

## ANNEX C

### **SCOPE OF WORK - Strategic Planning Consultant Ministry for Cabinet Office with responsibility for Government Reform January 11, 2018**

#### **Statement of Purpose**

The Government is seeking a consultant to provide **Professional Services to lead a strategic planning exercise and to produce a strategic plan.**

The strategic plan will provide a comprehensive roadmap to achieve public service reform. It will highlight the current state and articulate a vision and future state. Clear, quantifiable objectives are required as well as an implementation plan, complete with timelines.

The Strategic Plan will consider those initiatives set out in the Operating Plan that have been identified as deliverables for the Ministry for the Cabinet Office with responsibility for Government Reform.

#### **Background**

The Government has established a dedicated Ministry to focus on reform. The Ministry is attached to the Cabinet Office.

The Cabinet Office is a ministerial department composed of various units that support the Office of the Premier, the Ministry of Government Reform and Cabinet Committees which collectively co-ordinate the delivery of government objectives via other departments within its portfolio.

The role of the Cabinet Office and its Reform Ministry is to guide and support the organisation in carrying out its core functions:

- Establishing priorities and the strategic direction of the Government as directed by the Cabinet;
- Ensuring the implementation of the Cabinet decisions;
- Managing public sector performance;
- Coordinating and assessing the effectiveness of Government programmes and policies;
- Implementing and measuring the effectiveness of the delivery of government programmes and services
- Developing the service delivery culture
- Managing foreign affairs and stimulating economic growth
- Increasing efficiencies across government

The high level reform goals established for the Ministry for the Cabinet Office with responsibility for Government Reform are to:

- 1) Change the Organisational Structure
- 2) Incentivise Employees
- 3) Promote Good Governance
- 4) Establish two-way communications
- 5) Rationalise Government's IT infrastructure; and
- 6) Measure Policy and Programme Effectiveness

Very specific deliverables are attached to each of the goals as set out below.

**I. Change the Organisational Structure**

Operating Plan Initiatives:

- a) Review the SAGE Commission's recommendations regarding the consolidation of government departments and ministries
- b) \*\*Reform the Post Office product and service delivery  
(\*added by way of Ministerial mandate)

**II. Incentivise Employees**

Operating Plan Initiatives:

- a) Implement performance-based pay for all civil servants

**III. Promote Good Governance**

Operating Plan Initiatives:

- a) Implement the Code of Practice for Project Management and Procurement
- b) Update the Ministerial Code of Conduct
- c) Ensure that all infrastructure projects are subject to a tender process in accordance with the Good Governance Act 2011
- d) Undertake a comprehensive review of the Public Service Commission legislation
- e) Implement a process where initiatives/petitions that gather a certain threshold of signatures can be placed either before parliament for debate or to the country via referendum
- f) Strengthen the Public Accounts Committee
- g) Establish three Permanent Parliamentary Oversight Committees
- h) Implement a Code of Conduct for members of Parliament
- i) Introduce Campaign Finance Reform by bringing transparency to political donations; set caps on individual donations; oversee political spending by political parties; and examine voter fraud, conflicts of interest and other aspects of our electoral and political process
- j) Modify laws surrounding voter fraud and other aspects of our electoral and political process

**IV. Establish two-way communications around policy initiatives**

Operating Plan Initiatives:

- a) Ensure that major issues are discussed in public forums and are not just limited to prepared speeches in parliament
- b) Implement an interactive Citizens Forum based upon the DemocracyOS Operating Plan

**V. Rationalise Government's IT infrastructure**

Operating Plan Initiatives:

- a) Conduct an extensive review of the technology used within the government and funding investments

**VI. Measure Policy and Programme effectiveness**

- a) Implement performance benchmarks and accountability measures to ensure that the government's programmes and policies are responsive to the needs of our community, and evaluate the effectiveness of social investment strategies using performance data.
- b) Introduce Equality Impact Assessments as a component of our legislative and policy development process
- c) Collect emigration statistics

**Deliverables**

No new research will be required.

The selected consultant will be required to enter into an agreement with the Government for the provision of the following:

- a) Review and analyze existing Reports:
  - o Government Operating Plan
  - o SAGE Report
  - o Various Management Services Reports
  - o Other, as applicable
- b) Undertake Stakeholder Consultation:
  - o Minister for Cabinet Office with Responsibility for Government Reform
  - o Cabinet
  - o Civil Service Executive
  - o Heads of Department
  - o Public Service Commission
  - o Unions
  - o Bermuda First
  - o General Public
- c) Clarify Vision and secure agreement on clear reform Objectives
- d) Produce Strategic Plan
- e) Produce Implementation Plan inclusive of action steps