



STRATEGIC REVIEW

Bringing our strategy to life

DPC Strategic Review 2021

DG-DDG meeting

Released under the RTI - DPC

What we are solving for

The Premier has asked for much stronger whole of government strategic policy leadership as well as agility and collaboration in policy implementation, to drive the delivery of the Government's priorities for Queensland.

DPC has a new DG and it is the right time to conduct a strategic review to ensure that our structure, processes, and posture are fit for purpose.

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Current state hypothesis

DPC is:

- Busy
- Reactive
- Hierarchical
- Focussed on the short term
- Excellent in crisis management
- More co-ordinator than driver

Consultation activities to date

- Leadership Lens x 2
- All Staff forum
- Consultation roadmap (Compass site + open email channel to SR team on Compass)
- Divisional workshops
- Focus groups (cross DPC on EVP, DPC as leader, agile delivery, 54 attendees)
- Focus group survey (n=79)
- Functional review (detailed)
- Stakeholder map
- Span of control document
- Interjurisdictional review
- Individual submissions
- Leadership Board
- Critical friend

STRATEGIC REVIEW

What we've heard

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Across all our conversations with our stakeholders, the Premier's Office, Leadership Board and DPC staff we have heard that we need to be:

- stronger and more influential leaders across government
- driving a strategic Cabinet agenda
- scoping future policy challenges and opportunities through a strategic policy function
- able to stand up an agile delivery capability that can work on priority issues to drive outcomes for government.
- trusted leaders in government: governance and integrity

What we've learnt

STRATEGIC REVIEW

- We need to be more strategic and responsive (including agile in our delivery)
- We need to collaborate and build consensus around our higher purpose as a government and priorities, within DPC, agency to agency and at Leadership Board
- There is a need for cultural shift to drive change in how we see ourselves, our purpose and how we relate to our partners and with Leadership Board
- This must be driven and owned by senior leaders and everyone in DPC
- Our people agree that we are busy, but we are interested in new ways of working (mobility, new opportunities, and new capabilities) so we can lead with influence.
- Our jurisdictional review has taught us we can organise ourselves internally in a range of ways BUT we need to align form with function.
- Our structure needs to be fit for purpose for us and for the government, at this moment.

Our role and functions – and the inevitable trade-offs

STRATEGIC REVIEW

- | | |
|---------------------|--------------------|
| short-term | long-term |
| delivery | big-picture |
| coordination | point-of-view |
| hard implementation | flexible to change |
| reactive | proactive |
| tactics | strategy |

Considerations OR Reflection OR What are your thoughts?

STRATEGIC REVIEW

What are the things that we cannot change and, how do we deliver specifically on what stakeholders have asked for, given this context?

What organisational posture, structure or operating model will work to deliver what our stakeholders want (or want more of) from DPC?

What would you look for personally in an effective organisation?

We are in the people business – but how much time as leaders do we invest in our people?

What does success look like?



Our Strategic Plan Principles

Our strategic plan principles align with what we have heard – the need for us to be forward thinking, courageous, enabling, strategic, responsive and credible.

Leadership

(forward thinking, strategic, credible, courageous)

We lead by sharing our whole-of-government perspective, planning and coordinating our collective efforts across government to deliver effective outcomes for Queensland.

Collaboration

(enabling, credible)

We collaborate to harness knowledge and expertise within and outside our organisation, to drive effective policy solutions.

Agility

(enabling, responsive)

We are agile and responsive in meeting the changing needs of Queensland while ensuring a strategic focus on the future.

Trust

(credible, integrity)

We inspire trust in the system and institutions of government by demonstrating and supporting integrity, transparency and accountability in everything we do.

Innovation

(forward-thinking, courageous, enabling)

We are future-focused, seeking innovative solutions to capitalise on strategic opportunities for Queensland and support whole-of-government risk management.

Inclusion

(enabling, credible)

By embracing inclusion and diversity, we make our workplace and our work more representative and resilient. We value and respect Aboriginal and Torres Strait Islander cultures in all that we do.

STRATEGIC REVIEW

What does success look like?

STRATEGIC REVIEW



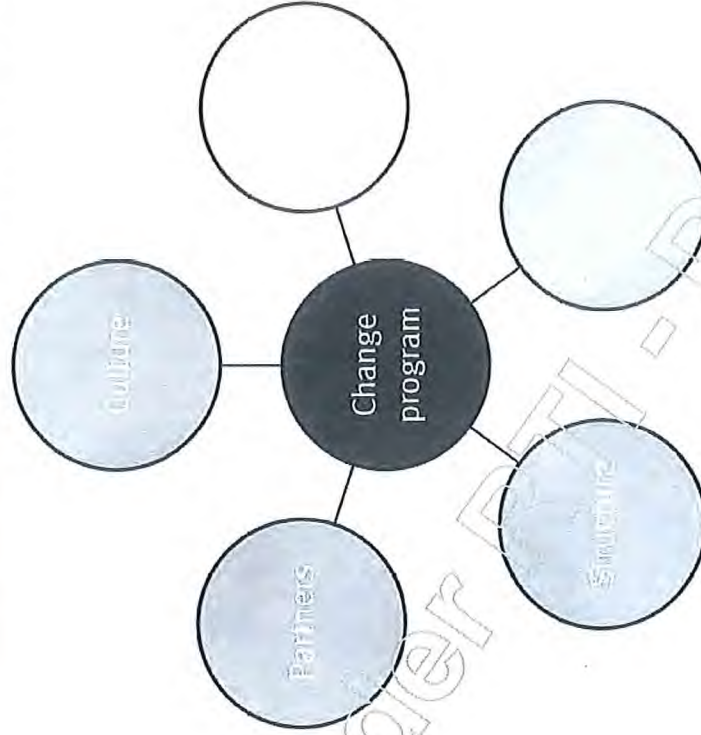
The challenge:

The challenge is to bring our principles to life and deliver what our stakeholders have asked for.

Our success will rest on how we

- work with our partners
- shift our culture
- develop our people and
- renew and streamline our processes and our decision making
- align our functions.

STRATEGIC REVIEW



Where to from here?

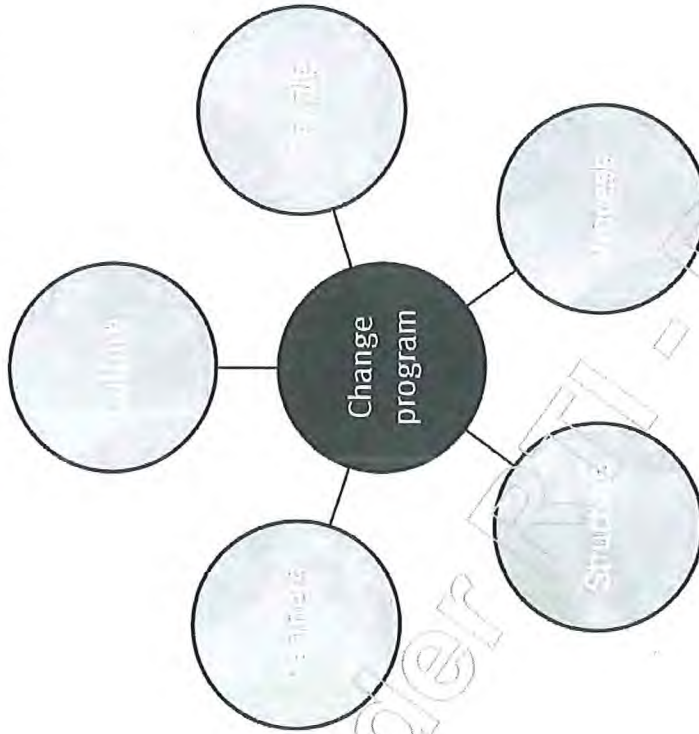
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Ideas and initiatives are being drafted to support whatever functional arrangements we adopt.

Any alignment of functions/ new structure for DPC will be tested against our principles and what we have heard from our stakeholders through the Strategic Review.



STRATEGIC REVIEW



Functional alignment considerations

STRATEGIC REVIEW

Does it:

- deliver stronger, trusted and more influential leadership across government
- drive a strategic Cabinet agenda
- clarify internal and external-facing functions
- allow for scoping future challenges and opportunities through a strategic policy function
- enable agile delivery capability that can work on priority issues to drive outcomes for government.
- reduce duplication of effort, leveraging functional synergies
- group services with similar customers and outcomes to maximise impact.

Are there functions we need to provide that we don't currently, or functions we can stop or transfer?



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- delivery
- big-picture
- coordination
- point-of-view
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- strategy

Considerations

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What does success look like?



STRATEGIC REVIEW

What we do

How we do it

Who we partner with

Strategy

Released under RTI - DPC

What does success look like?

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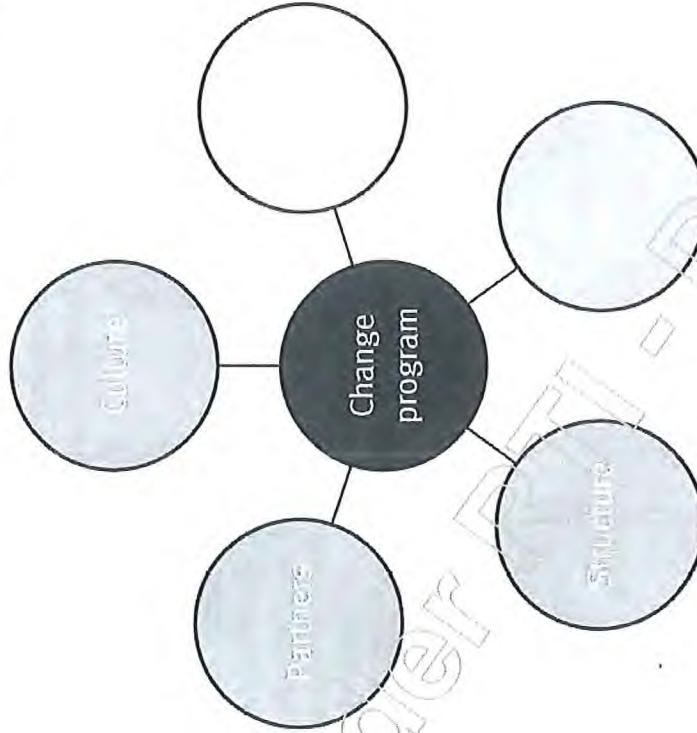
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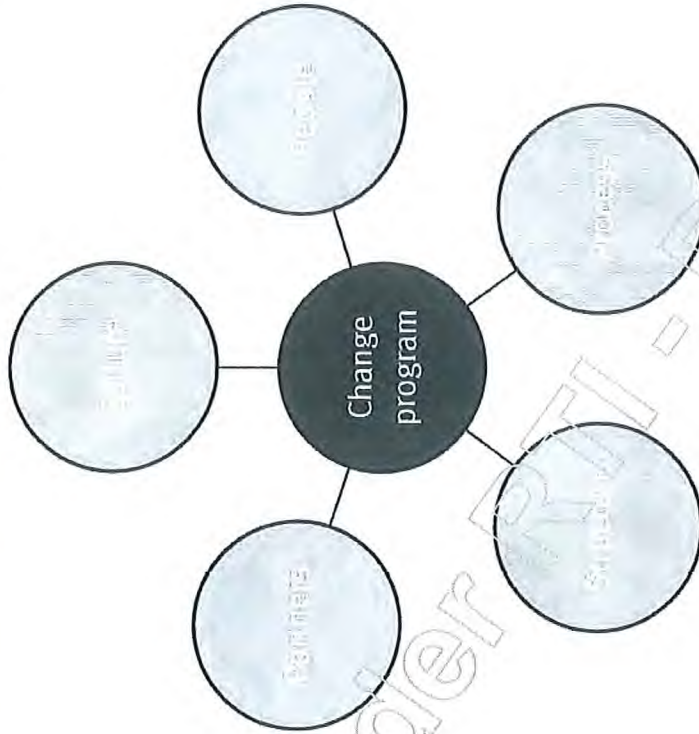
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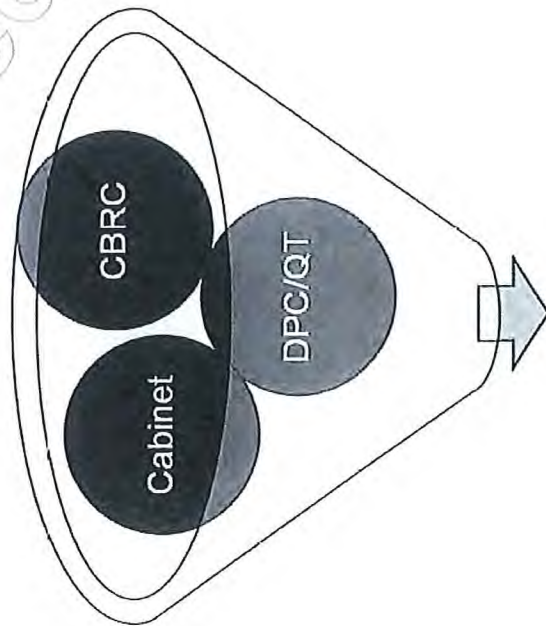


A thesis for you....

STRATEGIC REVIEW

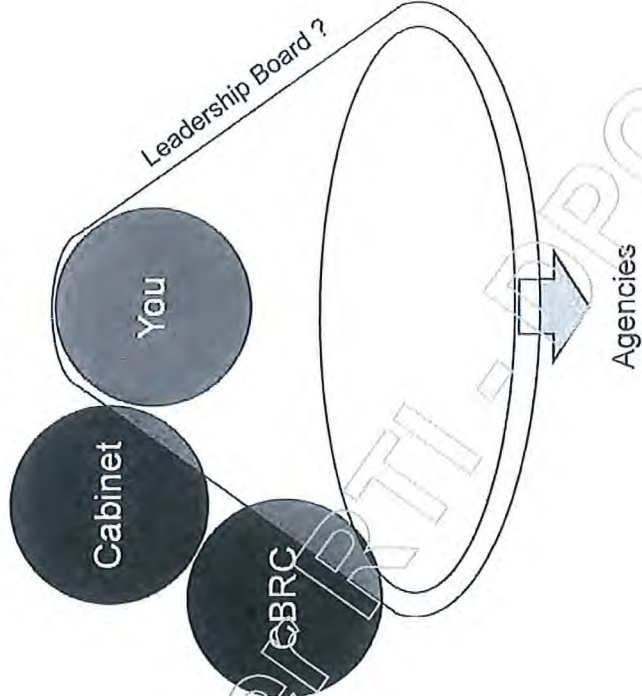
To discuss today to feed into structure

Traditional



Leadership Board and agencies

Current



Agencies

What does success look like?

STRATEGIC REVIEW



More than structure

STRATEGIC REVIEW

Leadership = Behaviours + attitudes + structure

- | | | | | |
|---|--|--|---|---|
| Accountabilities | Decision cycles | Integrity | Culture | People |
| <ul style="list-style-type: none"> ▪ Multiple owners ▪ Own vs joint | <ul style="list-style-type: none"> ▪ Info and evidence ▪ From and for whom | <ul style="list-style-type: none"> ▪ Own vs Dept ▪ Systems | <ul style="list-style-type: none"> ▪ Internal collaborations ▪ Respect and humility | <ul style="list-style-type: none"> ▪ EVP ▪ Well-being |

Keep in mind the trade-offs we have dismissed...

delivery	long-term
coordination	big-picture
hard implementation	point-of-view
reactive	flexible to change
tactics	proactive
	strategy

Keep in mind the questions we dismissed...

and, how do we deliver specifically on what stakeholders have asked for, given this context?

2. What organisational posture, structure or operating model will work to deliver what our stakeholders want (or want more of) from DPC?

3. What would you look for personally in an...

Regarding structure What we do + How we do it + Who we partner with = Strategy

DPC Director-General



Do we advance the strategic focus? Are we more connected?

2. More strategic?
3. More trusted?
4. Is decision making better?
5. How does this impact our EYP?

How are conflicts being managed?

What we are solving for

STRATEGIC REVIEW

To discuss today

1. How to build a strategic lens into the Government's decision making process?
 - Cabinet agenda – strategic and disciplined
 - Departmental work program – anticipating not just delivering
 - Culture of thinking and debate
 - External alliances
2. Where are conflicts managed?
 - Cabinet room
 - Cabinet committees
 - Premier's office
 - Leadership Board
3. Who are the influencers?
 - Key Ministers?
 - Key staff?
 - Key DGs?
 - Others?

Think and do different

- a) How can this group work differently and better?
- b) What is your workload like?
- c) How can you lead better?
- d) How can you influence (1), (2), and (3)?
- e) Mechanisms and structure

How we are solving ...

STRATEGIC REVIEW

To discuss today to feed into structure

1. Where should Cab Sec be located?
 - Status Quo: Separate division
 - Back to the Future: In Policy Division
 - A new home: Governance Division
2. Role of the Cabinet secretary?
 - Focused on Cabinet agenda, bag, discipline
 - Strategic approach to the agenda
3. Should the DG also attend Cabinet?
 - Is Qld unique?
4. How to brief out post Cabinet?
 - Can LB be briefed as well as DPC leadership?
 - Might send some new signals
5. Where should Strategic Cmms sit?
 - In Policy Division?
 - With Cab Sec in Policy Division?
6. How should we construct a Strategic Policy area? Who does it feed? Rules of engagement

Think and do different

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- d) What signals would this send the Dept, DGs?
- e) Behaviours and culture



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Department of the Premier and Cabinet
A thesis for you...



Diagnosis

Exp to include in the diagnosis...

short-term delivery	long-term big-picture
coordination	point-of-view
hard implementation	flexible to change
reactive tactics	proactive strategy

Frame



STRATEGIC REVIEW

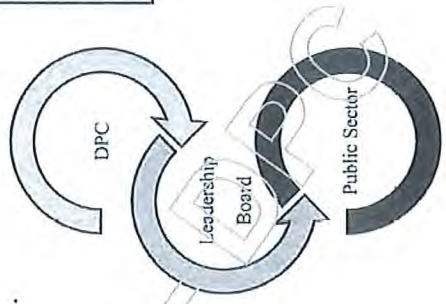
DPC Director-General



- Do we advance the strategic focus?
1. Are we more connected?
 2. More strategic?
 3. More trusted?
 4. Is decision making better?
 5. How does this impact our EVF?
- How are conflicts being managed?

- Key transition questions we discussed earlier...*
1. What are the things that we cannot change and, how do we deliver specifically on what stakeholders have asked for, given this context?
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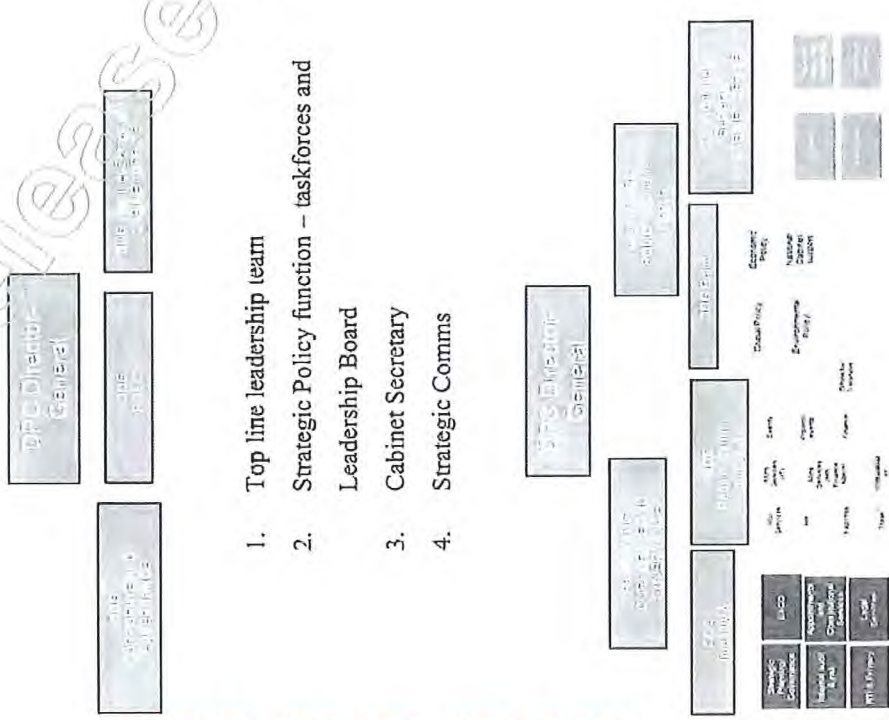
Beyond DPC...



Leadership = Behaviours + attitudes + structure

Thinking about structure

STRATEGIC REVIEW

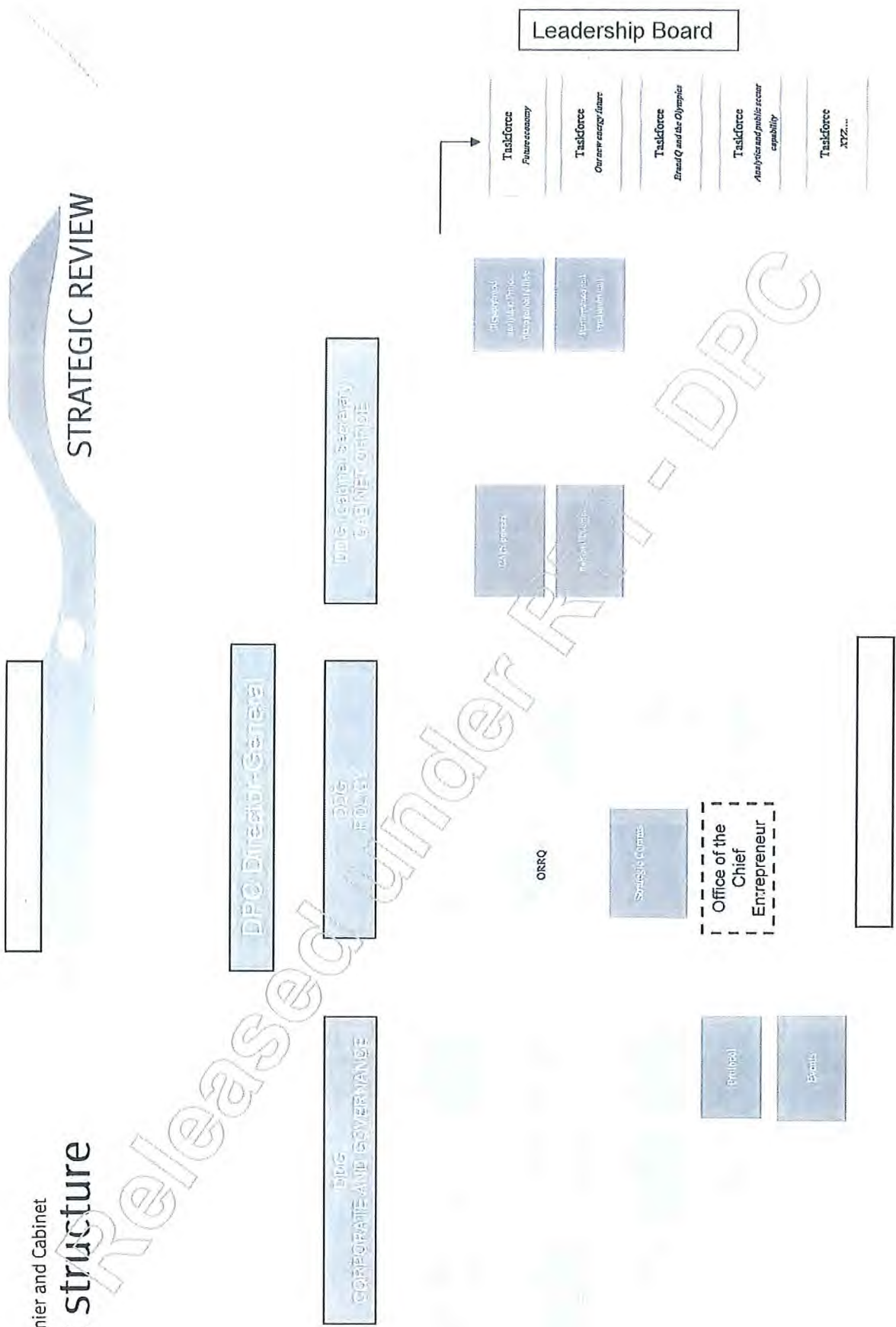


- Leadership Board**
- Collegiate re Cabinet agenda and sector reforms
 - New relationships (DGs only)
 - Focus on QPS custodianship and reform with PSC
 - Develop QPS capabilities
 - development plan and modern tools for a PS
 - Understand role
 - Contest of ideas and clearing house
 - DG to establish priorities and taskforces led by 2 DGs
 - Taskforces to be staffed by PMO from DPC (project manager; analytics; comms) then from agencies with top talent as part of development
 - Time limited
 - Exercise: to scope a topic for definition: best practice: likely consequences: likely investments: likely reforms – report back to Leadership Board for consideration
 - Go-No go: will Leadership Board invest further
 - Report to Premier and Cabinet by DG

Think and do different

- How can this group work differently and better?
- What is your workload like?
- How can you 'lead better'?
- What signals would this send the Dept. DGs?
- Behaviour and culture
- How do you set strategic focus for policy, together
- How do you set strategic focus for the organisation, together

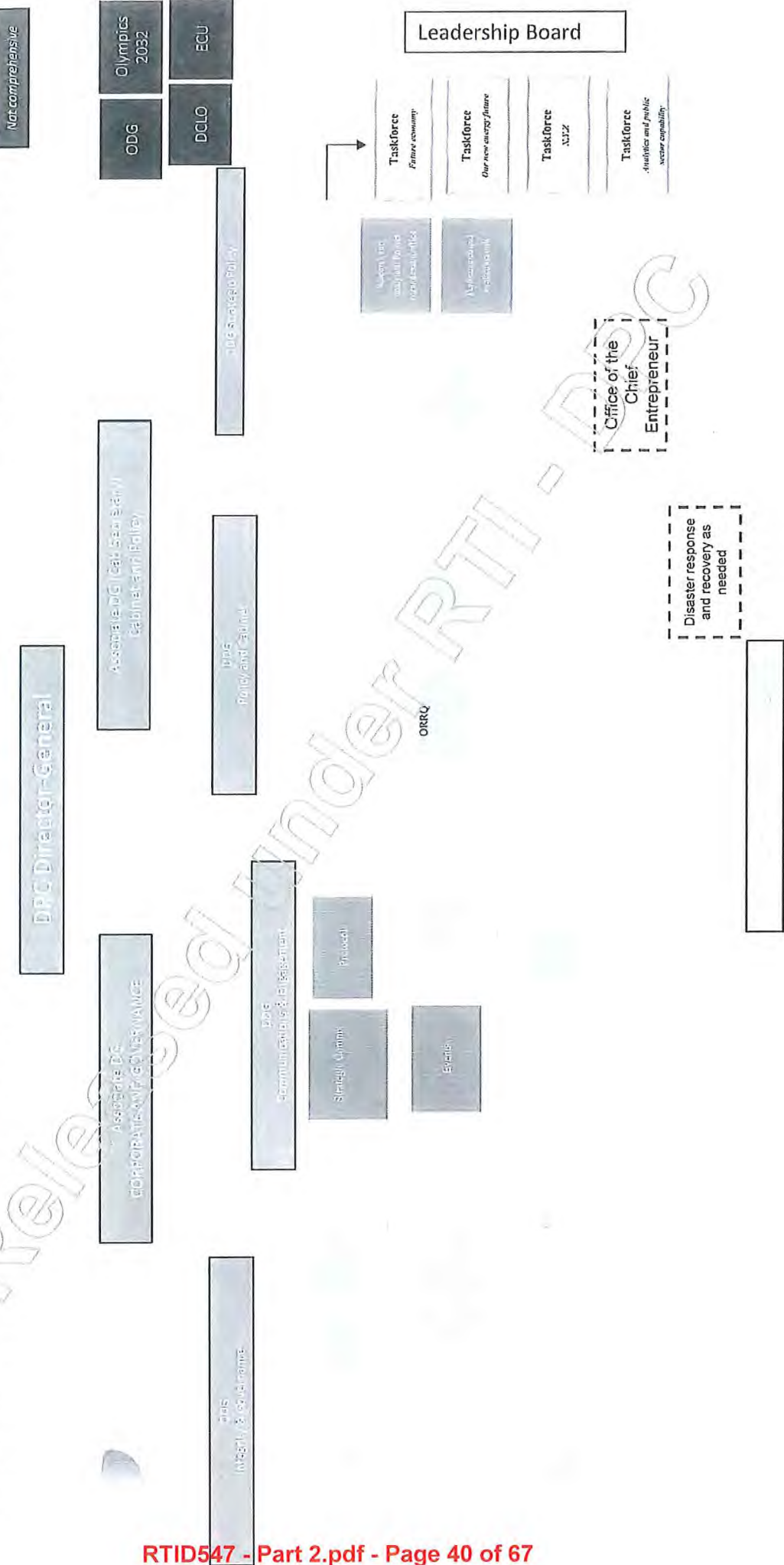
Pragmatic structure



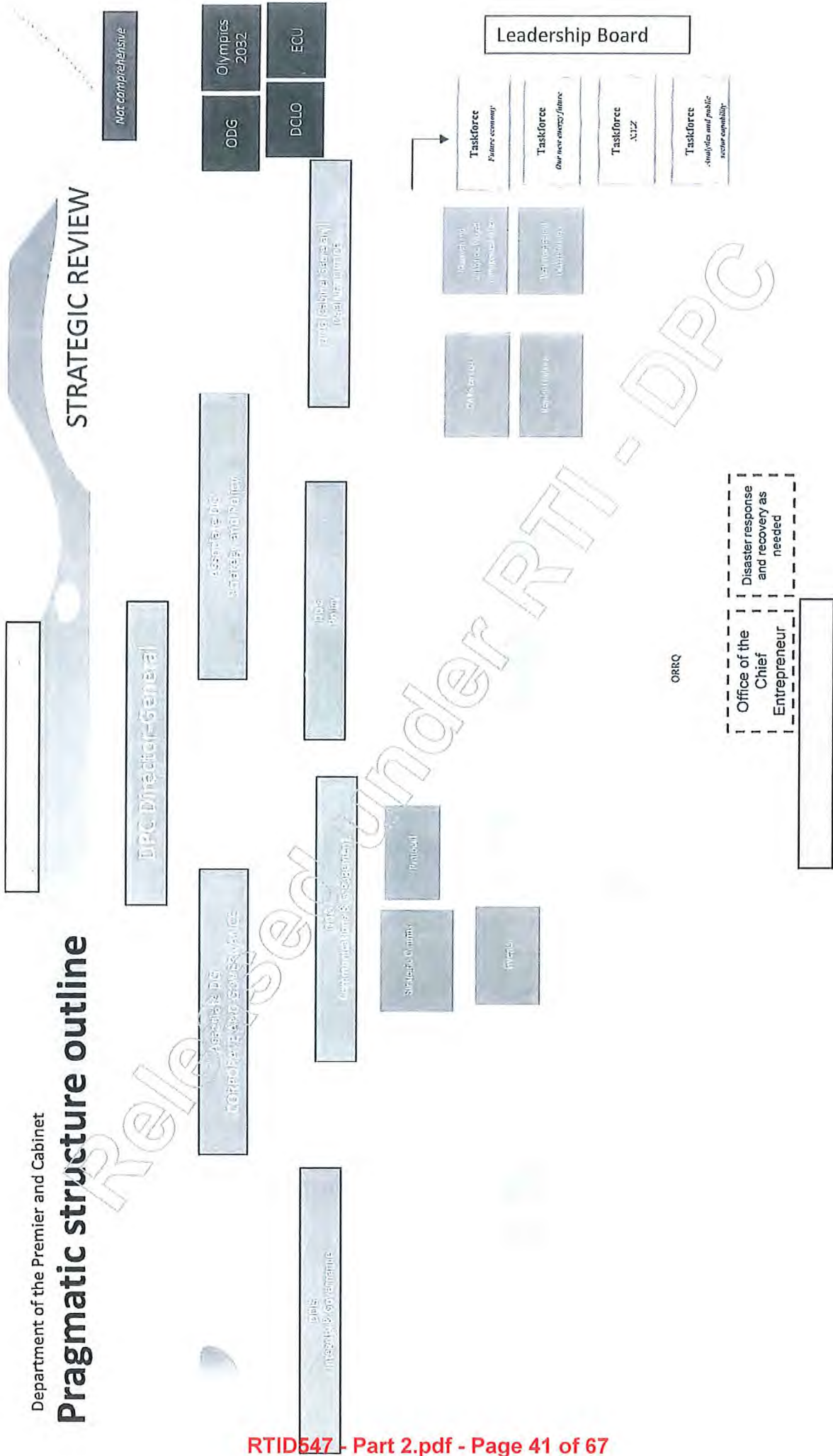
STRATEGIC REVIEW

Pragmatic structure outline

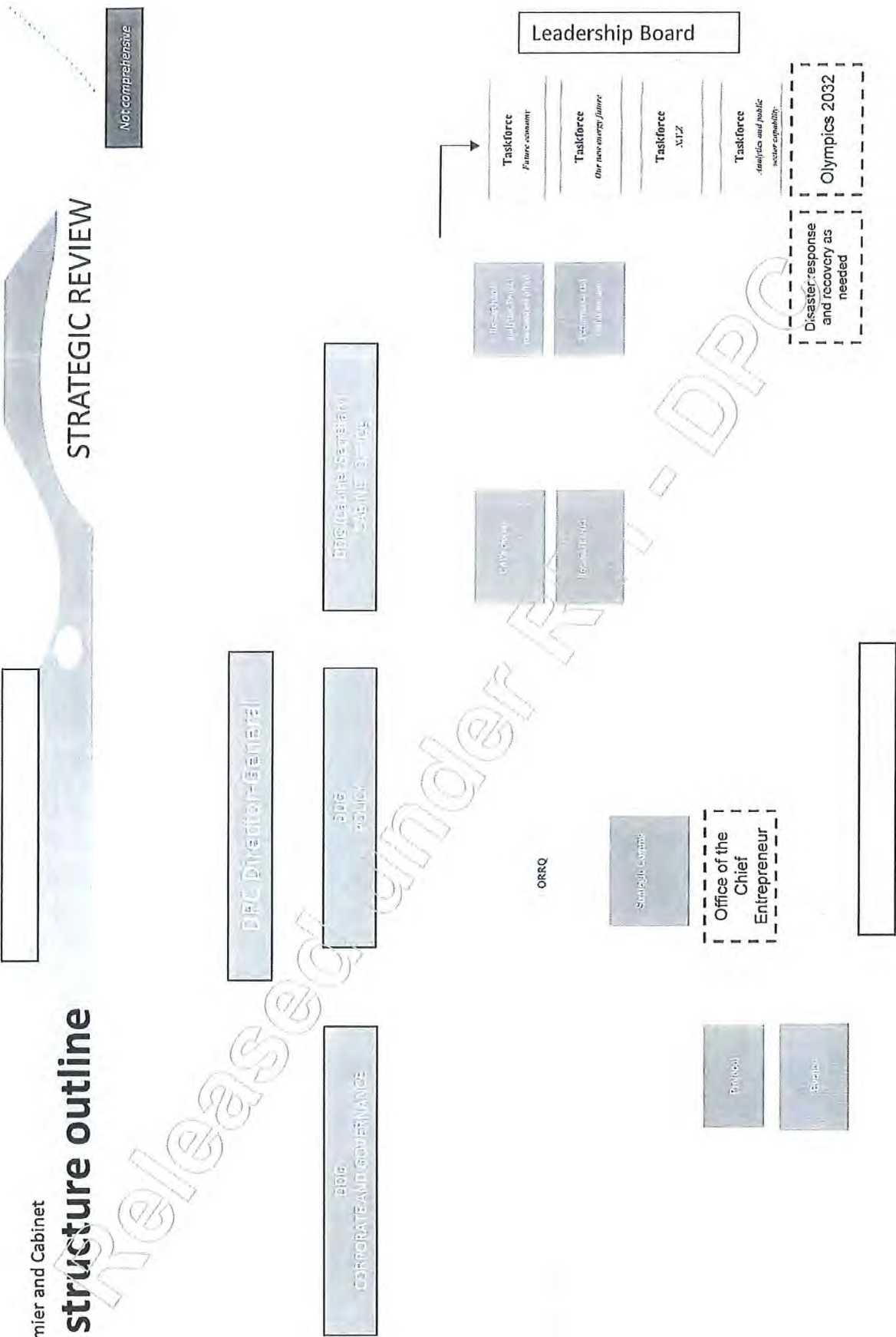
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Pragmatic structure outline



Pragmatic structure outline





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Consider
alternative
models

Don't
ambush us

Be
clear
leads

Be more
agile

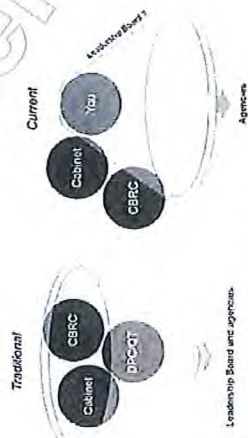
Be
more
proactive

Focus on
delivery

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Department of the Premier and Cabinet
A thesis for you...



Diagnosis

<i>Exp. to include what's often been dismissed...</i>	
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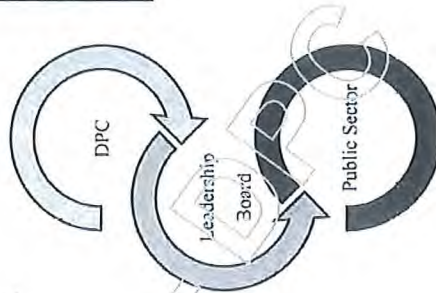


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- Exp. to include questions we advance later...*
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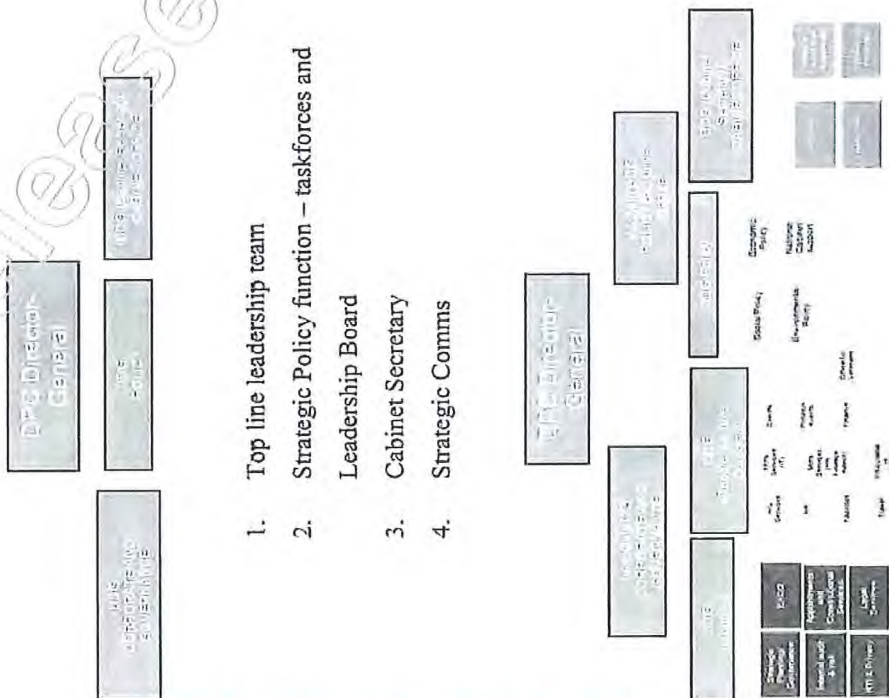
Beyond DPC ...



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Thinking about structure

STRATEGIC REVIEW



1. Top line leadership team
2. Strategic Policy function – taskforces and Leadership Board
3. Cabinet Secretary
4. Strategic Comms

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- b) What is your workload like?
- c) How can you lead better?
- d) What signals would this send the Dept. DGs?
- e) Beliefs, values and culture
- f) How do you set strategic focus for policy, together?
- g) How do you set strategic focus for the organisation, together?

Leadership Board

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Getting to the point of it all ...

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Key considerations for structure

1. Must free up some **time** – workload-balance
2. Must free up Associate DGs to be more strategic and **engage** with other agencies better
3. Driving a **strategic** agenda from the centre

Policy

Needs to be more strategic

Governance

Needs time for the increasing workload of integrity

Engagement

Needs to be strategic and focussed

Key focus of the outcomes of the strategic review

1. Not just DPC but also the Leadership Board
2. Not just a DDG or ADG but the culture of the executive team
3. Accountability for strategic and operational delivery excellence
4. Time for engagement means bringing agencies with you and building capabilities of the next leaders
5. Rebuild a new view of DPC and the EVP around stewardship.

Department of the Premier and Cabinet

Pragmatic structure outline

STRATEGIC REVIEW

Not comprehensive

EPG (Election General)

- Olympics 2032
- ODG
- DCLO
- ECU

Associate Director (Economic Recovery) Cabinet and Policy

Associate Director CORPORATE AND GOVERNANCE

Director Integrity & Governance

Director Communications & Media Strategy

Director Policy and Cabinet

Director ODG Strategic Policy

Legal Services	Strategic Planning/ Governance	Info Services
Internal audit & risk	EXCO	HR
Appointments and Constitutional Services	Facilities	Min Services (HR, Finance, Admin)
Travel	Procurement	Finance
Min Services (IT)	RTI & Privacy	Integrity

Strategic Comms	Protocol
Events + Community Cabinet	Office for Veterans
	ORRQ

CABINET SERVICES (less community cabinet)	SOCIAL POLICY	ECONOMIC POLICY	ENVIRONMENT POLICY	LAW & JUSTICE POLICY
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IGR	National Cabinet	COVID recovery
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STRATEGIC POLICY	Research and analytics, Project management office	Performance and evaluation unit
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Leadership Board

- Taskforce Future economy
- Taskforce Our new energy future
- Taskforce X.Y.Z
- Taskforce Analytics and public sector capability

Office of the Chief Entrepreneur

Disaster response and recovery as needed

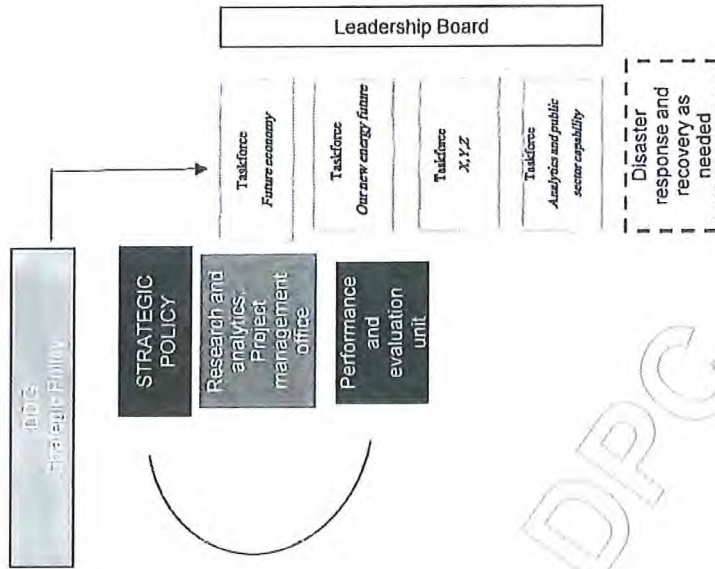
Director

Strategic policy and Leadership Board

STRATEGIC REVIEW

Associate Director (Operations)
Cabinet and Policy

1. DPC to determine strategic and priority issues
 - Some are Premier's current priorities
 - Some are over the horizon issues identified by the DG
 - Only DG of DPC to brief the Premier and Ministers on the Taskforces
2. Establish time limited taskforces of the Leadership Board
3. Overseen by 1-2 DGs as determined by the DG of DPC
 - 3-6 months duration
 - Staffed by DPC (project manager, comm special list, researcher/analystics officer) and key bureaucrats from agencies (based on capability and development potential)
 - Define the question and look at best practice
 - Identify the potential for Queensland and likely benefits
 - Report back to Leadership Board by the DGs in charge plus DDG/ADG of DPC
4. Leadership Board to decide on further work or not
 - If further work then either a new Taskforce or an IDC
 - If no further work then conclude.



STRATEGIC PLAN 2020–2024

OUR VISION

Succeeding together to achieve a better life for all Queenslanders.

WE DELIVER

Innovative, effective policy

Strategic advantage for Queensland

Strong, accountable government

A high-performing workforce

OUR ROLE

Across government and with our stakeholders **we lead, advise, collaborate, coordinate, broker, facilitate, communicate and monitor** to deliver on the government’s objectives for the community, *Our Future State: Advancing Queensland’s Priorities*, build trust in a strong, responsive and accountable system of government and achieve transformational outcomes for Queenslanders.

DPC will ensure an agile and targeted response to help Queensland recover in this unprecedented time.

OUR PRINCIPLES

Leadership

We lead by providing a whole-of-government perspective, brokering, coordinating and communicating our common purpose.

Trust

We inspire trust in the system of government by demonstrating integrity, transparency and accountability in everything we do.

Collaboration

We collaborate with our stakeholders and public sector colleagues to build common understanding and purpose and shared accountability for outcomes.

Agility

We are agile across our workforce empowering and supporting our workforce to meet the changing needs of Queenslanders whilst ensuring a strategic focus on the future.

Innovation

We are future-focused, seeking innovative solutions to create value for Queensland to capitalise on strategic opportunities and support for whole-of-government risk.

Inclusion

We value and respect Aboriginal and Torres Strait Islander cultures in our work and we embrace inclusion and diversity because it makes our workplace and our work more representative, robust and more resilient.

We respect, protect and promote human rights in our decision-making and actions.

OUR OBJECTIVES

Through our strategic objectives we deliver on *Our Future State: Advancing Queensland's Priorities*:

Innovative, effective policy

Lead the policy development process across government, ensuring effective outcomes for Queenslanders.

OUR MEASURES



Our clients are satisfied with our engagement in the policy development process, in support for intergovernmental relations and support provided by Cabinet Services.

OUR STRATEGIES



- Lead the development of high-quality, consultative and evidence-based policy in collaboration with our stakeholders across government.
- Advance programs and taskforces to deliver on strategic initiatives of government.
- Supports active engagement in intergovernmental policy negotiations that advances government policy priorities.
- Continue to lead, coordinate and contribute to the delivery of the Queensland Government's objectives for the community, *Our Future State: Advancing Queensland's Priorities*.
- Coordinate the government Cabinet program.
- Provide advice and support on whole-of-government performance management and reporting, and monitor and report on the government's priorities and commitments.
- Provide advice and support on the COVID-19 event including agile response and recovery activities.

Strategic advantage for Queensland

Inform the strategic direction of government.

Our clients are satisfied with strategic advice and support provided by Strategy and Engagement.

- Lead future-focused strategy and policy development and whole-of-government communications to support the delivery of the government's priorities— *Our Future State: Advancing Queensland's Priorities*.
- Advocate Queensland's strategic interests and positions in international forums.
- Support Queensland regions through the Office of Regional and Rural Queensland and the department's network of regional offices across Queensland.
- Coordinate and provide strategic advice for the Premier's official overseas visits and functions.
- Lead the planning and delivery of whole-of-government strategic communications and events, including stakeholder and community engagement programs.

Strong, accountable government

Ensure a strong system of government.

Our clients are satisfied with Government Services' support and advice.

- Coordinate the Executive Council program and provide constitutional support to the Governor.
- Lead policy and operational advice on government boards, executive government, constitutional and machinery of government matters.
- Provide corporate services to ministerial offices and the office of the leader of the opposition.
- Develop, coordinate and implement policies, programs and initiatives that support the government's commitment to veterans.

A high-performing workforce

Maintain a high-performing and responsive workforce.

Our employees are positive about their job empowerment, and DPC's organisational innovation, leadership and engagement.

- Empower our people to perform to their highest level.
- Foster a customer-centric workforce.
- Foster a culture that inspires our people to collaborate, lead at all levels and act to enhance their impact in our organisation.
- Provide efficient and effective business processes and systems that enable staff to work fluidly between working environments.
- Demonstrate effective fiscal management to align services and outcomes to government's priorities.
- Deliver strong corporate governance and risk management including support for whole-of-government risk management.

OUR RISKS AND OPPORTUNITIES



WE WILL MANAGE OUR STRATEGIC RISKS:

- ensuring **effective response and recovery planning** and implementation to ensure continuity of services
- maintaining **strong and effective governance** to prevent fraud and corruption
- **securing our information** assets, employing good record keeping in order to prevent data breaches and unauthorised disclosure
- building and maintaining strong, relevant and purposeful **client relationships**
- **connecting statewide** to achieve informed, timely and effective outcomes for Queenslanders regardless of where they live.

WE WILL EMBRACE OPPORTUNITIES BY:

- anticipating and responding to global challenges affecting Queensland so we maintain our competitiveness to meet future challenges and **keep pace with change**
- driving **Innovative policy** solutions to maximise benefits to Queensland
- harnessing digital technologies to innovate and continue to improve and **making our systems more effective**
- building on our **staff capability** to empower our people for the future.

Terms of Reference

Department of the Premier and Cabinet

Strategic review

June 2021

Released under RTI - DPC



Queensland
Government

Overview

The Department of the Premier and Cabinet (DPC) is the lead central agency of the Queensland Government.

Our role includes assisting and advising the Premier and Cabinet and providing leadership for the public sector.

Other departments look to DPC for leadership across many areas – policy and Cabinet, governance and integrity matters, protocol, Executive Government and constitutional matters, and intergovernmental relations.

Our functions include:

- Coordinating initiatives that advance government policies and priorities
- Supporting and advising the Premier and her Cabinet, Ministers and agencies
Provide executive and support services for the Premier
- Leading policy and delivery across government, including response to emerging issues
- Supporting Cabinet and Cabinet committee decision making
- Managing Queensland's relationships with other governments
- Engage with Queenslanders and stakeholders through community engagement and event management to promote Queensland government priorities

Innovative,
effective policy

Strategic advantage
for Queensland

Strong, accountable
government

A high-performing
workforce

The government's economic recovery plan to unite and recover from COVID-19 has nine objectives over the next two to five years:

- Safeguarding our health
- Backing small business
- Making it for Queensland
- Building Queensland
- Growing our regions
- Investing in skills
- Frontline services
- Great Barrier Reef
- Protecting the environment

DPC to particularly focus on:

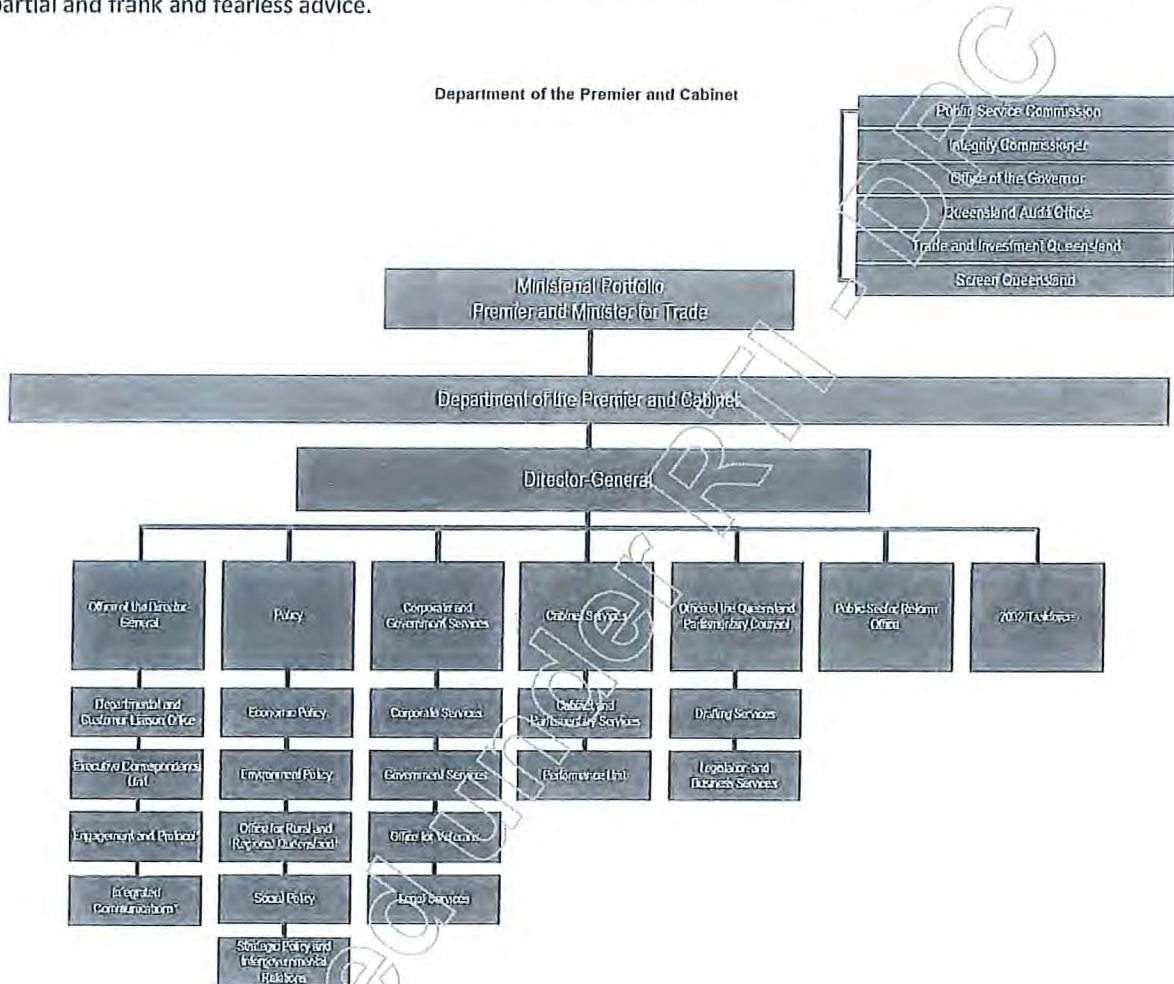
- Economic recovery and development (with a strong focus on regions)
- Health
- Education
- Employment and job creation through skilled workforce across all industries
- Strategic infrastructure, investment (SEQ2032, digital, water)
- Energy – renewables/hydrogen

Operating environment

The workforce of DPC is capped at 456 FTE. There are currently 420 FTE (including 25 new Policy Futures Graduates) with 31 recruitments underway in DPC.

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 sectoral leadership role is particularly important given the appointment of a new Director-General and refocused Queensland Government Leadership Board and a public sector reform agenda.

Further, following Westminster principles, Queensland public servants are committed to delivering high calibre, impartial and frank and fearless advice.



Scope

- Conduct a strategic review of DPC’s purpose and functions to articulate forward-looking roles and responsibilities.
- Align functions to focus effort and resources to achieve mission and goals and meet future challenges.
- Align capability and capacity in an effective, efficient and responsive business model that allows efficient and effective service delivery.

The following areas are not in scope for this review:

- The Office of the Queensland Parliamentary Counsel
- Portfolio bodies

Any recommendations will be developed and implemented in line with the Savings and Debt Plan and Industrial Relations Frameworks and Directives.

The review will encompass:

- Comparisons with other central agencies of government
- Employee and stakeholder consultation

Consideration should be given to:

- demonstrate strong policy leadership and direction – connecting people and effort internal and external to the organisation
- influence a strategic Cabinet forward agenda
- deploy taskforce agility to priority projects and key policy challenges
- lead whole of government communications and engagement functions
- embed processes and practices that support efficiency and best practice.

The organisational review and conceptual model will encompass:

- clarity of DPC's purpose and function
- advice on the right capability in the right place to perform the work required for DPC's multiple roles
- alignment of systems and processes to support an agile and effective response to strategic and emerging issues
- strong foundations for governance, integrity, accountability and policy leadership.

Timeframes

- A period of four weeks has been allocated to deliver the review.

Project team

Given the priority of this project, a small team has been established made up of Project leads:

- Libby Gregoric, General Manager, Corporate and Government Services
- Julia Sheedy, Executive Director, Office of the Director-General (off-line for a period of four weeks)

supported by a small team by Corporate Services as required.

Released Under RTI - DPC

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Our strategic plan objectives are:



They deliver on the government's objectives for the community which are built around *Unite and Recover – Queensland's Economic Recovery Plan*:

- Safeguarding our health
- Supporting jobs
- Backing small business
- Making it for Queensland
- Building Queensland
- Growing our regions
- Investing in skills
- Backing our frontline services
- Protecting the environment

DPC to particularly focus on:

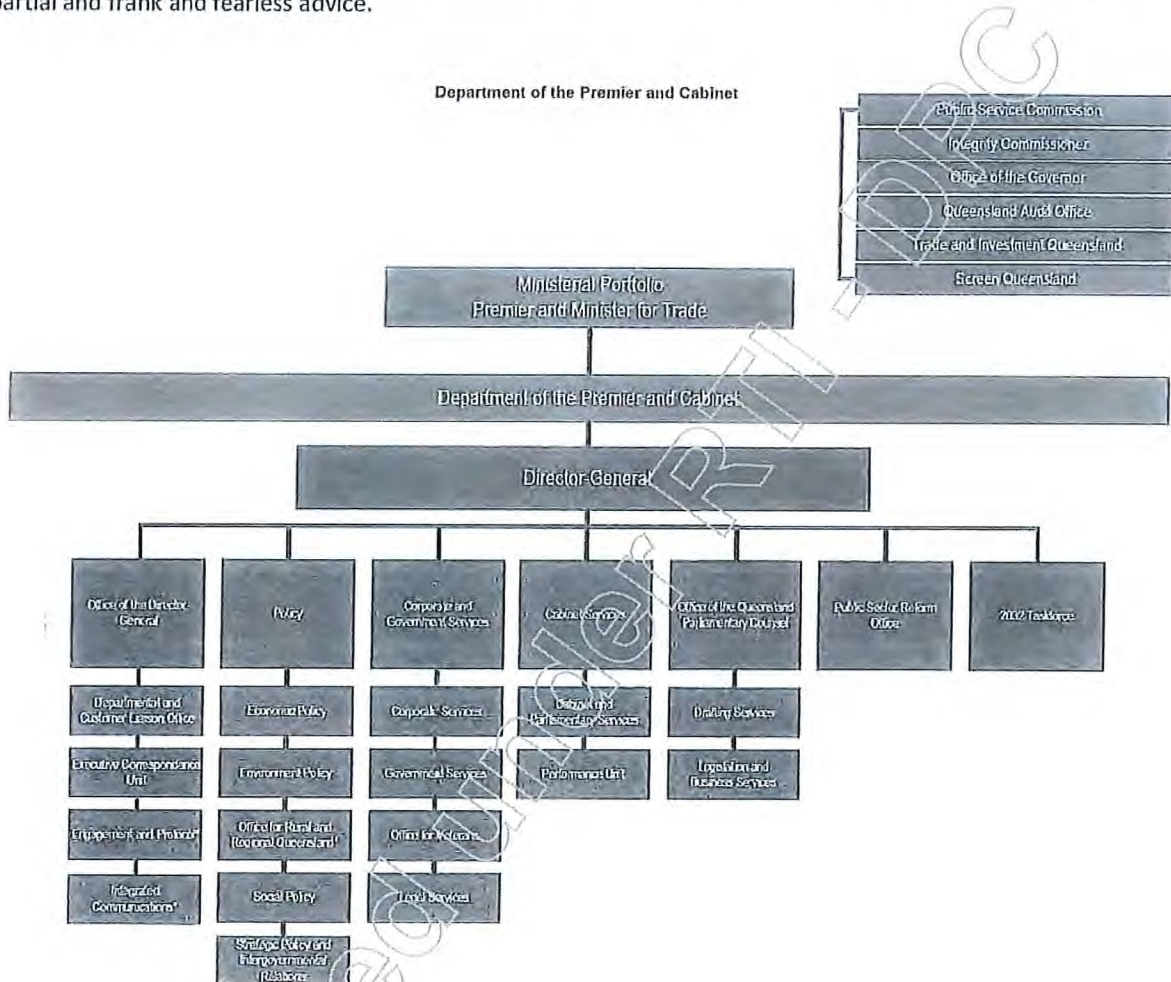
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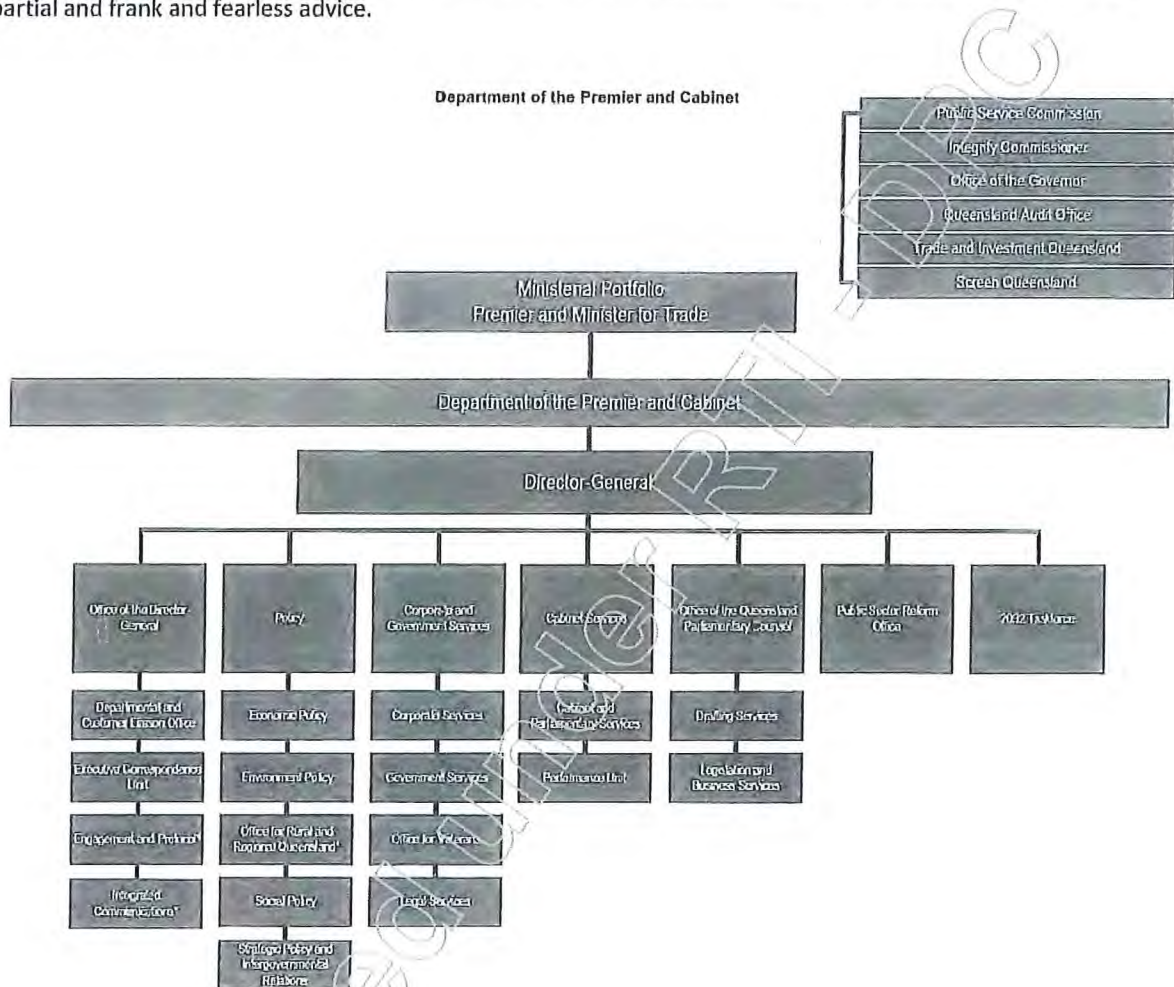
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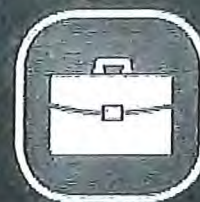
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Standing Offer Arrangement QGP0050-18



(Contract Order)

Standing Offer Arrangement QGP0050-18 Tranche 3

For the provision of Professional Services -- Management, Policy and Agile Project/Program Management Services by Consultants to the Queensland Government

The Department of the Premier and Cabinet

CONTRACT ORDER: DPC-14-2021

TITLE: Strategic Review

Released under RTI/DPC



Queensland
Government



This document must be read in conjunction with the Queensland Government's Standing Offer Arrangement Conditions Version 2.0 – dated December 2014 and General Contract Conditions for General Goods and Services Version 2.0 – dated December 2014, and any additional standing offer arrangement conditions as detailed in the SOA Details Deed Of Agreement.

Topic	Details
Customer Details	<p>Name: The Department of the Premier and Cabinet</p> <p>ABN or ACN: 65 959 415 158</p> <p>Street address: Level 28, 1 William Street, Brisbane QLD</p> <p>Postal address: PO Box 15185, City East, QLD 4002</p> <p>Contact person: Libby Gregoric Position: General Manager, Corporate Services</p> <p>Email: libby.gregoric@premiers.qld.gov.au</p> <p>All notices and other communications 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.</p>
Supplier Details	<p>Name: Deloitte Access Economics Pty Ltd</p> <p>ABN or ACN: 149 633 116</p> <p>Street address: Level 23, Riverside Centre, Brisbane, QLD, 4000</p> <p>Postal address: Level 23, Riverside Centre, Brisbane, QLD, 4000</p> <p>Contact person: S49 Sch4 Position: Lead Partner</p> <p>Email: S49 Sch4</p>
Customer Requirements	<p>S49 Sch4 is required to support the Department in undertaking its Strategic Review, more specifically as follows:</p> <ul style="list-style-type: none"> Perform role as critical friend to the DPC review team and provide advice on ideas, insights, and methods for the review team's work Provide advice to the Director General, as needed, on the strategic review and on the implications for agency relationships, including the Leadership Board Provide support to the Director General on strategic matters as requested.
Contract term / Delivery Period	<p>This is the period of the individual Contract, when the Supplier must provide the Services:</p> <p>Commencement: On mutual contract signing by both parties</p> <p>Completion: Work to be completed by 31 August 2021.</p> <p>Extension Options: An extension by occur at the mutual written agreement of the Customer and the Supplier</p> <p>The parties agree that the Contract starts on the commencement date above, and that any services provided by the Supplier at the request and with the prior approval of the Customer, will be taken to have been performed from the commencement date above.</p>



Topic	Details
Customer Inputs	The Customer will provide access to work premises, records and its key personnel as required for the purposes of the scope of this contract
Key Personnel	Name: <input type="text"/> Position Title: Lead Partner Phone: <input type="text"/> Email: <input type="text" value="s49 Sch4"/> Role / key obligations: Committed level (if relevant):
Supplier Diversity	Please tick your organisation's status as either (if applicable): <input type="checkbox"/> Social Enterprise <input type="checkbox"/> Aboriginal and Torres Strait Islander Business <input type="checkbox"/> SME <input type="checkbox"/> Regional Supplier (nominate region 1 – 5 as per SOA)
Local Benefits Test	Not applicable
Site details	Services: Location(s) for performing the Services: Supplier's and Customer's premises as required.
Cap on Liability	Liability for each Contract established under this SOA is \$5 million, or as limited by law or binding scheme (specified below) Binding Scheme applicable (as per SOA Details document) Workers compensation insurance as required by law. Policy No.: <input type="text" value="s73(2)"/> Insurance Provider: WorkCover Queensland Named Insured: Deloitte Migration Services Pty Ltd Expiry Date of Policy: 30 September 2021 Public liability insurance to a minimum of \$10,000,000 per claim: Sum Insured: \$10,000,000 from any one Occurrence Policy No.: <input type="text" value="s73(2)"/> Insurance Provider: QBE Insurance (Australia) Limited Named Insured: Please see detail in attached response. Expiry Date of Policy: 31st May 2022 Professional indemnity insurance to the specified amount): Sum Insured: \$10,000,000 Policy No.: <input type="text" value="s73(2)"/>



Topic	Details
	Insurance Provider: Nautilus Indemnity Limited Named Insured: Please see attached response Expiry Date of Policy: 1 June 2022 Minimum amount: \$1,000,000 For a copy of applicable scheme please refer to the Queensland Contract Directory site QGP0050-18
Price / approved expenses The quote must be in AUD, be GST inclusive where applicable and identify the GST value.	The total Price payable under the Contract must be calculated in accordance with the pricing in the SOA. Work is to be undertaken at the pricing rates included in the SOA, including any approved / reimbursable expenses, up to a maximum cost of \$50,000 (including GST).
Other pricing information	Prices will not be varied without mutual written agreement by both parties
Payment milestones	Payment will be provided on delivery of the high-level operating model.
Contract governance requirements	The reviewer and the supplier are to agree to proposed working and reporting arrangements, which may include attending formal or informal meetings as requested by the reviewer and/or Customer (e.g. to review performance).
Confidentiality / Privacy and Personal Information	Is the Supplier required to obtain from its officers, employees, agents and sub-Suppliers an executed Deed of Confidentiality and Privacy? YES If yes – customer to use their own Deed of Confidentiality and Privacy or contact their Procurement Team to obtain a copy.
Escalation of Complaints	Issues or complaints can be escalated to: Customer: Name: Filly Morgan Position: Deputy Director-General, Corporate and Government Services Phone: (07) 3003 9224 Email: filly.morgan@premiers.qld.gov.au Supplier: Name: <input type="text"/> Position: Partner Phone: <input type="text"/> Email: <input type="text" value="s49 Sch4"/>



EXECUTION BY CUSTOMER:

SIGNED SEALED AND DELIVERED)
for and on behalf of the STATE OF QUEENSLAND)
(acting through the Department of The Premier and Cabinet))

this 30th day of 2021)

by an authorised officer in the presence of:)

SIMON CARL)
.....)
(insert full name of witness))

s49 sch 4

(Signature of witness)

ELIZABETH GREGORIC)
.....)
(insert full name of authorised officer))

(Signature of authorised officer)

EXECUTION BY SUPPLIER:

(Deloitte Access Economics Pty Ltd, ACN 149 633 116)

in accordance with section 127 of the)
Corporations Act 2001 (Cth))
by its duly authorised representative,)

[Redacted Signature Box]

[Redacted Signature Box]

.....)
(insert duly authorised representative's name))

(Signature of duly authorised representative)

who declares that he/she is)
duly authorised to enter into this Contract on behalf)
of [Deloitte Access Economics Pty Ltd, ACN 149 633 116],)

in the presence of:)

[Redacted Signature Box]

[Redacted Signature Box]

.....)
(insert full name of witness))

(Signature of witness)

...29... / ...07... / ...2021,....)
(date))



Released under RTI - DPC

