

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Dear Sirs

Letter of Appointment

This letter of Appointment dated 21st February 2020 is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

| | |
|---------------|---------------------------------------|
| Order Number: | TBC |
| From: | Cabinet Office ("Customer") |
| To: | Centre for Public Impact ("Supplier") |

| | |
|-----------------|--------------------------|
| Effective Date: | 21st February 2020 |
| Expiry Date: | End date 31st March 2020 |

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| Services required: | Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: <ul style="list-style-type: none">· the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B; and |
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| Key Individuals: | <p>Customer:</p> <p>Stephen Crookbain – Deputy Director</p> <p>Beth Lambert – Head of Strategy</p> <p>Annabel Mahgerefteh – Strategy Advisor</p> <p>Supplier: (See Annex B for full list)</p> <p>Elena Bagnera – Senior Associate</p> <p>Nadine Smith – UK Director</p> <p>John Burgoyne – Senior Associate</p> <p>Adrian Brown – Executive Director</p> |
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| [Guarantor(s)] | N/A |
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| Contract Charges (including any applicable discount(s), but excluding VAT): | £50,773.00. (See Part 3 – Supplier Costings, of the document for details). |
| Insurance Requirements | Additional public liability insurance to cover all risks in the performance of the Contract, with a minimum limit of £1 million for each individual claim. |
| Liability Requirements | Suppliers limitation of Liability (Clause Error! Reference source not found. of the Contract Terms); |
| Customer billing address for invoicing: | Cabinet Office, 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ |

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| GDPR | See Contract Terms Schedule 7 (Processing, Personal Data and Data Subjects) |
| Alternative and/or additional provisions (including Schedule 8(Additional clauses)): | |

FORMATION OF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.

The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt

For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title:

Name and Title:

Signature:

Signature:

Date:

Date:

ANNEX A

Customer Project Specification

BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

In the 2017 Budget, the Chancellor of the Exchequer announced that the Government would set up a taskforce to explore what a new public body might offer leaders so they can be as effective as possible in the complex and challenging environment in which they operate.

The Public Service Leadership Taskforce concluded that public service leaders need more support. Their full report can be read on gov.uk: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752064/6.4846_CO_CPSL-Report_A4-P_WEB_NoLogo__002_.pdf

Recent years have seen weak productivity growth in UK public services. Leaders say the scale of decisions, changing technology, demands for efficiency, growing demand for better services and the pressures of an aging population are placing them under significant stress. The Taskforce conducted detailed research to understand the challenges faced by the most senior leaders across each of England's public services.

The National Leadership Centre was created as a result of the recommendations of this Taskforce.

The Public Leaders' Summit will gather Cabinet Secretaries and equivalents, plus other senior public leaders, from 15 advanced economies with common societal challenges, with the aim of sharing innovative approaches to major public service challenges.

The theme of the summit is "From silos to systems: a new paradigm for public services". This is in response to an emerging body of opinion throughout advanced economies that the current paradigm for the implementation of public services – one focused on top-down targets and performance measurement – no longer addresses our most pressing and complex issues. We believe a new paradigm is emerging, one that generates positive outcomes for citizens through a combination of systems leadership and place-focused activities.

The research conducted and presented by the Supplier will help inform the content of the summit and we expect the findings to align to the wider 'from silos to systems' theme.

The NLC's ambition is that the content will be bespoke to the interests, public service challenges and priorities of the attending countries in order to ensure tangible and relatable issues are discussed.

The types of challenges that the NLC would like to learn more about should broadly be:

- Complex in nature, requiring a systems approach (i.e. participation from a combination of public sectors - central and local government, education, police, health authorities and so on);
- Relatable to other advanced economies;
- A societal issue that has been difficult to solve and is long-term in nature.

Examples of innovative solutions conducted by the delegate countries are also valuable insights that would be used for the summit.

Attending countries are;

- Advanced economies with societal challenges in common;

- Democracies;
- Like-minded nations with strong relationships with the UK.

DEFINITIONS

| Expression or Acronym | Definition |
|-----------------------|--|
| NLC | means the National Leadership Centre. |
| The Summit | means the Public Leaders' Summit. |
| Cabinet Secretary | means Cabinet Secretary (most senior official in the civil service) and equivalents. |

SCOPE OF REQUIREMENT

The design and delivery of the requirement must provide actionable, accessible and timely results for the NLC so that it can shape the Summit according to what it learns and ensure that the content is up-to-date and relevant to the delegates.

The Supplier shall design a structured, in-depth qualitative interview which they will conduct with each Cabinet Secretary. They will use this research to produce two papers that will be given to the delegates in advance of their attendance:

- A pamphlet/brochure that contains one page of background information on each country. (see 6.3)
- A thought paper comprised of results from the interviews that contains reflections on leadership in public services, challenges in public services, the trends and commonalities between countries and examples of innovation.

The interview will be designed, conducted and delivered by the Supplier.

- The interview questions will be the same for each Cabinet Secretary and will be designed as an in-depth qualitative interview.
- How the interviews are conducted is at the discretion of the Supplier though must include a live conversation between the interviewer and Cabinet Secretary. It is not required that this be in person.
- Should the Agency wish to travel to the Cabinet Secretary to conduct the interview in person, any associated travel and accommodation costs will be borne by the Agency.

The research will also be used by the NLC to help shape the agenda and content of the Summit and its accompanying discussions, workshops and seminars.

The papers produced from the research will be used to introduce the Summit and inform the senior delegates of its content.

The research findings will also be used to support other activities across the NLC where deemed useful.

THE REQUIREMENT

The Supplier will design an in-depth qualitative interview for the Cabinet Secretaries or their equivalents of the 15 countries attending the Summit.

- This primary research must identify and build a comprehensive understanding of the interests, concerns and major societal challenges facing the Cabinet Secretaries and wider public sector bodies of the attending countries.
- The Supplier will voice-record these conversations and provide full transcripts of each interview to the NLC.
- This research will also provide a reflection from each Cabinet Secretary of the nature of public service leadership in their respective countries and their personal experience of it.
- The Supplier will identify trends, patterns, similarities and differences between the countries based on the primary research. This will be presented to the NLC in the week commencing the 9th March 2020 so that the NLC can use it to tailor the content of the Summit.

The Supplier shall produce a thought paper comprised from the primary research outlined in This paper will be given to all the delegates at the summit.

- The thought paper will introduce the delegates to the Summit, familiarise them with its theme and provoke some of the discussion.
- The thought paper will include content created by the NLC on the Summit and the background of the NLC.
- The thought paper will be branded according to the branding design of the Summit and/or the NLC.

The Supplier will collect and present data on each country in a simple pamphlet. The pamphlet will be comprised of a single page profile of each country. The pamphlet will be shared with delegates before the summit in June 2020, the timing of which is at the discretion of the NLC. Each profile will include but is not exclusive to:

- Relevant statistics on the country such as GDP, emerging markets, diversity and population demographics.
- Priority issues facing their public services.
- A short biography of each Cabinet Secretary.
- We expect the Supplier to use their expertise to provide further input and advice on what other information these profiles will include.

The Supplier should be familiar with research fields of systems leadership, public services around the world, global societal challenges and have at minimum:

- Knowledge of existing and emergent literature on systems thinking in public services and emerging trends in cross-cutting challenges across countries
- Working knowledge and literacy in data analysis and visualisation techniques to collate and present data;
- Experience in user-centred and user-tested design and delivery of written products.

Any primary research and data collected will be available to the NLC to re-use where it deems appropriate.

KEY MILESTONES AND DELIVERABLES

| Milestone/Deliverable | Description | Timeframe or Delivery Date |
|-----------------------|--|---------------------------------|
| 1 | Kick-off meeting with the Supplier and the NLC to discuss requirement, | Within week 1 of Contract Award |

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|---|---|---------------------------------|
| | design principles, methodology and delivery process. | |
| 2 | Interview designed and presented by the Supplier to the NLC. | Within week 2 of Contract Award |
| 3 | All interviews with Cabinet Secretaries completed and primary research findings, analysis, trends and insights presented to the NLC by the Supplier. First iteration of both the thought paper from the primary research and the profile pamphlet presented to the NLC by the Supplier. | To be confirmed upon award |
| 4 | Final products completed by the Supplier and agreed by the NLC. | No later than the 31st March. |

MANAGEMENT INFORMATION/REPORTING

During the initial design phase of the contract, the Supplier and the NLC shall agree light touch progress updates on a regular basis in addition to formal fortnightly progress meetings, to ensure progress on the interview design and the primary research is shared in a timely way.

CONTINUOUS IMPROVEMENT

The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

SUSTAINABILITY

Suppliers should demonstrate how they plan to maximise the sustainability of the evaluation, through measures including reducing printing to a bare minimum, holding meetings virtually to minimise travel, and through a plan for ensuring knowledge transfer at the end of the contract.

QUALITY

The primary research must balance the standards expected in academic study and produce insights of a high standard that can inform the content of the Summit, with the timely delivery of actionable insights.

We expect bids to include information about the Supplier's quality assurance procedures, and any arrangements for sub-contracting parts of requirements.

STAFF AND CUSTOMER SERVICE

The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

SERVICE LEVELS AND PERFORMANCE

The Authority will measure the quality of the Supplier's delivery by:

| KPI/SLA | Service Area | KPI/SLA description | Target |
|---------|---------------------|--|--------|
| 1 | Communication | Brief progress report and supporting papers circulated to the NLC no later than one day before fortnightly review meetings. This shall highlight progress on milestones, resource burn, issues and risks for escalation. | 98% |
| 2 | Communication | The Supplier shall provide a fortnightly progress report and maintain a flow of communication and feedback for the duration of the project, in order to fulfil the requirement and expectations laid out, and avoid project creep. | 98% |
| 3 | Delivery Timescales | All milestones completed to agreed timetable. | 98% |
| 4 | Project management | All blockers escalated and resolved to timescale agreed during design phase. | 98% |

Where the NLC identifies poor performance against the KPIs, the Supplier shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 5 working days from the date of notification at the Customer's premises.

The Supplier shall be required to provide a full incident report which describes the issues and identifies the causes of the poor performance. The Supplier shall also be required to prepare a full and robust 'Service Improvement Plan' which sets out its proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.

The Supplier shall be responsible for the performance of the Contract by any sub-contractors or other agents working on their behalf. The Supplier shall deal with any issues relating to any sub-contractors or other agents working on behalf of the Supplier, this however does not exclude sub-contractors or other agents working on behalf of the Supplier from attending any Contract Monitoring meeting or contributing to any report where it is appropriate for such sub-contractors or other agents to do so.

SECURITY AND CONFIDENTIALITY REQUIREMENTS

Any information submitted to the Department may need to be disclosed and/or published by the Department. Without prejudice to the foregoing generality, the Department may disclose information in compliance with the Freedom of Information Act 2000, any other law, or, as a consequence of judicial order, or order by any court or tribunal with the Department to order disclosure.

If the Supplier considers that any of the information included in their completed ITT is commercially confidential then the Tenderer shall identify it and explain (in broad terms) what harm might result from disclosure and/or publication. It should be noted though, that even where the Tenderer has indicated that information is commercially sensitive, the Department may disclose this information where it sees fit. Receipt by the Department of any material marked 'confidential' or equivalent should not be taken to mean that the Department accept any duty of confidence by virtue of that marking.

The UK Government is committed to greater data transparency in the public sector. Accordingly, the Department reserves the right to publish its tender documents, contracts and data from invoices received and may at its discretion redact all or part of such information prior to publication. In doing so the Department may at its absolute discretion to take account of the exemptions that would be available under the Freedom of Information Act 2000.

The awarded Contract will be subject to the Data Protection Act (DPA) 2018, and therefore the General Data Protection Regulation (GDPR) which came into force from the 25 May 2018. Tenderers should ensure they are both familiar with the new legislation and of their obligations as the Data Processor. Guidance from the Information Commissioner's Office (ICO) is available here. The Department reserves the right to request additional evidence to undertake sufficient due diligence of any Tenderer and/or Supplier to ensure they can implement the appropriate technical and organisational measures to comply with the act (i.e. provide guarantees of their ability to comply with the regulations).

Where applicable to the services outlined within this ITT the draft contract for services, details the specific roles and responsibilities of the Controller, the Processor and any Sub-processors.

In certain circumstances, Cabinet Office (the Controller) is required to conduct a Data Protection Impact Assessment ("DPIA") prior to any processing. A DPIA may be undertaken after contract award but prior to any processing with support from the Tenderer or Supplier (the Processor), factoring in time to consult the ICO if the DPIA relates to high risk processing.

PAYMENT AND INVOICING

The following payment schedule shall apply:

| Date | Activity | Percentage of agreed price to be paid |
|--------------------|---|---------------------------------------|
| TBC on award | Research methodology designed and presented. | 35% |
| 28th February 2020 | All primary research conducted and presented. | 40% |
| 31st March 2020 | Final products completed. | 25% |

Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

Invoices should be submitted by post to 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ, and also by email [contact details provided upon Contract Award].

CONTRACT MANAGEMENT

Attendance at Contract Review meetings shall be at the Supplier's own expense.

LOCATION

Whilst the NLC is based at 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ, most meetings can be done via teleconference where face-to-face is not possible.

ANNEX B

Supplier Proposal

About the Centre for Public Impact (CPI)

We are one of the world's leading global non-profit organisations working to support governments and the public sector to address the challenges they face, in order to create better outcomes for their citizens. We set up the CPI as a non-partisan organisation in 2015, and since then we have been wholly dedicated to helping governments at all levels to strengthen both their effectiveness and legitimacy. We understand the needs and concerns of our clients - many of us have worked inside the Civil Service or for them - and we know the values and high standards expected from this work and have consistently proven that we can deliver to the highest level.

We would bring to this project a highly experienced team, based in the UK (CPI UK), comprised of people who have worked in government, as well as researchers, experienced trainers of government leaders, public sector consultants and project managers. We will bring together our technical skills, sector knowledge and project management capabilities so that the NLC can be confident that our top team will be delivering this project on time and to budget, as we recently did for our recent collaboration with the NLC for an academic literature review. We believe in good service and have designed an approach to this project that builds upon the NLC's success. Our measure of success is always to give more to projects than just the expected. We already have a good relationship with the NLC and we look forward to building a long-lasting relationship with them.

The interviewees for this project are of the most senior civil servants of governments worldwide and they can be assured that we care passionately about supporting them, as our previous events and experiences with them demonstrate (see below). This project also aligns perfectly with our mission to help leaders navigate their way through the complex challenges we see surfacing all over the world. It will build on our research into issues many Cabinet Secretaries and service leaders have already shared on our website.

Another unique aspect of CPI is that we bring citizens' perspectives to our analysis so that our analysis considers the life citizens are living. We share the NLC's passion for government and believe in its power to do good. We will bring the learning of our five years of working with senior leaders, where we have:

- Developed a framework for thinking about public impact now used by governments worldwide and taught in public management schools.
- Delivered training and workshops and masterclasses to over 100 groups of senior leaders and practitioners of government worldwide on how to deploy the thinking behind our above framework. For instance, our most recent workshop for the NLC Leadership forum on power and leadership was well attended and interactive.

- Hosted over 40 senior leader roundtables including education in India, infrastructure in New York with city leaders and AI in Washington D.C. We hosted a roundtable summit on AI at the Tallinn Digital summit, attended by Ministers of State from 26 nations.
- Published reports that have been discussed at the highest levels, including our report on Legitimacy that was presented by our team to the OECD.
- Published over 400 articles where we interviewed senior leaders of governments.
- Developed a world-leading online free-to-use library of over 500 case studies (The
- Public Impact Observatory examining public policy and its impact across the world.

Team values that we will bring to this project:

We are driven by our values and our commitment to achieving better outcomes for citizens everywhere, and our team for this project will demonstrate they are:

- *Courageous* - we have the courage to speak the truth, to challenge without fear and tackle the difficult questions
- *Respectful* - we respect differences, we seek to understand them and we look out for one another
- *Optimistic* - we are positive about what we and governments can do for our societies
- *Inclusive* - we are non partisan, we work together and seek ideas across the divides

We stand by our values and deploy them to all our relationships and projects. Two members of this project team (Adrian Brown and Nadine Smith) are also former civil servants and familiar with the Civil Service Code and the expected standards of working and operating in government. The Project Manager, Elena Bagnera, has worked at the NLC on secondment and is familiar with the workings and high conduct expected by the NLC.

Why we are right partners for this project:

A. We have attended Cabinet Secretary meetings, interviewed and written content for them

We have been 'thought partners' to the Singapore Global Governance Forum (GGF) for two consecutive years, 2017 and 2018. The GGF is a gathering of Cabinet Secretaries from 15+ countries held in Singapore once a year, hosted by the Cabinet Secretary of Singapore. CPI had a seat at the table throughout all the meetings and held workshops to inform and inspire them.

We therefore understand the mechanisms, tone and protocols that Cabinet Secretaries will be accustomed to at such high profile events and the value of good content, good communication, and a respect for their time. We understand that the tone of a gathering is set in advance of the meeting through all the engagements. We have learned by working closely with Cabinet Secretaries, that they appreciate the space to be able to speak honestly and safely to those who understand their jobs. This 'safe space' is what they require and we can demonstrate we

have delivered this for the most senior level of government time and again. As part of this, all of our learnings about the importance of security of data will all be brought to this project.

B. We understand systems thinking in public services

This project would be building on CPI's ongoing research into future paradigms for public management. We are building on our knowledge of existing and emergent theories on systems thinking in public services, and emerging trends in addressing cross-cutting challenges. This for example includes the exploration and identification of a different set of leadership qualities required to tackle the 21st century's complex challenges. Those qualities have been developed with leaders of public services, in line with our collaborative way of finding solutions. We very recently conducted an academic review of work that exists on systems leadership for the NLC so we are very familiar with the emergent literature on this topic. We have also explored systems leadership in other countries, our paper *The Shared Power Principle* is one such example. We recently visited New Zealand and Australia to explore the topic with senior leaders of government and found there to be a similar conversation about new ways of leading and connecting together better as leaders.

C. We have in-house expertise of global trends in the field of government and in conducting rigorous research on them

As well as our extensive international library of case studies of government initiatives, and a unique framework to assess their impact, we have also researched latest trends on behalf of organisations working with government, such as our work on policies for aging populations and deliberative forms of democracy for decision-making.

Our board, fellows and advisors comprise of leading world thinkers on the topic of public management. Our research into AI was discussed at the global AI Summit in Estonia in 2018. Our research to understand how to build trust in public institutions was discussed at the GGF meeting of Cabinet Secretaries in 2018 and also presented to world leaders at the OECD.

D. We follow the progress of the NLC and support its important mission

Our team will be led by Elena Bagnera, who was on a secondment to the NLC October to November 2019. There, she developed a framework for systems leadership and a series of case studies of successful public service innovations in the UK to inform the NLC's thinking. We would therefore be excited by the prospect of contributing further to the NLC's work on this critical topic. Having been at the National Leadership Forum (NLF), the NLC's gathering of 400 public sector and civil service leaders, where we were hosting a workshop on systems leadership, we have an enriched understanding of what would make the international summit an equally exceptional event and of the standard of content and discussion that the NLC is aiming for. Our understanding and studies of the complexities of government, alongside our acclaimed public sector research and experience working with senior leaders of government, including Cabinet Secretaries, makes us ideal partners for this work.

About the team and our experience to deliver this brief

The proposed project team utilises CPI's expertise in supporting the research, preparation and execution of previous global summits of a similar nature to the one planned by the NLC, as

well as experience in research, design, data analytics and delivery. The combined team can support the delivery of this requirement. The core members will be:

Elena Bagnera - Senior Associate, Project Manager and Principal Researcher

- Project Manager who has led on a number of CPI projects, e.g. *The Shared Power Principle* and *The Blueprint for Social Care* are two recent examples of outstanding written work that have received attention for their clarity and relevance. Both required partnership working, working to deadlines and budgets. Elena successfully project managed a recent academic literature review of leadership in public services for the NLC.
- Highly experienced researcher on existing and emergent literature on systems thinking in public services, having led CPI's worldwide research into trends in public management.
- Elena is an experienced interviewer - interviewees include government ministers, leaders of services and senior police officers. She also designs interview guides, for example for the social working sector to help them to understand challenges of working in complex systems.

Nadine Smith - UK Director of CPI, Full-time UK Advisor

- Led the CPI team at two Singapore (GGF) Summits attended by Cabinet Secretaries from 16 countries (2017 and 2018) discussing in a private setting a number of complex topics she led the research for, including digital for citizen engagement, privacy and trust.
- A contributor at other international government summits e.g. Policy Community Conference Canada 2019 on new leadership and power (top 200 civil servants) and the OECD.
- A former civil servant, Nadine was the press secretary to two UK Cabinet Secretaries and is sensitive to the pressures and nature of the Cabinet Secretary role. While a civil servant, she became the founding Director of Communications at the Institute for Government, hosting multiple government VIPs and interviewing them.

John Burgoyne - Senior Associate, Research Fellow

- Research lead e.g. led the creation of briefings on 45 + local governments for Bloomberg Philanthropies. The findings of the briefings informed workshops that challenged local governments' thinking, built new skills, and helped generate ideas to address their most complex problems.
- Data analytics experience, having led a research project, managing a team of 10, to create an evidence base that analyses and visualises data for the public sector.
- Coached governments to cultivate and apply human-centred design skills through programs e.g. Mayors Challenge, Bloomberg Harvard Leadership Initiative
- Interviewed senior civil servants on topics including leadership and complexity, and reported their insights through various channels e.g. Apolitical, LSE Impact Blog.

Adrian Brown - Executive Director of CPI Global, Global Adviser

- Executive Director of CPI Global, co-founder of the Centre for Public Impact.
- Formerly of Boston Consulting Group, UK Government Number 10 and the Institute for Government, Adrian has a career in government and the public sector spanning 20 years.
- Leads CPI's global research programmes and established the online library of international case studies, the Public Impact Observatory and developed the policy framework for assessing worldwide case studies, used by senior leaders.
- Keynote speaker and contributor at international summits eg. Estonia's digital summit 2018, Australia's 'Future of Local Government National Summit', 2019 on new paradigms for government.
- Well known to global Cabinet Secretaries, including from New Zealand, India and Malaysia and through extensive writing about government and its effectiveness.

4.5. Allocation of staff

| Name | Staff grade | Project role | Key responsibilities | Max number of days |
|---------------|--------------------|--|--|---------------------------|
| Elena Bagnera | B | Project Manager and Principal Researcher | <ul style="list-style-type: none">- Overseeing the whole project- NLC first point of contact- Lead researcher for interviews, thought paper and insights for summit content- Responsible for budget control and finance | 14 |
| Nadine Smith | A | Full-time UK Advisor | <ul style="list-style-type: none">- Advise on pamphlet- Participate in half of the interviews- Support the analysis of insights and finalisation of the thought paper- Advise on insights for summit content | 7 |
| John Burgonye | B | Research Fellow | <ul style="list-style-type: none">- Lead researcher on pamphlet- Participate in interviews- Support the analysis of insights and finalisation of the thought paper | 8 |
| Adrian Brown | Chief Executive | Global Advisor | <ul style="list-style-type: none">- Advise on interview guide- Advise on thought paper | 2.5 |

4.6. Additional resources required

| Resource | Description |
|------------------------|--|
| Editorial support | The project team will rely on the editorial support of CPI's in-house professional editor to review the content of the paper. |
| Transcription software | The team will use Rev.Com. One of the most used and most accurate transcription softwares available on the market. CPI has successfully used this software for previous research projects. |

More detail on the project team members can be found in the CVs below. The project team will also rely on the expertise of the broader CPI global and UK team (including for professional editorial support), CPI's fellows and our Board of Trustees.

CURRICULUM VITAE – Elena Bagnera, Project Manager and Principal Researcher

| | |
|-------------------------|--|
| Present Position | Senior Associate, Centre for Public Impact, UK |
| Contact | elena@centreforpublicimpact.org |

QUALIFICATIONS

| Date awarded | Title of qualification | Awarding organisation |
|--------------|--|---------------------------|
| 2017 | BA in Philosophy; Concentration in Political Philosophy and Political Science | University College London |

RELEVANT PUBLICATIONS

Public Management related publications

1. Smith, Nadine, Kuenkel, Magdalena & Bagnera, Elena, Finding a More Human Government, 2018. London, Centre for Public Impact.
2. Bagnera, Elena, The case for a place-driven approach, 2019. *Bennet Prospect Prize finalist*, Cambridge, Bennett Institute for Public Policy.
3. Bagnera, Elena et al., The Shared Power Principle, 2019. *How governments are changing to achieve better outcomes*, London, Centre for Public Impact.
4. Bagnera, Elena et al., A Blueprint for Children's Social Care, 2019. *Unlocking the potential of social work*, London, Centre for Public Impact, Frontline and Buurtzorg Britain and Ireland

CONTRIBUTION TO PUBLIC MANAGEMENT THINKING

Elena Bagnera has been working as a researcher at not-for-profits and policy think tanks for over three years. Since she joined the Centre for Public Impact in 2017, she has managed CPI's two-years running stream of work on the Future of Government, an exploration into innovative trends in public management around the world. As a result of this, she has developed deep knowledge of the practice of systems thinking, complexity and leadership. She has also developed a global network of practitioners and academics in the field of systems thinking, who she regularly liaises with to stay up to date on the most recent developments.

RELEVANT INFORMATION FOR PROPOSED ROLE AS PROJECT MANAGER FOR THE NLC INTERNATIONAL RESEARCH PROJECT

1. **Project managed CPI's two-years running stream of work on the Future of Government for two years, which included a trend analysis of global public management trends and resulted in the publication of the Shared Power Principle report.**
2. **Project managed a team of two academics to conduct a literature review on effective leadership qualities for the NLC.**

3. Led the research into the successful innovations in England's children's social sector, involving interviewing over 50 sector leaders, managing two partner organisations and resulting in the publication of a report.
4. Curated a database of 50+ successful public service innovations for the NLC and produced eight case studies.
5. Designed and conducted over 30 interviews with senior government leaders from around the world, including New Zealand's current Minister of the Environment.

CURRICULUM VITAE – Nadine Smith, Full-time UK Advisor

| | |
|-------------------------|--|
| Present Position | Director, Centre for Public Impact, UK |
| Contact | nadine@centreforpublicimpact.org |

QUALIFICATIONS

| Date awarded | Title of qualification | Awarding organisation |
|--------------|--|---|
| 2006 | Masters in Journalism | University of Westminster |
| 1997 | BA Joint Hons, French Oxford Brookes University Contemporary Studies and Politics | |
| 1994 | Diploma in Political Science | L'Institut d'Etudes Politiques, (Sciences Politiques) |

CURRENT POSTS

Fellow of the Royal Society of the Arts, London

RELEVANT PUBLICATIONS

Public Management related publications

1. Smith, Nadine and Loos Harriet, 2018. *Finding Legitimacy, Finding a more human government*, London, Centre for Public Impact.
2. Smith, Nadine and McCrae, Julian. *Tackling Challenges Together*, 2019. *A study of world trends in deliberative democracy techniques*, London, Centre for Public Impact and Engage Britain.

CONTRIBUTION TO PUBLIC MANAGEMENT THINKING

Nadine Smith has dedicated almost her whole twenty-five year career to thinking about the effectiveness of government. She has worked as a civil servant in the UK with Cabinet Secretaries, trusted to listen to high level meetings and help them to think about how government can be more effective. She was a founding director at the Institute for Government. Now through her work at the Centre for Public Impact, she has built a worldwide network of government leaders and practitioners who have shared with her their challenges and hopes for governments of the future. She is known for clarity and applying primary research to the real world of public management. She has spoken around the world in government leadership summits about how to work better together and include the voices of the least well heard. She is committed to understanding how we can make governments work for all, reflected in her speeches and her written articles.

RELEVANT INFORMATION FOR PROPOSED ROLE AS ADVISOR FOR THE NLC INTERNATIONAL RESEARCH PROJECT

1. **Former press secretary to two Cabinet Secretaries to the UK government.**
2. **Former civil servant working in Whitehall and regions of the UK for 17 years.**
3. **Founding director of communications for the Institute for Government, bringing senior leaders together, discussing challenges facing governments and leaders and publishing research on the topic of public management.**
4. **Director of CPI UK, leading a team working to help understand how government and their organisations can be ready for the future challenges drawing upon worldwide networks for case studies and using rigorous research now used by 1000s every day via an online public library.**

5. Part of the set-up team for Centre for Public Impact, leading its partnerships and networks and guiding its tone of voice to enable it to be accessible and relevant to leaders across the world.

CURRICULUM VITAE – John Burgoyne, Research Fellow

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| Present Position | Senior Associate, Centre for Public Impact, UK |
| Contact | john@centreforpublicimpact.org |

QUALIFICATIONS

| Date awarded | Title of qualification | Awarding organisation |
|--------------|---|-----------------------|
| 2015 | B.A. in Geography; Concentration in Markets, Management, and the Economy | Dartmouth College |

RELEVANT PUBLICATIONS

1. Burgoyne, John, 2019. *Tale of the converted: how complex social problems have made me question the use of data in driving impact*, London, London School of Economics and Political Science.
2. Burgoyne, John, 2019. *Sharing Power with Residents - Barking and Dagenham's Resident's Panel*, London, Medium.
3. Burgoyne, John, 2019. *Can the reverse town hall bring back trust in government?*, London, Apolitical.
4. Burgoyne, John and Cook Ailsa, 2019. *From "hitting the target" to "doing the right thing": a paradigm shift for measurement in complex environments*, London, Centre for Public Impact

CONTRIBUTION TO PUBLIC MANAGEMENT THINKING

John Burgoyne has contributed to public management thinking through a combination of on-the-ground engagement with governments and cutting edge research that highlights emerging themes. In partnership with Bloomberg Philanthropies and Harvard University, he has worked with over 45 governments across the world, helping them develop human-centred design capabilities and apply those skills to their most complex problems. He has also synthesized his findings from on-the-ground work, secondary research, and direct interviews into thought pieces that have been published in various channels. Additionally, he has extensive experience leading data analysis projects and applying findings to the public sector.

RELEVANT INFORMATION FOR PROPOSED ROLE AS RESEARCH FELLOW FOR THE NLC INTERNATIONAL RESEARCH PROJECT

1. As part of two separate programs with Bloomberg Philanthropies, prepared briefings for over 45 governments using data analysis and visualisation; the findings from the briefings intentionally informed thought provoking workshops with Bloomberg Philanthropies, CPI, and the participating governments.
2. Conducted interviews with 15+ senior civil servants in local governments across the world on a variety of topics, including leadership and complexity.
3. Helped develop an interactive evidence base, the first comprehensive outcome taxonomy of 150+ outcomes, and a standardised reporting system that has been adopted by public offices and 500+ nonprofits to quantitatively measure, compare, and forecast impact; to develop the evidence base, he trained and managed a team of 10 analysts from a global outsourcing company to perform rigorous analysis on 1,000+ research articles spanning 18 issue areas.

CURRICULUM VITAE – Adrian Brown, Global Project Advisor

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| Present Position | Executive Director, Centre for Public Impact, Global |
| Contact | adrian@centreforpublicimpact.org |

QUALIFICATIONS

| Date awarded | Title of qualification | Awarding organisation |
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|------|--|-------------------------|
| 1999 | MA in Management Studies | Cambridge University |
| 2007 | Masters of Business Administration (MBA) | Harvard Business School |

RELEVANT PUBLICATIONS

Public Management related publications

1. Brown, Adrian et al., The Public Impact Fundamentals, 2016. *Helping governments progress from idea to impact*, London, Centre for Public Impact
2. Brown, Adrian, Why failure isn't final, 2018. *A new taxonomy of failure in government*, London, Centre for Public Impact.
3. Brown, Adrian, Sub-prime Evidence, 2019. *Is evidence based policy facing a crisis?*, London, Centre for Public Impact.
4. Brown, Adrian, The Mindset Shift Emerging from Local Government, 2019, London, Centre for Public Impact.
5. Brown, Adrian, A Manifesto for Better Government, 2019, London, Centre for Public Impact.

CONTRIBUTION TO PUBLIC MANAGEMENT THINKING

Adrian has been working in the field of government effectiveness for over 20 years. Most recently he co-founded, and now leads, the Centre for Public Impact which now employs over 30 people, and works with governments and their partners around the world. At CPI, he has collaborated with many of the world's leading public policy schools, for example, during the development of the Public Impact Fundamentals, a policy effectiveness tool that has been applied by dozens of governments as well as international organisations such as UNDP. Previously, Adrian has worked as a management consultant at the Boston Consulting Group and formerly at McKinsey specialising in the public sector. He worked at the Institute for Government, where he led research on outcomes-based contracting and social impact bonds. He also spent three years as a civil servant working in the Cabinet Office where he was a policy adviser working in the Prime Minister's Delivery Unit (PMDU) and in the Number 10 Policy Unit 2004-5. Adrian writes and speaks regularly on a wide variety of public management topics and his articles have appeared in Civil Service

World, the Mandarin, Public Finance and Apolitical as well as the CPI website where he has written over 60 articles. Most recently, he developed the Manifesto for Better Government and is contributing to the debate about the next paradigm of public management reform around the world.

RELEVANT INFORMATION FOR PROPOSED ROLE AS GLOBAL ADVISER FOR THE NLC INTERNATIONAL RESEARCH PROJECT

- 1. 20+ years experience working with senior leaders in governments around the world.**
- 2. Formerly of Boston Consulting Group, UK Government Number 10 and the Institute for Government, Adrian has a career in government and the public sector spanning 20 years.**
- 3. Leads CPI's global research programmes and established the online library of international case studies, the Public Impact Observatory and developed the policy framework for assessing worldwide case studies, used by senior leaders.**
- 4. Keynote speaker and contributor at international summits eg. Estonia's digital summit 2018, Australia's 'Future of Local Government National Summit', 2019 on new paradigms for government.**
- 5. Well known to global Cabinet Secretaries, including from New Zealand, India and Malaysia and through extensive writing about government and its effectiveness.**

Proposed research approach for this project

To ensure the success of the National Leadership Centre's (NLC) Public Service Leaders' Summit, we recognise that it will be critical to produce research outputs that are as relevant as possible to the attending countries as well as being in line with the theme of the summit '*From Silos to Systems*'. This will require a clear process for blending primary and secondary research insights, a set of research principles and a collaborative working relationship with the NLC.

Blending primary and secondary research

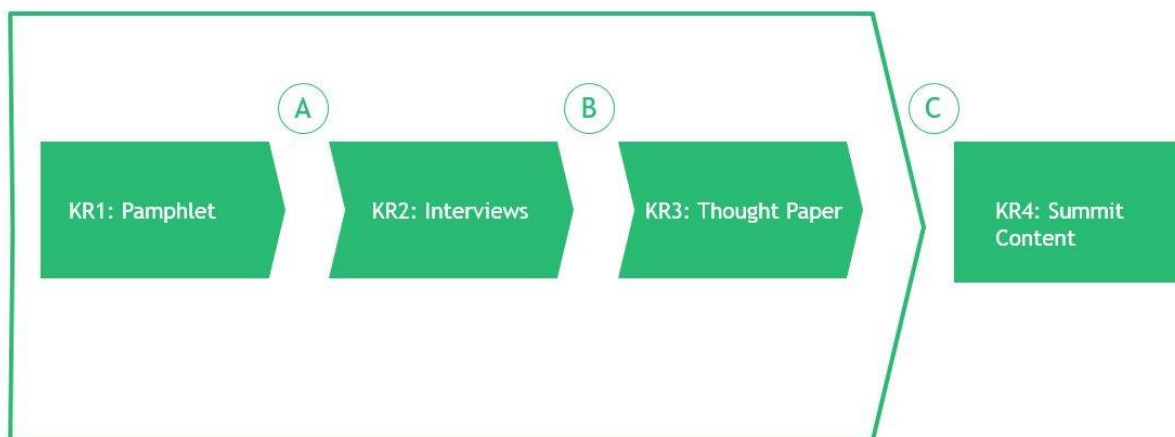
This project will combine primary and secondary research to generate empirical data and feed findings back to relevant representatives of the NLC in a clearly understandable way. By continuously blending the findings from desk research with the insights from the Cabinet Secretaries' interviews, we will be able to clearly convey the evidence and analysis to the Summit participants in order for them to have an informed and fruitful discussion.

In order to achieve this, we will divide our research into the following four work streams, which we call Key Results (KRs). The exact phrasing of these will be determined at the kick-off meeting with the NLC team.

| Key Results (KR) | Description |
|----------------------|--|
| KR 1: Pamphlet | Delivery of 15 country-specific profiles that include relevant and clearly presented information to inform the delegates ahead of the summit. |
| KR 2: Interviews | Design and delivery of 15 interviews that capture meaningful insights about leadership and public service challenges from Cabinet Secretaries. |
| KR 3: Thought Paper | Development of a thought-provoking paper that sets the tone for the summit and collates key themes from the interviews conducted. |
| KR 4: Summit Content | Extraction of relevant insights from the research conducted to inform the content of an engaging and inspiring summit. |

Research flow between KRs:

The four work streams above will continuously inform one another as it is shown in the chart below.



A. The findings from the secondary research for the pamphlet will inform the interviews to ensure that the Centre for Public Impact (CPI) team will have an in-depth understanding of the unique context of the countries before speaking with the Cabinet Secretaries.

B. The insights from the interviews will inform the thought paper. These will be supplemented by secondary research around the theme of the summit, as well as secondary research to supplement examples of successful innovation.

C. Finally, all of the insights gathered in KRs 1-3 will be collated in the form of a list of recommendations for the content of the summit. This is to make sure that the NLC can proceed with the summit planning immediately following the project delivery on the 31st of March.

More detail on the research approach for each KR is outlined below.

Research approach for pamphlet (KR 1)

We want the pamphlet to be as informative as possible for the delegates. Equally, they should be clearly presented and the information should be easily digestible. As such, the research approach will consist of:

1. *Identifying key elements for country profiles:* We will identify the key elements that make up each country's profile. This will be achieved by consulting with the NLC team, combined with our knowledge from similar pamphlets shared at previous international summits. For example, on top of what has been suggested by the NLC, each country profile should, for example, have data on the electoral cycle, Eldelman trust barometer rating, voter turnout and citizen participation. We will weigh the inclusion of different elements based on their added value and relevance to the theme of the summit.
2. *Prototyping:* Once the key elements have been identified, three prototypes will be produced for the NLC to provide feedback on, to make sure that information is easily digestible and clearly presented with a view to it being used in a final publication. The feedback received will then be incorporated into the final 15 countries.

Research approach for interviews (KR 2)

There are two key outputs that will ensure the successful design of the interviews: the script and the interview guide. While prior to each interview being conducted, the relevant country profile will be made available to the interviewers to inform them of the country's context, the interview guide and the script will remain the same for all Cabinet Secretaries to ensure consistency of insights. As such, it is of vital importance that these two tools resonate across cultures, create the right environment for the Cabinet Secretaries to share personal insights and set the right tone for the summit. The approach for developing both will be as follows:

1. *Developing a script that introduces delegates to the summit and the purpose of the interview:* The script will introduce the interviewee to the NLC, to CPI and our role in this process, the theme of the summit, and the agreed confidentiality agreement at the beginning of the interview. This will be developed in close partnership with the NLC to ensure we set the right tone for the summit.
2. *Developing the interview guide:* The interview guide will be designed to extract information on the unique public service challenges of each country, successful innovations, and personal insights on leadership, and it will be sent at ideally 3-5 days in advance of each interview to the Cabinet Secretary and their aid. We will align with the NLC on additional data elements that we have found useful from our experience of

interviewing senior government leaders. These can include leaders' expectations of the summit and unanswered questions leaders have around these topics. We propose holding 45 - 60 minutes for each interview, but will be sure to complete interviews in the time allocated and make sure everyone has an equitable opportunity to contribute. Each interview will include:

- a. Five minutes of introduction using the script.
 - b. 30 minutes for core questions: these will be the same across all interviews.
 - c. Remaining time (if available) for secondary questioning: this is crucial to ensure that the interviews are user-centred and that the interviewers have the opportunity to ask for more details on issues that are of particular relevance to the theme of the summit.
3. *User testing*: Given the importance of the two above products, we recommend testing both of them with UK Cabinet Secretary Mark Sedwill or with a Permanent Secretary, should he not be available, and a member of our team whose first language is not English. This will give us more confidence or require us to adapt the interview guide and script (point 2) so that the questions lead to the result that the NLC wants to achieve.

Research approach for the thought paper (KR 3)

The thought paper will frame the debate of the Summit, by introducing the delegates to the NLC, the theme of the Summit and the insights from the interviews. It should provoke discussion, while remaining as relevant as possible to the realities of the countries attending. To achieve this, we propose the following research approach:

1. *Thematic analysis from the interviews*: This will be done iteratively, by analysing the information gathered after each interview. To do this, we will:
 - a. Have two members of the team attending each interview to ensure shared understanding of the main messages and allowing time for debrief at the end.
 - b. Undertake a transcript analysis as soon as they are available and identifying key quotes and messages that could be used in the thought paper.
 - c. Iteratively adding to a shared document that collates the main themes from the interviews, which we will share with the NLC.
2. *Supplementary secondary research in line with the theme of the summit*: We will supplement the findings from the interviews with secondary research on the examples of successful innovation mentioned by the Cabinet Secretaries. We will also supplement the information on the theme of the summit with NLC and CPI's own research on systems thinking, as found for example in our [Shared Power Principle](#) and [Finding a More Human Government](#) reports as the NLC finds relevant.

Research approach for summit content (KR 4)

We will inform the content of the summit by extracting relevant insights from the research conducted in KR 1, 2 and 3 for the content of the summit. We would also like to offer to organise and facilitate a half-day pro-bono workshop with the NLC and representatives from

the British Council to inform the content of the summit based on the insights gathered from the research.

The principles underpinning our research design and delivery

In order to ensure that our approach is consistent across different strands of work, we will use the four principles outlined below to underpin our research. These will be used throughout the research, from the design of the interviews to the delivery of the thought paper. They have been developed from our experiences working with senior civil servants, and they have been designed to ensure we make the best use of the Cabinet Secretaries' time, create a positive first impression, and enabling us to capture candid insights that spur bold thinking. We have found these principles to be effective in establishing a deep sense of trust and an authentic connection with senior civil servants, enabling them to be more comfortable and open about the challenges of leadership and where they see the successful innovations happening or otherwise. Our research will be:

Objective

We remove bias. As an apolitical and impartial organisation, at CPI we take a diplomatic, non-judgemental approach to research that does not push any agenda. Understanding the thematic areas we want to explore, we take an empathetic approach to draw-out the views and opinions of our research subjects. In reporting our findings, we neutrally express the findings and insights of those we interviewed. Our approach is in accordance with the U K Research Integrity Office's code of practice for research.

User-Centred

We understand senior civil servants. Having cultivated relationships with hundreds of senior civil servants across the world, we have developed an in-depth understanding of how they operate and what they care about. We have a particular understanding of the role of the Cabinet Secretaries, through our experience working with them directly or gained through our experiences in interviewing them. Every detail of our research approach - from the way we structure an interview to the tailored content of the deliverables we produce - intentionally centres around the needs and preferences of the most senior level of senior civil servant.

Their time is precious and their day is long, and we will be mindful at all times of this and the need to be clear and purposeful in all our communications with them.

Personal

We believe in the power of authentic connections told through personal stories. We create the conditions for civil servants to feel safe to share personal stories about important moments in their lives. We bring this flair to workshop environments, such as our recent session at the NLC's National Leadership Forum event, where we found a way for senior leaders of public services and government departments to open-up about how their leadership styles are being challenged or are changing and this was very successful. We bring this approach to our primary research initiatives, such as the interviews we conducted as part of our 'future of government' work, where our Executive Director interviewed The Civil Service Commissioner of New Zealand, the country's most senior civil servant. In our primary

research, we understand people's wishes to not share publicly and only share content with the express consent of participants.

Methodological

We listen to what the data tells us. We take great care to ensure that all of our work is underpinned by a high degree of analytical rigour. We understand the strengths and limitations of different analytical methodologies, and tailor our approach around the unique aims of each project. In all stages of data analysis, we take an objective and measured approach.

We will agree and make any necessary amendments to these in the kick-off meeting.

Collaborative working with the NLC

Finally, a key part of our research approach involves working closely with the NLC team at every stage to ensure that we are meeting their ambitions for the Public Service Leaders' summit. Building on our strong relationship with the NLC cultivated from our previous collaborations, we will commit to the following:

- 1) *Shared vision for success:* Always work towards the NLC vision for the Public Service Leaders' summit, which is in strong alignment with our organisational mission.
- 2) *Complementary capabilities:* Define clear roles and expectations to ensure that we best leverage each other's knowledge and expertise.
- 3) *Proactive planning:* Align on key sign-off points from the start to ensure that the NLC has enough time to provide thoughtful feedback.
- 4) *Adaptability:* Continuously track progress, iterate responsively, and remain open-minded about new directions and perspectives, using the Objective Key Results method described in more detail in question 6.1.

Clear communication: Establish clear and transparent channels communication at all times, ensuring we share updates and raise any issues in a timely manner, including but not limited to weekly meetings, email communication, and ad hoc conversations.

Research methodology, risk register and data collection for this project

Research methodology for this project

Our methodology is informed by our experiences working with top researchers (e.g. Dr Toby Lowe, Dr Amanda Greene) and universities (e.g. Oxford's Government Outcomes Lab, Harvard Kennedy School) across the world. We have tested and refined it through working directly with those in and around government (e.g. the Organisation for Economic Co-operation and Development, Bloomberg Philanthropies). The approach described in *question 5.1* will be best delivered through a blend of research methodologies that feed into a sense-making process. Below, we describe the research methodologies and techniques that we are proposing in more detail. They are organized by Key Result and listed in order of when they will be used, with some overlapping as appropriate.

KR 1: Pamphlet

To create 15 country-specific profiles that include relevant information for the delegates ahead of the summit, we plan to conduct secondary research, supplement any missing information with primary research, and format the final pamphlets using data visualisation.

| Methodology | Assumption / Methodological Choice | Supporting Evidence |
|--------------------|--|--|
| Secondary Research | Relevant summary information for each country <u>can be found</u> in existing data sets. | Publicly available information (e.g. World Bank database) and subscription-based databases we have access to (e.g. Economist Intelligence Unit) include a wide range of data on targeted countries. |
| Primary Research | Through our networks and/or the British Council, we can access experts who can share country-specific information that <u>cannot be found</u> in other datasets. | We have a global network of people working closely with or within government, who will share information, including, but not limited to, our board of directors, fellows, and advisors - more detail can be found here |
| Data Visualisation | Relevant data <u>can be clearly displayed</u> . | We have developed over 350 clear case studies that present data in an engaging and clear-to-understand way through our Public Impact Observatory, which has been viewed over a million times, including by senior civil servants. |
| | Senior civil servants find clearly presented documents easy to understand and engaging. | |

KR 2: Interviews

To design and deliver 15 interviews that capture meaningful insights from Cabinet Secretaries, we plan to user test the interview experience with a senior civil servant, use our learnings to design semi-structured interviews, and apply deep listening to ensure meaningful insights are captured

| Methodology | Assumption / Methodological Choice | Supporting Evidence |
|----------------------------|---|---|
| User Testing | Light-touch testing of an interview session will strengthen the quality of the interviews | We have tested the format, content, and flow of interviews, workshops, etc. with civil servants in advance. Examples include testing questions with an international |
| | <u>with</u> the Cabinet Secretaries. See more details on the interview process in <i>section 5.1.1</i> . | audience in advance of our roundtable discussion in New York City on artificial intelligence, and testing the format and questions with a targeted group of people in advance of our roundtable discussion in India on education systems. |
| Semi-structured Interviews | Working with the NLC collaboratively allows us to plan a semi-structured interview that captures the most pertinent information across interviews. See more details on the interview process in <i>section 5.1.1</i> . | We have deep experience interviewing senior civil servants in a setting that makes them feel comfortable and allows them to open-up about personal experiences that <u>impact</u> their thinking and leadership. In our Future of Government <u>interview</u> series, for example, we ask civil servants to discuss their personal experiences working in the public sector, such as one <u>interview</u> with Peter Hughes, the New Zealand State Services Commissioner, the country's most senior civil servant. |
| Deep Listening | We will remain objective and non-judgemental in our recording of responses. Specifically, we will check our understanding with Cabinet Secretaries to confirm we interpret their answers accurately and confirm our understanding against recordings / written transcripts. | One of our core values at CPI is inclusivity, meaning we remain impartial. In this work, we will not offer any opinion or personal bias, but instead seek out the views of the Cabinet Secretaries. We draw on our experience as apolitical chairs of <u>convenings</u> that bring together senior civil servants, such as the Tallinn Digital Summit which brought together some of the world's most digitally advanced governments, their ministers and senior civil servants in conversation with one another, chaired by CPI. |

KR 3: Thought Paper

To develop a thought-provoking paper that sets the tone for the summit, we plan to thematically analyse the interview responses, supplement the primary data with case study research and use our proven editorial skills to develop the final paper.

| Methodology | Assumption / Methodological Choice | Supporting Evidence |
|---------------------|--|---|
| Thematic Analysis | Themes can be identified across interviews, such as trust, targets and complexity. Under each theme, we can draw out sub-themes, examples of innovative work, and other detailed information. This <u>will be done</u> by debriefing after every interview and carrying out an in-depth analysis of the transcripts. | In our extensive research experience, we have identified themes across diverse audiences. For example, from conversations with hundreds of people across the world, we identified five common behaviours people want to see from a more legitimate government. Another example includes the four patterns we observed among governments that are adapting to the increasingly complex problems they face through our Shared Power Principle work. |
| Case Study Research | We can access relevant data with more detail on the innovative examples identified. | As noted previously, we have written over 350 case studies with rich information on why a policy, programme, or initiative had an impact. |
| Report Writing | Working iteratively with the NLC, we will <u>develop</u> an engaging thought paper that includes insights on the theme of the summit and draws on our and the NLC's existing research. This paper can take a number of formats, which we will align on with the NLC. | <u>which</u> have been praised for their clarity and salience. For example, we have written Tackling Challenges Together with a national partner organisation and the Shared Power Principle with a broad group of collaborators. Additionally, we have established a strong working relationship with the NLC - for example, we worked closely with them to write a recent report on leadership qualities. |

KR 4: Summit Content

We will organize a workshop with the NLC to extract relevant insights from the research, informing the content for an engaging, inspiring summit.

| Methodology | Assumption / Methodological Choice | Supporting Evidence |
|--------------|---|---|
| Workshopping | Members of the NLC team can participate in a workshop to synthesize relevant insights from our research for the summit. | We have deep experience organising workshops that synthesise information, generate insights, and spark thinking. <u>We were trusted to design and deliver a workshop with senior leaders at the National Leadership Forum (NLF) for example.</u> Additionally, we have organized workshops with the Department for Business, Energy and Industrial Strategy to help them improve their policies' effectiveness. |

5.2.2 Risk register for this project

| Ref | Details of identified risk/issue | Risk type | Risk rating likelihood (high, medium, low) | Risk rating impact (high, medium, low) | Mitigation strategy | 4 T's (Tolerate, Transfer, Terminate, Treat) |
|-----|---|--------------|--|---|---|--|
| A1 | Interview partners not available at agreed time | Interviewees | High | Medium: Lack of availability prevents us from interviewing all of the Cabinet Secretaries | <ul style="list-style-type: none"> Establish strong communication between CPI, NLC and Cabinet Secretaries so that interviews can be quickly rearranged Establish communication before interviews between CPI and Cabinet Secretaries If scheduling continues to be a challenge, CPI recommends speaking to the relevant Cabinet Secretary's delegated authority or requesting written responses | Treating Risk |
| A2 | Interviewees concern about | Interviewees | Medium | High: Concerns will prevent Cabinet | <ul style="list-style-type: none"> The script and right to information at the beginning of each interview will provide clarity | Treating Risk |
| | confidentiality and unexpected sensitivity to the subject | Interviewees | | Secretaries from sharing personal insights | <ul style="list-style-type: none"> around confidentiality and how the insights from the interviews are going to be used Respect Cabinet Secretaries' wishes not to disclose information | |
| A3 | Technological issues with interviews | Interviewees | Medium | Medium: Inability to capture high-quality audio recording | <ul style="list-style-type: none"> We would find in advance what technology works best for them and test it prior to the interviews with Cabinet Secretaries' team support Should the chosen technology not work, the interview will be conducted via the second preferred option, which might include phone, Skype or Zoom etc. | Treating Risk |

| | | | | | | |
|----|--|----------|--------|---|---|----------------------------------|
| B1 | Data for country profiles not publicly available | External | Medium | Low: Inability to complete country-specific profiles | <ul style="list-style-type: none"> For information that is not available, we can conduct primary research through our networks or via the British Council as appropriate | Treating Risk |
| C1 | Team member(s) not able to fulfil their roles and dropping out (e.g. prolonged sickness) | CPI | Low | Medium: Lack of capacity to deliver Key Results | <ul style="list-style-type: none"> Identify a CPI team replacement (See 'staff availability in section 4) | Treating Risk |
| D1 | Communication failure on interview scheduling between parties | Joint | Low | Medium: Inability to schedule interviews in time for timely project delivery | <ul style="list-style-type: none"> Establish clear communication channels in the kick off meeting Ideally we would have a direct line of communication to the Cabinet Secretaries so that we can reconfirm the schedule ahead of time and preempt any misunderstanding should they occur at any opportunity | Treating Risk |
| D2 | Interview transcripts are leaked | Joint | Low | High: It would affect confidence in the summit and the NLC and be of reputational | <ul style="list-style-type: none"> All transcripts will be password protected and will be sent via security email Will not be shared outside of the team and will not be accessed outside of secure wifi | Treating Risk / Terminating Risk |
| | | | | risk to the Cabinet Secretaries | <ul style="list-style-type: none"> Should there be an incidence of a leak despite the above security procedures, we would terminate work until further notice from the NLC | |

5.2.3 Collation & presentation of research

The NLC will have full access to all research findings that will inform the final outputs. To ensure high quality of data, we will only use verified sources and provide detailed references. Any concerns about the quality of data will be flagged up with the NLC team. Data and documentation will be shared via secure email as appropriate. Throughout the project, the CPI team will collate and present the following:

| KR | Data sources | Interim documentation | Final presentation |
|-----------------------------|---|--|--|
| KR1: Pamphlet | <ul style="list-style-type: none"> Publicly available information (such as from the World Bank database) Subscription-based databases that CPI has access to (e.g. Economist Intelligence Unit and Oxford Economics) | <ul style="list-style-type: none"> Sample of three country profiles for NLC to sign-off Detailed overview of all country profiles including all sources | <ul style="list-style-type: none"> 15 page summary (1 page for each country) |
| KR 2: Interviews | <ul style="list-style-type: none"> NLC insights on delegations from initial contact with delegates through British Council Primary research (the interviews) Pamphlet interim documentation | <ul style="list-style-type: none"> Interview guide for NLC to sign off Script and right to information for NLC to sign off | <ul style="list-style-type: none"> Full interview transcripts Post-interview notes taken during the debrief Selection of quotes from the interviews |
| KR 3: Thought Paper | <ul style="list-style-type: none"> Interview transcripts, post-interview notes, and selection of quotes Secondary research on examples of successful innovation (e.g. possible sources include CPI's Public Impact Observatory and the OECD Observatory of Public Sector Innovation) NLC input (e.g. around the theme and goals of the summit) | <ul style="list-style-type: none"> Structure of the paper Collation of themes identified from interviews (will also be shared in an in person presentation with the NLC team) Interim draft of the paper for NLC to provide feedback on | <ul style="list-style-type: none"> The final paper |
| KR 4: Summit Content | <i>Same as KR3</i> | N / A | <ul style="list-style-type: none"> Written recommendations Workshop design (after delivery date) |

Project plan, monitoring progress and staff availability

The OKR methodology

In order to deliver this piece of work on time, on budget, and to the highest quality, we will apply a project management method that we, at CPI, have been working with for the last two years: Objective Key Results (OKRs). OKRs, which are commonly used across a variety of organisations such as The Bill & Melinda Gates Foundation, Government Digital Services, and Google, are a simple framework to define and track specific objectives and outcomes.

This method starts by defining a high level, strategic, and long-term objective, and then outlining a set of key results that collectively help in achieving the objective. In line with our identity as a learning organisation, we expect these key results to evolve. Whilst some key results might work very well, we might have to adjust others as we learn more throughout the project. That is what the OKR method allows us to do - continuously learn and iteratively adapt.

Aside from the deep dive sessions with NLC (specified in the project plan), we will also hold thirty-minute weekly check-ins with the NLC team to assess progress against the Key Results (KRs), which serve as success criteria for our collective teams. Ahead of the meetings, we will share relevant updates, evaluate progress, and gain feedback that will enable us to evolve our approach and ensure we achieve success.

An example of how we might formulate OKRs for this project can be found below. Exact phrasing will be set in depth in the kick-off meeting with the NLC:

Objective: By end of March, to successfully deliver practical and theme-based collateral for the delegates that will feed into the content of the summit

| | |
|-----------------------------|--|
| KR 1: Pamphlet | Delivery of 15 country-specific profiles that include relevant and clearly presented information to inform the delegates ahead of the summit. |
| KR 2: Interviews | Design and delivery of 15 interviews that capture meaningful insights about leadership and public service challenges from Cabinet Secretaries. |
| KR 3: Thought Paper | Development of a thought-provoking paper that sets the tone for the summit and collates key themes from the interviews conducted. |
| KR 4: Summit Content | Extraction of relevant insights from the research conducted to inform the content of an engaging and inspiring summit. |

The timeline and key milestones

We have included an indicative timeline and key milestones to show the work sequence and more details around each of the necessary milestones to achieve each Key Result. We are aware that this plan might be subjected to change based on the exact timeline for the Cabinet Secretaries' interviews. For this reason, the team will be highly flexible by adapting the proposed plan to the needs of the Cabinet Secretaries and the NLC. The milestones are described in more detail below the timeline.

Pre-kick off phase (25 Feb - 28 Feb)

| Milestone | Details |
|--|--|
| Collection of existing insights from the NLC | We will collect any additional material from the NLC's previous correspondence with the delegates. |
| Kick-off meeting with the NLC | During the kick-off meeting, we will plan to cover the following: <ul style="list-style-type: none">- Introduce teams- Agree research approach and principles- Finalise success criteria and working OKRs)- Agree project plan, key sign-off dates and meeting rhythm- Discuss sensitivity and risk register- Clarify questions on both sides |

KR1: Pamphlet (26 Feb - 16 Mar)

| Milestone | Details |
|---|---|
| Identification of key elements of the pamphlet | We will align on additional data needed for the pamphlet beyond the pre-specified elements, such as key data on the countries' democracies, nature of the civil services and socio-economic challenges. Illustrative data points include: <ul style="list-style-type: none">- Electoral cycle- Role of the civil service (e.g. relationship between political and administration)- Strategic areas of focus- Eldelman trust barometer- Voter turnout- Citizen participation |
| Three prototypes of country profiles provided to the NLC for sign off | We will share initial prototypes of the profiles, giving NLC the opportunity to provide feedback and adapt the country profile template if necessary. |

| | |
|------------------------------|---------------|
| 15 country profiles produced | KR completed. |
|------------------------------|---------------|

KR 2: Design and delivery of interviews (27 Feb - 27 Mar)

| Milestone | Details |
|--|--|
| Design of interview guide and script | <p>The script will introduce the interviewee to the NLC, CPI and our role in this process, the theme of the summit, and the agreed confidentiality agreement at the beginning of the interview. We will then dedicate 30 minutes to covering all of the scripted questions, which will be sent ideally three to five days in advance of each interview to the Cabinet Secretary and their staff, and the remaining time to secondary questions and other insights. We propose holding 45 - 60 minutes for each interview, but will be sure to complete interviews in the time allocated and make sure everyone has an equitable opportunity to contribute.</p> <p>The interview guide will be designed to extract information on the unique public service challenges within each country, successful innovations, and personal insights on leadership. We will align on additional data elements, such as:</p> <ul style="list-style-type: none"> - Leaders' expectations of the summit - Unanswered questions leaders have <p>Having conducted interviews with senior civil servants across the world, we are aware of how important it is to get the logistical details right - from time zone considerations to technology for recordings. We will be diligent in ensuring that every detail is planned and tested in advance.</p> |
| Interview guide and script tested with the NLC and with external users | <p>The team proposes testing the interview guide and script with a Cabinet Secretary (or a Permanent Secretary if the former is not available), and a member of our team whose first language is not English. Both products will be signed off by the NLC before being used in the interviews.</p> |

| | |
|--|---|
| Check-in with the NLC after three interviews | In this check-in, CPI will share first impressions of the interviews and the process with the NLC team and make any adaptation to the interview guide or script if necessary. |
| 15 interviews conducted | KR completed. |

KR 3: Thought Paper (6 Mar - 31 Mar)

| Milestone | Details |
|--|--|
| Analysis of the interviews | Two members of the CPI team will attend every interview to ensure shared understanding of the main messages and allowing time for debrief at the end. Our understanding will also be checked against the recordings / transcripts we will create for each interview using proven softwares. Throughout the interviews, we will iteratively add to a shared document that collates the main themes, which we will share with the NLC. As soon as transcripts are available, we will conduct a thorough transcript analysis to identify key quotes and messages that could be used in the thought paper. This analysis will be ongoing throughout the month of March, and inform this entire KR. |
| Structure of the paper based on emerging themes from interviews signed-off | The team will develop the draft structure of the paper with the NLC after a thematic analysis of the first half of the interviews conducted. Example structures include: <ul style="list-style-type: none"> • Organising by key themes and frequency with which they occur (e.g., 100% of countries mentioned this theme) • Summarising in narrative format with key quotes serving as an organizing mechanism • Suggestions of content based on the theme of the summit |
| Secondary research on examples of successful innovations gathered | Secondary research will be conducted to supplement the examples of successful innovation that the Cabinet Secretaries will provide in the interviews. |

| | |
|--|--|
| Secondary research on the theme of the summit | We will supplement the information on the theme of the summit with CPI's own research on systems thinking, as found for example in our Shared Power Principle and Finding a More Human Government reports as the NLC finds relevant. |
| All insights from interviews gathered and presented to the NLC | The team will share with the NLC a summary of the themes found across the interviews and present the findings in an in-person meeting. |
| Interim draft of the paper signed-off by the NLC | This draft will provide the NLC the opportunity to provide feedback. |
| Final paper edited | Professional copy-editing support will be provided by the CPI comms team. |
| Final paper delivered | KR completed. |

KR 4: Summit Content (30 Mar - Post-delivery)

| Milestone | Details |
|---|--|
| Implications for summit content shared with the NLC | Throughout the project, the CPI team will keep record of what we are learning from the interviews and the secondary research that could inform the content of the summit. |
| Organise a ½ day workshop, including an overview of the content, with the NLC and the British Council | The purpose of this workshop is to help craft the summit content as a result of the research findings and to ensure the success of the summit. It would take place after the delivery date (31st of March) |

Monitoring & Evaluation of the Project

While we have weekly thirty-minutes meetings dedicated to monitoring our progress against each Key Result (KRs), our collaborative relationship with the NLC will allow us to continuously evaluate and improve our performance. We will regularly share phone, email and in-person updates, providing the NLC team with opportunities to share feedback and course correct as needed.

Success indicators against each KR will be determined in partnership with the NLC team during the kick-off meeting. Our initial suggestions include the following quantitative and qualitative indicators.

| Key Results | Description | Illustrative success indicators |
|----------------------|--|--|
| KR 1: Pamphlet | Delivery of 15 country-specific profiles in a pamphlet style document, that includes relevant and clearly presented information, | <ul style="list-style-type: none"> Breadth & depth of data on profiles Accessibility of profile (e.g. easy to understand) |
| | which can be used to inform the delegates ahead of the summit. | <ul style="list-style-type: none"> Feedback from the NLC on the prototypes |
| KR 2: Interviews | Design and delivery of 15 interviews that capture meaningful insights about leadership and public service challenges from Cabinet Secretaries. | <ul style="list-style-type: none"> User feedback on interview testing sessions NLC feedback after first three interview sessions Quality of Cabinet Secretaries' responses Quality of innovative examples and personal insights surfaced |
| KR 3: Thought Paper | Development of a thought-provoking paper that sets the tone for the summit and collates key themes from the interviews conducted. | <ul style="list-style-type: none"> Ability to strike balance between Cabinet Secretaries' contributions and the theme of the summit Ability to clearly articulate trends in systems leadership |
| KR 4: Summit Content | Extraction of relevant insights from the research conducted to inform the content of an engaging and inspiring summit. | <ul style="list-style-type: none"> Relevance to the overarching theme and objectives of the summit |

Sufficient staff availability

Maintaining the core team for this piece of work will be vital to ensure continuity and consistency throughout the project. Our proposed project team are all fully available for the entire duration of the project so we do not anticipate any issues with staff availability.

However, we also have a number of processes in place to ensure we can maintain full staff availability even when faced with unexpected circumstances such as staff sickness or other disruptions.

Secure remote working technology. As we use G Suite for our IT infrastructure all our documents and services such as email are fully in the cloud, secured through 2-step verification. This means that even if staff find themselves unexpectedly stranded in another location (e.g. due to travel disruption) they can remain fully

connected and able to access all important documents and systems. This also allows us to integrate new team members with ease.

Global staffing pool. CPI has teams in both the UK and the US and can rapidly redeploy staff onto important projects such as this as necessary. All our staff are experienced working on similar projects and CPI would take full responsibility for briefing them on the status of the project and their role to ensure project momentum and project continuity are not disrupted in any way.

Freelance network. In addition to the core CPI staff, we also benefit from a global network of freelancers who can be rapidly deployed onto projects as required. For example, we have a global research capacity that can conduct background research (e.g. develop case studies) on very short notice.

Relationship with the Boston Consulting Group. As our core funding partner and founding organisation we have a close working relationship with the Boston Consulting Group (BCG). As such, we have unique access to BCG's significant global resources. BCG employs approximately 20,000 staff globally and through our relationship we can rapidly access consulting, research, data analytics and project leadership capacity at short notice as required.

CPI would discuss any required staff changes with the NLC if these are required and would remain fully responsible for completion of the agreed deliverables as outlined in the requirements.

Quality Assurance at CPI and how it will apply during this project

CPI's quality assurance process

CPI is committed to providing the highest quality outputs at all times. To achieve this we adhere to a *total quality approach* informed by ISO9001 and other internationally recognised standards for quality assurance. The aim of this approach is to improve the quality of all our outputs, including client projects, through continual improvement of our internal practices and procedures.

CPI's approach to quality assurance places an emphasis on three aspects of our work and operation:

- *Our systems and processes:* Including governance, project management, individual performance management, record management and data handling.
- *Our skills and competencies:* Including the knowledge, skills, experiences and qualifications of our team and wider network.
- *Our culture and values:* Including personnel integrity, confidence, motivation, team spirit and quality relationships.

The following sections provide the details of our approach to quality assurance against each of these dimensions. The **text in bold** explains how we will manage and implement each aspect in practice for this particular piece of work.

Our Systems and Processes

Overall accountability for the quality of our work rests with the Executive Director of CPI reporting to our Board of Trustees. Our Board is made up of a highly experienced group of leaders including internationally

recognised academics and advisers. We are a relatively small organisation so the governance and guidance provided by the Board, and the attention they can pay to all aspects of CPI's work, is very high. **As this is an important and high-profile piece of work it will be personally overseen by CPI's Executive Director and UK Director. The Board will also be provided with specific updates in relation to this project and the Chair of the Board will act as an adviser and sounding board throughout.**

We use a process of *Objectives and Key Results (OKRs)* to align around our priorities as an organisation and hold ourselves to account. OKRs provide a framework for defining and tracking objectives and their outcomes. They comprise a set of objectives, which is a clearly defined goal, and one or more key results, which are specific measures used to track the achievement of each objective. The OKR approach therefore allows us to define how to achieve our objectives through concrete, specific and measurable actions. **We apply the same rigorous approach to each project we work on and will develop a bespoke set of OKRs for this piece of work that we will agree with the NLC team at the outset of the project.**

Our approach to project management ensures that each of our projects are delivered to the highest possible standards meeting our own and our clients' expectations. We always begin each project by clarifying the main outcomes and deliverables with our clients to ensure expectations are aligned from the outset. We then select the most appropriate project management methodology depending on the requirements and timeline. For example, where requirements are likely to evolve or emerge over time we would follow a more agile project management approach. **For this project we are proposing a more traditional "waterfall" approach in which the overall objective is broken into specific deliverables and work streams with milestones and resources aligned against these. A full project plan and risk register is provided elsewhere in our response.**

Progress against the project deliverables is usually tracked on a weekly or biweekly basis as appropriate noting where any workstreams are on- or off-track and taking appropriate mitigation measures as required. Risks are tracked using a risk register which is updated on the same frequency. Throughout all our work we follow the principle of *maximum transparency* within our team, the CPI senior leadership and the client. This means sharing regular updates and responding to questions and issues as they arise in a fully collaborative manner. **As this will be a relatively short, intense piece of work we propose providing weekly updates to the NLC team on progress, highlighting any issues or risks as we proceed.**

We are committed to being efficient and effective in the way we communicate at all times. Our team is experienced with collaborative platforms for project management and communication, such as Slack and Trello. We continuously strive to improve how we use these tools and are always experimenting with new platforms to improve how we work. **Tools such as Trello facilitate this kind of transparent, collaborative working and we would recommend this approach for this project.**

To ensure consistency and reduce handovers we aim to maintain the same team throughout any project. CPI project teams are typically led by an experienced CPI Director who takes responsibility for the overall quality of the project output and maintaining senior level interactions with the client. Team members are drawn from our pool of experienced project managers, associates and analysts. **We have shared the names, experience and CVs of our proposed team for this work elsewhere in this proposal and are confident that all proposed team members will be available throughout the entire duration of the work.**

We follow a rigorous approach to individual performance management at CPI. As well as the regular performance conversations that will take place within the members of the project team, each member of staff is also assigned a performance partner within the wider organisation. Performance conversations take place every two weeks during which every member of CPI staff is encouraged to reflect on their individual goals and performance and identify areas and actions for improvement. **To inform these performance conversations we will seek the NLC team's feedback on our work overall, and individual team members, throughout the project. Any performance issues identified will be flagged and resolved either directly with the individual concerned or, in rare circumstances, by replacing the team member concerned.**

As this project will involve handling some personal and potentially sensitive information the quality of our data and document handling processes will be paramount. To ensure our compliance with General Data Protection Regulation (GDPR) we have put in place appropriate technical and organisational measures to implement the data protection principles. All our processes that handle personal data have been designed and built with consideration of the principles and provide safeguards to protect data (for example, using pseudonymisation or full anonymisation where appropriate). Our data handling strategy and compliance with GDPR is overseen by CPI's data protection officer (DPO). **We are happy to arrange a briefing for the appropriate member of the NLC team with our DPO before the project commences to ensure the NLC team are comfortable with our data handling processes and procedures in relation to this work. All personal or otherwise sensitive data will be erased at the end of the project.**

We use Google's G Suite range of tools (email, document creation, data storage etc) at CPI. Use of G Suite ensures that we meet stringent privacy and security standards based on industry best practices. For example, G Suite is compliant with ISO 27017, the international standard of practice for information security controls based on ISO/IEC 27002 specifically for cloud services. We use industry standard two-factor authentication and the highest-possible privacy settings by default. **For this project we propose working from shared documents, stored securely in the cloud at all times, to avoid emailing or other lower security methods of sharing data and information.**

Our Skills and Competencies

We aim to attract and recruit the most talented and experienced individuals to CPI and then to provide them with exceptional development and growth opportunities whilst they are with us. This ensures that we are able to provide the highest quality project teams to our clients. Our recruitment process has been designed in conjunction with the Behavioural Insights Team to ensure that bias is minimised and we recruit from the broadest possible pool of candidates. Whilst we are a small team, we bring together a range of experiences and backgrounds that is highly suited to our mission to reimagine government. **The team we are proposing for this piece of work includes a range of backgrounds including the Civil Service, think tanks, academia and the private and social sectors both in the UK and internationally. It is through this diversity that we believe the highest quality, most creative thinking is generated and therefore the highest quality outcomes are produced for our clients.**

We support and encourage the continuous learning and development of all our team members to ensure that they have the relevant skills and expertise required to deliver high quality work. We invest in the professional development of all team members by providing a personal development budget of £3,000 per year for each full-time member of staff to ensure that we continuously learn and adopt new skills. We are also able to benefit from the Boston Consulting Group's wider professional development and learning curricula. **For this project we have identified the need for specific skills and experience conducting senior, semi-structured interviews as well as broader data analytics and research skills. We are confident that our proposed team offers the skills and experience this project demands to ensure the highest quality deliverables.**

In addition to our core staff, we can, if agreed by the NLC, draw upon our international network of experts and advisers. For example, Jocelyne Bourgon PC OC, is one of our CPI Fellows and has had a long and distinguished career in the Canadian Public Service, including serving as deputy minister in several major departments and as clerk of the Privy Council and secretary to the Cabinet for five years - the first and only woman to have held that position in Canada or in a G7 country.

The CPI Board also includes international experts in public management and governance such as Professor Donald F. Kettl the Sid Richardson Professor at the Lyndon B. Johnson School of Public Affairs, at the University of Texas at Austin. Don is also a nonresident senior fellow at the Volcker Alliance and the Brookings Institution and a fellow of the National Academy of Public Administration and the author or editor of numerous books, including *Can Governments Earn Our Trust?* (2017) and *Little Bites of Big Data for Public Policy* (2017).

Experience such as this could prove particularly valuable as we seek to draw out the main insights and implications of the research towards the end of the project. All conversations with external parties about this project would only occur with the express agreement of the NLC, including any media enquiries.

Our Culture and Values

At CPI we take pride in the high-performance, high-quality culture we have developed. This is based on the clarity of our purpose (“Reimaging government so that it works for everyone”) and our values which are as follows. We are:

- *Courageous* - we have the courage to speak the truth, to challenge without fear and tackle the difficult questions
- *Respectful* - we respect differences, we seek to understand them and we look out for one another
- *Optimistic* - we are positive about what we and governments can do for our societies
- *Inclusive* - we are non partisan, we work together and seek ideas and solutions across the divides

We actively seek out opportunities to work with organisations that share our values. **At the outset of this project, as part of a team kick-off, we propose sharing our values and ensuring that everyone is comfortable with how they will apply to this piece of work.**

It is also important to highlight our status as a not-for-profit organisation. This means that we are not motivated by commercial or other interests divorced from our purpose. It is also part of our educational aim to share what we learn with others in the sector. This is evidenced by our online presence (on our own website and our Medium page as well as on partner websites), we seek to produce outputs that are relevant to a wider audience. As such, and always in close coordination with our partners, we seek to bring together and connect people through content. **We always do this within the boundaries of how much information about a partnership or project can be shared publicly and never without consulting all affected stakeholders.**

Finally, as a learning organisation, we take time to reflect on how we work together, our impact and purpose, and constantly try to improve. We believe in the need to make time to reflect. **For this project this means that we build in time in our project plan to reflect on the way we are working together and think about ways to improve. These check-ins tend to be most helpful half-way into the project, and also, critically a few weeks after the final deliverables have been signed off.**

Quality Assurance Plan

In alignment with our Quality Assurance approach outlined above we propose the following Quality Assurance plan for our work on this project. It is presented here in outline form and will be developed in more detail in close conjunction with the NLC team prior to the commencement of the work.

| Component | Description | Owner | Timing |
|---------------------------|---|--------------|------------|
| <i>Project governance</i> | We will put in place dedicated governance for this project, with direct line of sight to the Executive Director and Chair of CPI’s Board. | Adrian Brown | Pre-launch |

| | | | |
|---------------------------------------|---|---------------|------------|
| <i>Pre-project alignment meetings</i> | Prior to the commencement of the formal project we will seek to hold a series of meetings to ensure that we have complete alignment on project objectives, timelines and our working approach and values. | Nadine Smith | Pre-launch |
| <i>Team sign-off</i> | Prior to the project starting we will share our proposed team with the NLC team to ensure that they are happy with the individuals proposed and that they collectively are able to bring the skills and experience this project demands. | Nadine Smith | Pre-launch |
| <i>OKR development</i> | Based on the pre-project alignment meetings we will develop a bespoke set of Objectives and Key Results (OKRs) for this project and agree them with the NLC team. | Nadine Smith | Pre-launch |
| <i>Project plan</i> | Based on the plan outlined in this proposal, and in discussion with the NLC team, we will develop an updated project plan outlining the primary workstreams, key milestones and deliverables. The project plan will be available to the NLC team as a live-shared document throughout the | Elena Bagnera | At launch |

| | | | |
|---|---|---------------|-----------|
| | duration of the project. | | |
| <i>Data handling strategy and processes</i> | Review of, and agreement to, the team's data handling strategy and processes. | Elena Bagnera | At launch |
| <i>Risk register</i> | We will update the risk register based on our initial conversations with the NLC team to ensure it is comprehensive and store it as a live shared document so that it can be accessed by the NLC team throughout the project. This register will be maintained and regularly updated throughout the project and discussed as part of the weekly meetings. | Elena Bagnera | At launch |

| | | | |
|---------------------------------|--|-----------------------------|--------------|
| <i>Progress meetings</i> | Weekly project check-ins (which could be in person or via video call depending on the NLC team's preference) to discuss progress against the project plan, risks and required modifications to the project plan. In addition, we propose two check-ins of thirty-minutes during the duration of the project to discuss our partnership and way of working. | Elena Bagnera | Weekly |
| <i>Trello board</i> | We propose establishing a shared Trello board for this project that allows any of the project participants to view the latest project status, review materials and ask questions of the project team. | Elena Bagnera | Ongoing |
| <i>Review process</i> | We operate on a "four eyes" principle, meaning that all documents, including early drafts, are reviewed by at least two members of the project team. All final deliverables will also be read by Nadine Smith / Adrian Brown. We are committed to providing our clients with the highest quality output. This is why all final documents the NLC team receive will have been copy edited by a member of the CPI communications team. | Nadine Smith | Ongoing |
| <i>Performance conversation</i> | As required, one-to-one chats with either Adrian or Nadine about any aspects of project or individual performance. | Adrian Brown / Nadine Smith | Ongoing |
| <i>Feedback</i> | As well as ongoing feedback throughout the project we will arrange a full debrief session at the end of the project to ensure any learning can be captured and incorporated into our future work. | Adrian Brown | Post project |

Issue reporting and escalation process

Issues will be reported and discussed with the NLC team using the following escalation framework.

| Description | Process | Owner |
|-------------|---------|-------|
|-------------|---------|-------|

| | | |
|---|---|---------------|
| <i>Low impact issues arising from the day-to-day working of the team (e.g. minor delays to timeline). These issues would be unlikely to result in any material impact on the overall output of the project.</i> | We will raise low level issues with the NLC's nominated working level contact as they arise usually via direct conversation. It is anticipated that the vast majority of issues will be resolved at this level. | Elena Bagnera |
| <i>Medium impact issues that could result in small but material changes to the project output or other potential concern (e.g. unavailability of certain interviewees)</i> | Medium level issues will be flagged in the risk register and formally discussed as part of the weekly team meeting. If time sensitive they will be raised directly with the NLC team immediately. | Nadine Smith |
| <i>High impact issues that are likely to result in significant material changes to the project output or other significant concern (e.g. data loss or data breach)</i> | These will be raised immediately at the most senior level and a mitigation plan rapidly developed in conjunction with the NLC team. Where appropriate we will provide additional resources free-of-charge to help address the most significant issues as rapidly as possible. | Adrian Brown |

Complaints handling, resolution processes and project guarantees

Complaints handling and resolution processes

At CPI, we believe that if a customer wishes to file a complaint or express dissatisfaction, it should be easy for them to do so. It is CPI's policy to receive complaints and consider them as an opportunity to learn, adapt, improve and provide better service.

In addition, a quick resolution of complaints, in a way that respects and values the client's feedback, can be one of the most important factors in recovering the client's confidence in our services. It can also help prevent further escalation of the complaint.

CPI handles complaints fairly, efficiently and effectively. Our objective is to ensure that our complaints procedure is properly and effectively implemented and that complainants feel confident that their complaints and worries are listened to and acted upon promptly and equitably.

Our complaint management system aims to:

Allow us to respond to questions raised by people who file complaints in a timely and cost-effective manner

- Increase client confidence in our administrative process
- Provide information that we can use to improve the quality of our services, personnel and complaint handling

We are fully aware of the responsibilities and expectations associated with this role and are committed to providing the best possible service to the NLC. However, should the NLC have concerns about the project and CPI's ability deliver it, we would rely on the following escalation process and seek to resolve the issue immediately.

| Client complaints | First point of contact | Escalation |
|---|---|---|
| Informal stage: Concerns about the project e.g. timeline and scheduling | Elena Bagnera, Project Manager and Principal Researcher | Nadine Smith, Director of CPI UK |
| Formal stage 1: Concerns about the suitability of the team to deliver this project to a high standard | Nadine Smith, Full-time UK Advisor | Adrian Brown, Executive Director Centre for Public Impact |
| Formal stage 2: Significant concerns about CPI's ability to deliver this piece of work | Nadine Smith, Full-time UK Advisor | Adrian Brown, Executive Director Centre for Public Impact |
| Escalation: Significant concerns about CPI's working standards and processes | Adrian Brown, Global Advisor | CPI Board of Trustees |

The weekly progress check-ins detailed in question 6.1 and 6.2 are also an opportunity for the NLC to raise any issues.

We are also fully committed to ensure that every stakeholder we interact with during the duration of this project is fully satisfied with our work. Should we ever feel that a stakeholder has concerns about the project, we would immediately inform the NLC in order to seek to find a resolution. We will abide by the following process:

| Stakeholder or public complaints | Resolution process |
|--|---|
| Informal stage: A problem/issue has not yet been raised, but there are signals of dissatisfaction from external stakeholders | CPI team to lead and attempt to resolve immediately and inform the NLC at next check-in point |
| Formal stage 1: A problem/issue is raised directly with CPI | CPI Project Manager to immediately inform the NLC with details about the situation and put forward a jointly agreed proposal for resolution |

| | |
|---|---|
| Formal stage 2: A problem/issue about this piece of work or CPI's approach to it is raised with the NLC | Depending on the seriousness of the complaint, NLC to inform either the CPI Project Manager or the CPI Full-time UK Advisor with the details of the situation and discuss complaint resolution |
| Escalation: A problem/issue could not be resolved by CPI and the NLC | In this situation, the complaint would be escalated internally within CPI to the CPI Executive Director and the CPI Board where appropriate action will be decided jointly with the NLC. In the rare instance that none of the above resolves a complaint, we would defer to NLC's formal dispute procedures and cooperate fully. |

Both processes above apply equally to both written and verbal complaints, as detailed below.

Verbal complaint

- CPI employees who receive a verbal complaint will try to resolve the issue immediately if possible. If the staff member cannot resolve the problem immediately, they should offer to refer it to the Project Manager for resolution. The Project Manager will be the named person who deals with the complaint through the process.
- After discussing the problem, the staff member handling the complaint will suggest an action plan to resolve the complaint. If this action plan is acceptable to the client, the staff member will clarify the agreement with the complainant and agree on a way in which the results of the complaint will be communicated to the complainant (i.e. by another meeting or letter).
- If the proposed action plan is not acceptable to the client, the staff member or manager will ask the complainant to make his or her complaint in writing to CPI and NLC and provide a copy of the procedure and complaint form to be completed.
- In both situations, details of the complaint should be recorded on a complaint ledger and shared with NLC.

Written complaint

- When a complaint is received in writing, it will be forwarded to the designated Complaint Manager at NLC, who will enter into discussion with CPI Project Manager to record, acknowledge and resolve in line with NLC policy.
- If the complaint raises potentially serious concerns, legal advice will be obtained. If legal action is taken at this stage, any investigation by CPI under our above complaint procedure will cease immediately.

Guarantees

If we were selected as a provider of this service, we would see ourselves as a partner to the NLC in the preparation of and successful delivery of the Summit. We are fully aware of the responsibilities and expectations associated with this role and are committed to providing the best possible service to the NLC.

As such, CPI offers the following guarantees:

1. The project will be completed with all deliverables completed by the contractually required date.
2. CPI will adhere to the NLC's quality standards.
3. CPI will be GDPR compliant.

Part 2: Contract Terms

Attached as a Separate Document

Part 3: Supplier Costings

Table A – Overall Cost

| Tasks | Category A - Please insert your rate card rate below. | Max number of days | Sub-Total | Category B - Please insert your rate card rate below. | Max number of days | Sub-Total | Category C - Please insert your rate card rate below. | Max number of days | Sub-Total | Category D - Please insert your rate card rate below. | Max number of days | Sub-Total | Category E - Please insert your rate card rate below. | Max number of days | Sub-Total | Board Level / Chief Executive - Please | Max Number of days | Sub- Total | (£ excluding VAT) |
|--|--|-----------------------|-----------|--|-----------------------|------------|--|-----------------------|-----------|--|-----------------------|-----------|--|--------------------------|-----------|--|--------------------------|---------------|----------------------|
| Pre Kick off preparation: - Collate existing insights from NLC - Prepare and deliver kick off meeting | 2170 | 0.5 | 1085 | £1,286.50 | 2 | £2,573.00 | | | | | | | | | | | | | £3,658.00 |
| KR 1: Creation of the pamphlet: - Identify key elements for the pamphlet - Get template of 3 countries signed off - Finalise research for pamphlet remaining countries - Deliver pamphlet for all 15 countries | 2170 | 1 | 2170 | £1,286.50 | 5 | £6,432.50 | | | | | | | | | | | | | £8,602.50 |
| KR 2: Interview design and delivery: - Design interview guide and script - Test guide and script and finalise - Conduct 15 interviews - Check in with NLC midway | 2170 | 2.5 | 5425 | £1,286.50 | 8 | £10,292.00 | | | | | | | | | 0 | £2,480.00 | 1.5 | £3,720 | £19,437.00 |
| KR 3: Analysis of insights and paper drafting: - Collate insights from interviews - Draft structure of the paper and get sign off - Present interview findings and first draft to NLC - Integrate feedback - Deliver final paper | 2170 | 3 | 6510 | £1,286.50 | 7 | £9,005.50 | £270 | 4 | £1,080 | | | | | | 0 | £2,480.00 | 1 | £2,480 | £19,075.50 |
| KR 4: Extraction of insights for summit content (optional, and therefore offered at no cost) - Draw implications for the summit design from interview findings - Conduct and facilitate post delivery workshop and debrief of project | Pro bono | 0.5 | £0 | Pro bono | 1 | £0.00 | | | | | | | | | | | | | £0.00 |
| Overall Total Capped Price (£ excluding VAT) | | | | | | | | | | | | | | | | | | | £50,773.00 |

Table B – Rate Card

| Staff Grade | Maximum Rate Per Day | Discounted Rate Per Day |
|-------------------------------|-------------------------|----------------------------|
| Board Level / Chief Executive | £2,480.00 | £2,480.00 |
| Category A | £2,170.00 | £2,170.00 |
| Category B | £1,286.50 | £1,286.50 |
| Category C | £270.00 | £270.00 |
| Category D | £900.00 | £900.00 |
| Category E | £0.00 | £0.00 |