1.   OBJECTIVES OR OUR PARTNERSHIP

We understand the objectives of our working partnership to be four-fold:

1) **Build a robust fact base (quantitative and/ or qualitative) – focusing on each of the 5 "end states", supplemented by each of the 5 "challenges of today".** The purpose of this fact base is to:

   – Support a compelling case for change, collectively across the end states

   – Give a sense of the scale of the reform challenge and current barriers.

2) **Create transparency on the current shape and state of the APS – and how this could shift over time.** Specifically, this would include:

   – Transparency of current size and structure of the APS, including recent trends (where data is available)

- Future shifts based on effects of technology adoption on the changing nature of work, i.e., deploy our proprietary Future of Work (FoW) analytical model on current APS workforce data to understand likely growing/ declining job categories and implications for future skills needs

- Any significant demographic shifts over the next ~10 years, including the retirement curve of the current APS workforce.

3) **Support the Review team to create – and test with stakeholders across the APS – a compelling view of the 'directional answer'** to be shared externally as a set of draft "reform priorities" in mid-March. This will need to include:

- An overarching narrative – including a clear and evidence-based case for change, exciting and bold vision for the future and a path to get there

- A small set (5-7) of actionable "transformation themes" (e.g., ingoing hypotheses: new people model and recasting the relationship with the political class) – which collectively will lead to the end states (rather than map directly to an individual end state)

- Supporting materials for each "transformation action" that demonstrate how the reform will enable sustainable and adaptive service-wide transformation. This should build from the Review team's existing work, draw on international examples of public sector reform, as well as the analytical output covered in objectives 1 and 2 above

- Proposed path forward to finalise the priorities and Review recommendations, including development of key messages and supporting materials for post March engagement.

4) **Operate as an integrated, high-preforming review secretariat team.** We believe the greatest impact will be achieved by closely integrating the work of the APS and McKinsey team members, ensuring we learn from the best of each institution. To that end, we will:

- Work with you to define an integrated workplan – that's clear about who's doing what, while ensuring integration of content – and 'one team' op model

- Build the capabilities of the APS team – through regular collaborative problem-solving, explicit coaching/ skill building modules on e.g., 'Government Transformation', '7-steps of problem solving'.

We understand that significant work has been undertaken– and our work should build upon (and certainly not replicate), the current insights. The existing work includes:

- Feedback from broad-based consultation across the APS, political, private and social sector partners, and citizens

- Investigation of "megatrends" – distilled into 4 scenarios of the future: #Techsplosion, Devolution revolution, Wikigov and New world (dis)order – and 6 "common success factors" for the APS, common across all scenarios

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- Definition and exploration of 5 "end states" – that will create a fit-for-purpose APS in all scenarios: United in a collective endeavour; World-class policy, regulatory and delivery performance; Trusted and respected partner; Employer of choice; Dynamic, digital and adaptive systems and structures

- Articulation of a set of 5 "challenges" – emerging "veins of frustrations" that are experienced by the APS and its partners today

- Early work on an overarching narrative and the most critical "reform priorities" that will collectively lead to the "End States", while addressing the "challenges" (to be worked on further in a top-down workstream)

- Early work on a large set of actions that underpin the "reform priorities" (to be worked on further in a bottom-up workstream).

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