Division

1.1 Reporting requirements

The Supplier must provide the following reports:

Activity	Report/s	Due date
1 – Deputy Director-General roles	Consultation summary and report, and revised position descriptions	6 October 2015
2 – Draft implementation plan for Operating Model	Draft implementation plan	9 October 2015
3 – Defining collaboration	Summary of workshop outcomes	23 November 2015
4 – Corporate and Government Services Division	Draft and final reports	4 December 2015

2. Key Personnel

The Supplier must provide the names and contact details for all Key Personnel that the Supplier intends to use, and summarise the role of each Key Personnel and key obligations they will be responsible for. The Supplier must separately provide a copy of all Key Personnel CVs. Repeat as necessary.

Name and Position	Contact details	Role / Key obligations	Committed level
Paul Leitch Principal	Ph. 0435 963 226 Email: paul.leitch@nousgroup.com.au	Lead Consultant	7 days
Wade Lewis Senior Consultant	Email: wade.lewis@nousgroup.com.au	Senior Consultant	9 days

3. Other Requirements

Not Applicable

Schedule 2 – Price and Payment Terms

2.1 Price

The professional fees for the project are \$75,000 (excluding GST). As per proposal dated 7 October 2015.

Schedule of Rates

Rates below exclude GST:

Paul Leitch - [REDACTED]

Wade Lewis - [REDACTED]

Catarina Piperdis - [REDACTED]

Alison Haxell - [REDACTED]

Expert Advisers - [REDACTED]

All travel and materials should have the prior approval of the Contract Manager. Where expenses will be charged, the Supplier must provide an estimated forecast for expenses over the life of the Contract, and explain any assumptions that those calculations are based on.

2.2 Price reviews

Not Applicable

2.3 Payment plan/milestones

The Supplier may invoice the Customer after successful achievement of the milestones as follows:

Milestone	Percentage of Payment
On signing of contract	30%
Upon completion of project	70%

2.4 Payment methods

For EFT payment

Bank: National Bank Australia

Bank Address: 49-51 Malop Street Vic, Geelong

A/C Name: Nous Group Pty Ltd

BSB: [REDACTED]

A/C N [REDACTED]

For Cheque payment

Cheque payable to: Nous Group Pty Ltd

Address: Level 10, 485 Bourke St, Melbourne Vic 3000, or,

PO Box 13069, Melbourne Law Courts VIC 8010

2.5 Discounts or rebates

Not Applicable

2.6 Other pricing information

Not Applicable

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Schedule 3 – Performance Measurement

This Schedule describes how the Supplier’s performance will be measured under the Contract, including:

- Key performance indicators, minimum service level requirements, acceptance criteria or other performance measures proposed by the Customer;
- Details of how KPIs will be measured (e.g. identify reports)
- Consequences if performance is unsatisfactory.

The Supplier must respond to the performance measures proposed by the Customer in this Schedule. The Supplier can also suggest additional or alternative performance measures.

Key Performance Indicators / Service Levels

Measure	Purpose	Performance Target	Measurement Calculation	Frequency of Measurement	Responsibility	Minimum score	Consequences of failure
Satisfaction with: <ul style="list-style-type: none"> • Activity 1 consultation summary and report • draft implementation plan • workshop summary outcome document, and • final report for Activity 4 	To ensure the quality of supplier deliverable is satisfactory	100%	Review of the documents listed under "Measure"	Upon submission of documents listed under "Measure"	Chief Operating Officer	90%	Final milestone will not be paid until documents listed under "Measure" have been submitted to an acceptable standard.

Schedule 4 – Governance

This Schedule sets out governance arrangements applicable to the Contract.

4.1 Meeting requirements

The Supplier must attend the following meetings:

To be agreed between the parties.

4.2 Escalation of issues

Any issues that should arise that cannot be settled between the parties, should be brought to the attention of Ms Patrice Fogarty, A/Executive Director, Corporate Governance, Department of the Premier and Cabinet.

4.3 Other governance or quality assurance requirements

Not Applicable

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Letter of variation number 2

**DPC Operating Model – Priority Action Activities
DPC-32-2015**

Released under RTI - DPC

Dear Wade

Variation to DPC Operating Model – Priority Action Activities DPC-32-2015

This letter seeks your acceptance of the variation of the Contract on the terms set out below.

General information

No.	Topic	Details
1	Customer/Principal	Name: Department of the Premier and Cabinet ABN or ACN: 65 959 415 158
2	Supplier	Name: Nous Group Pty Ltd ABN or ACN: 66 086 210 344
3	Contract	Contract title: DPC Operating Model – Priority Action Activities Contract reference number: DPC-32-2015

Contract variations

In consideration of the parties' mutual promises and for other good and valuable consideration, the parties agree to vary the Contract as follows:

Clause no./ref	Amended as follows:	Reason for amendment
Schedule 2 – 2.1 Price	The professional fees for the project are \$105,000–\$107,840 (excluding GST). As per proposal dated 20 January 2016.	Additional work- Measuring DPC's customer service effectiveness

Acknowledgment

If the Supplier agrees to the variations, please sign below and return it to Sophie Webb by email to Sophie.webb@premiers.qld.gov.au in a scanned format.

If you need more information or would like to discuss this matter further, please contact Sophie Webb on (07) 3003 9240 or at Sophie.webb@premiers.qld.gov.au

Yours sincerely

[Redacted signature]

Libby Gregoric

Executive Director

Department of the Premier and Cabinet

Supplier's Agreement

Nous Group agrees to the variations detailed in this letter.

Date 22/1/2016.....)	
EXECUTED for and on behalf of;)	
Nous Group Pty Ltd)	[Redacted signature]
by its authorised representative, in the)	Signature of authorised representative
presence of)	By executing this agreement the signatory warrants that
[Redacted signature])	the signatory is duly authorised to execute this letter of
.....)	variation on behalf of the Supplier
Signature of witness)	
)	Paul Leitch
Kate Heslewood)	Name of authorised representative (block letters)
Name of witness (block letters))	
)	Principal
Level 23, 300 Queen St Brisbane Q 4000)	Position of authorised representative
Address)	

Released under the RTI - DPC

Letter of variation number 3

**DPC Operating Model – Priority Action Activities
DPC-32-2015**

Released under RTI - DPC

Dear Paul

Variation to DPC Operating Model – Priority Action Activities DPC-32-2015

This letter seeks your acceptance of the variation of the Contract on the terms set out below.

General information

No.	Topic	Details
1	Customer/Principal	Name: Department of the Premier and Cabinet ABN or ACN: 65 959 415 158
2	Supplier	Name: Nous Group Pty Ltd ABN or ACN: 66 086 210 344
3	Contract	Contract title: DPC Operating Model – Priority Action Activities Contract reference number: DPC-32-2015

Contract variations

In consideration of the parties' mutual promises and for other good and valuable consideration, the parties agree to vary the Contract as follows:

Clause no./ref	Amended as follows:	Reason for amendment				
Clause 2.6	End date: 4 December 2015 <u>11 March 2016</u> <u>2 May 2016</u>					
Clause 2.8	Workers compensation insurance as required by law Public Liability Insurance: Vero Enterprise Expiry Date: 30 December 2015 Expiry Date: 30 March 2016 <u>2 May 2016</u>					
Schedule 2 - 2.1 Price	The professional fees for the project are \$75,000 \$105,000-\$107,840 (excluding GST). As per proposal dated 7 October 2015 <u>and 20 January</u> <u>2016</u> .					
Schedule 2 - 2.3 Payment plan/milestones	<table border="1"> <thead> <tr> <th>Milestone</th> <th>Percentage of payment</th> </tr> </thead> <tbody> <tr> <td>On signing of contract</td> <td>30%</td> </tr> </tbody> </table>	Milestone	Percentage of payment	On signing of contract	30%	
Milestone	Percentage of payment					
On signing of contract	30%					

	Upon completion of project	70%	
	31 December 2015	35%	
	End of March 2016	Customer survey review	
	11 March 2016 or on completion of project	35%	
Schedule 1 - 1.1	Activity	Report/s	Due date
	3- Defining collaboration	Summary of workshop outcomes	23 November 2015 29 January 2016
	3- Defining collaboration	Final collaboration report	29 February 2016 2 May 2016
	4 – Review of Customer Survey	Report on Measuring customer service effectiveness	25 January 2016

Acknowledgment

If the Supplier agrees to the variations, please sign below and return it to Sophie Webb by email to Sophie.webb@premiers.qld.gov.au in a scanned format.

If you need more information or would like to discuss this matter further, please contact Sophie Webb on (07) 3003 9240 or at Sophie.webb@premiers.qld.gov.au

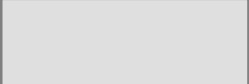
Yours sincerely



Filly Morgan
Deputy Director-General
Department of the Premier and Cabinet

Supplier's Agreement

Paul Leitch agrees to the variations detailed in this letter.

Date)	
EXECUTED for and on behalf of:)	
.....)	
Nous Group Pty Ltd)	Signature of authorised representative
by its authorised representative, in the)	By executing this agreement the signatory warrants that
.....)	the signatory is duly authorised to execute this letter of
)	variation on behalf of the Supplier
Signature of witness)
<u>KATE HESLEWOOD</u>)	Paul Leitch
Name of witness (block letters))	<u>PAUL LEITCH</u>
.....)	Principal
<u>LV 23, 300 Queen St BNE</u>)	
Address)	

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Katie Noonan

From: Sophie Webb
Sent: Friday, 29 April 2016 4:51 PM
To: Seja Vogel
Cc: Anna Zilli; Jane Hedger; Mandy Marquis
Subject: FW: Nous contract variation - DPC-32-2015 DPC Operating Model - Priority Actions Activities

Hi Seja

Please see email trail below. Can you please update the Nous file with this variation extending the contract duration?

Thank you

Kind regards,



Queensland
Government

Sophie Webb

Principal Advisor
Office of the Deputy Director-General, Corporate and Government Services
Department of the Premier and Cabinet

P 07 3003 9240 M [redacted]
Executive Building, Level 4, 100 George Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002

From: Paul Leitch [mailto:[redacted]@nousgroup.com.au]
Sent: Friday, 29 April 2016 1:09 PM
To: Filly Morgan <filly.morgan@premiers.qld.gov.au>
Cc: Sophie Webb <Sophie.Webb@premiers.qld.gov.au>; Kate Heslewood <[redacted]@nousgroup.com.au>; Wade Lewis <[redacted]@nousgroup.com.au>
Subject: Re: Nous contract variation - DPC-32-2015 DPC Operating Model - Priority Actions Activities

Hi Filly

It was good to catch up yesterday. Thanks for this note. We will amend accordingly here and finalise by the due date.

Kind regards

Paul

Sent from my iPhone

On 28 Apr 2016, at 5:16 PM, Filly Morgan <filly.morgan@premiers.qld.gov.au> wrote:

Hi Paul

Good to catch up with you today.

As discussed with Sophie, the DPC Operating Model contract - Priority Actions Activities is due conclude on Monday 2 May 2016. Pursuant to clause 22(d) of the General Contract Conditions, I seek to vary clause 2.6 the contract 'End date' from Monday 2 May 2016 to Friday 20 May 2016.

I note that pursuant to schedule 2, clause 2.3 the final milestone payment of 35% is due on completion of the project.

I look forward to receiving your written agreement to the variation.

Regards,

Filly

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<http://www.mailguard.com.au>

Katie Noonan

From: Wade Lewis <[REDACTED]@nousgroup.com.au>
Sent: Thursday, 22 October 2015 4:00 PM
To: Alison Bayntun
Subject: Timing for workshop next Thursday

Hi Alison

Tim and Scott were very supportive of the idea of the workshop next Thursday for Divisional staff, and for us to meet one-on-one with their direct reports. They're going to send us the contact details for the direct reports so we can get in touch with them and schedule our interviews.

Both raised issues with the potential timing of the Thursday 29 Oct workshop which you might like to talk to them about (10-11.30am). Tim mentioned ExCo and Question Time, so I'll leave that to you to decide if that date and time still suits Pat or if another is more suitable. Friday 30 Oct would also work for us.

Regards, Wade

Wade Lewis

Nous Group | Senior Consultant

d: + 61 7 3007 0820 | **m:** [REDACTED] | **w:** www.nousgroup.com.au | [View Wade's profile](#)

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<http://www.mailguard.com.au>

Katie Noonan

From: Wade Lewis <[REDACTED]@nousgroup.com.au>
Sent: Thursday, 22 October 2015 9:38 AM
To: Alison Bayntun
Cc: Pat Vidgen; Paul Leitch; Catarina Piperidis
Subject: Draft Implementation Plan - Excel
Attachments: DPC Operating Model_Draft Implementation Plan_151022.xlsx

Hello Alison

As discussed yesterday, please find attached the revised Draft Implementation Plan incorporating the amended and new tasks we discussed.

With regard to the collaborative culture activity and the survey to precede the 4 workshops, as we mentioned we use SurveyGizmo to design our surveys. We've used this on multiple occasions, and find it to be secure and reliable. We will run the survey and co-design the questions with the Org Culture team. The timeframe we discussed was to do the survey 1 week ahead of the workshops, leaving it open only for 1 week. We discussed running the survey potentially as early as next week (week commencing 26 Oct), with the four workshops then occurring on 2 adjacent days (week commencing 2 Nov). The Draft Plan reflects those timeframes, but with the key dependencies being (a) the communication from the DG ahead of the survey and the workshops and (b) the commencement of the Implementation Executive on 2 Nov and her availability to intro the workshops, we'll await your advice about whether those times work, and also the name of a contact in Org Culture for us to work on the survey with.

Many thanks Alison, and don't hesitate to contact me should there be anything in the Draft Plan we need to discuss further this week. We'll also be up there from 2-3pm with Tim and Scott if you'd like us to drop in.

If we don't get a chance to speak to you again before your move to Strategic Policy next week, it's been a pleasure working with you, and all the best.

Regards, Wade

Wade Lewis

Nous Group | Senior Consultant

d: + 61 7 3007 0820 | **m:** [REDACTED] | **w:** www.nousgroup.com.au | [View Wade's profile](#)

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<http://www.mailguard.com.au>

Released under RTI - DPC

Katie Noonan

From: Wade Lewis <[REDACTED]@nousgroup.com.au>
Sent: Friday, 16 October 2015 11:21 AM
To: Pat Vidgen
Cc: Alison Bayntun; Paul Leitch
Subject: RE: Priority activity 4 (Corporate and Government Services Division)

Hello again Pat

Paul is in Perth today but we've just had a quick chat about this and our thoughts are below.

- We already have some time scheduled next Wednesday to talk about the workshops. It would be ideal if we could get a good amount of time either side of that 2.30-3pm slot (we're flexible) to talk in more detail so we can agree on a project charter / terms of reference. Some preliminary documentation that would also assist us include a copy of the review that Scott Peut did of Governance Division (I understand it was some 18 months prior to May 2015), and business plans and 'health check' outcomes for all areas.
- We then propose the following steps based on the deeper understanding that would provide:
 - Week commencing 19 Oct: one-on-one interviews (2hr each) with Tim Herbert and Scott Peut for a current state 'deep dive'. The output is a detailed picture of each Branch's governance, workflow and priorities.
 - Week commencing 26 Oct (early): one-on-one interviews with Tim's and Scott's direct reports. I think this would = approx. 12 interviews, and we'd propose 1hr for each. Also a current state 'deep dive', but we'd likely explore ideal/future state briefly as well. The output is a more detailed picture of each Branch's workflow and priorities at the unit level, and governance if it's relevant.
 - Week commencing 26 Oct (later): one-on-one interviews (2hr each) with Tim Herbert and Scott Peut for a future state discussion, with the option of making this a single 2hr joint meeting. The output is a vision of an Divisional structure and governance arrangements supported by detail.
 - Week commencing 26 Oct (2 weeks): We document interview outcomes and undertake a gap analysis.
 - Week commencing 2 Nov (2 weeks): Test and refine workflow mapping (interviews/workshops to be confirmed).
 - Week commencing 9 Nov (2 weeks): Drafting of Draft Report (new functions, key roles, implications) and delivery in week commencing 16 Nov.
 - Week commencing 23 Nov: Test and refine with stakeholders (assume 1 x 2hr workshop with you, Tim and Scott).
 - Week commencing 30 Nov (2 weeks): Drafting of Final Report and delivery in week commencing 7 Dec.

Please don't hesitate to let me know if I can provide any further detail.

Regards, Wade

Wade Lewis
Nous Group | Senior Consultant
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From: Pat Vidgen [mailto:Pat.Vidgen@premiers.qld.gov.au]
Sent: Friday, 16 October 2015 9:08 AM
To: Wade Lewis
Cc: Alison Bayntun; Paul Leitch; Alison Haxell
Subject: RE: Priority activity 4 (Corporate and Government Services Division)

Wade

That is fine. Are you able to email me a dot point plan of attack setting out the stage of engagement with the DPC officers. They are all keen as mustard – I just want to be clear about the steps ie, individual engagement, group engagement etc. Happy to discuss quickly if need be.

Pat



Pat Vidgen

Chief Operating Officer
Department of the Premier and Cabinet

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From: Wade Lewis [mailto:[redacted]@nousgroup.com.au]
Sent: Friday, 16 October 2015 8:28 AM
To: Pat Vidgen <Pat.Vidgen@premiers.qld.gov.au>
Cc: Alison Bayntun <alison.bayntun@premiers.qld.gov.au>; Paul Leitch <[redacted]@nousgroup.com.au>; Alison Haxell <[redacted]@nousgroup.com.au>
Subject: Priority activity 4 (Corporate and Government Services Division)

Hello Pat

You'd recall we've planned to commence discussions with Tim, Scott and their direct reports in the week beginning 19 October on the Corporate and Government Services Division project. Before we make contact with their support teams to schedule these we just wanted to confirm that we're ok to do so starting next week.

Many thanks.

Regards, Wade

Wade Lewis

Nous Group | Senior Consultant

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Katie Noonan

From: Wade Lewis <[REDACTED]@nousgroup.com.au>
Sent: Friday, 9 October 2015 3:24 PM
To: Pat Vidgen; Alison Bayntun
Cc: Paul Leitch; Catarina Piperidis
Subject: DPC Draft Implementation Plan products (Instagantt)
Attachments: DPC project timeline horizon one.png; DPC Draft Implementation Plan - Text version.pdf; DPC project timeline horizon two.png; DPC project timeline (horizons one and two).png

Hi Alison and Pat

Thanks again for your time this morning, it was much appreciated.

I saw that Catarina already provided the relevant links to Instagantt and Asana, and attached now are the products we discussed this morning (though as we discussed some of the timeframes may change if Pat gets advice back about the scheduling of the Leadership Board's weekend workshop, for example):

- static images of Horizon One, Horizon Two, and the overall implementation timelines (Horizons 1 and 2 combined)
- narrative text-based version with the descriptions of each task (more detail can be added to any task or sub-task if desirable) – this is a 'working product' that is super quick to produce but not very pretty, but it can easily be made more presentable if it was to be used for internal comms or an Executive meeting, for example.

Catarina or I would be happy to take you through how each of these products were produced, so that at any given time you can create a hard copy version of the latest online version of the document.

Another option is to view the timelines online – this [link](#) will update the snapshot of the whole timeline in real time as any changes are made to the project timeline and/or task descriptions. It is also more interactive, allowing users to expand to view details and descriptions but without having access to edit the file. We have broken this into two projects in Instagantt, so you could also provide a link to [just Horizon One](#) or [just Horizon Two](#). In this view, the tasks are ordered by start date and so the numbered items are out of order (which is not ideal). We had initially numbered the tasks as a reference point to the original report, so could simply remove the numbers against each task if preferred to give it a cleaner look.

The content at this stage is indicative but is based on our working through the tasks from the Operating Model and subsequently in discussion with you and Pat – we'll wait until such time as we have approval from your end to continue using the Instagantt software for the project, before finalising the content (including set timeframes for DPC task responsibilities such as the Leadership Board).

As I mentioned this morning, please don't hesitate to let us know if on reflection this doesn't meet your needs for the Draft Implementation Plan deliverable. As we discussed, this product was chosen because: it allows for real-time collaboration and use between our teams; is a good project management tool with functionality that's useful where there are multiple dependencies and/or some uncertainty may exist around tasks, timeframes, and responsibilities; and is (we think) visually engaging. However, the imperative for us is to give you a product that is useful to you now and as a 'roadmap' for the incoming Change Manager, and so we can deliver that in whatever format you think is most suitable, and we have other ideas we can discuss with you in this regard.

Have a great weekend, and thanks. Look forward to talking soon.

Regards, Wade

Wade Lewis

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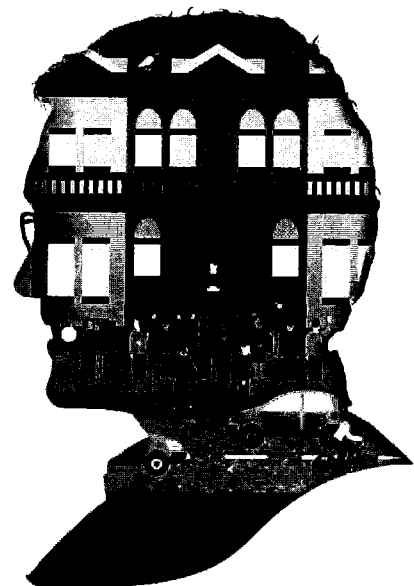
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Key insights on proposed Deputy Director-General roles

Queensland Department of the Premier and Cabinet

6 October 2015

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1 Introduction and context

The *Operating model review final report* (the Report) prepared by the Nous Group (Nous) for the Director-General of the Queensland Department of the Premier and Cabinet (DPC) outlined a proposed new structure for DPC that included a change to the Director-General's direct reports and several key positions down to recognise the Queensland Government's and DPC's new priorities and focus. This included establishing the following executive leadership positions:

- Deputy Director-General (Corporate and Government Services) – a realignment of the existing Chief Operating Officer position
- Deputy Director-General (Policy) – a new position
- Deputy Director-General (Strategy and Engagement) – a realignment of the existing Deputy Director-General (Strategic Policy and Intergovernmental Relations), including the addition of current DPC functions and several new functions.

The Report and subsequent discussions between DPC and Nous also outlined a range of priority actions. Among these was the finalisation of position descriptions for the Deputy Director-General (DDG) roles to enable recruitment to commence as soon as possible. This was in recognition of the central role the successful appointees would have in giving effect to the other priority actions outlined in the Report, including finalising the most appropriate new structure for the Policy Division.

DPC invited Nous to test and refine the position descriptions with key personnel in the Queensland Government. This document outlines the results of that process and contains recommendations for ensuring the success of these roles individually and collectively.

2 Our methodology

Draft position descriptions were developed by DPC based on the Report and provided to Nous for the DDG (Policy) and DDG (Corporate and Government Services) to inform our understanding of the:

- government and departmental objectives
- divisional context
- contribution that the position would make in the context of meeting these objectives
- capabilities required to enable the successful appointee to make such a contribution.

A draft position description was not provided for the DDG (Strategy and Engagement) position though a solid understanding of the requirements outlined above was discussed prior to interviewing.

Our approach was to discuss all three positions with a group of thirteen experienced and relevant Queensland Government public servants who represented a mix of long-serving officials in DPC or the Queensland Government and those new to the government and/or to the role of Director-General. These included senior executives from DPC, Queensland Treasury, and the Directors-General of the Departments of Health, Housing and Public Works, and State Development (the latter is yet to be completed due to the Director-General's schedule).

Appendix A contains a full list of the interview participants.

We scheduled semi-structured interviews with each participant that were organised along several key lines of enquiry (refer **Appendix B** for the full interview guide) focussing on the roles':

- accountabilities (what they will do)
- capabilities (skills and abilities)
- authority (power and influence)
- internal relationships (relating to each other)
- external relationships (relating to Directors-General and departmental counterparts)
- ideal subordinate structure (number of direct reports).

Detailed feedback from the interview participants as it relates to each of the roles is included in **Appendix C**.

We analysed the results of the interviews with the following aims, producing key insights that are set out in the following structure:

- outlining five common themes that will assist DPC with understanding how key internal and external stakeholders perceive the key purposes of the three DDG roles, and where their value-add exists from a DPC and departmental perspective (see Section 3 and Section 3.1)
- identifying what people want from the DDG (Corporate and Government Services) and DDG (Policy), and proposing changes to the draft position descriptions taking this into account (see Section 3.2 and Section 3.3, and **Appendix D** and **Appendix E**)
- summarising key considerations for DPC in further conceptualising the role of the DDG (Strategy and Engagement), and developing and finalising the position description and recruitment strategy (see Section 3.4)
- highlighting opportunities and challenges for DPC in moving forward with recruitment to all three positions (see Section 3.5).

3 Key insights

The primary insight from our interviews is that senior executives in DPC and Directors-General of departments welcome the new DPC Operating Model and are enthusiastic about the DPC leadership team moving forward with recruitment to senior positions as soon as possible.

It is important to note that this enthusiasm was often expressed in the context of a commonly held perception (both internal and external) that DPC has been 'adrift' for a while, and the on-boarding of these executives was seen as being an essential first step in correcting that.

As interview participants remarked:



In general, we found a large similarity of view amongst interviewees about the accountabilities, capabilities, and authority required in the roles, and the priorities to focus on, as Figure 1 suggests.

3.1 Common themes about all three roles

1. Role distinction is critical to success

What we observed

While interview participants more often than not discussed the role(s) of direct relevance to their own interests and experiences, discussion about the DDG (Policy) and DDG (Strategy and Engagement) dominated the interviews, especially with the two Directors-General.

It was clear that participants believed properly articulating the purpose of these two roles was critical at a whole-of-government level, as was clearly delineating the respective responsibilities and accountabilities they had. This was viewed as essential to their success in DPC and at the whole-of-government level. One participant suggested that the DDG (Strategy and Engagement) was an essential new development for state governments, who traditionally didn't do strategic policy work well due to day-to-day demands. Keeping the role and work focussed on longer-term imperatives would therefore be important.

A common view was that they were important roles to both DPC and the public sector leadership group. At a whole-of-government level, the involvement of the DDG (Policy) and DDG (Strategy and Engagement) in implementation activities (especially where these are carried out by line agencies or on behalf of taskforces) was considered crucial to define.

By contrast, while interview participants who discussed the DDG (Corporate and Government Services) role believed it did have whole-of-government importance, they were unanimously of the view that it was a more internally focussed position. As a result, the involvement of that role in implementation was considered less important to define.

What we heard

“ The DDG Policy and DDG Strategy and Engagement will need to work hand-in-glove if it's going to work. ”

“ The current distinction between the Policy and Strategy roles is far too loose. ”

“ The DDG Strategy shapes what should be done, whereas the DDG Policy gets it done. ”

2. Getting the 'right people' for the jobs is essential

What we observed

There was a very strong sense from all interview participants that while the position descriptions and organisational supporting structures are important, equally important is ensuring that the 'right' people are appointed.

There was agreement that if the person was not 'fit for purpose' then the structure(s) alone would not produce the results DPC or the Queensland Government was seeking.

While the 'right person' is a subjective concept, our understanding is that interview participants believed a successful hire to these roles would involve people who:

- had credibility in their sphere of activity – for example, for the DDG (Policy) they would have a grounding in corporate governance, and be a policy thinker and doer respected by their peers who had 'runs on the board' in a public sector environment or on significant public policy matters
- would be highly networked and agile operators with the ability and confidence to proactively collaborate internally and externally with Directors-General, their counterparts, and with others as required
- would model good behaviour, approaches and systems, and challenge behaviours and practices which have led to poor governance
- had a very solid public administration background, particularly for the DDG (Corporate and Government Services).

What we heard

“ People should have respect for who you are, not who you represent. ”

“ The right candidates will be in it for the greater good. ”

“ In the Cwth Strategy Unit, the right people straddled both the public sector and the thinking/consulting worlds. ”

3. Facilitating collaboration and engagement is vital

What we observed

Interview participants saw accountabilities and capabilities in collaboration and engagement as being a core part of all three DDG roles, especially on critical projects. Providing the DDGs with sufficient authority would be a crucial enabling platform that would aid them to succeed. Ensuring this was recognised in role design, in performance agreements, and in the subsequent lower-level structure in DPC was considered important.

The need for, and ability of, the DDG (Policy) and DDG (Strategy and Engagement) to work very closely together was also a key theme of collaboration, both internal to DPC and with external parties.

One interview participant noted that the DDG (Policy) will need to ensure that DPC had the capabilities to engage credibly with line agencies on their business – for example, by dedicating time and resources to helping staff understand their policy and service delivery spheres via site visits and work shadowing.

Overall, the interview participants external to DPC also agreed that the proposed DPC Operating Model already made it easier for them to determine how they might engage with DPC, how DPC might engage with them, and where the points of collaboration and engagement might exist.

The exception to this was with the DGG (Strategy and Engagement), especially as it related to separating and engaging on strategic policy work. While external interview participants generally understood the distinction made in the Report between the two roles, they wished for greater detail around how collaboration across government by these two DDGs might work in practice so they did not get in each-others' way or create service delivery gaps or other issues.

What we heard

“ The DDG Policy is going to be at the core of how collaboration happens. ”

“ The DDGs will need authority to credibly engage on critical projects at the DG level. ”

“ All DDGs need good engagement skills at a very senior level. ”

“ In performance agreements: “measurable results in collaboration: has created value add by working together” ”

4. Good program and project management is imperative

What we observed

In keeping with the findings of the Report and the proposed Operating Model, it was acknowledged that DPC now had critical project management as one of its core functions.

However, the view of DPC participants from both the policy and corporate areas was that DPC did not have good processes or products in place to support good program or project management. As a result, there is too much lost productivity as a result of having to 'start from scratch' with each new project (e.g. establishing project plans, program management systems, determining appropriate software to use).

Interview participants saw all three DDGs as having an important role to play in improving DPC's program and project management capabilities. However, it was agreed that there should be a custodian of the project management approaches and templates.

On balance, the DDG (Corporate and Government Services) was seen as the most appropriate role to develop and foster these department-wide support systems.

What we heard

“Up to 20% of our time on projects is lost productivity as a result of having to reinvent the wheel each time.”

“We've got to put in place good governance platforms – project management tools are part of that.”

“The need to manage projects in DPC fluctuates...but the need for good approaches doesn't.”

“Good project management skills will enhance our ability to engage credibly with departments.”

5. The Policy and Strategy DDGs should be members of the Leadership Board

What we observed

The views of interview participants were diverse on the question of whether the roles and responsibilities of the DDGs warranted classifying them as CEO equivalents. No one supported the DDG (Corporate and Government Services) being classified as a CEO equivalent, so the comments below relate solely to the Policy, and Strategy and Engagement roles.

Some interview participants believed that such a classification would attract people of substance and experience to the Policy, and Strategy and Engagement roles. This would ensure they had credibility in dealing with Directors-General and their executive teams. They saw such a classification as being complementary to having those roles as part of the core membership of the Leadership Board. The common view was that this would signal a seriousness of intent on behalf of DPC about the roles.

Conversely, only a few interview participants believed that classifying these two roles as CEO equivalents was not warranted by the responsibilities they would likely have and would be detrimental to their relationships with department Directors-General. These participants saw the DDG roles as being platforms or 'proving grounds' for future Directors-General, but not as equivalent positions.

Interestingly, the Directors-General we interviewed supported the CEO equivalent classification and having the two positions as members of Leadership Board. Indeed, they were enthusiastic about the idea.

What we heard

“ CEO equivalent classification will give the DDGs the authority they will need. ”

“ DDGs Policy and Strategy should sit on Leadership Board – DDGs need to see them as 'one of us'. ”

“ The DG of DPC will have more confidence to delegate to the DDGs if they're CEO equivalents. ”

“ Even if only managing a small number of people, these DDGs are managing very significant risk. ”

3.2 What people want from the DDG (Corporate and Government Services)

What we observed

Most interviewees agreed on the nature and scope of this role with a small question about how much influence it should have (if any) outside of the Department.

Whilst in many ways the DDG (Corporate and Governance Services) is the most straightforward of the roles, interviewees acknowledged it has a number of non-negotiables. In particular it is seen as the key risk management role for DPC as it anticipates and responds to critical issues at Departmental and Ministerial level.

This DDG position was seen by interview participants as the key 'trouble-shooting role and is the 'safe pair of hands' the Director-General and the Premier can rely on to navigate the inevitable administrative issues that arise in the course of Government business. Others described it as the 'chief problem solver'.

Interview participants inside the organisation saw this role as the key to driving change and innovation and being responsible for developing the right culture on behalf of the DG.

It was also acknowledged that whilst the DDG (Corporate and Governance Services) may not be influential across the whole-of-government in the same way the other two roles should be, it nevertheless needed to have a whole-of-government perspective and credibility.

What we heard

“ This is the key risk management role in the Department. ”

“ This role has to have the DPC Director-General's back. ”

“ A person who doesn't stop things happening, but makes them work. ”

3.3 What people want from the DDG (Policy)

What we observed

The appointment of a DDG (Policy) was universally welcomed by the interview participants.

For external interview participants (especially Directors-General), this was seen as giving them their 'go to' person in DPC to talk about policy, particularly in terms of Cabinet. A person who had excellent relationship skills was therefore considered crucial. These participants wanted a person in the role who could see, link and communicate how the Government's policy agenda translated into on-the-ground activity and outcomes.

For internal interview participants, a DDG (Policy) was seen as working well because it served as the DG's and Premier's 'filter' for policy. The role could assist with deciding what the relative policy priorities are at any one time, and mediate between competing interests. A close and good relationship with the Cabinet Secretary was seen as essential.

Both internal and external participants remarked that they looked forward to the DDG (Policy) bringing more coherence to the management of the Government's policy agenda on a day-to-day basis. A critical thinker who was methodical in their approach and management of their team were qualities that would therefore be welcomed.

One external participant stated that if the Government wanted policy 'done from the centre' then possibly another DDG position was warranted (e.g. overseeing one of the policy themes, or critical projects). The concern was that the DDG (Policy) and DDG (Strategy and Engagement) might be swamped in the short-term. This view was not shared by others.

What we heard

“ The DDG must be a heavy-hitter and have policy clout and credibility. ”

“ The Policy Division is like two separate departments – the new DDG will need to fix that. ”

“ They're the Government's 'brand ambassador' for policy – showing what good policy and good process means. ”

3.4 Key considerations for the DDG (Strategy and Engagement) role

What we observed

As noted elsewhere, there is less clarity on this role than the others.

Most interview participants saw perceived value in a unit undertaking the kind of work envisaged for the area. However, there was less clarity on how the Strategy function might operate in a day-to-day sense, especially where such work had not been undertaken in DPC for some time – for example, research, evaluation, future planning. This resulted in the concern discussed above about the inconsistency of leadership from DPC.

In addition to the continuing theme of collaboration, key considerations for the role include:

- commissioning work from external providers and integrating this with internal activities to inform future decision making as a key focus
- pragmatic 'implementation nous' in understanding what is likely to work on the ground and be able to make these links for whole-of-government
- understanding project management as a value add activity beyond just a way of working so that it delivers efficiency and effectiveness
- research literacy and currency on megatrend type issues globally and nationally, and apply at the state level.

As a result of our consultation process, we see the key distinction between this and the Policy role being where they sit on the strategy continuum. This role is essentially responsible for the 'future back' strategy – doing external scans on megatrends and determining opportunities and challenges for the Government of the day. The Policy role is responsible for 'now out' strategy in working from the current issues and understanding what this might mean for the future. Bringing the perspectives together will form a very powerful narrative of what the Government is delivering today and where it will play out tomorrow.

With the Engagement functions being familiar to interview participants, very little commentary was offered on those functions or on the skills required of the DDG in managing them (excepting the shared focus on ensuring good governance and good process was in place across DPC).

What we heard

“ A Strategy role is essential for state governments, but often gets overlooked due to day-to-day pressures. ”

“ A project management and research commissioning capability would be useful. ”

“ Someone who makes time to build and sustain relationships – they're going to be at the core of collaboration. ”

3.5 In summary, there are both opportunities and challenges in the appointment of these roles

In the main, interview participants expressed broad optimism about the DDG roles whilst acknowledging there are both opportunities and challenges for DPC as it moves ahead with recruiting to the positions and seeks to operationalise the roles.

We would summarise the **key opportunities** we observed and heard about as:

- ensuring DPC is respected because its leadership team models good practices, processes, and behaviours, and works together to ignite a new era of collaboration
- appointing people to all three DDG roles who have experience and skill at putting in place and sustaining processes and tools that provide for good governance within DPC and across the public sector
- signalling the intent for DPC to play a service-wide leadership role by classifying the DDGs Policy and Strategy and Engagement as CEO equivalents and appointing them to the Leadership Board
- meeting a widespread need for a 'point of truth' on policy within DPC to ensure policy coherence
- carving out a clear, unique role for the DDG (Strategy and Engagement) which balances a future-focus in the strategy realm with the daily delivery of engagement services, the latter of which will be at the heart of the Government's collaboration agenda
- enhancing DPC's capacity and credibility with departments and key stakeholders by having a leadership team that understands and can apply contemporary program and project management approaches.

We would summarise the **key challenges** we observed and heard about as:

- finding people with the capabilities and skills to meet the high expectations for the roles we have outlined in this document
- ensuring the DPC structure and culture makes collaboration an everyday activity, especially between the DDG (Policy) and DDG (Strategy and Engagement)
- defining the role of the DDGs in implementation, especially on critical projects and via the work of taskforces where DPC plays a leadership role
- ensuring the DDGs have the time and opportunity to build and sustain relationship across the public sector and with other key non-government stakeholders and private sector leaders.

Finally, as a result of our consultations, we are confident that the timing is right for DPC to make some bold decisions about the DDG roles and the people who might be appointed to them, and that this would be welcomed within DPC and by your key stakeholders across Government.

We are also confident that a delay in moving forward with these appointments could act to undermine the successful implementation of the Operating Model and the goodwill you have created in collaboratively developing it with your staff to date. In other words, the anticipation and readiness for collective action appears strong.

Appendix A List of interview participants

Name	Role
Adrian Jeffreys	Executive Director, DPC
Alex Beavers	Deputy Under Treasurer, Fiscal, Queensland Treasury
Christine Castley	Senior Executive Director, Social Policy, DPC
Craig Wilson	Senior Executive Director, Economic Policy, DPC
Jamie Merrick	Deputy Director-General, Special Projects, DPC
Liza Carroll	Director-General, HPW
Leighton Craig	Cabinet Secretary, DPC
Michael Schaumburg	Director-General, DSD (scheduled for 9 October 2015)
Michael Walsh	Director-General, Queensland Health
Pat Vidgen	Chief Operating Officer, DPC
Sarah Buckler	Acting Deputy Director-General, Strategic Policy and Intergovernmental Relations, DPC
Scott Peut	General Manager, Corporate Services, DPC
Tim Herbert	General Manager, Government Services, DPC

Appendix B Interview guide

B.1 Dept of Premier & Cabinet, QLD: new DDG roles – interview guide

Context: Project for DPC DG on DPC operating model. Implementation phase; new senior roles reporting to DG: DDGs for (a) Policy, (b) Corporate and Government Services (c) Strategy and Engagement. To design the roles we're interviewing senior DPC, Treasury and line agency people.

Name:

Role:

Date:

1. What should each of the proposed Deputy Director-General roles be accountable for, and who to (recognising the proposed structure in the final report and that they are direct reports to the Director-General)?
2. Thinking about their internal and external clients, what capabilities are required for each of the proposed Deputy Director-General roles?
3. Again, thinking about both internal and external clients, what kind of authority should each of the proposed Deputy Director-General roles have?
4. As a part of the core DPC leadership team, describe what you see as being an ideal relationship between the proposed Deputy Director-General roles. How are they best to interact with each other, how often, and with what aim?
5. As a part of the public service's core leadership, describe what you see as being an ideal relationship between the proposed Deputy Director-General roles and the Directors-General and their counterparts in line agencies. Again, how are they best to interact with these colleagues, how often, and with what aim?
6. How many direct reports should each of the proposed Deputy Director-General roles have? Is there a manageable, ideal number? Or does it depend on what functions they are responsible for?

Appendix C Detailed participant feedback on Deputy Directors-General roles

Deputy Director-General (Corporate and Government Services)

Line of enquiry	Comment
General	<ul style="list-style-type: none"> The view was strongly expressed by a majority of participants that this was not a CEO equivalent role. However, multiple participants expressed the contrary view, and said that it was as equally deserving of CEO equivalent status as other roles. In particular, this role was considered to be the more enduring role, whereas the others were considered to be more ephemeral in both style and substance over time.
Accountabilities	<ul style="list-style-type: none"> DG's second-in-command; not a role other DDGs can play because of the knowledge about business continuity and constitutional requirements this person will (ideally) have. Horizontal line of sight to Office of Governor, Ministerial Services, Parliament, Auditor-General, etc.; provides a broader risk scan in these areas and manages the relationships. Collaboration should be key and written into the performance agreement (e.g. has created value add by working together). PD needs to include reference roles as statutory officer on "relevant statutory bodies". Good systems and good processes are a key accountability.
Capabilities	<ul style="list-style-type: none"> The role is government's corporate memory; the person that successive Premiers have relied on to investigate and fix difficult problems that can't be fixed by anyone else. Has to have the courage and toughness to deal with those situations. Experienced whole-of-government administrator/leader who understands risk in that context. Ideally someone who has a strong grasp on project management. Problem-solver and strategic thinker. Driver of change and innovation. It's a more collaborative and client-focussed role than it has been in the past, and the capability of the person needs to reflect that.
Authority	<ul style="list-style-type: none"> Should not have too much authority – that is the DG's realm and it is important to protect the referent power of the DG. A converse view was also expressed – that it should have delegated authority from the DG and be able to make significant decisions in his absence and on his behalf. Should be able to run DPC if required, and should have authority to deal directly with DGs of any department.
Internal relationships	<ul style="list-style-type: none"> Team player and bridge builder with emotional intelligence. Champion of the 'mechanical' side of DPC's business. A real enabler that doesn't stop things happening, but makes things work. Must work closely with ODG as a result. Champion of DPC's culture. Needs to lead the development of DPC leaders, and the investment in leadership training. Perceived as the DPC DG's key adviser. Again, ODG a key client for the DDG.
External relationships	<ul style="list-style-type: none"> Doesn't have a big role across government, or else the likelihood is they will stray into agency business and that would seem like interference. A Heads of Corporate Services working to the Leadership Board would be good. The DDG could be the convenor rather than the chair – a leader but not <i>the</i> leader.

Line of enquiry	Comment
Subordinate structure	<ul style="list-style-type: none"> Current structure under works well with separate Corporate and Government Divisions

Deputy Director-General (Policy)

Line of enquiry	Comment
General	<ul style="list-style-type: none"> Someone needs to put in place the basic platform for good governance, including good project management (project and program management tools). Remove the references to 'strategic' in the PD. This will help reduce role confusion. Just call it 'advice' rather than 'strategic advice'.
Accountabilities	<ul style="list-style-type: none"> Lack of good corporate governance in Policy Division now – it's like two separate departments – and the appointee will need to fix that. Collaboration should be key and written into the performance agreement (e.g. has created value add by working together). Ensuring there are good practices that enable good approaches to be taken; also a role ensuring compliance with these practices so they endure and gain acceptance. A fixer and a filter for the DG and the Premier. Must be able to initiate as well as deliver policy work.
Capabilities	<ul style="list-style-type: none"> Methodical, project management capability is important and is a core capability of the Policy area. Needs to be able to break projects down into chunks that DPC can manage when it needs to, and then push back to line agencies as required at different project stages. Needs to ensure that DPC has the capabilities to engage credibly with line agencies on their business – site visits and work shadowing are examples. Needs to engage with the real world and be able to link policy with on-the-ground action. Should support capability development across the sector to support the government of the day – Westminster style. Should be reflected in the PD.
Authority	<ul style="list-style-type: none"> CEO equivalent a good idea to help give the roles the authority they will need. Even if they're managing a small number of people, they're managing large risks on behalf of the government and that needs to be recognised. Acts as the Government's brand ambassador for policy. Ability to accept that DPC attracts high-profile projects and handle the inevitable difficulties that can entail, including building and enforcing their authority as the lead. Sets and explains the framework for policy work.
Internal relationships	<ul style="list-style-type: none"> Clarity of roles between Policy and Strategy will be critical to them working well together internally. Ability to work closely together will be essential – need to be hand in glove. New governance arrangements should ensure engagement at not only DDG level but at all levels to ensure collaboration on policy and strategy occurs. Needs to work closely with the Cabinet Secretary.
External relationships	<ul style="list-style-type: none"> Role in implementation needs to be made clear. Is perceived at being credible in engaging on a wide range policy issues and projects, and across sectors. Can build and sustain relationships, and is someone who makes time for this as a core part of their role. They are going to be at the core of how collaboration happens.

Line of enquiry	Comment
Subordinate structure	<ul style="list-style-type: none"> • Need to be designed to enable day-to-day collaboration within DPC and across government.

Deputy Director-General (Strategy and Engagement)

Line of enquiry	Comment
General	<ul style="list-style-type: none"> • Strategic policy roles in DPC generally don't work – not being connected to the day-to-day. One way to separate the two is to have the Policy role being a <i>doing</i> role and the Strategy role being a <i>commissioning</i> role. But it would be best to combine them. • Contrasted with the above was the view expressed that a Strategy role was essential for a state government, which was removed from some of the day-to-day pressures to enable the role to be focussed on longer-term imperatives.
Accountabilities	<ul style="list-style-type: none"> • We need to recognise the history of why the Strategy role exists in the first place and not create a role around a person. • Collaboration should be key and written into the performance agreement (e.g. has created value add by working together). • Should have a commissioning role for work from external providers.
Capabilities	<ul style="list-style-type: none"> • Project management and research commissioning capability useful for DDG Strategy.
Authority	<ul style="list-style-type: none"> • CEO equivalent a good idea to help give the roles the authority they will need. Even if they're managing a small number of people, they're managing large risks on behalf of the government and that needs to be recognised.
Internal relationships	<ul style="list-style-type: none"> • Clarity of roles between Policy and Strategy will be critical to them working well together internally. Ability to work closely together will be essential – need to be hand in glove. • New governance arrangements should ensure engagement at not only DDG level but at all levels to ensure collaboration on policy and strategy occurs.
External relationships	<ul style="list-style-type: none"> • Role in implementation needs to be made clear. • Can build and sustain relationships, and is someone who makes time for this as a core part of their role. They are going to be at the core of how collaboration happens.
Subordinate structure	<ul style="list-style-type: none"> • Need to be designed to enable day-to-day collaboration within DPC and across government.

Appendix D Revised position description for the Deputy Director-General (Corporate and Government Services)

Released under RTI - DPC

Deputy Director-General - Corporate and Government Services (Insert Classification)

DRAFT DOCUMENT – NOUS GROUP PROPOSED REVISIONS

Duration Contract (up to x years) **F/N Salary** **Total Fixed Remuneration**

Location Brisbane **Contact**

Your opportunity

You have the opportunity to join the Queensland public sector; a position of trust where you will contribute to better outcomes for Queenslanders by giving effect to the policies and priorities of the elected Government.

Government Objectives

Our **objectives** are to work closely with all Queenslanders to create jobs and a diverse economy; deliver frontline services; protect the environment and build safe, caring and connected communities.

Our **actions** are underpinned by integrity, accountability and consultation.

Department of the Premier and Cabinet

Our **vision:** We make a real and tangible difference today and our contributions will be recognised by future generations.

Our **objectives:** support the Premier to set the strategic direction of government; ensure the effective development, coordination and implementation of policy; build confidence in government; deliver outstanding results and value-for-money for Queenslanders and attract and retain a talented and diverse workforce.

Corporate and Government Services Division

Our **contribution:** deliver high quality services, support and advice to the Premier and Cabinet

Our **key strategies:** provide proactive advice and services to support the administration of executive government, deliver quality corporate governance and technology outcomes, promote best practice human resource and financial management outcomes and actively support Ministerial Offices, Assistant Ministers and the Office of the Leader of the Opposition.

Your contribution: As the Deputy Director-General Corporate and Government Services you will be responsible for the daily operations of the Department of the Premier and Cabinet and will work collaboratively with the Director-General to determine and champion a vision and operating strategy for the department to enable robust governance structures and effective and responsive corporate service delivery.

In this role you will:

- provide strategic definitive advice to the Director-General and to the Premier on complex constitutional, legal, executive government and administration matters, anticipating emerging risks and ensuring appropriate risk mitigation strategies and processes are in place
- manage key relationships across government, with ministerial offices and with business and community leaders to ensure the delivery of planned departmental and government initiatives
- lead and direct the efficient use of corporate and government service resources, ensuring alignment with government priorities and strategic objectives
- make strategic decisions and initiate processes, policies and programs designed to deliver continuous improvement and best practice in departmental performance and service delivery



- drive departmental wide initiatives designed to deliver organisational change, promote a culture of open communication, consultation and trust and develop operational and management capability
- provide ~~strategic~~ **decisive** advice to the Director-General and to senior leaders across the department and portfolio agencies on significant corporate service or executive government matters that have whole-of-government impacts
- represent the department and the Director-General at significant national and whole-of-government forums and committees, ensuring effective ~~negation~~ **negotiation** (?) of significant issues
- participate as a director or board member on a number of statutory authorities and committees, including chair for the Southbank Corporation and Deputy-Chair of the Queensland Counter-Terrorism Committee

What we're looking for

We'll assess your merit for this role by looking at what you've done previously – the knowledge, skills and experience you've built, your potential for development, and your personal qualities. You will possess a high level of discretion and tact and ensure confidentiality is always maintained. We'll consider how well you can:

- demonstrate a broad knowledge and strategic perspective, anticipating future consequences and trends accurately (**strategic agility**);
- drive, communicate and share a compelling vision and sense of purpose for the team, the unit and the organisation (**managing vision and purpose**);
- internally visible leadership across boundaries
- Make new connections and generate innovative ideas, adding value and providing viable alternative solutions to problems and challenges (**creativity**);
- consistently deliver on goals set by yourself and by others (**drive for results**); and
- negotiate skilfully in tough situations, winning concessions without damaging relationships (**negotiating**)

Conditions and benefits of the role

Your employment conditions are set out in the: Commission Chief Executive Directive: *Senior Executive Service – Employment Conditions* and in your contract of employment. Conditions include:

- Salary packaging options
- 12.75% employer super contributions
- generous leave entitlements
- motor vehicle allowance

Interested in applying?

To enable us to assess your merit, your application should include:

- your **current resume**;
- a **brief two (2) page letter** telling us why you are attracted ~~in to~~ this role. We're interested in your motivation to join us and we'd like you to take the opportunity to tell us about yourself, what you'll bring to the role and what you'll get out of it.

An online application via www.smartjobs.qld.gov.au is preferred, however if you're unable to apply online please contact <Insert Name> <Insert Position Title> <Insert Telephone Number>.



The selection process will start with short-listing, where we assess the information provided in your application. Based on this, we will select applicants to proceed to the next phase of assessment, which could involve a work test, an interview or other selection techniques.

Referee checking will be undertaken and other pre-employment checks may occur prior to any offer of employment. Checks may include (but are not limited to) proof of eligibility for appointment to the Queensland Public Sector, a criminal history check and a serious discipline history disclosure check.

Additional information

- The recommended applicant will be required to disclose any serious disciplinary action taken against them in public sector employment.
- Criminal history checks may be undertaken on preferred applicant(s). A criminal conviction or charge will not automatically exclude an applicant from consideration for appointment with the Department of the Premier and Cabinet. If information is received that may exclude you from further consideration, you will be given an opportunity to respond and your response will be taken into account in the evaluation process.
- All newly-appointed public service employees are obliged to provide their chief executive with a disclosure of employment as a lobbyist in the previous two years.
- Applications will remain current for a period of 12 months after the closing date for receipt of applications for the original vacancy.

Released under RTI/DPC



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The competencies contained on this role description are aligned to the Queensland Public Service Capability and Leadership framework.

Released under RTI - DPC



Appendix E Revised position description for the Deputy Director-General (Policy)

Released under RTI - DPC

Deputy Director-General - Policy (Insert Classification)

DRAFT DOCUMENT – NOUS GROUP PROPOSED REVISIONS

Duration Contract (up to x years) **F/N Salary** **Total Fixed Remuneration**
Location Brisbane **Contact**

Your opportunity

You have the opportunity to join the Queensland public sector; a position of trust where you will contribute to better outcomes for Queenslanders by giving effect to the policies and priorities of the elected Government.

Government Objectives

Our **objectives** are to work closely with all Queenslanders to create jobs and a diverse economy, deliver frontline services, protect the environment and build safe, caring and connected communities.
 Our **actions** are underpinned by integrity, accountability and consultation.

Department of the Premier and Cabinet

Our **vision**: We make a real and tangible difference today and our contributions will be recognised by future generations.
 Our **objectives**: support the Premier to set the strategic direction of government; ensure the effective development, coordination and implementation of policy; build confidence in government; deliver outstanding results and value-for-money for Queenslanders and attract and retain a talented and diverse workforce.

Policy Division

Our **contribution**: to deliver high quality policy analysis, advice and coordination services across government
 Our **key strategies**: provide strategic advice and policy analysis to the Premier and Cabinet Budget Review Committee on economic, social and environmental issues and coordinate the development and implementation of integrated policies, legislation and programs for Queensland

Released under the RTI - DPC

Your contribution: As the Deputy Director-General Policy you will ~~be~~ deliver strategic leadership, direction and coordination to the Policy Division and will provide executive level support to the Director-General in relation to the development and co-ordination of ~~strategic~~ policy advice across ~~government~~ Government

In this role you will:

- provide strategic advice to the Director-General and to the Premier and Cabinet on key policy and legislative issues at both the state and national level, anticipating emerging risks and opportunities ensuring appropriate risk mitigation strategies and processes are in place
- manage key relationships across all levels of government, with ministerial offices and with business and community leaders to advance state policy development and coordination activities
- provide strategic leadership and direction to the Policy Division, ensuring that effective strategies, structures and systems are in place to deliver high quality policy services aligned with Government priorities and strategic objectives
- make strategic decisions and initiate policies and programs designed to deliver continuous improvement and best practice in departmental policy development and coordination
- drive a culture based on good governance, a commitment to excellence and a professional ethics, ensuring that the Policy Division operates in an environment based on open communication, consultation and trust

- provide strategic advice to the Director-General and to senior leaders across the department and portfolio agencies on significant policy issues and initiative that have whole-of-government impacts
- represent the department and the Director-General at significant national and whole-of-government forums and committees, ensuring effective ~~negation~~ negotiation (?) of significant issues

What we're looking for

We'll assess your merit for this role by looking at what you've done previously – the knowledge, skills and experience you've built, your potential for development, and your personal qualities. You will possess a high level of discretion and tact and ensure confidentiality is always maintained. We'll consider how well you can:

- > manage and make decisions under pressure



- communicate both internally and externally with a wide variety of people
- demonstrate a broad knowledge and strategic perspective, anticipating future consequences and trends accurately (**strategic agility**);
- communicate and share a compelling vision and sense of purpose for the team, the unit and the organisation (**managing vision and purpose**);
- make new connections and generate innovative ideas, adding value and providing viable alternative solutions to problems and challenges (**creativity**);
- be responsive to the needs of the Premier and the government of the day, while confidently upholding the legislation and supporting the political neutrality of the public service (**managing in the political-cultural context**); and
- negotiate skilfully in tough situations, winning concessions without damaging relationships (**negotiating**)

Conditions and benefits of the role

Your employment conditions are set out in the: Commission Chief Executive Directive: *Senior Executive Service – Employment Conditions* and in your contract of employment. Conditions include [insert level]:

- Salary packaging options
- 12.75% employer super contributions
- generous leave entitlements
- motor vehicle allowance

Interested in applying?

To enable us to assess your merit, your application should include:

- your **current resume**;
- a **brief two (2) page letter** telling us why you are attracted in this role. We're interested in your motivation to join us and we'd like you to take the opportunity to tell us about yourself, what you'll bring to the role and what you'll get out of it.

An online application via www.smartjobs.qld.gov.au is preferred, however if you're unable to apply online please contact <Insert Name> <Insert Position Title> <Insert Telephone Number>.

The selection process will start with short-listing, where we assess the information provided in your application. Based on this, we will select applicants to proceed to the next phase of assessment, which could involve a work test, an interview or other selection techniques.

Referee checking will be undertaken and other pre-employment checks may occur prior to any offer of employment. Checks may include (but are not limited to) proof of eligibility for appointment to the Queensland Public Sector, a criminal history check and a serious discipline history disclosure check.

Additional information

- The recommended applicant will be required to disclose any serious disciplinary action taken against them in public sector employment.
- Criminal history checks may be undertaken on preferred applicant(s). A criminal conviction or charge will not automatically exclude an applicant from consideration for appointment with the Department of the Premier and Cabinet. If information is received that may exclude you from further consideration, you will be given an opportunity to respond and your response will be taken into account in the evaluation process.
- All newly-appointed public service employees are obliged to provide their chief executive with a disclosure of employment as a lobbyist in the previous two years.
- Applications will remain current for a period of 12 months after the closing date for receipt of applications for the original vacancy.



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The competencies contained on this role description are aligned to the Queensland Public Service Capability and Leadership framework.

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Katie Noonan

From: Kate Heslewood <[REDACTED]@nousgroup.com.au>
Sent: Tuesday, 8 March 2016 9:12 AM
To: Sophie Webb
Cc: Paul Leitch
Subject: RE: Contract variation - DPC-32-2015
Attachments: Executed DPC Letter of Variation_3.pdf

Dear Sophie,

I have attached the signed contract variation.

Please let me know if there is anything else that you need.

Kate

Kate Heslewood
Nous Group | Office Coordinator & Executive Assistant
d: + 61 7 3007 0849 | m: [REDACTED] | w: www.nousgroup.com.au

From: Sophie Webb [<mailto:Sophie.Webb@premiers.qld.gov.au>]
Sent: Monday, 7 March 2016 8:16 AM
To: Paul Leitch
Cc: Filly Morgan; Jane Hedger
Subject: Contract variation - DPC-32-2015

Hi Paul

The current DPC Operating Model – Priority Action Activities contract is due to expire this Friday 11 March 2016. Please find **attached** the contract variation which provides for the extension of time on the collaboration component of the contract to 2 May 2016 for your review and execution.

Do not hesitate to contact me should you wish to discuss any aspect of this.

Kind regards,



Sophie Webb
Principal Advisor
Office of the Deputy Director-General, Corporate and Government Services
Department of the Premier and Cabinet
P 07 3003 9240 M [REDACTED]
Executive Building, Level 4, 100 George Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002

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Letter of variation number 3

**DPC Operating Model – Priority Action Activities
DPC-32-2015**

Released under RTI - DPC

Dear Paul

Variation to DPC Operating Model – Priority Action Activities DPC-32-2015

This letter seeks your acceptance of the variation of the Contract on the terms set out below.

General information

No.	Topic	Details
1	Customer/Principal	Name: Department of the Premier and Cabinet ABN or ACN: 65 959 415 158
2	Supplier	Name: Nous Group Pty Ltd ABN or ACN: 66 086 210 344
3	Contract	Contract title: DPC Operating Model – Priority Action Activities Contract reference number: DPC-32-2015

Contract variations

In consideration of the parties' mutual promises and for other good and valuable consideration, the parties agree to vary the Contract as follows:

Clause no./ref	Amended as follows:	Reason for amendment				
Clause 2.6	End date: 4 December 2015 <u>11 March 2016</u> <u>2 May 2016</u>					
Clause 2.8	Workers compensation insurance as required by law Public Liability Insurance: Vero Enterprise Expiry Date: 30 December 2015 Expiry Date: 30 March 2016 <u>2 May 2016</u>					
Schedule 2 - 2.1 Price	The professional fees for the project are \$75,000 \$105,000 <u>\$107,840</u> (excluding GST). As per proposal dated 7 October 2015 <u>and 20 January</u> <u>2016</u> .					
Schedule 2 - 2.3 Payment plan/milestones	<table border="1"> <thead> <tr> <th>Milestone</th> <th>Percentage of payment</th> </tr> </thead> <tbody> <tr> <td>On signing of contract</td> <td>30%</td> </tr> </tbody> </table>	Milestone	Percentage of payment	On signing of contract	30%	
Milestone	Percentage of payment					
On signing of contract	30%					

	Upon completion of project	70%	
	<u>31 December 2015</u>	<u>35%</u>	
	<u>End of March 2016</u>	<u>Customer survey review</u>	
	<u>11 March 2016 or on completion of project</u>	<u>35%</u>	
Schedule 1 - 1.1	Activity	Report/s	Due date
	3- Defining collaboration	Summary of workshop outcomes	<u>23 November 2015</u> <u>29 January 2016</u>
	<u>3- Defining collaboration</u>	<u>Final collaboration report</u>	<u>29 February 2016</u> <u>2 May 2016</u>
	<u>4 - Review of Customer Survey</u>	<u>Report on Measuring customer service effectiveness</u>	<u>25 January 2016</u>

Acknowledgment

If the Supplier agrees to the variations, please sign below and return it to Sophie Webb by email to Sophie.webb@premiers.qld.gov.au in a scanned format.

If you need more information or would like to discuss this matter further, please contact Sophie Webb on (07) 3003 9240 or at Sophie.webb@premiers.qld.gov.au

Yours sincerely





Filly Morgan

Deputy Director-General
Department of the Premier and Cabinet

Supplier's Agreement

Paul Leitch agrees to the variations detailed in this letter.

Date)	
EXECUTED for and on behalf of:)	
.....)	
Nous Group Pty Ltd)	Signature of authorised representative
by its authorised representative, in the)	By executing this agreement the signatory warrants that
.....)	the signatory is duly authorised to execute this letter of
)	variation on behalf of the Supplier
Signature of witness)	
KATE HESLEWOOD)	Paul Leitch
Name of witness (block letters))	PAUL LEITCH
LV 23, 300 Queen St BNE)	Principal
Address)	

Released under RTI/DPC

Katie Noonan

From: Christina Baumann
Sent: Wednesday, 1 June 2016 9:40 AM
To: purchasing
Cc: Sophie Webb
Subject: Purchase Order Amendment form - P/O No. 4500274582
Attachments: 201606010924.pdf

Hi Leigh,

Please find attached, completed and signed purchase order amendment form for processing at your earliest convenience.

Please let me know if you require anything further in order to get the final Nous Group invoice paid and processed ASAP.

Kind regards
Christina



Queensland
Government

Christina Baumann

Executive Assistant to the Deputy Director-General
Office of the Deputy Director-General, Corporate & Government Services
Department of the Premier and Cabinet

P 07 3003 9223

E Christina.baumann@premiers.qld.gov.au
Executive Building, Level 4, 100 George Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002

Released under RTI - DPC



Purchase Order Amendment

Mandatory field*

Agency* Company code* Purchase order reference number Amendment date Amendment type*

Section 1: Vendor information

Vendor name Telephone number ABN/ACN
 Email address Address Postcode

Section 2: Amendment details

Reason for amendment
 Additional comments/instructions

Amending officer

Name Business unit Telephone number Email address

Section 3: Purchase order total

Existing total (including GST) Amendment amount (including GST) New total (including GST)

Section 4: Certifications

Procurement officer (if applicable)
 I certify this amendment and endorse that it complies with the requirements of the Queensland Procurement Policy, and the agency's procurement policy and associated procedures.
 Name Procurement certification level
 Telephone number Signature Date
 Please forward completed form to: operationalprocurement@dsita.qld.gov.au

QSS use only

Purchasing group Vendor number Plant Storage location Material number Entered by SAP user ID Purchase order number Date processed

Privacy statement: The information being collected in this form is for the purpose of managing the financial accountability relevant to Queensland Government and is authorised under the Financial Accountability Act 2009. Your personal information may be disclosed to any other third party or used for any other purpose without your consent, unless authorised or required to do so by law.

Section 5: Order details

Amendment action	Line	Item description	Quantity	Unit of issue	Unit rate (excluding GST)	Value (excluding GST)	Tax code	GST %	GST amount	Price (including GST)	Account assign	GL account/asset code	Cost collector	Business area
New line	20		32,840	EA	\$1.00	\$32,840.00	PG	10%	\$3,284.00	\$36,124.00	Purchase	522002	4101072	

Please complete Section 3: Purchase order total and Section 4: Certifications on page 1.

Released under RTI - DPC

Katie Noonan

From: Queensland Shared Services <qss@dsitia.qld.gov.au>
Sent: Wednesday, 1 June 2016 3:33 PM
To: purchasing
Cc: Christina Baumann
Subject: QSS Finance FI0739210: URGENT: DPC - 1041: Purchase Order Amendment form - P/O No. 4500274582 Inv #8283
Attachments: 4500274582 gr.pdf; 4500274582 v.pdf

Dear PURCHASING,

Attached are both copies of the above amended purchase order.

Record Details:

Number: FI0739210

Category: Purchase Order (OP)

Subcategory: Amendment

Subject: URGENT: DPC - 1041: Purchase Order Amendment form - P/O No. 4500274582 Inv #8283

Description: email received from: purchasing@premiers.qld.gov.au

FOR URGENT PROCESSING:

Hi Team,

Please find attached PO amendment form to amend PO 4500274582 to enable immediate payment of final invoice.

Please see above attached invoice #8283DPQ05 to be goods received against amended PO 4500274582. Once GRd, please forward documentation for IR and IMMEDIATE PAYMENT.

Many thanks,

Leigh

[cid:image003.png@01D1BC17.6AB1EC50]Leigh McGarry

Advisor - Finance

Financial Services

Department of the Premier and Cabinet

P 07 3003 9054 E leigh.mcgarry@premiers.qld.gov.au<mailto:leigh.mcgarry@premiers.qld.gov.au>

Executive Building, Level 1, 100 George Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002

From: Christina Baumann

Sent: Wednesday, 1 June 2016 2:04 PM

To: purchasing <purchasing@premiers.qld.gov.au>

Cc: Christina Baumann <christina.baumann@premiers.qld.gov.au>

Subject: Purchase Order Amendment form - P/O No. 4500274582

Hi Leigh,

Please find attached, completed and signed purchase order amendment form for processing at your earliest convenience. Invoice also attached.

Please let me know if you require anything further in order to get the final Nous Group invoice paid and processed ASAP.

Kind regards

Christina

[cid:image006.png@01D1BC17.6AB1EC50]Christina Baumann

Executive Assistant to the Deputy Director-General
Office of the Deputy Director-General, Corporate & Government Services
Department of the Premier and Cabinet

P 07 3003 9223

E Christina.baumann@premiers.qld.gov.au<mailto:Christina.baumann@premiers.qld.gov.au>
Executive Building, Level 4, 100 George Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002

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Status: Awaiting Validation

Created: 01-06-2016 15:10:04 AEST

Kind Regards,

Brigida Esposito
Phone: 5514 9303
Operational Procurement
Transaction Business Services
Client Services (Finance & Facilities)
Queensland Shared Services

Ref:MSG12577489



Queensland
Government

ABN: 65959415158

Page 1 of 2

Fax 07 3224 4837

Department of the Premier and Cabinet

Purchase order 4500274582

Date: 13.10.2015

Vendor No: 6036189

Purchasing Contact DPC INFORMATN SERV

Telephone 07 3224 4395

Delivery Date Please see line item.

Please deliver between 8:00am and 4:00pm ***Monday to Friday***

GOODS RECEIPT COPY

To:
NOUS GROUP PTY LTD
PO BOX 13069
MELBOURNE LAW COURTS VIC 8010

Deliver to:
ALISON BAYNTUN PH: 3003 9222
OFFICE OF THE CHIEF OP OFFICER
BRISBANE QLD 4000

Invoice to:
Department of the Premier and
Cabinet
PO BOX 15185
CITY EAST QLD 4002

Terms of Payment: Within 30 days Due net

PRICES, TERMS AND CONDITIONS IN ACCORDANCE WITH DPC CONTRACT: DPC-32-2015
PURCHASE ORDER ENQUIRIES TO: ALISON BAYNTUN PH: 3003 9222

INVOICE TO:
PO BOX 15185
CITY EAST QLD 4002

Item	Material	Description	Order qty.	Unit	Price/Unit	Net Value	GST	Gross Value
00010		DPC OPERATING MODEL - PRIORITY ACTION ACTIVITIES - DPC-32-2015	48,750	each	1.00/1	48,750.00	4,875.00	53,625.00
00020		INCREASE PRICE DUE TO SCOPE	32,840	each	1.00/1	32,840.00	3,284.00	36,124.00
00030		DPC OPERATING MODEL - PRIORITY	26,250	each	1.00/1	26,250.00	2,625.00	28,875.00

*** Item completely delivered ***

Delivery Date Day 31.01.2016

This purchase order is released subject to our standard terms and conditions. To obtain a copy, please refer to the Purchasing Contact.

Department of the Premier and Cabinet

Purchase order 4500274582

Date: 13.10.2015

Vendor No: 6036189



**Queensland
Government**

ABN: 65959415158

Page 2 of 2

To:
 NOUS GROUP PTY LTD
 PO BOX 13069
 MELBOURNE LAW COURTS VIC 8010

<u>Item</u>	<u>Material</u>	<u>Description</u>	<u>Order qty.</u>	<u>Unit</u>	<u>Price/Unit</u>	<u>Net Value</u>	<u>GST</u>	<u>Gross Value</u>
		ACTION ACTIVITIES - DPC-32-2015						
		AS PER DPC CONTRACT - QLD DPC OPERATING MODEL - PRIORITY ACTION ACTIVITIES - DPC-32-2015						
		FOR THE PROVISION OF SERVICES RELATING TO THE DPC OPERATING MODEL - PRIORITY ACTION ACTIVITIES UNDER CONTRACT DPC-32-2015						
		*** Item completely delivered ***						
						Total Including GST		\$118,624.00

Released under RTI - DPC



Queensland
Government

ABN: 65959415158

Page 1 of 2

Fax 07 3224 4837

Department of the Premier and Cabinet

Purchase order 4500274582

Date: 13.10.2015

Vendor No: 6036189

Purchasing Contact DPC INFORMATN SERV

Telephone 07 3224 4395

Delivery Date Please see line item.

Please deliver between 8:00am and 4:00pm ***Monday to Friday***

Please note:

1. All deliveries must be accompanied by a delivery docket or invoice.
2. Purchase Order Number must be quoted on all delivery dockets, invoices, correspondence, etc.
3. Price and product changes must be communicated to the Purchasing Contact prior to delivery.

To:
 NOUS GROUP PTY LTD
 PO BOX 13069
 MELBOURNE LAW COURTS VIC 8010

Deliver to:
 ALISON BAYNTUN PH: 3003 9222
 OFFICE OF THE CHIEF OP OFFICER
 BRISBANE QLD 4000

Invoice to:
 Department of the Premier and
 Cabinet
 PO BOX 15185
 CITY EAST QLD 4002

Terms of Payment: Within 30 days Due net

PRICES, TERMS AND CONDITIONS IN ACCORDANCE WITH DPC CONTRACT: DPC-32-2015

PURCHASE ORDER ENQUIRIES TO: ALISON BAYNTUN PH: 3003 9222

INVOICE TO:
 PO BOX 15185
 CITY EAST QLD 4002

Item	Material	Description	Order qty.	Unit	Price/Unit	Net Value	GST	Gross Value
00010		DPC OPERATING MODEL - PRIORITY ACTION ACTIVITIES - DPC-32-2015	48,750	each	1.00/ 1	48,750.00	4,875.00	53,625.00
00020		INCREASE PRICE DUE TO SCOPE	32,840	each	1.00/ 1	32,840.00	3,284.00	36,124.00
00030		DPC OPERATING MODEL - PRIORITY	26,250	each	1.00/ 1	26,250.00	2,625.00	28,875.00

*** Item completely delivered ***

Delivery Date Day 31.01.2016

This purchase order is released subject to our standard terms and conditions. To obtain a copy, please refer to the Purchasing Contact.

To:
 NOUS GROUP PTY LTD
 PO BOX 13069
 MELBOURNE LAW COURTS VIC 8010

Department of the Premier and Cabinet

Purchase order 4500274582

Date: 13.10.2015

Vendor No: 6036189



Queensland
 Government

ABN: 65959415158

Page 2 of 2

<u>Item</u>	<u>Material</u>	<u>Description</u>	<u>Order qty.</u>	<u>Unit</u>	<u>Price/Unit</u>	<u>Net Value</u>	<u>GST</u>	<u>Gross Value</u>
		ACTION ACTIVITIES - DPC-32-2015						
		AS PER DPC CONTRACT - QLD DPC OPERATING MODEL - PRIORITY ACTION ACTIVITIES - DPC-32-2015						
		FOR THE PROVISION OF SERVICES RELATING TO THE DPC OPERATING MODEL - PRIORITY ACTION ACTIVITIES UNDER CONTRACT DPC-32-2015						
		*** Item completely delivered ***						
Total Including GST								\$118,624.00

Katie Noonan

From: Paul Leitch <[REDACTED]@nousgroup.com.au>
Sent: Friday, 29 April 2016 1:09 PM
To: Filly Morgan
Cc: Sophie Webb; Kate Heslewood; Wade Lewis
Subject: Re: Nous contract variation - DPC-32-2015 DPC Operating Model - Priority Actions Activities

Hi Filly

It was good to catch up yesterday. Thanks for this note. We will amend accordingly here and finalise by the due date.

Kind regards

Paul

Sent from my iPhone

On 28 Apr 2016, at 5:16 PM, Filly Morgan <filly.morgan@premiers.qld.gov.au> wrote:

Hi Paul

Good to catch up with you today.

As discussed with Sophie, the DPC Operating Model contract - Priority Actions Activities is due conclude on Monday 2 May 2016. Pursuant to clause 22(d) of the General Contract Conditions, I seek to vary clause 2.6 the contract 'End date' from Monday 2 May 2016 to Friday 20 May 2016.

I note that pursuant to schedule 2, clause 2.3 the final milestone payment of 35% is due on completion of the project.

I look forward to receiving your written agreement to the variation.

Regards,

Filly

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Katie Noonan

From: Sophie Webb
Sent: Friday, 29 April 2016 4:51 PM
To: Seja Vogel
Cc: Anna Zilli; Jane Hedger; Mandy Marquis
Subject: FW: Nous contract variation - DPC-32-2015 DPC Operating Model - Priority Actions Activities

Hi Seja

Please see email trail below. Can you please update the Nous file with this variation extending the contract duration?

Thank you

Kind regards,



**Queensland
Government**

Sophie Webb

Principal Advisor
Office of the Deputy Director-General, Corporate and Government Services
Department of the Premier and Cabinet

P 07 3003 9240 M [REDACTED]
Executive Building, Level 4, 100 George Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002

From: Paul Leitch [mailto:[REDACTED]@nousgroup.com.au]
Sent: Friday, 29 April 2016 1:09 PM
To: Filly Morgan <filly.morgan@premiers.qld.gov.au>
Cc: Sophie Webb <Sophie.Webb@premiers.qld.gov.au>; Kate Heslewood <[REDACTED]@nousgroup.com.au>; Wade Lewis <[REDACTED]@nousgroup.com.au>
Subject: Re: Nous contract variation - DPC-32-2015 DPC Operating Model - Priority Actions Activities

Hi Filly

It was good to catch up yesterday. Thanks for this note. We will amend accordingly here and finalise by the due date.

Kind regards

Paul

Sent from my iPhone

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I note that pursuant to schedule 2, clause 2.3 the final milestone payment of 35% is due on completion of the project.

I look forward to receiving your written agreement to the variation.

Regards,

Filly

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Katie Noonan

From: Gothamie Kulatilake <[REDACTED]@nousgroup.com.au>
Sent: Monday, 9 May 2016 12:15 PM
To: Sophie Webb
Cc: Wade Lewis; Dandi Cao; Rini Wijaya-Cooke; Kerry Hudson
Subject: Invoice #8282DPQ04, 8283DPQ05- Nous Group
Attachments: 8282DPQ04.pdf; 8283DPQ05.pdf

Dear Sophie,

Please find attached our invoices.

Should you have any queries, please do not hesitate to contact our office.

Thanks

Kind Regards

Gothamie Kulatilake
Nous Group | Finance Assistant
d: + 61 3 8638 4128 | w: www.nousgroup.com.au

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Nous Group

P.O Box 13069
Melbourne Law Courts
Victoria 8010

Tel: +61 3 8602 6200
ABN: 66 086 210 344

Invoice: 8282DPQ04

Invoice date: 9/05/2016
Our reference: 15688.02/DPQ04
PO number: DPC-32-2015

Client name:	Dept of Premier and Cabinet (QLD)
Address:	PO Box 15185
City, State, Postcode:	City East QLD 4002
Client contact:	Sophie Webb
Client email:	Sophie.Webb@premiers.qld.gov.au
Nous Group Project Manager:	Wade Lewis

Professional Services	Amount
------------------------------	---------------

DPC-32-2015-Queensland DPC Operating Model-Priority Action Activities		
Final milestone payment	\$	26,250.00
Total professional services	\$	26,250.00
GST on professional services	\$	2,625.00
Subtotal professional services	\$	28,875.00
Total GST included in this invoice	\$ 2,625.00	Total due (AUD)
		\$ 28,875.00

Terms: 14 days

Payment Details

Account Name:	Nous Group Pty Ltd
BSB	
Account Number	
Swift Code	

Please forward remittance advice to accounts@nousgroup.com.au or fax to +61 3 8602 6299

Nous Group

P.O Box 13069
Melbourne Law Courts
Victoria 8010

Tel: +61 3 8602 6200
ABN: 66 086 210 344

Invoice: 8283DPQ05

Invoice date: 9/05/2016
Our reference: 15864.02/DPQ05
PO number: DPC-32-2015

Client name:	Dept of Premier and Cabinet (QLD)
Address:	PO Box 15185
City, State, Postcode:	City East QLD 4002
Client contact:	Sophie Webb
Client email:	Sophie.Webb@premiers.qld.gov.au
Nous Group Project Manager:	Wade Lewis

Professional Services	Amount
-----------------------	--------

DPC-32-2015-Queensland DPC Operating Model-Priority Action Activities											
Final milestone payment	\$	32,840.00									
<table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"></td> <td style="width: 5%; text-align: right;">Total professional services</td> <td style="width: 25%; text-align: right;">\$ 32,840.00</td> </tr> <tr> <td></td> <td style="text-align: right;">GST on professional services</td> <td style="text-align: right;">\$ 3,284.00</td> </tr> <tr> <td></td> <td style="text-align: right;">Subtotal professional services</td> <td style="text-align: right;">\$ 36,124.00</td> </tr> </table>				Total professional services	\$ 32,840.00		GST on professional services	\$ 3,284.00		Subtotal professional services	\$ 36,124.00
	Total professional services	\$ 32,840.00									
	GST on professional services	\$ 3,284.00									
	Subtotal professional services	\$ 36,124.00									
Total GST included in this invoice	\$ 3,284.00	Total due (AUD)									
		\$ 36,124.00									

Terms: 14 days

Payment Details

Account Name:	Nous Group Pty Ltd
BSB:	
Account Number:	
Swift Code:	

Please forward remittance advice to accounts@nousgroup.com.au or fax to +61 3 8602 6299

Katie Noonan

From: Wade Lewis <[REDACTED]@nousgroup.com.au>
Sent: Monday, 9 May 2016 12:18 PM
To: Sophie Webb
Subject: RE: Invoice #8282DPQ04, 8283DPQ05- Nous Group

Hi Sophie

FYI, we provided the final collaboration report to Jane this morning and are meeting on Thursday a/noon to discuss.

Regards, Wade

Wade Lewis
Nous Group | Senior Consultant
d: + 61 7 3007 0820 | m: [REDACTED] | w: www.nousgroup.com.au

From: Gothamie Kulatilake
Sent: Monday, 9 May 2016 12:15 PM
To: Sophie.Webb@premiers.qld.gov.au
Cc: Wade Lewis; Dandi Cao; Rini Wijaya-Cooke; Kerry Hudson
Subject: Invoice #8282DPQ04, 8283DPQ05- Nous Group

Dear Sophie,

Please find attached our invoices.

Should you have any queries, please do not hesitate to contact our office.

Thanks

Kind Regards

Gothamie Kulatilake
Nous Group | Finance Assistant
d: + 61 3 8638 4128 | w: www.nousgroup.com.au

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Katie Noonan

From: Christina Baumann
Sent: Wednesday, 1 June 2016 9:40 AM
To: purchasing
Cc: Sophie Webb
Subject: Purchase Order Amendment form - P/O No. 4500274582
Attachments: 201606010924.pdf

Hi Leigh,

Please find attached, completed and signed purchase order amendment form for processing at your earliest convenience.

Please let me know if you require anything further in order to get the final Nous Group invoice paid and processed ASAP.

Kind regards
Christina



Queensland
Government

Christina Baumann

Executive Assistant to the Deputy Director-General
Office of the Deputy Director-General, Corporate & Government Services
Department of the Premier and Cabinet

P 07 3003 9223

E Christina.baumann@premiers.qld.gov.au
Executive Building, Level 4, 100 George Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002

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Purchase Order Amendment

Mandatory field*

Agency* Company code* Purchase order reference number Amendment date Amendment type*

Section 1: Vendor information

Vendor name Vendor number Telephone number ABN/ACN
 Email address Address Postcode

Section 2: Amendment details

Reason for amendment
 Additional comments/instructions

Amending officer

Name Business unit Telephone number Email address

Section 3: Purchase order total

Existing total (including GST) Amendment amount (including GST) New total (including GST)

Section 4: Certifications

Procurement officer (if applicable)
 I certify this amendment and endorse that it complies with the requirements of the Queensland Procurement Policy, and the agency's procurement policy and associated procedures.

Name Procurement certification level Position
 Telephone number Signature Date
 Please forward completed form to: operationalprocurement@dsitia.qld.gov.au

QSS use only

Purchasing group Vendor number Plant Storage location Material number Entered by SAP user ID Purchase order number Date processed

Privacy statement: The information being collected in this form is for the purpose of managing the financial accountability relevant to Queensland Government and is authorised under the Financial Accountability Act 2009. Your personal information may be disclosed within the Queensland Government, contracted service providers or financial institutions only as is necessary for the performance of the financial functions performed by these bodies. Your personal details will not be disclosed to any other third party or used for any other purpose without your consent, unless authorised or required to do so by law.

Section 5: Order details

Amendment action	Line	Item description	Quantity	Unit of issue	Unit rate (excluding GST)	Value (excluding GST)	Tax code	GST %	GST amount	Price (including GST)	Account assign	GL account/asset code	Cost collector	Business area
New line	20		32,840	EA	\$1.00	\$32,840.00	PG	10%	\$3,284.00	\$36,124.00	Purchase	522002	4101072	

Please complete Section 3: Purchase order total and Section 4: Certifications on page 1.

Released under RTI - DPC

Katie Noonan

From: Wade Lewis <[REDACTED]@nousgroup.com.au>
Sent: Thursday, 2 June 2016 9:02 AM
To: Filly Morgan
Cc: Christina Baumann; Sophie Webb; Kate Heslewood
Subject: RE: Project closure: DPC Operating Model – Priority Action Activities, DPC-32-2015

That's great, thanks Filly. Shall we say 2.30pm?

Regards, Wade

Wade Lewis
Nous Group | Senior Consultant
d: + 61 7 3007 0820 | m: [REDACTED] | w: www.nousgroup.com.au

From: Filly Morgan [mailto:filly.morgan@premiers.qld.gov.au]
Sent: Thursday, 2 June 2016 8:35 AM
To: Wade Lewis
Cc: Christina Baumann; Sophie Webb
Subject: RE: Project closure: DPC Operating Model – Priority Action Activities, DPC-32-2015

Hi Wade,

Thanks for your email. It has been a pleasure working with you and Paul over the last couple of months. I am happy to catch up. The afternoon of 14 June is good for me. Does any particular time suit?

Filly



Queensland
Government

Filly Morgan

Deputy Director-General (Corporate and Government Services)
Department of the Premier and Cabinet

P 07 3003 9224 M [REDACTED]
Executive Building, Level 4, 100 George Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002

From: Wade Lewis [mailto:[\[REDACTED\]@nousgroup.com.au](mailto:[REDACTED]@nousgroup.com.au)]
Sent: Wednesday, 1 June 2016 5:57 PM
To: Filly Morgan <filly.morgan@premiers.qld.gov.au>
Subject: Project closure: DPC Operating Model – Priority Action Activities, DPC-32-2015

Hi Filly

Hope you're well.

As you'd know we recently concluded our work together under *DPC Operating Model – Priority Action Activities, DPC-32-2015*. One of our colleagues from the marketing team will shortly send a client feedback survey, and we'd be very grateful if you were able to fill that out...a frank and fearless assessment is of course most welcome!

Paul and I would also very much appreciate some face-to-face time with you to debrief about the project if you have 30-45mins or so in the near future. We'd be happy to come to your office, or to meet out somewhere for a coffee. The a/noons of 14 or 15 June look good for us if you'd like to pencil something in now?

Many thanks Filly, it's been a stimulating program of work and we're glad to have had the opportunity to work with you and your team, and with Pat of course prior to his departure from DPC.

Regards, Wade

Wade Lewis

Nous Group | Senior Consultant

d: + 61 7 3007 0820 | m: [REDACTED] | w: www.nousgroup.com.au | [View Wade's profile](#)

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Filly Morgan

From: Filly Morgan
Sent: Thursday, 3 March 2016 5:50 PM
To: Sophie Webb
Subject: Fwd: Nous interim Collaboration report
Attachments: Collaboration (culture) workshop_Nous notes 151126.pdf; ATT00001.htm; Collaboration DPC customers.docx; ATT00002.htm; Collaboration workshop_notes.docx; ATT00003.htm; DPC Collaboration one-pager.docx; ATT00004.htm; DPC Collaboration_Customer challenge agenda (fac guide)_151209.docx; ATT00005.htm; Flipcharts and notes_DPC Customer Workshop_151209.pdf; ATT00006.htm; Collaboration (culture) workshop_flipcharts_151126.pdf; ATT00007.htm

Sent from my iPhone

Begin forwarded message:

From: Jane Hedger <jane.hedger@premiers.qld.gov.au>
Date: 3 March 2016 at 5:40:12 PM AEST
To: Filly Morgan <filly.morgan@premiers.qld.gov.au>
Subject: **Nous interim Collaboration report**

Hi Filly,

When Pat and I met with Nous in November to discuss postponing the next two workshops we agreed that they would deliver the draft collaboration model and the raw data from the first 6 workshops to us as the "interim report" which would allow us to use that data to drive the next workshops rather than starting to tell a story only halfway through. These are the documents they provided.

Thanks

Jane

Page 114 redacted for the following reason:

Contrary to Public Interest

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Collaboration – Customers – DPC Raw Data

We briefly mentioned when we started talking about the customer workshop that we'd begun digging up references to customers in DPC and PSC corporate docs, and thought we'd just forward these on (though no doubt you'll have come across them yourselves at one time or another). As we discussed, given the focus on customers in recent years (such as *Customers first* in the PS Values) we wanted to ensure the workshop design is grounded in a good appreciation of that recent history.

- What I like about the PS Value **Customers first** is the categories of *Know your customers*, *Deliver what matters*, and *Make decisions with empathy*. These are still great, especially the first two.
- *Improved customer satisfaction and engagement* is a measure of success in DPC's Strategic Plan. *Ineffective customer and stakeholder engagement* is a risk. We think the 'ineffective' angle could potentially be fertile ground for workshoping in the context of both customer loyalty and satisfaction.
- There's a lot of customer-focussed language in the DPC Strategic Workforce Plan 2014-18 (e.g. key actions are to "Redesign workforce structures and systems to align with customer expectations" and "cultivate a contemporary and customer-oriented public service"). Potentially work digging into more.
- DPC's Service Delivery Statement 2015-16 has service standards related to customers, and several definitions of customers differentiated by service area.
 - Policy Advice and Coordination, and Cabinet Support customers = Ministers, Directors-General and their agency's Cabinet Legislation and Liaison Officers and Senior Policy Officers.
 - Government Services customers = Ministers, Directors-General and their agency's Cabinet Legislation and Liaison Officers and Senior Policy Officers (the same as Policy above).
 - Corporate Services (internal) customers = departmental officers, including the Director-General and executive management.
- The Working for Queensland 2014 survey results as they relate to customers and collaboration:
 - In my organisation, we put customers first (85% positive, 13% neutral, 2% negative)
 - People in my workgroup treat customers with respect (93% positive, 6% neutral, 1% negative)
 - Also look at the three questions at the bottom of p14 at the workgroup level about customers and collaborating – overall, (90% positive, 7% neutral, 3% negative)
- The 2015 results for DPC show the collaboration scores going down (87% positive), which is a drop of 6% since 2013 (3%/year). Look at the Divisional breakdown, especially the Policy Division trajectory. It shows better customer scores though at the 'DPC' level (e.g. In my organisation, we put customers first (88% positive, 10% neutral, 2% negative) but a poorer result for customers at the workgroup level – the biggest dip is in working with other Qld Govt orgs to deliver services (collaboration across govt) (down from 93% to 89% positive). That same document defines customers as "The person(s) you provide advice or service to, whether internal or external to the Queensland Public Sector (e.g. students, clients, customers, stakeholders, patients, members of

the community)". As you'll note, that differs from the definition in the SDS, which is far more targeted (which may be relevant to explore customer segmentation).

- DPC has a *Better Practice Guideline for Measuring Customer Satisfaction*. The themes they measure include Timeliness, Ease of Access, Staff, Quality, Outcome, and Overall Satisfaction. They recommend 3 types to account for relationships that are short-term, long-term, and overall. Quite interesting document. I suspect Chris Chinn or Nicole Tabb are your internal gurus for it.

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Pages 117 through 142 redacted for the following reasons:

Contrary to public interest

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Collaboration at DPC

Customer Challenge (Facilitators' Guide)

9 December 2015

3 – 5pm

Rendezvous Hotel Brisbane – Michener's Room, Level 3

Objectives

- For participants to become familiar with the draft DPC Collaboration Model and the *Me-We-DPC Accountability Framework*
- For participants to understand how DPC's *customer collaboration* agenda can be advanced at the individual, team, and organisational levels (Me, We, DPC), based on a knowledge of DPC's customers' expectations and needs

Background reading

- Customer video vignettes

Participants

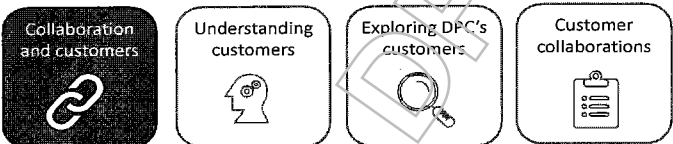
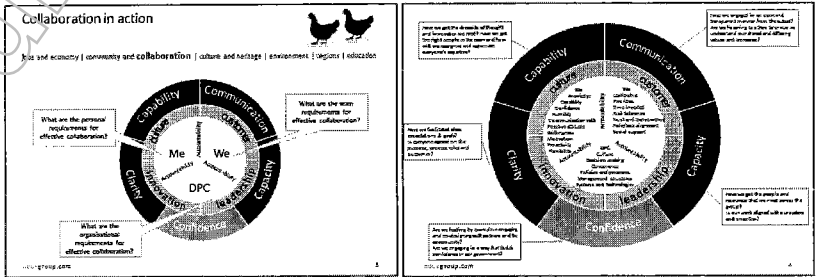
- Registered staff across DPC (approx. 50 anticipated)
- DPC Organisational Culture team





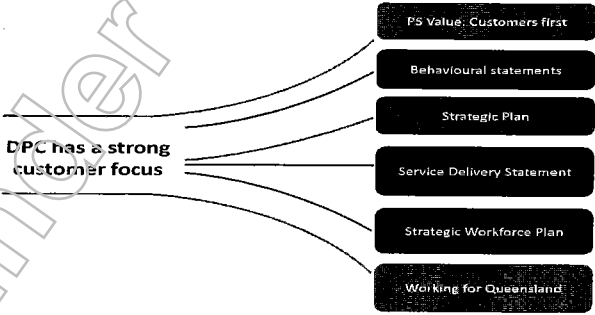
Facilitators

Paul Leitch and Wade Lewis (Nous Group)

Agenda – 9 December 2015 (Facilitators' Guide)

- **Pre Survey** – registered participants are sent an SMS reminder to attend and an email invitation to watch two video vignettes


Time	Item	Lead	Facilitators' notes
15 mins	<p>Session 1: Introduction (Collaboration and customers)</p> <ul style="list-style-type: none"> • DPC intro • Nous intro • Context for collaboration • Context for customers 	<p>Jane</p> <p>Paul</p>	<ul style="list-style-type: none"> • Agenda – as per slide  <ul style="list-style-type: none"> • Jane intro (self and purpose of workshop) • Paul intro (2 of 4 workshops about collaboration – more about 'why customers?' soon) • Offer Dave S an opportunity to speak on theme • Activity (pairs, 10min): Pair up with someone you don't know (or don't know well) and intro yourself; find out from the person 3 things: name, area of DPC, what interests them about customers and collaboration. Report back from approx. 5 groups. • Context – collaboration (as per slides) <ul style="list-style-type: none"> ◦ In particular, explain the <i>Me-We-DPC Accountability Framework</i> – it's a work in progress!  <ul style="list-style-type: none"> • Context – customers <ul style="list-style-type: none"> ◦ Customer expectation and customer service were very strong themes in the Operating Model interviews ◦ In subsequent discussions we've held the customer experience of DPC has also featured heavily ◦ In 4 collaboration workshops we talked about self-interest being an important driver of successful collaboration. Through the customer lens, this is particularly so.

Time	Item	Lead	Facilitators' notes
40 mins	<p>Session 2: Understanding customers</p> <ul style="list-style-type: none"> Background to the recent DPC customer journey Introduction to key concepts: customer expectations, needs, loyalty, and experience 	Paul	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center;"> Collaboration and customers  </div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center;"> Understanding customers  </div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center;"> Exploring DPC's customers  </div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center;"> Customer collaborations  </div> </div> <ul style="list-style-type: none"> Purpose: To understand customers' expectations as well as their needs, and to gain an insight into the importance of collaboration as a driver of customer satisfaction and loyalty and of mutually satisfying customer experiences Background (as per slide) (5min) <ul style="list-style-type: none"> DPC already has a strong customer focus and reasonable levels of customer satisfaction (though declining on collaboration measures), which demonstrates the centrality of the customer to DPC and to your partners in collaboration, such as line agencies. <div style="text-align: center; margin: 10px 0;">  </div> <ul style="list-style-type: none"> Insights from the literature (as per slides) (5min) <ul style="list-style-type: none"> Introduce concept of customer loyalty – driven by customer satisfaction, in the commercial world it is the basis of profit and growth – and customer experience, which is something that can be actively designed. Activity (think-pair-share, 15min): How does the idea of customer loyalty translate to DPC? Is there customer loyalty? If so, how does this play out at the Me-We-DPC levels? If not, why not? Write your thoughts and place them on the customer loyalty walls (flipcharts on the wall x 2) OR Stand on the 'loyalty line' and moving from high to low, tell us how loyal you think your customers are to you, your team, and to DPC. Activity (small groups, 15min): Two sides of the room, small groups of 5. One exploring how you would define customer experience, and one exploring how you define customer service. Bring the groups together to examine and discuss the definitions. What do we notice? How do outcomes feature in either, or both?

Time	Item	Lead	Facilitators' notes
40 mins	Session 3: Exploring DPC's customers		<ul style="list-style-type: none"> • Purpose: <i>To gain a deep insight into who DPC's customers are, what they expect and need, and how DPC is positioned in the 'market' in terms of its 'offer'</i> • Defining customers in DPC/public sector context (as per slides) (10min) <ul style="list-style-type: none"> ◦ How you define customers and who you measure: Does this give you a full picture? Is it based on what they expect and need, or what you provide? Do they marry up? • Activity (individual, 10min): Your external customers had a lot to say about what they expect, and what they want (see A3 sheets on the walls); take 5min and walk around to look at the quotes. Paul to ask approx. 5 people, resonate or not? What are your thoughts? <ul style="list-style-type: none"> ◦ What they show is that you're constantly on the customer journey, refining and testing your understanding of who our customers are and what they want. As an earlier slide said: "Customers change every day." • Activity (small group session, 20min): <i>The DPC customer experience.</i> Break into groups of 5. On sticky notes write down 3-5 recent customer interactions – these could be at any of the Me-We-DPC levels. Using the matrix, rate the importance of the interaction (as you define it) and the performance of Me-We-DPC. Place them on a flipchart of the matrix. Discuss within the group. Think about these questions: <ul style="list-style-type: none"> ◦ What do we do for them? ◦ What do they want from us (i.e. their priorities across the service, product, price categories), and how do we know? ◦ Do we provide it? ◦ Is there a 'satisfaction gap' that we need to shrink? • Each group to report back. What is the result? Where are you spending your time with customers? How are you going in terms of importance? Does DPC appear to be a 'market leader' on this basis (i.e. differentiated on service, product, price – one or all)? [<i>links back to When to Disappoint Your Customers video</i>]

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Time	Item	Lead	Facilitators' notes
20 mins	Session 4: Customer collaborations	Paul	<ul style="list-style-type: none"> • Purpose: to identify some key priorities using the Me-We-DPC Framework to maximise the customer collaboration experience • Activity (large group session, 20min): Based on what we've discussed about customer satisfaction, loyalty and experience, let's explore how to maximise your collaboration with customers. • Move into groups of 10, discuss the following and record on the flipchart (10 mins): <ul style="list-style-type: none"> ◦ What do we need to keep doing? ◦ What do we need to change? ◦ Where we need to change, what is the quantum of change required? • Record a maximum of 3 answers for each question. • Agree as a group - what is the priority for each question and why? Report back to the group.
10 mins	Wrap up and close	Paul Jane	<p>Activity (individual) (Paul)</p> <ul style="list-style-type: none"> • Recap <ul style="list-style-type: none"> ◦ We have discussed DPC's customers (who they are, what they expect and need, and why they're constantly changing) and have agreed on some priorities to address now. • Reflect <ul style="list-style-type: none"> ◦ What is one thing that has stood out for you today? ◦ Think about what you might do to make a difference. ◦ Write it down and share it with someone else when you leave the room. • Jane – to close off and welcome feedback to the review email.

Time	Item	Lead	Facilitators' notes
			 <p data-bbox="906 427 1257 454">reviewcomments@premiers.qld.gov.au</p>

Materials:

- Projector
- Flipcharts
- Pens
- Post-it notes
- Dots
- Print-out of A3s

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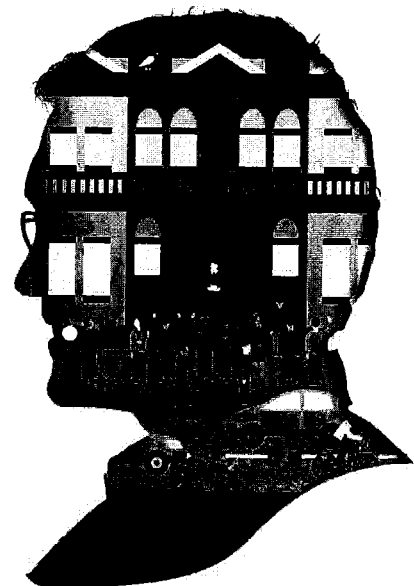
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Operating model review final report

Queensland Department of the Premier and Cabinet

1 September 2015

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1 Executive summary

As the lead central agency of the Queensland Public Service, the Department of Premier and Cabinet (DPC) has recently published its 2015-19 strategic plan with a clearly articulated vision, objectives and key priorities. Concurrently Nous has consulted with DPC executives and staff and key external stakeholders to identify how DPC can best align its operating model to deliver on its strategic intent and to fulfil the key roles it plays in government.

Consideration of the current environment and reflecting on stakeholder feedback has resulted in DPC stating the core and priority roles it will play. This provides direction and clarity for staff and external stakeholders, helps to prioritise work and manage expectations and guides operating model decisions.

DPC will adopt a collaborative, enabling and facilitative style. This explicit role emphasis and shift in style provides the context for DPC to review and adapt the operating model required to support the achievement of the Government priorities. It also provides the opportunity to consider how DPC acts as the lead for other departments in making their respective contributions.

We have summarised the primary operating principle as 'collaboration'. While this should be further defined, the broad characteristics are authentic engagement, identifying synergies and alignment, sparking innovation through collective wisdom and working together towards a common goal. This applies internally as well as externally.

From an operating model perspective, leadership depth and shared culture will be the key drivers of collaboration and the associated shift in operating style and where we suggest DPC focuses its attention. DPC has already signaled a more collaborative style and this is well received by staff and stakeholders. Embedding a culture of confidence through deliberate and concerted role modelling of behaviour will position DPC as a credible, trusted and value-adding central agency, and will further build on the positive shift in employee engagement within the department.

Adjustment to structure will assist in supporting a more collaborative style and this report provides a suggested structure that will best enable the operating principle of collaboration, without introducing significant structural change, thus allowing DPC to continue its focus on delivery. The suggested structure combines a customer and work-type lens. Customer alignment provides clear entry points into DPC while a work-type alignment takes advantage of synergies between groups with similar skills and work activity. Combined, the structure promotes a balance of external focus and internal efficiency.

Finally, the other elements of the operating model require minor adjustment to align with the strategic intent, role focus and style.

The observations and suggestions in the report reflect internal and external views and current context. We have consulted internally and externally, brought insights from what we have seen elsewhere and looked at how these come together to work in the current context for Queensland. This has led to a recommendation for incremental change, with a considered approach, driven by committed and empowered leaders.

2 To deliver the strategic intent within desired style, DPC must realign its operating model

2.1 Queensland government's priorities shape the priorities and style of DPC

To respond to the strategic direction of government, it is important that DPC can adapt and support the government's objectives. The stated objectives included: job creation; economic diversity; frontline service improvement; environmental protection and community engagement. The Government also asserted its key operating principles were integrity, accountability and consultation. Both government and DPC have described their style as being collaborative, enabling and facilitative.

This shift in emphasis and operating style provides the context for DPC to review and adapt the roles it is required to play in supporting the achievement of the Government priorities. It also provides the opportunity to consider how DPC acts as the lead for other departments in making their respective contributions.

“
Accountability and integrity are critical
”

2.2 Given the current Queensland context, certain roles take precedence for this DPC

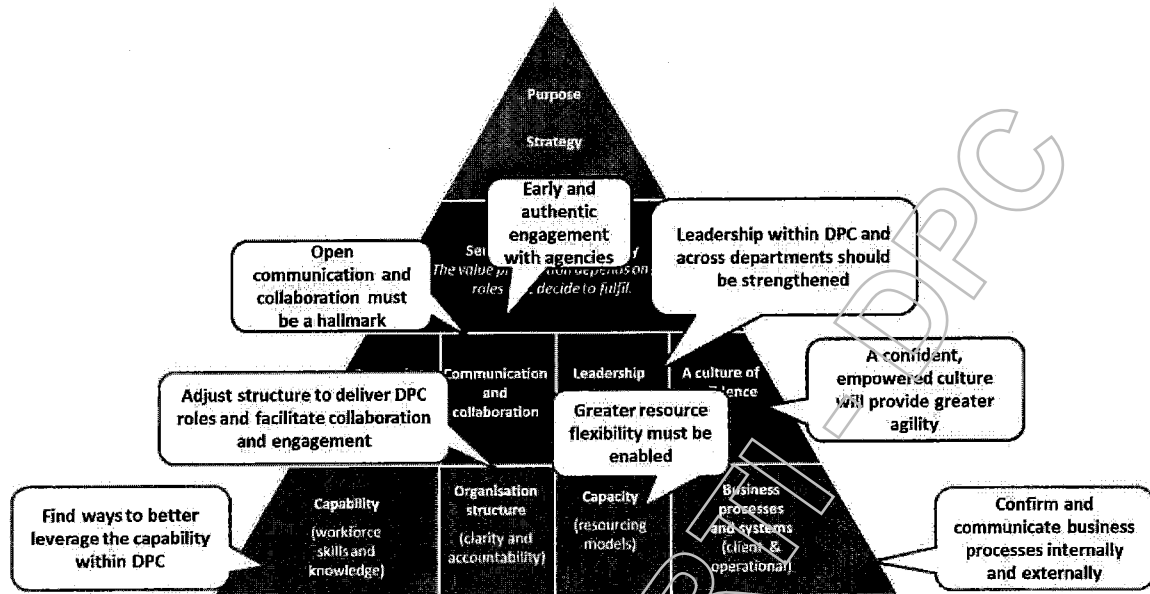
Based on Queensland's current environment and the strategic objectives of both the government and DPC, there are key roles on which this DPC should focus its attention. These are divided into core roles, that all DPCs must always play, and priority roles, based on optional areas into which the department can extend based on current needs and priorities.

2.3 The roles have implications for most areas of the operating model

The operating model (see Figure 1) is the combination of culture, leadership, capability, roles, structure, capacity, processes, systems and assets that allow the organisation to deliver on its goals and priorities.

Accepting the core and priority roles all need to be achieved simultaneously, it is necessary to understand how the operating model may be optimised. From our read, for the multiple roles to be achieved successfully, key considerations will include the way people work together, the way responsibilities are divided up within the department and the way the organisation deploys its staff.

Figure 1: Operating model elements



2.4 Key design criteria help align the operating model

The desired operating model for DPC should clearly align with the key DPC roles and must also enable:

- A communications and engagement focus to support an inclusive and collaborative style
- Environmental protection capability and capacity to support the government's agenda
- Enhanced use of analytics and market intelligence to look 'over the horizon' and anticipate policy issues and opportunities
- Agile resourcing to respond to the changing needs of the government
- Strong focus on relationships in policy coordination and briefing work.

3 Focus on culture and leadership will have the greatest impact

Consultation throughout the project has highlighted the desired shift to a more collaborative style. This is seen to be the biggest change in operating mode and therefore informs our assessment that a focus on culture and leadership will deliver the greatest impact for DPC. Culture is shaped and re-enforced by leaders at all levels in an organisation; they play a pivotal role in changing the way an organisation operates.

In the public sector, the culture of an agency is the principal source of its cost-effectiveness and the quality of services. In the public sector:

- Values and behaviours drive culture
- Culture drives employee fulfilment
- Employee fulfilment drives mission assurance
- Mission assurance drives customer satisfaction¹

In both private and public sectors, the key to success—whether it is in terms of employee or customer satisfaction—begins with the values of the organisation. When we speak about “values,” we are talking about the deeply held principles, ideals, or beliefs that people hold or adhere to when making decisions. Individuals express their values through their personal behaviours; organisations express their values through their cultural behaviours.

Our read of the current context and style of the Government is that they value inclusion and collaboration. This expectation flows to all government departments, with DPC leading the way. Open communication and collaboration must be hallmarks for DPC, along with early and authentic engagement with agencies, and empowered and confident employees who can facilitate effective outcomes. Innovation, initiative and accountability are seen as great opportunities to support a more agile department.

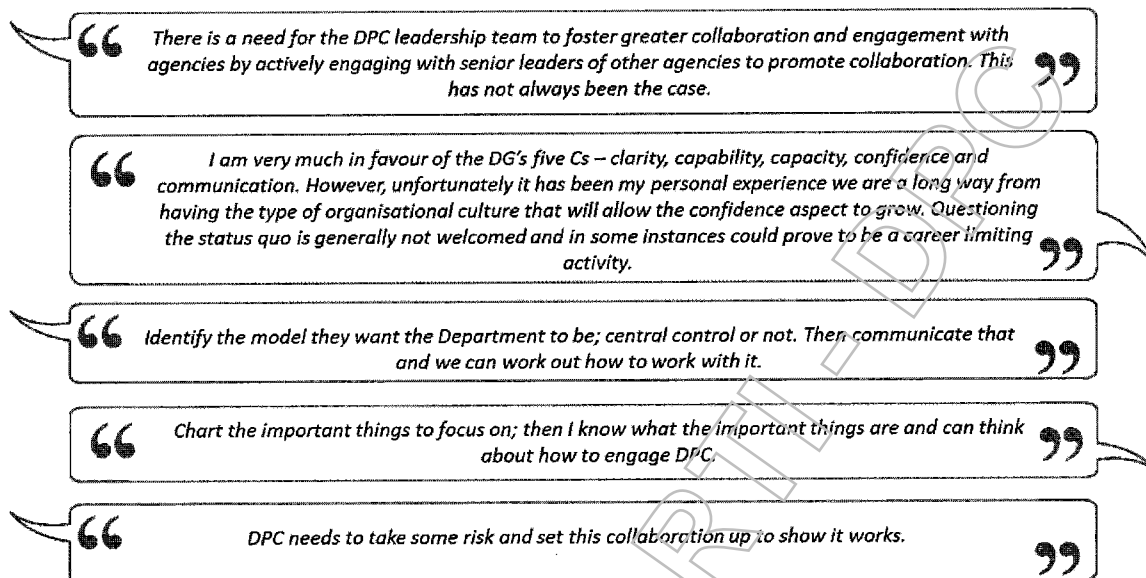
We summarise this desired culture as collaborative, accountable, enabling and innovative, with more investigation needed to fully understand and clarify this view.

There is no consistent statement of culture across DPC. In previous years, there was a different leadership focus with a clear direction for centralised control and decision making and this has shaped the behaviour of both leaders and staff within DPC. We understand the cultural intent within government has now shifted, with an emphasis on collaboration and engagement. This provides an opportunity for DPC to articulate the culture through describing behavioural expectations. Articulating the culture, either through values or behaviours, is the first step in helping staff to understand what is expected of them, and how they should approach their work.

Given the existence of the Queensland public service values of Customers first, Ideas into action, Unleash potential, Be courageous, Empower people, there is the option of working with these to further define specific expectations as they apply to DPC, or articulate cultural expectations which sit alongside these existing values.

¹ R Barrett, *The Importance of Values in Building a High Performance Culture*, Barrett Values Centre, Waynesville NC, 2010

Both staff and external stakeholders would welcome a shift in culture, and clarity on the style which DPC will adopt. Staff saw the opportunity to improve external relationships and partnerships through early engagement and collaboration. The below excerpts from consultations and feedback illustrate this.



3.1 The culture should promote confidence and trust

While open communication and collaboration are hallmarks of the future culture, the culture must also promote confidence and enable trust. To be innovative and agile, DPC must be willing to try new things with staff empowered to apply their expertise. Currently there is a view that the previous emphasis on central control has resulted in a lack of trust and confidence in staff to make decisions and be held accountable. For example, financial delegations do not line up with approval processes.

To effectively deliver on the core and priority DPC roles as outlined earlier, DPC must harness the skills and expertise within the department, and more broadly across government and the external market. To do so require leaders to delegate work and empower staff to deliver, while staff must be prepared to put forward ideas, take initiative and be held accountable. They must feel supported in doing so, by leaders who encourage this behaviour, are prepared to accept appropriate risk and to identify opportunities to learn from trying new things. A specific change in behaviour is to remove unnecessary layers of sign off and review.

A culture of confidence and trust means trusting the work of those who are held accountable for delivery. It means not always taking on the work, but working through others, trusting their expertise and allowing each party to play the agreed role in delivery of services or activities.

Leaders also play a critical role in shaping a culture of confidence and trust by clearly stating expectations, shaping and communicating priorities and helping people determine where to place their effort. Essentially, leaders outline the 'rules of the road' and then create an environment where staff can apply these rules of the road, confident they are aligned with the strategic direction.

“ Agency staff need to feel that it is not only okay to engage early with DPC but that it is highly desirable. ”

“ To work well, DPC needs trusted relationships and competent people. ”

The following view, expressed by an employee in response to the in-progress report, summarises the vision and likely benefits of embracing a culture of confidence and trust.

“ We need to be brave – brave to innovate, brave to take measured risk, but we also need to be responsible – be accountable for our actions, stand by our operating principles, take ownership of our tasks. If we enable a culture where all staff members understand where they fit in the pyramid, know how their work contributes to the larger objectives and are committed to performance outputs in a collaborative manner, we then have the power to enable true change ”

3.2 Effective culture change is driven by leaders

Organisational transition begins with the personal transformation of the leaders. Culture change is therefore the responsibility of leaders and by this we mean leaders at all levels of the organisation. By articulating, then role modelling the desired behaviours and holding others to account for these behaviours, leaders within their respective areas, influence behaviour within the organisation.

Leader led culture can be undertaken in an idiosyncratic fashion; that is, individual leaders can rely on their natural style and interpret the sense of cultural direction in their own way, then be empowered to shape the culture within their teams. Alternatively, you can introduce a consistency and coherence across the leadership team with regard to culture, with the use of common frameworks and language and an agreed approach to the shift in behaviour. Either approach can be effective but both rely on equipping leaders to effect cultural change.

The culture of an organisation is typically either a reflection of the personal consciousness of the leadership group (conscious or subconscious) or is inherited from previous leadership groups. Leaders can impact culture in the following ways.

- **Casting a leadership shadow** throughout the organisation, with the shadow having less impact on the culture the further away you get from the leadership group. The leadership shadow can be positive or negative, depending on the behaviour exhibited by the leaders.
- **Creating confusion and chaos** by living in their own world and leaving their direct reports to sort out the impact of this confusion.
- **Creating a squeeze in the middle** layers of management by pushing accountability for results down to lower levels but not providing the commensurate authority to make decisions. Leaders create pressure from above to deliver results and those below create pressure for decisions. Middle management gets caught in the middle.
- **Contributing to a sense of inertia** and a feeling of being powerless to change, as external pressures are seen as a barrier to effective culture (it's too hard).
- **Setting the cultural tone of the organisation** and aligning systems, processes, structure, artefacts, decisions and language to the agreed culture, thereby reinforcing expectations and creating a coherent and high-performing environment. Leaders reinforce values and culture by constantly referring to them and making them part of every organisational system and process.

Leadership commitment is required at all levels of DPC if the shift to a more collaborative, innovative culture is to be achieved. There are key roles for the Director General, as well as the senior leaders within the department. Commitment at both an individual and a group level is required. This commitment is outlined briefly below:

Role of the Director General	It is critical for the DG (as CEO) to lead the culture. CEOs who are committed to culture talk passionately about it every day. They have personal and clear stories about why they are working with culture. They are consistent and persistent in living the values and building the culture. They have low tolerance with people who are not working to better the culture. They walk their talk!
Compelling shared reason	The top team should develop a compelling shared reason for WHY they are working with culture. This group requires a clear picture of where they are and where they want to go. They should understand the current culture and have a shared vision of the desired culture.
Personal awareness	All members of the top team should develop personal awareness of self, including knowing their values, purpose, personality, behaviours, and impact on the people around them. Each leader should also understand how s/he aligns with the desired organisational values and culture.
Walking the talk	Each member of the top team should develop on-going awareness of and feedback on her/his behaviours, communications, and the perceptions of others.
Involvement and commitment from all managers	Develop a strategy and process to share your culture and involve all of your managers. The strategy should include programs for managers to increase their own personal awareness and expectations about their behaviours.

The starting point is clear intention. DPC will need to decide how important culture is to delivering on the strategic intent, the agreed roles and the shift to being more collaborative.

4 Organisational structure changes will enable alignment with minimal disruption

Though organisational structure alone will not bring about the desired change, structure is a key enabler for DPC to achieve its strategic intent and way of working. With minimal disruption, the structure can be realigned for maximum alignment to priorities and style. Avoiding 'change for change sake', any movement in the organisational structure must be underpinned by clear rationale and bring benefits that outweigh the disruption caused by the change.

The following section outlines a suggested organisational structure and describes the boundaries and connection points between each unit. It also provides Nous' response to a series of questions posed by DPC regarding specific areas of the department.

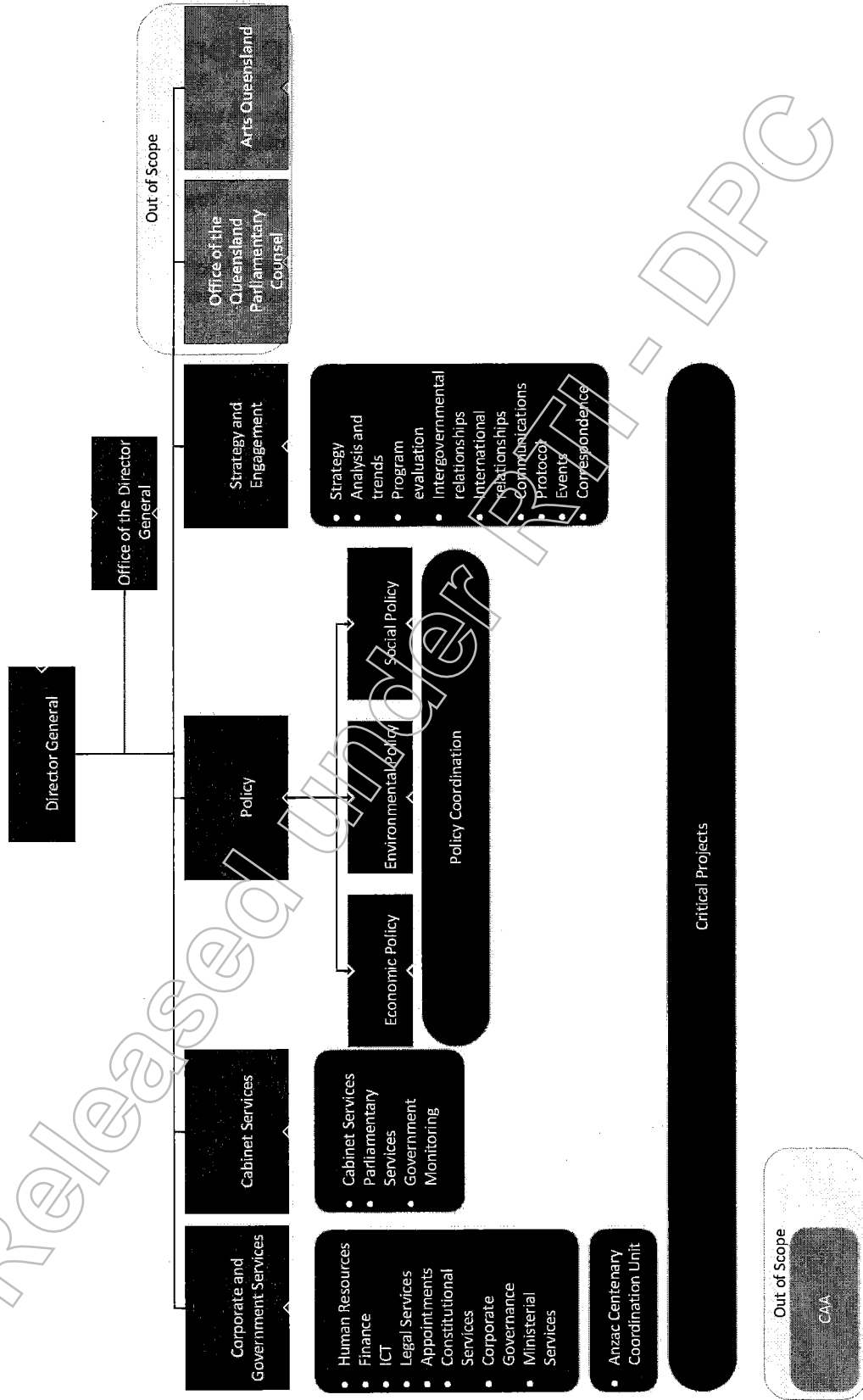
4.1 The suggested structure reflects the priorities of government and emphasises synergies

The structure suggestions described below are based on a combination of theoretical principles of organisation design, experiences and models used in other jurisdictions and feedback from DPC staff. Nous modelled three possible structural approaches to reflect the core and priority roles for DPC and the desired style while also taking into account learnings from other Australian and international central agencies. We then tested these approaches with a cohort of internal DPC staff to gain their insights into the benefits and challenges of each. The resulting structure presented in this report is a refined hybrid version of two of the approaches tested with staff.

The suggested structure, shown in Figure 2, organises DPC's organisational units based on both customer and work-type alignment. Customer alignment reinforces a service focus and makes clear to customers their access point into DPC. While the department is designed to support the Premier, customers in DPC's case range from internal DPC colleagues, to Cabinet members, to line agencies, and the people of Queensland.

Work-type alignment takes advantage of synergies between groups with similar skills and work activity. The suggested structure for DPC utilises aspects of both of these approaches to achieve a balance of external focus and internal efficiency. This structure is detailed to the top-level organisational unit, describing the direct reports to the Director General and the activities contained within each unit.

Figure 2. Suggested organisation structure



4.2 Clear accountabilities, boundaries and connection points will be created between organisation units

As mentioned above, the level of analysis included in this review is such to make suggestions regarding the organisational units reporting directly to the Director General. Further work is required to perform 'next level down' organisation design with each of the relevant areas. However, the structure suggestions as they are described here assume existing sub-units would move in their entirety, except where explicitly stated.

Given the variation in the size and complexity of each of the roles reporting directly to the DG in the suggested structure, we do not propose that all of these will be DDG level. An appropriate work value assessment will determine the level of each role, however, as an indication only, based on the suggested division of work in this structure we suggest the roles may be as follows:

- Deputy Director General Corporate Services
- Deputy Director General Policy
- Deputy Director General Strategy and Engagement
- Executive Director Engagement reporting to DDG Strategy and Engagement

The Cabinet Secretary is not changed in this suggested structure and would presumably remain at its current level.

Corporate and Government services

The suggested Corporate Services unit includes teams who serve customers internal to DPC. Though a purist customer approach suggests that Ministerial Services aligns more with Cabinet Services as both serve ministerial customers, feedback from staff stressed that the greater synergy for Ministerial Services is in their alignment with other corporate service functions given the similarities of work type.

Cabinet services

The unique position of the work they perform warrants Cabinet Services continuing as a stand-alone unit. Their customer segment is more outward facing than the corporate services area, but still internal to government.

Policy

The suggested structure proposes a third policy portfolio area - environmental policy - in response to the current government's focus on environmental issues. It also re-introduces a Deputy Director General role to oversee all economic, social and environmental policy work.

Departmental orientation of policy units enables a client account management model of working. This means that the departments know their key contact within DPC and that those people can develop expertise in client-relevant issues. Given the focus on environmental policy in this structure, the division of departments across policy areas will need to be renegotiated from the current state.

Strategy and Engagement

Combining strategic elements as well as engagement, this unit identifies trends through sophisticated data collection and analysis to support the core policy and engagement work of the department, and government more broadly. In this sense it acts as a strategic commissioning unit, as it sources expertise from beyond DPC, to harness specialist expertise and resources domestically and internationally.

It engages with external customers; government representatives from other jurisdictions and countries, other Queensland Government departments, and the people of Queensland as well as serving internal customers by generating and sharing insights from research, analysis and evaluation work. The unit is positioned as a place to ignite and incubate ideas, act as agents of change and enable DPC and government more broadly. This extends to pushing the thinking on new policy methods and the creation of more agile systems and processes, along with new models of data collection and analysis.

IGR is grouped with this unit and will focus on promoting Queensland's position on COAG matters and other federal issues.

Office of the Director General

This unit supports the Director General and, we suggest here, the Leadership Board. It is a small, high performing team that coordinates the Director General's external and internal official engagements and commitments, provides advice on follow-up actions and monitors their progress. This extends to a secretariat function for the Leadership Board. In this structure, the ODG also holds accountability for critical projects executed within DPC.

Critical Projects

A fully flexible critical projects unit addresses priority government issues through time-limited, for-purpose project teams. Critical project teams are established for purpose, with purpose, and are limited by a clear deadline for delivery. The DG, in accordance with the requirements of the Premier and in conjunction with the Leadership Board, will decide which projects are critical. The ODG will be accountable for the project's execution. As described in the ODG functional definition, they will serve a PMO-type role for project governance.

5 Capacity, capability and business systems and processes further enable DPC's role

Enabling elements of the operating model must also be aligned to the principle of collaboration in order for culture, leadership and structural interventions to achieve their full effect. These include ensuring that staff have the capacity and capability to perform the work required and that the business systems are free from blockers that may hinder progress. Findings from this review point to some key areas requiring further investigation and development to ensure these enabling elements align with the rest of the operating model.

5.1 People need to have the space and skills to deliver on their responsibilities

Well defined organisational units and jobs takes the first step in clarifying performance standards and responsibilities for staff. Having defined these expectations, leaders also need to support their team's performance by ensuring each team and each person has the capacity and the capability to deliver.

Capacity

Current workforce data shows that the performance pipeline at DPC may have room for improvement. DPC's current structure appears to have insufficient resources at levels below AO7/ PO5 to perform work and so it follows senior professionals and senior leaders are likely dedicating effort to work that should be executed at lower levels. The structure may therefore not be delivering the value it could if the levels of role, and the skills and knowledge of incumbents, in turn, were better matched to the work required. Nous suggests further investigation into consistency of level across administrative roles; we suggest a similar comparison of role grading across DPC may also identify opportunities to not only improve consistency of grades, but also assist with determining clear pathways and opportunities for career development.

Furthermore, the lack of formal succession planning and a lack of resources at lower levels means there is nobody placed in the performance pipeline to learn and develop the skills in order to move to higher levels within DPC. As one staff member commented;

“ We often 'parachute' in senior positions. ”

Nous suggests a more formalised approach to succession planning to ensure an adequate performance pipeline.

Capability

As the work style of the department shifts to align with the principle of collaboration, and a greater focus on accountability is introduced, staff will likely require additional skill development to meet these requirements. A structured development approach, including coaching from leaders, will help address any gaps. Development initiatives may include deep skill training, but will more likely involve clear communication of expectations followed by guidance and provision of some tools to equip individuals to perform.

One area for such guidance is in policy briefing. As the current government's briefing requirements have shifted significantly from that of the former government, some principles and guidelines on how to brief for this government would aid policy officers in ensuring their advice is framed appropriately. This might include some tips on presenting clear and simple briefs to present the 'so what' for the immediate, mid- and long-term implications for Queensland.

5.2 Underlying systems and processes should be checked for barriers and realigned to shift behaviour

The systems by which an organisation is run have a direct impact on how people behave. Aligning the systems and processes with the priorities and style of DPC will ensure efforts for a cultural shift are not derailed. Nous understands that internally-lead health checks are currently underway to begin process improvement initiatives. To further progress these initiatives, we suggest some whole-of-DPC system and process reviews.

Prioritisation and devolvement of delegations

A consistent theme in consultations was the need for DPC to better prioritise work rather than attempting to do everything and ultimately being spread too thin. This suggestion came from both internal and external stakeholders and was relevant to different areas across the department. Some indicative comments include;

“ *The key for DPC is to keep their role as simple as possible and deliver.* ”

“ *There is an endless demand for briefing and no capacity to prioritise matters. We need to identify what needs heavy, heady briefing and what is FYI.* ”

Based on the strategic objectives of DPC, the DG and executive should develop guidelines for prioritisation and communicate these clearly across the department.

In order to achieve the full benefits of prioritisation, it should be accompanied by devolvement of delegations. Facilitated by a culture of confidence, staff at all levels of DPC should understand the clear guidelines for prioritisation of work relevant to their level and be empowered by leaders to make decisions based on these. Feedback received through this review indicates that prioritisation and devolved responsibilities would be welcomed by staff;

“ *We often 'parachute' in senior positions.* ”

“ *My financial delegation does not line up with approval processes... I would like to think I could make this [straightforward] decision. I am paid an SO salary to make decisions!* ”

Accountability and performance

Another theme from consultations and feedback was a sense of opacity around accountability at DPC. Internal and external stakeholders reported a desire for greater transparency of DPC's structures and processes. With the prevailing cloudiness around these, silos between organisational units and between line agencies and DPC are reinforced and collaboration blocked.

With clearly defined roles and responsibilities and devolved delegations, a heightened focus can be placed on delivery and performance across DPC. This accountability should apply from the executive level down to individual roles and will be aided by the culture, leadership and clear structure in place for DPC. Demonstration of accountability across the department will also model this culture for the broader public service. Staff feedback indicated that they are eager for this accountability and performance focus;

“ *Where is the board/ group that requires each DDG/GM to present a regular summation/dashboard to DG about how each area of the agency is performing against agreed strategic business plans and performance objectives?* ”

“ *[There is] a need for open, honest and realistic performance conversations.* ”

“

Articulation of performance standards [for DPC staff] aren't clear.

”

In order to achieve this focus on accountability, we suggest a refresh of DPC's performance and development process including performance standards, evaluations and feedback mechanisms. An internal communications strategy that helps all teams understand how they fit into the bigger picture and who is responsible for tasks within the department will also help reduce opacity.

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6 Realignment of the operating model requires staged and pragmatic implementation

“ DPC is not broken – it just needs a bit of tweaking. ”

Early observations around DPC described the organisation as ‘not broken’. There was also a sense that any required change was more about tweaking and tuning than correction and intervention. It follows then that the approach to transition and implementation of any changes should, at least in part, reflect this.

In Nous’ experience, successful change efforts are those where implementation decisions are both internally consistent and fit the operating context or environment (in this case - government and the public service).

Nous believes the approach to change for DPC in the short term should provide a strong platform for change momentum over the medium to longer term. By this we mean making change an integral part of the business and not an add-on that is managed independently. It is also important to ensure there is clarity of accountability to ensure change happens systematically and rigorously.

6.1 A carefully managed approach to change

With these thoughts in mind, Nous suggests an approach to change which will allow DPC to maintain the business of the day while facilitating transition. This represents a starting point, which will require refinement once the internal capacity and capability to drive the change has been confirmed.

The first priority is clarity of desired operating style and clear description of this (culture) with leadership commitment to drive this desired state. The second priority is to secure executive leaders for the key roles who will then implement high level changes to the organisational structure and model the desired behaviours. Alongside this, there needs to be clarity of accountability for business-as-usual activities to address the confusion, double-handling and re-work that reportedly is part and parcel of the way things are currently done. Feedback from consultation suggests that the proposed small changes to the structure and accountability will be well received by the business.

6.2 The next steps for implementation

The next steps for implementation aim to ensure DPC can continue its business as usual work while confidently building a better service platform for government and a better place for its employees to work.

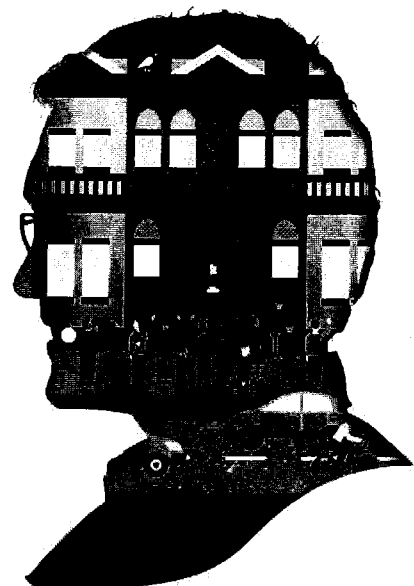
When the Department has determined the extent, scope and nature of the activities it wishes to undertake to shape the future operating model, it would be valuable to establish clear responsibilities for the implementation process. Those responsible would be charged with documenting the implementation plan, identifying the required resources, timeframes and budget and should work closely with the Director-General. Accompanied by a relevant communication plan (including regular engagement and technology such as Yammer) there is the opportunity to realise significant benefits from this review and associated consultation processes.

Operating model review In-progress report

Queensland Department of the Premier and Cabinet

6 July 2015

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To achieve its purpose and strategy, DPC must align its roles and operating model

In considering alignment of an organisation's operating model it is useful to employ a framework to help guide investigation of the issues and order thinking around possible solutions. In this instance we have used Nous' organisation architecture pyramid (see Appendix A) to guide a review of the Department of the Premier and Cabinet's (DPC) operating model. This framework is based on the premise that an organisation must first be clear on its role to then ensure it has the enabling elements to support achievement of these. Importantly, it ensures the target operating model is tuned and adaptable to the external environment and internal operating context.

To conduct the review, Nous considered multiple inputs, including feedback from DPC leadership, stakeholders from within Queensland's public sector, experts from other state governments and the business community; as well as considering insights from literature and other Australian and international jurisdictions.

This document serves as an in-progress summary of our findings to date and provides insights to facilitate further conversation around two key questions;

1. On what mix of roles should DPC Queensland focus its efforts?
2. What opportunities currently exist to build DPC Queensland's organisational enablers and deliver on these roles?

Considerations for each question are described in the sections below.

DPC can take on a range of roles to deliver the government's agenda

A new government provides the impetus for a fresh look at how DPC operates

The recently elected Queensland government has foreshadowed significant changes in government policy direction, and consequently the role government should play in delivering services to Queenslanders' today, and ensuring the State's future success. Their broad objectives for the State of Queensland include creating jobs and a diverse economy, delivering quality frontline services, protecting the environment and building safe, caring and connected communities. This is occurring in the midst of resets of significant State industries, such as resources and tourism.

To respond to the strategic direction of the government, DPC should review and adapt the roles that it undertakes to support the government, the Premier and Cabinet. Moreover, the department's role as Queensland's central public service agency means it must lead other departments to deliver a modern and progressive public service. This leadership role is particularly important given the current merit-based recruitment of all Directors-General roles, which will mean changes to the composition of Queensland's public service leadership team. This review of the department's operating model

demonstrates a commitment to continuous improvement and an understanding of the need to ensure DPC is aligned with the government’s priorities and way of working.

To achieve its mission, DPC has a range of roles to which it can direct resources

To best achieve its mission, DPC needs the agility to respond to the strategic imperatives of the government. In doing so, there are multiple roles that the department could play. Some of these are foundational roles required of any DPC and some are optional roles to which the department could extend based on its priorities. While each of these roles delivers value, any DPC would be stretched to perform all roles to their full extent simultaneously. Based on the priorities of the Premier and the needs of the public service, the Director-General should choose to dedicate certain effort to certain roles. Each role involves different work; a brief summary of each is listed in Table 1.

Table 1. Range of potential roles for DPC

Role	Summary of work
Core policy work	The core policy work supports the Premier and Cabinet’s day-to-day decision making with disciplined and well-articulated briefing on papers to Cabinet. This role also includes management of ad-hoc and urgent issues as they arise.
Support the day-to-day business of government	This is the basic procedural work that assures the good governance processes: it is the hygiene work that must be seamlessly delivered to support the work of the Premier and Cabinet and the other work of DPC.
Strategic policy	This is the ‘over the horizon’ policy work. Strategic policy work includes research, forecasting, policy direction and planning as well as whole of government innovations. Both of these aspects are important in supporting the Premier and Cabinet to make informed decisions about Queensland’s future. The optimal model to do so requires deep consideration.
Intergovernmental relations	This function is played by many DPCs, particularly when COAG or federation debates are very active.
Critical government policy initiatives	As a central agency, DPC may take a leadership role on critical government (sometimes but not always whole of government) initiatives – typically the 4 – 5 major initiatives that will define the success of the government’s term.
Leadership of problematic policy / program areas	DPC may choose to take on and ‘turn around’ policy or programmatic areas that have failed to keep up with the performance levels the government expects. DPC would typically take on these areas, turn them around, reskill them, and place them in the appropriate line department.

Role	Summary of work
Public service leadership	Leadership of the public service comes through facilitating cross-departmental collaboration, role-modelling an exemplar government department, and through establishing good governance and assurance frameworks for use across line agencies.
Implementation assurance	This work pushes beyond monitoring the implementation of election promises and policy initiatives to include rigorous measurement and intervention where the desired impact is not being achieved.
Facilitator of key government interfaces	Some DPCs become renowned for solving (or facilitation the solving of) key stakeholder issues that ease the work of government.

DPC Queensland has a set of choices to make in deciding its relative priorities across the potential roles it could play. Ultimately the balance of roles will guide design of the operating model.

The current operating model delivers on some, but not all roles

The Queensland Government's objectives for the community state that integrity, accountability and consultation underpin everything that it does. In line with this philosophy, the Director-General DPC has articulated that he wants a department that has the clarity, capability, capacity, confidence and communication to deliver. This means DPC should have;

- **Clarity** around purpose and roles at all levels as well as process.
- The right **capability** in the right place to perform the work required under DPCs multiple roles.
- **Capacity** to perform the work required, through the right people being able to dedicate attention to the right areas through appropriate alignment of systems and processes.
- The **confidence** to take initiative and question the status quo, as well as performance and relationships that instil the confidence of the Premier, Cabinet and the public service in DPC.
- **Communication** across DPC, other departments and with the people of Queensland to ensure clear messaging of the government's priorities and demonstrate transparency and accountability.

The review and analysis found that, while parts of DPC's current operating model already aligns with the mission and goal, there is room for improvement. A shift towards a more collaborative way of working, both within DPC and with agencies, requires not only that DPC adapt some of its processes and practices, but also that relationships across other departments and partners are prioritised and communication within DPC itself improves.

Encouragingly, consultations for this review broadly found that DPC 'isn't broken'. The department largely delivers smooth cabinet processes, including policy briefings, and a level of government and corporate services that satisfy the base requirements of stakeholders. Several individuals at DPC were identified by external stakeholders as being particularly valuable to their work. The department was rated overall as a functional and productive entity which broadly delivers on its requirements.

However, the DPC is ranked as middle of the field. It is not an outstanding DPC. And it is currently performing only some of the roles mentioned earlier in this document: there is great opportunity for the department to push beyond base requirements and find additional ways to support the government which will substantially improve government outcomes. In order to best fulfil its purpose and strategic objectives, DPC's operating model will need to change.

Opportunities for improvement exist in the enabling elements of the current model

Based on our analysis and review of the DPC that exists today, we have identified opportunities for improvement across the foundational layers of the organisational architecture pyramid. Each opportunity is described below, including some assessment of the current position for this element and the potential for the improvement to help the department extend its roles.

The relative emphasis that the department should place on each of these elements should be determined following agreement on the relative emphasis across each of the potential DPC roles.



1. External partnerships and relationships should be strengthened and prioritised

Both DPC and line agency stakeholders indicated they would like a more collaborative approach, particularly in regard to policy development. While there is agreement that the current cabinet processes work smoothly, internal and external stakeholders identified that earlier engagement of DPC in policy development would be advantageous. Part of this early engagement and collaborative approach is the creation or strengthening of relationships between DPC and line agencies at all levels.

Strong and purposeful relationships, built on trust and mutual benefit mean that line agencies will engage with DPC because they get value from early engagement rather than simply because DPC are the gatekeepers to Cabinet. Feedback on the current state suggests that DPC are often involved in policy submissions only at the very end of the process, sometimes with compressed timeframes to consider the submission and prepare advice to Cabinet. With tight timeframes in which to prepare their advice, there is often no time for consultation with the line agency who prepared the submission and that agency learns of the advice provided only after the fact. There are exceptions, where a policy development process involves more communication between the line agency and DPC; however the practice of late engagement is prevalent enough that many stakeholders reported feeling frustrated at the process and a sense of maybe unspoken agendas. Many reported feeling that their deep expertise in their subject area was devalued by DPC.



2. Open communication and collaboration must be a hallmark

To deliver on their purpose and roles, a central government agency can choose to operate in a way that is highly centralised, highly devolved, or at a point on the spectrum between the two extremes. For Queensland DPC to achieve its strategic objectives requires a high level of collaboration, where the central agency is involved with issues but in a way that facilitates cross-governmental work while not always taking the lead role on a given issue.

The Director General DPC wants the department to work in a way that enables devolution of responsibility to the appropriate line agencies, but where DPC as the central agency maintains responsibility for program assurance. In this way of working not only does DPC need to establish collaborative ways of working with the line agencies, but the line agencies must also develop these relationships with each other.

The role for DPC is in appropriately delegating authority and establishing control mechanisms. Different degrees of collaboration will be appropriate for different matters depending on their strategic priority, number of portfolios with interest in the matter and timeframes. As the central agency, DPC will play a role in identifying the appropriate lead agency in any collaboration (perhaps DPC themselves, or a line agency) and in supporting that agency in their partnership with other agencies, while also ensuring the matter is handled with sound governance and delivers valuable outcomes.



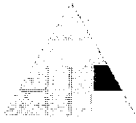
3. Leadership at both the DPC and Leadership Board level should be strengthened

a) Leadership skill within DPC should be further developed

As with any entity undergoing change, leadership is an important lever for DPC and will become increasingly so in a move towards a new way of working. Leaders set the standard of performance and behaviour within an organisation and must role model the ideal way of working while also coaching their teams to learn to work in this way. DPC has not historically invested in leadership development, many mid-level leaders have great technical excellence but their people management and strategic leadership skills have not been nurtured. Long tenure of many at DPC means they have learned behaviours that have previously been reinforced as successful, but in a push towards a more agile, innovative and collaborative DPC the individuals in these roles will need to extend beyond these behaviours. As a result, there is opportunity for DPC to focus on this development as a critical success factor in an operating model change.

b) The role of the Leadership board should also be clarified

Stakeholders commonly identified the Leadership board as a potential source of great influence in modelling the collaborative way of working. For this potential to be realised, the board members must meet as a leadership team, and avoid the pull to meet as a group of individuals representing separate portfolios. Many cited the new direction of the Leadership board as a positive development. They stressed the importance of the board meeting with purpose and for purpose. It is therefore important that the leadership board is appropriately established with a charter and clear statement of purpose to best position it for success.



4. A culture of confidence will support an agile department

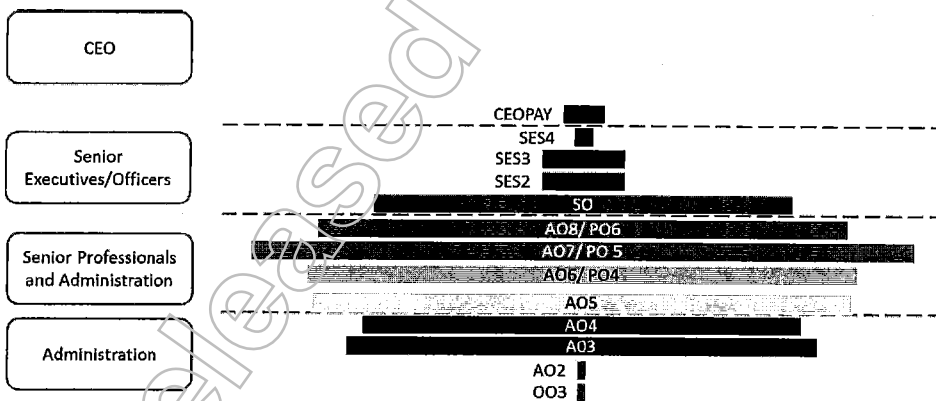
A culture where people are prepared and motivated to try new things and trust their own judgement will help DPC to move forward. DPC has recently made great improvements to its employee engagement levels and should use this momentum to build a stronger culture of innovation, initiative and accountability. As mentioned above, the behaviours and mindsets that represent this type of culture must first be modelled by the leadership team and promoted across the department. This represents a shift from the dominant behaviours previously rewarded and perpetuated, so a considered plan for describing, teaching, demonstrating and reinforcing these behaviours will be necessary in order to prioritise this culture and enable the target operating model.



5. The capability of the workforce should match the work required

DPC's workforce data shows there may be an opportunity for improvement in the performance pipeline. The department has a high number of 'leading others' roles, senior professionals and leaders, and a smaller number of 'leads self' roles. This distribution of roles is appropriate where the work to be undertaken is complex and the level of responsibility are high. While some of DPC's work is at this strategic level, there is also a significant amount of work for the department at lower levels. DPC's current structure appears to have insufficient resources at levels below AO7/ PO5 to perform this work and so it follows that senior professionals and leaders may be dedicating effort to work that should be generated at lower levels. The structure may therefore, not be delivering the value it could if the levels of role, and the skills and knowledge of incumbents, in turn, were better matched to the work required.

Figure 1. DPC Queensland's distribution of roles across levels



Stakeholders also highlighted the importance of continuous development of skill and knowledge for a central agency to remain agile and adding value. As well as other forms of professional development, the department currently uses secondments to aid this refresh of skills and this practice has potential to be expanded for further benefit.



6. The internal structure and accountabilities should align with the roles of DPC

a) DPC's structure should reflect its areas of focus

A key principle in sound organisational design is that the key roles of an organisation are represented clearly in its structure. As the roles of DPC shift, it will benefit the department to ensure the internal structure is appropriately aligned. The non-negotiable functions of a DPC are currently represented clearly in the existing structure, the extension roles less so. There are several options for how the structure might look depending on which areas are in focus, following the decision on DPC's roles these options can be considered and a preferred structure developed.

b) The internal structure should include only as many layers as necessary

Analysis of the current structure suggests that some areas of DPC have a deeper structure than necessary. Each layer within a structure should add additional value to the layer beneath. Additional layers in a structure can lead to role confusion and duplication of effort; this can also serve to demotivate staff in the hierarchy as their intended role can be diminished through overcrowding from above. Interviews with internal DPC stakeholders suggest that the depth of structure may be having these effects in DPC. While the overall number of resources required to perform DPCs work may be appropriate, there is room for improvement in the design of teams and units to ensure each role has adequate responsibilities and accountability to add value and pose an attractive position for individuals.

c) DPC's roles and performance objectives should be clarified and accountability for these heightened

Before individuals can be held accountable for their responsibilities and performance, these must first be clearly articulated and communicated to role incumbents. As part of building a culture of accountability, DPC should clearly define what is expected of each role within the new operating model and then set appropriate performance indicators for outcomes. Strength of leadership will again play an important role in this component as a greater focus on accountability and performance requires support and coaching from leaders to enable individuals to understand and meet their objectives.



7. Dynamic resourcing models would allow access to deep expertise as needed

Particularly with regard to time-limited priority matters (i.e. taskforces) it is important that DPC, as lead agency, can access deep expertise in the relevant field. By nature of deep expertise, the individuals who fit one priority matter may not be the same experts suited for the next priority. These time-limited project-type teams should be able to quickly access experts via secondments from across government, universities and the private sector to appropriately equip the team to address the matter at hand and then release this talent back to their permanent roles at its conclusion.



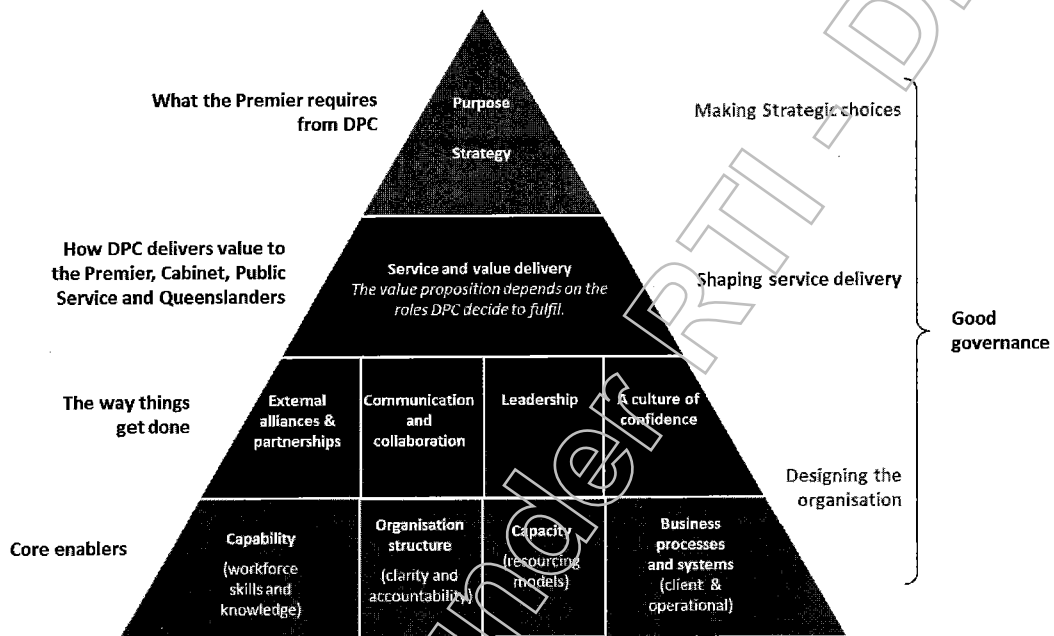
8. Processes should be more transparent, internally and externally

A common theme from consultations was that DPC's operations are 'opaque' and while stakeholders may have connection with an individual or team whose role they know well, the department beyond that person or team is unknown. This opinion was shared by many internal stakeholders, who were unsure of the structure and workings in other functions across DPC, and external stakeholders who saw DPC as a 'black box' where their carefully developed submissions were deposited in a one-way flow of information. For external stakeholders, this lack of understanding of DPC processes can mean they access the department the only way they know how, through an individual with whom they have a personal connection rather than via the appropriate process 'gates'. While this method can lead to short-term success for the external party, the net result can mean that certain people are over-loaded by direct requests from their contacts, creating a higher load on those individuals rather than a balance across a team of people.

Nous will facilitate discussion of these choices and opportunities to detail the operating model

As the next step of this review, Nous will work with the steering committee to co-design several options for DPC's operating model that are more optimally aligned with the roles Queensland DPC decides to play. Taking the findings from the review process to date, Nous will facilitate discussion with the DPC team to firstly determine the mix of roles to which the department will dedicate effort. Following this decision, the leadership team will work through options for the operating model design and consider which design best leverages the existing successful elements of the department, while also enabling it to extend and add further value to the Premier, Cabinet, the public service and all Queenslanders. Through a testing and refinement process, these options will be developed to a preferred model that enables a DPC with the agility to respond to the strategic imperatives of the government.

Appendix A Nour's organisational architecture pyramid

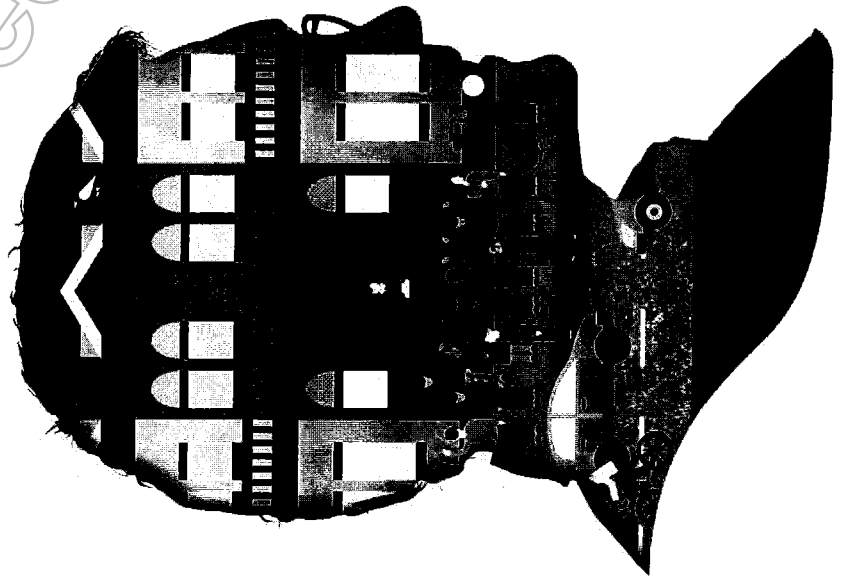


Review of Corporate and Government Services Division arrangements

Final Report for the Queensland
Department of the Premier and Cabinet

4 December 2015

nOUS group



Released under RTI - DPC

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1. Context for the review
2. Methodology
3. What we heard and observed – a snapshot
4. Our insights
5. Priority actions

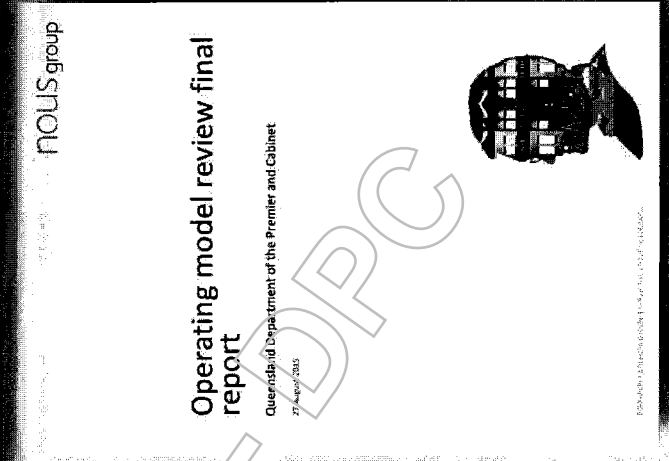
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1. Context for the review

DPC Strategic Plan, Operating Model, and priority actions

- In July 2015, the DPC Strategic Plan 2015-2019 was released with priorities, strategies and success measures on organisational design and capability (e.g. better systems), and highlighting related risks (e.g. capability not being fit-for-purpose).
- In August 2015, DPC received Naus's *Operating model review final report* and is progressively implementing its priority actions.
- Among the priority actions were:
 - recruitment of two Deputy Directors-General (Policy, Corporate and Government Services)
 - a review by executives of the nature and scope of work in their respective areas.
- In October 2015, this review was commissioned to:
 - provide the incoming Deputy-Director General (Corporate and Government Services) with a snapshot of challenges and opportunities facing the Division, and
 - commence implementation of the Operating Model in this Division as a first priority.



Organisational change processes are now underway

- Organisational change processes for DPC and the Corporate and Government Services Division are well underway, namely:
 - recruitment of two Deputy-Director Generals, with appointments expected to be finalised in 2015
 - a Senior Organisational Change Leader has commenced
 - the communications function in the Division has moved to a different part of DPC (Strategy and Engagement)
 - collaboration workshops are underway with the whole of DPC to explore how to create a more collaborative culture, which are being co-designed with the Senior Organisational Change Leader and the Organisational Culture team

Corporate and Government services functional definition

Key activities

- Human Resources and Organisational Development
- Finance
- ICT
- Legal services (for DPC and WOG)
- Corporate governance
- Appointments
- Constitutional services
- Ministerial Services

Accountabilities and boundaries

The Corporate Services unit includes the work typically associated with an internal services function.

The key change from the current model is the separation of communications from this unit to heighten the external focus of the communications activity.

Department of the Premier and Cabinet

Deputy Director-General - Corporate and Government Services (SES-4)

Duration	Contract (3 years with a possible 2 year extension)	Total Annual Remuneration	\$241,172 - \$169,269
Location	Brisbane	Commence	1st August, Chief Operating Officer, Services Division, (07) 3028 9222
Posting date	Friday, 30 October 2015	See AD Reference	04/13/2015/17

Your opportunity

You have the opportunity to join the Queensland public sector in a position of great responsibility where you will significantly contribute to the better outcomes of Queenslanders by giving effect to the policies and priorities of the Queensland Government.

Our values We make a real difference. Government has a real impact on the lives of Queenslanders. We are supported by Queenslanders. Our employees. We support the Premier, the Government, the people of Queensland, the education system, the health system, the environment and the implementation of policy. We build confidence in government. We deliver outstanding results and value for money for Queenslanders and attract and retain a talented and diverse workforce.

Our commitment To deliver high quality services, support and advice to the Premier and Cabinet.

Our key strategies To provide proactive advice and services to support the development of a high quality government; deliver quality corporate governance and leadership outcomes; promote best practice human resource management outcomes and actively support Ministerial Offices, Assistant Ministers and the Office of the Leader of the Opposition.

And there is a solid picture of the Division's current state

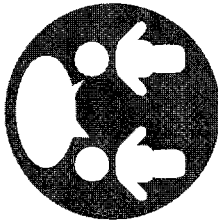
- The *Operating model review final report* highlighted that for DPC:
 - leadership and culture are key themes
 - clear accountabilities, boundaries and connection points between units is desirable.
- The Working for Queensland survey results from earlier in 2015 identified areas to celebrate and areas to improve across DPC and in the Division.
- The Health Checks undertaken within the Division mid-year showed that:
 - much of the core business was proceeding well
 - some areas could be improved, but the quantum of change was not significant
 - some key risks still existed which need to be addressed, or are being addressed.
- Our interviews with senior executives across DPC and with the leadership team in the Division have yielded rich insights about where staff see DPC at this point in time.

Working for Queensland	Health Checks
<ul style="list-style-type: none"> • Across DPC there's been increased engagement, learning/development, satisfaction. • In Services Division, positive or stable results. • Across DPC identified areas to improve include: <ul style="list-style-type: none"> • Innovation in work processes/services • Decision-making process and quality • Collaboration in and outside DPC. 	<ul style="list-style-type: none"> • Lots of tasks and projects working well, and further areas for action identified, such as: <ul style="list-style-type: none"> • raising awareness • undertaking training • consulting more. • Some areas where improvement is required, such as: <ul style="list-style-type: none"> • modernising tools and processes • clarifying roles and policies.

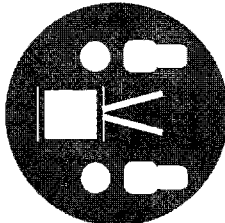
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2. Methodology

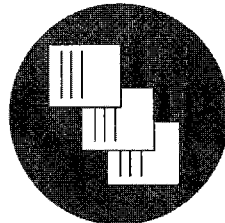
Interviews with leaders, a Divisional workshop, and document review informed our analysis and insights



Between 22 October and 24 November we held discussions with the Chief Operating Officer and conducted 10 interviews with the General Managers and their direct reports



On 30 October, approximately 60 people from all areas of the Division attended a workshop to discuss implementation of the Operating Model

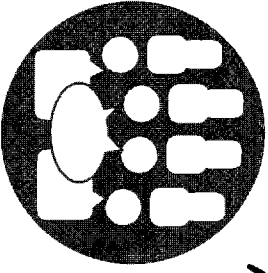


We reviewed corporate documents including the Strategic Plan, *Working for Queensland* survey results, Health Check outcomes, the outcomes of previous Divisional reviews, and some business plans and strategies

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3. What we heard and observed – a snapshot

About the current state of DPC's Corporate and Government Services Division arrangements



“ There is a good focus on service improvement – very customer-focussed ”

“ There is a lack of investment in workforce planning – it's replacement planning rather than strategic planning ”

“ An attitude of 'turf protection' still exists in some areas, and this is preventing even a basic level of collaboration ”

“ It's a challenge to get senior leaders to think of themselves as people managers instead of technical leaders ”

“ Small shifts in style at the top can have greater ramifications for building confidence at the business level ”

“ The conversation about the need to collaborate is proving where the Division collaborates extremely well already ”

“ There are plenty of things we can do, we just need the authority and remit to do it ”

“ The balance of proactive and reactive work seems about right ”

“ There's a strong person-specific component to DPC culture, rather than a focus on capability – if a key person goes on holiday, it's suddenly a scramble ”

Key themes from the interviews

1. Leadership and leaders

- Difference between leadership as a role and leadership as a behaviour is not well understood, suggesting that a better articulation of leadership behaviours is desirable.
- People don't know who the custodian of leadership is or where leadership ownership resides in DPC – resolving this is essential to achieving improved leadership within the Division.
- Succession planning has sometimes been difficult for leaders to achieve, but there are aspirations to improve this through identification of critical roles and the talent to fill them.

2. Collaboration and relationships

- Views vary about collaboration: from people who see themselves as skilled collaborators and consider it a core skill, to those who believe there is little collaboration occurring.
- Some see collaboration as imposing costs (e.g. time) rather than reaping benefits and question the need. Yet there are strong relationships between some business units within the Division.
- Various business areas reported difficult relationships with the Policy Division, despite stated efforts to identify and meet their colleagues' needs.

3. Confidence and authority

- There was a general lack of confidence at the individual, team and DPC level in decision-making and a sense that everything had to be 'fed up the chain' as trust was generally low.
- The stated reason included a sense of organisational change fatigue (no improvement despite changes), and a sense that people don't have the necessary authority to 'get things done'.
- This is leading to some decision-making paralysis, early escalation of issues, and re-work, and it appears to inhibit some areas' appetite for doing things differently (e.g. with technology).

Key themes from the interviews

4. Calibre and capability

- The leadership team were unanimous in their praise of staff as a whole, particularly their commitment, dedication to the task, technical expertise, and their customer focus.
- However, some staff noted that the Division was often 'person-dependent', reflecting the strong technical expertise and experience that exists. Two results of this are that broader capability development may not be prioritised, and the absence of key individuals creates capability gaps.

5. Prioritisation and workflow

- On the one hand, there is a perceived lack of strategic prioritisation of the Division's work, especially where it is driven by the needs of other parts of DPC (e.g. HR, finance, procurement).
- However, others believe the proactive and reactive work is properly balanced in the Division and their satisfaction with current state was good.

6. Strategic workforce planning

- There is a strong sense that 'over the horizon' thinking about the workforce has been too difficult because leaders have been reluctant to engage – their focus is on immediate, day-to-day needs.
- The distinction between the Organisational Culture and the HR function is not well understood or appreciated.

7. Critical taskforces

- There was concern with the way that critical taskforces have been formed in the past, and the impacts these have had on the Division. In general, they were seen to be over-resourced in terms of both finances and talent relative to the Division's core business areas.

Key themes from the workshop

1. Empowerment

- Empowerment of staff is necessary, and improving trust is an essential element to give this effect over the immediate and longer terms.
- Leaders should take ownership of good ideas when they are put forward by staff and become their champion so that they can be realised.

2. Productivity and process

- There remains the opportunity to reduce much of the redundant red tape and unnecessary administrative process, which hinder productivity.
- Working smarter through identifying and adopting better processes and technology was desirable.

3. Work value and volume

- In terms of both current and future states, two strong collective views included that:
 - a high volume of work was acceptable as long as it was of high value, and
 - increasing the amount of high value work was desirable when coupled with it being of low (or lower) volume (i.e. to enable it to be done properly).
- Participants' views differed on how much low value work was ideal in the work mix, but agreed that in DPC low value work did not equal 'no value' work.

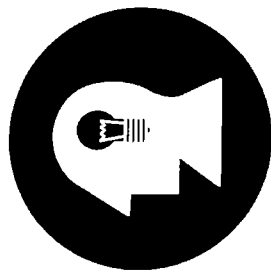
4. 1 William Street

- The transition to 1WS is expected to be a catalyst for broader organisational change.

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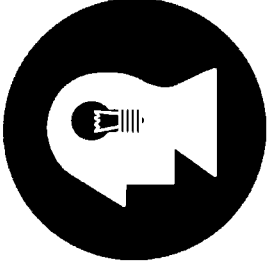
4. Our insights

Insights from consultation



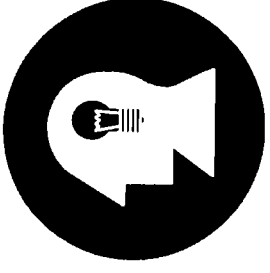
Insight 1

1. We consider **leadership** in the Division to be operating at a moderate level, but it will need to be improved to ensure staff remain engaged and confident heading into 2016.
 - a. It is well-known the General Manager positions in the Division were not properly evaluated and filled via a standard recruitment process. There is now a strong expectation this will occur given the process adopted for senior recruitments in DPC and DG roles throughout government. As the requirements of the Deputy Director-General position have change markedly, a review of the General Managers' roles and responsibilities and levels is warranted.
 - b. Senior leaders have adopted an operational leadership style, and some are not seen (or do not see themselves) as high-level people managers with strategic leadership skills. This highlights an opportunity to strengthen leadership development, with a focus on the kinds of behaviours that **strategic leaders** exhibit (e.g. anticipate, interpret, challenge, influence, decide).
 - c. Outside of the traditional team structure, there is little sense of **who 'owns' leadership** – e.g. is leadership confined to people with direct reports, or do all staff need to consider where and how they might lead? This prevents staff from feeling they can exhibit leadership behaviours or characteristics, especially those who are not people managers.



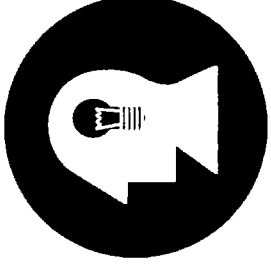
Insight 2

1. **Collaboration** is seen to be generally well-supported as a practice and an aspiration in the Division.
 - a. Collaboration is recognised as how staff should and must work now and into the future.
 - b. Many feel the current focus on collaboration is highlighting the Division's strengths in this area.
 - c. Our assessment is the Division's leaders find gathering and collaborating as a cohort to be valuable for business management (i.e. working together) and a forum for improving leadership behaviour (i.e. leadership in action).
2. However, it was acknowledged that collaboration could well be facing **resistance** in other areas of the department, due to a strong legacy of competitiveness and silo-thinking.
 - a. Turf protection appears to be preventing some areas from collaborating effectively, leading to a reduced appetite within the Division to collaborate with parties they know to be difficult.
 - b. Areas which are less resistant appear apprehensive about how collaboration will change their 'business as usual', and whether it will increase costs (e.g. extra time, extra resources) with no appreciable benefit.
3. The collaboration workshops and the organisational change program beyond them will need to demonstrate the benefits of collaborating effectively as a key business capability, and will require both **attitudinal and behavioural changes** within divisions and across the department.



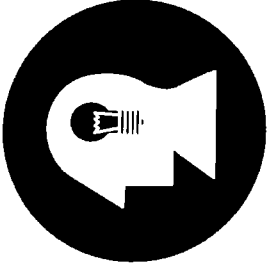
Insight 3

1. A **lack of confidence** to make and own decisions was highlighted as a key area of concern.
 - a. Whilst the capability to make decisions exists, many staff perceive that they do not hold the authority or remit to make and own decisions, and many are not confident that their decisions will necessarily be supported by their supervisors.
 - b. In addition, many feel that matters are escalated to senior leaders (or that senior leaders 'reach down') too often and too quickly. This has (rightly or wrongly) led to a perception that staff are not trusted to get the job done and arguably has added to a sense of there red tape growth in DPC.
 - c. While recognising that accountability for executive decision-making necessarily rests with senior leaders, there is an opportunity to review the governance framework and associated delegations to empower all staff much as possible to make and own decisions that fall within their remit, including owning the consequences of decisions.



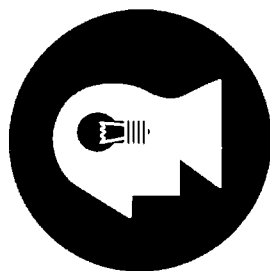
Insight 4

1. There is a strong sense that the **structure** of the Division generally works well.
 - a. The re-alignment of the communications function has been a significant change for the Division, (for the General Manager in particular) with additional capacity created available to apply in other parts of Government Services.
 - b. The distinction between, and the purposes of, Human Resource Services (HR) and Organisational Culture lacks clarity and needs to be addressed. Determining the nature and scope of each of them is essential for effective organisational and people capability in the future. Our assessment suggests HR is largely transactional (and effective) and Organisational Culture has scope to better align its activities with the strategic agenda of DPC, and as such, would benefit from having its remit endorsed by the Director General. Reporting arrangements for the respective teams should be revisited in line with their accountabilities.
 - c. As a quasi-legal function, the Right to Information (RTI) team would likely be better consolidated with legal services, especially if other consolidation occurs (i.e. State Coordination).
 - d. The Corporate Governance area is comprised of disparate business functions, but there is agreement that the area works well together and has a good sub-culture. It may be worthwhile considering if there are better ways to structure the area, and what level of leader it requires, but this should be balanced against disrupting an otherwise productive cohort at this time.



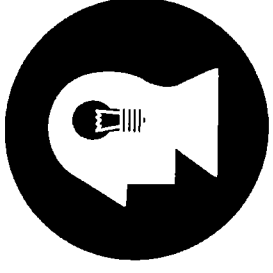
Insight 5

1. **Organisational development** appears to lack a cohesive strategic direction.
 - a. Large-scale, organisational change over the last four years has resulted in longer-term requirements (e.g. whole-of-workforce planning) being sacrificed to meet immediate needs.
 - b. This has produced confused structural arrangements in some areas (e.g. dispersed legal and quasi-legal functions; miscellaneous functions grouped in Corporate Governance).
2. Staff have reported that there appears to have been a greater focus on organisational development more recently, and that **positive observable changes** are happening, albeit more slowly than many anticipated.
 - a. We noted that many people consider the physical move to IWS to be a transition point in building a new culture, and some are reluctant to engage in culture discussions in the meantime.
3. Constant change has also resulted in a very **dynamic business process environment**. Concerns remain that there is too much unnecessary process and administration in day-to-day functions.
 - a. As mentioned elsewhere, there is an opportunity for leaders to examine their business processes to eliminate duplication, rework and other inefficiencies.



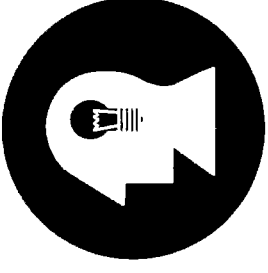
Insight 6

1. The people in Corporate and Government Services are generally of a **high calibre**.
 - a. Staff are considered subject matter experts, who understand and do their jobs well.
 - b. The Division is, and is perceived to be, highly customer-focused. This is reinforced by the results of the Working for Queensland survey and other measures of customer satisfaction.
2. However, some feel there is level of **inequity** in the Division and in DPC.
 - a. There is a sense that individuals are sometimes rewarded more than capabilities are, and that decision-making around the basis for some appointments is opaque.
 - b. There is also a perception that people are 'rewarded' with higher duties when working in a taskforce or special project team environment, and it was noted that staff 'left behind' to look after 'business as usual' find this difficult.
3. We consider this perception of inequity may in part reflect a lack of understanding about attempts to cultivate and support high achievers' development, and to develop succession plans.
 - a. There is an opportunity to better communicate about such matters amongst the leadership cohort and within teams.
 - b. The earlier reference to succession plans is relevant here as is the need for an Employee Value Proposition (EVP) that articulates how development occurs using the 70/20/10 principle.



Insight 7

1. The **work volume** across the Division is described as being at a high level, but not unmanageable.
2. Relatedly, **work value** was considered to be predominantly high, reflecting the perception that many staff have that they are doing important work that makes a difference.
3. There is an appetite to continue attracting and doing **high value work**, even if this means work volume increases. The challenge for leaders will be to:
 - a. structure work programs accordingly, ensure staff appreciate and agree that the work is high value and therefore worth doing (even if work volume increases)
 - b. consider how this interacts with staff recruitment, retention, and motivation (EVP)
 - c. identify any low value but high volume work that can be modified or dispensed with.
4. At the same time, in an ideal world staff wanted to do high value work in a lower work volume environment. In many ways, this is how the taskforces have been perceived (rightly or wrongly) – i.e. a high value task with dedicated time and resources to consider and respond ‘properly’.
 - a. Some areas reported that this is already occurring (e.g. a person being taken offline to do a priority project on parliamentary terms) and that it has been very positively received.

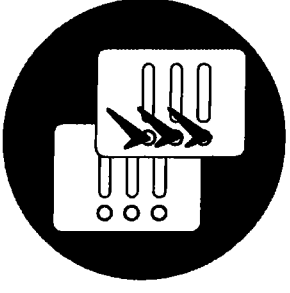


Insight 8

1. There is an opportunity for the Division to lead DPC's thinking about **project and program management**, especially as it relates to the work of critical taskforces.
 - a. Sound process is a cornerstone of the Division, and it is well placed to serve and support DPC by investing in project and program management methodologies and technologies.
 - b. This will assist with better demonstrating the return on investment in projects and tasks.
 - c. In particular, better project management approaches would result in credible assessment of the requirements at different project stages, including scoping, design, delivery, and evaluation.

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Priority action areas



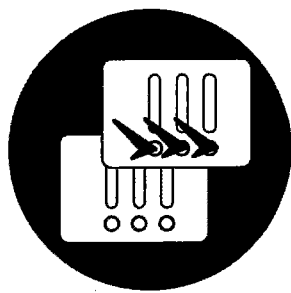
Leadership

1. Develop a leadership development program for the SES and Senior Officer cohort that focusses on building better people management and strategic leadership skills, and identifying and articulating key leadership behaviours in a central agency context.
2. Continue to bring the SES and Senior Officer cohort together on a regular basis to ensure awareness of each others' work programs and requirements, and as an aid to collaboration and joined-up service delivery.
3. Evaluate the two General Manager positions, align the classifications as required, and conduct merit-based recruitment processes.

Program management

4. Drive the development of better and more consistent project and program management approaches throughout DPC, building on the Division's strong reputation for good governance.
5. Continue to explore the support and value-add that new technology can bring to the Division's and DPC's business processes, especially in the realm of project and program management.

Priority action areas



People and structure

6. Clarify and communicate the distinct value propositions of the Organisational Culture and HR teams.
7. Consider rebranding Organisational Culture to better reflect its role and locating it where it will have the authority to drive internal change and position DPC as the Government's 'system leader'.
8. Consolidate DPC's legal and quasi-legal functions (Right to Information (RTI)) in one area.
9. Consider whether there is a better way to structure or realign the remaining parts of the Corporate Governance area (if RTI is separated) at an opportune time, and what the right classification is for its leader (an SES position may not be warranted).
10. With regard to taskforce or special project work, communicate the rationales for higher duties being assigned to such participants, and be clear about when opportunities are presented to individuals as part of succession planning or career development.