**Template: Outcome Agreement Management Plan (OAMP)**

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| --- |
| Introduction and Instructions (delete this page before you distribute the plan)  * Outcome agreements benefit from a documented approach to contract management, particularly when they are of long duration, high value or complexity (e.g. multiple stakeholders and relationships). This template will help. * It supports the planned, effective and efficient management of outcome agreements by government agencies and providers. It helps to ensure good practice, even if contract managers change. * It does not contain any contract obligations and is not legally binding. * The OAMP is your tool. Edit the document and insert or remove content or sections. However, keeping the structure of relationship management, service delivery management and contract administration will mean the document will look familiar to all users. * Review the Social Services Procurement Guidance on managing the contract before completing the OAMP.   *Delete this box when drafting.* |

**Outcome Agreement Management Plan**

|  |  |
| --- | --- |
| **Contract name** |  |
| **Contract number** |  |
| **Provider name** |  |
| **Name of purchasing agency (ies)** |  |
| **Commencement date** |  |
| **Term** |  |
| **Expiry date** |  |
| **Estimate of annual contract value (excl GST), if applicable** |  |
| **Estimate of total contract value (excl GST) (if applicable)** |  |

OAMP owner(s)

|  |  |  |  |
| --- | --- | --- | --- |
|  | Name | Role/title | Signature |
| Purchasing agency |  |  |  |
| Provider |  |  |  |

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# What the OAMP is for

## Purpose of this document

* 1. In this OAMP we outline how we will work together to deliver [service description]. A summary of the services is at Appendix 1.
  2. This OAMP is not legally binding.

## Summary of services and outcomes

|  |
| --- |
| Include here a short summary of the services and the outcomes we are working towards. This might be the executive summary from the business case or contract approval memo, which gives useful background and context for those who are new to the contract and/or need to understand it quickly.  *Delete this box when drafting.* |

## Summary of key events and activities

|  |
| --- |
| [In this table, enter key events and activities such as contractual milestones and deliverables, meetings, audits, reviews with other agencies (if this is an integrated OA), decision points (around renewal or extension of an agreement) etc. If this table is longer than one page, make it an appendix.]  *Delete this box when drafting.* |

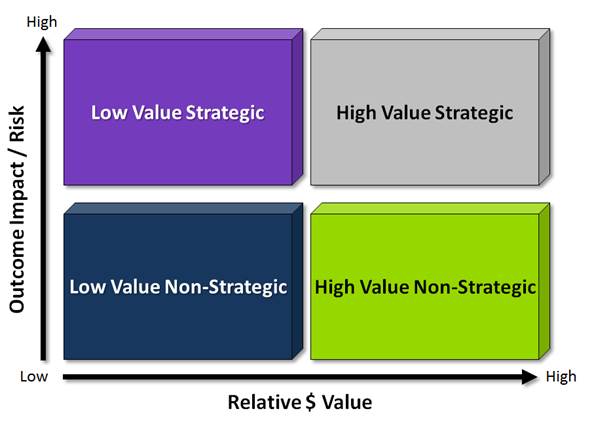
|  |  |  |
| --- | --- | --- |
| **Activity/Event** | **Date/Duration/Frequency** | **Outcome agreement reference** |
|  |  |  |
|  |  |  |

# Relationship management

|  |
| --- |
| This section is about how the Purchasing Agency and Provider will work together, and how the relationship between them will be managed.  *Delete this box when drafting.* |

## Categorisation

|  |
| --- |
| The type of relationship we have with providers will vary from provider to provider and from service to service. It is important to recognise this is both normal and necessary. Factors that will influence these different relationships are not just personal factors, such as how well we know each other, but also broader factors such as:   * the level of risk or business impact of the NGO’s service engagement on the agency * the vulnerability of the client group * how much the agency spends on the service engagement * from the NGO’s perspective, the agency’s: * attractiveness (e.g. how easy the agency is to do business with and how aligned is the activity with the NGO’s vision and purpose) * level of funding (both in dollar terms and as a percentage of the NGO’s overall revenue).   The relationship categorisation matrix below provides a pictorial view of the risk, client vulnerability and or strategic importance of the OA to the agency and its relative cost. This matrix provides a quick pictorial view of how we have categories the relationship and is a useful tool to inform our planning on:   * the approach to the relationship – level of openness and strategic focus * meetings – agenda, frequency and attendees * monitoring – frequency and scope * other interactions – type and frequency e.g. workshops, support/participation the other parties planning sessions etc.   Move the star into the appropriate quadrant of the box below.  *Delete this box when drafting.* |



*Move (click, hold and drag) the red star to the relevant quadrant in the matrix and delete this text box. *

**Key**

|  |  |
| --- | --- |
| **Low value strategic** | A service that is relatively low cost, but that is likely to have a significant impact on the outcomes for which the agency is responsible, or be working with a highly vulnerable client group; such as a high-health-needs residential programme. Your relationship with the provider is likely to be collaborative and open, and have a strong personal element. It will have a strategic focus, with risk management generally being one of the agency’s key drivers. |
| **High value strategic** | A service of a higher cost and likely to have a significant impact on outcomes.  Such relationships should be very collaborative and open, with a strong strategic focus from both sides. You are likely to engage frequently and in depth, with correspondingly higher levels of trust in the relationship. There will be multiple levels of engagement, including operational and executive level. Considerable focus should be applied to the development and maintenance of relationships in this quadrant. |
| **Low value non-strategic** | A service that is relatively low cost and mostly transactional in nature; such as a single local provider offering a series of quit-smoking seminars; or a national provider producing and distributing a booklet on healthy lunches for children. While such services contribute to outcomes, they tend to be lower impact and also lower risk. The relationship will be focussed on the service delivery. You and the provider will have less frequent communication and little, if any, discussion or engagement at a strategic level. |
| **High value non-strategic** | A service of a higher cost, but still mostly transactional in nature. Most relationships in this quadrant tend to be for more commercial services, such as air travel to all of government. An agency is less likely to have NGO/social services relationships in this quadrant.  While you will have more meetings and more contact than with relationships in the *lower value* non-strategic quadrant, your approach from a relationship perspective is more ‘business’ than ‘personal’. |

## Principles we will follow

|  |
| --- |
| Document the principles that underpin how you work together (provider and agency) to set expectations and avoid misunderstandings.  We have included example principles below and you are welcome to alter them based on your discussion with your provider.  *Delete this box when drafting.* |

* 1. Our relationship recognises the [Kia Tutahi Relationship Accord](http://www.dia.govt.nz/kiatutahi) (The Relationship Accord between the Communities of Aotearoa New Zealand and the Government of New Zealand).
  2. We will :
* act honestly and in good faith
* practice open and timely communication
* work collaboratively and constructively – including to resolve problems and issues
* recognise each other’s responsibilities
* encourage quality and innovation to achieve positive outcomes.

## Organisation / relationship manager contact details

* 1. Our contact details are listed below:

|  |
| --- |
| If there are multiple relationship managers (e.g. multiple funding agencies involved) or numerous contact people you may prefer to put these in an Appendix where they can be more readily updated.  *Delete this box when drafting.* |

|  |  |
| --- | --- |
| [Purchasing Agency]  *[Replicate if multiple Agencies party to the Outcome Agreement this OAMP relates to]* | |
| Relationship Manager | *Name and title* |
| Phone: |  |
| Email: |  |

|  |  |
| --- | --- |
| [Provider] | |
| Relationship Manager: | *Name and title* |
| Phone: |  |
| Email: |  |

## Other key contacts

* 1. Other key personnel are listed below:

| Organisation | Name | Contact details | Role |
| --- | --- | --- | --- |
| Purchasing Agency |  |  |  |
|  |  |  |  |
| Provider |  |  |  |
|  |  |  |  |

## When we will meet, and why

|  |
| --- |
| In this section the template contains two examples of approaches you might find useful for capturing your meeting arrangements, including suggestions on levels of detail related to meetings such as; types, agenda items, attendees, frequency and ground rules. It is important the approach you take to meetings and other interactions matches the relationship category. For example, if the outcome agreement is categorised as *High Value Strategic* then you would expect your meetings to be:   * be more frequent * include discussion on strategic direction and alignment * involve senior personnel from both organisations for at least some of the strategic level discussions.   *Delete this box when drafting.* |

[OPTION 1]

* 1. We will meet at least [six] monthly to:
* review and discuss what has been achieved for clients
* explore the factors and the story behind the performance measurement data
* discuss priorities and decide actions
* review services
* review and confirm performance measures.

[OPTION 2]

* 1. We have agreed to hold the meetings listed in the diagram below, which also summaries the meeting hierarchy. E.g



**Ground rules to ensure meetings are productive**

* 1. We have agreed to ground rules for open discussion:
* openly express ideas and questions
* practice active listening at all times
* speak honestly and avoid surprises
* only one person should speak at a time
* keep an open mind.

We have agreed to ground rules for decision-making:

* focus on constructive solutions aimed at achieving the specified outcomes
* achieve a group consensus; silence is taken as consent.

**Description of scheduled meetings**

* 1. Meeting Name [e.g. Executive Forum]

|  |  |
| --- | --- |
| Meeting Owner | [Purchasing Agency’s representative] |
| Frequency & expected Duration | Annual – 1 hour |
| Attendees | [Purchasing Agency]:      [Provider]: |
| Objectives |  |
| Input |  |
| Outcomes |  |
| Responsibility (to coordinate) |  |
| Administration |  |
| Agenda |  |

* 1. Meeting Name [you can replicate the table above for each meeting forum]

## Mechanisms for developing and implementing innovative ideas

|  |
| --- |
| Enhancements to service delivery and better value for money often comes from developing and implementing innovative ideas and ways of delivering services. A useful way to ensure these ideas are not lost is to create a forum or specific meeting agenda point, for identifying and discussing them.  If you wish insert in this section any mechanisms you decide on to develop and implement innovation.  *Delete this box when drafting.* |

## Resolving disputes and issues, including establishing a remedy plan

|  |
| --- |
| The Framework Terms and Conditions detail the contractual process for dispute resolution. Namely, the parties should attempt to resolve the matter themselves before escalating it to mediation. This section of the OAMP is intended as a placeholder for developing further detail. Details about how the agreement partners will attempt to resolve the matter themselves, including development of a remedy plan (see clause 12.2b of the framework terms and conditions).  The diagram below can be edited to personalise the escalation model for resolution of an issue or dispute before the contractual mechanisms are applied.  *Delete this box when drafting.* |

Resolution  
 < 5 days or escalate

Resolution  
 < 10 days or escalate

Resolution  
 < 10 days or escalate

**NGO Provider**

**Agency**

Escalate

Escalate

Escalate

Escalate

Deputy Secretary

Manager

Director

Day to day working together –issue arises and not able to be resolved

Escalate

Escalate

Escalate

Escalate

Deputy Secretary

Manager

Director

**Mediation**

## How we will communicate with stakeholders

|  |
| --- |
| Successful contract management includes the appropriate management of stakeholders throughout the lifetime of the outcome agreement. This section is a placeholder for a stakeholder engagement framework, which you can use for recording stakeholder’s details and the requirements for managing communications to those stakeholders (we have included an example table below). This section is particularly relevant and useful for large multi-funder arrangements where you might have a wide range of stakeholders, from Ministers to media to client advocacy bodies.  *Delete this box when drafting.* |

| **Stakeholder Name** | **Interested in** | **Concerns** | **Communication objectives**  (Outputs) | **Targeted key messages**  (Rational & emotional) | **Comms Channels**  How? |
| --- | --- | --- | --- | --- | --- |
| *[Develop as a landscape table]* |  |  |  |  |  |

# Managing service delivery

|  |
| --- |
| This section is focussed on the service delivery aspects of the outcome agreement including RBA background, reporting, monitoring, accreditation (auditing) and risk management.  *Delete this box when drafting.* |

## Evolving the service to improve outcomes

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| --- |
| You may wish to copy the outcome measures from the contract to this space. The table below sets out some questions to discuss regularly to monitor and improve progress towards outcomes.  *Delete this box when drafting.* |

|  |
| --- |
| How are we doing on the most important of the outcome measures? |
| What is working well or not working for customers, for the provider and for the agency? |
| How are we working together and with other partners? |
| What do we need to change or do more of, including no-cost and low-cost ideas? |
| Are there any opportunities for innovation? |
| Are there any process improvements which might free up resource for service delivery? |
| What do we propose to do? |

## Managing confidential information

|  |
| --- |
| Detail how confidential information will be managed on a daily basis including:   * agreement to mark confidential information * agreement on NGO support to the government agency when it is responding to an Official Information Act (OIA) request * government agency agreement to pay reasonable costs associated with that OIA support (where they can recover them).   As with all parts of the OAMP, these areas can be expanded or modified for the particular engagement.  *Delete this box when drafting.* |

|  |
| --- |
| One of the key drivers for the streamlined contracting initiative is to remove inefficiency caused by government agencies undertaking their monitoring and auditing without knowledge or consideration of other monitoring and auditing activity being done by other agencies. Government agencies are expected to coordinate these activities where practical and sensible to do so. These next two sections provide placeholders for recording those coordinated monitoring and auditing arrangements.  *Delete this box when drafting.* |

## Monitoring and reporting

|  |
| --- |
| Reporting: Capture any administrative details associated with the reporting, e.g. how to access on-line reporting tools, etc.  Monitoring: Capture the logistical and administration details associated with the monitoring activity (visits etc), including details of any coordinated monitoring. The scheduling of the monitoring is captured in the Outcome Agreement.  *Delete this box when drafting.* |

* 1. Reporting:
  2. Monitoring:

## Audit coordination

|  |
| --- |
| Capture the logistical and administration details associated with any coordinated audit, including MSD coordinated accreditations.  *Delete this box when drafting.* |

15.1

## How we will manage risk

* 1. The risk analysis and risk register is contained at Appendix 2. The parties will use the risk analysis and risk register to guide their consideration and management of identified risks.

## Actions register

* 1. The actions register is contained at Appendix 3 to record the action items identified and agreed in the course of the management of the Outcome Agreement.

# Administering the contract

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| --- |
| This section covers administrative matters for the Purchasing Agency to manage. These matters are important to the effective operation of the OA but need not be shared with the provider. These include areas such as:   * management of contract variations * budget management * approval and processing of invoices and payments * government agency management reporting (e.g. internal reporting related to the OA) * maintenance of the OAMP itself.   *Delete this box when drafting.* |

## Payment approvals and processing

* 1. Detail information about delegation holders and procedures for payment approval and processing that is not standardised or immediately clear for any in-coming contract manager.

## Future year budget planning

* 1. If the OAMP supports a multi-year agreement or there is a likelihood the OA will be extended into a new financial year, record any details of future year budget planning processes and applicable timelines that may not immediately be clear for an in-coming contract manager. Any applicable dates could also be included in the Summary of key events and activities schedule .

## Management reporting (by the Purchasing Agency)

* 1. The table below records details of purchasing agency management or other internal reporting related to the OA. It is also useful to include links or file locations for these reports and any relevant templates.

|  |  |  |  |
| --- | --- | --- | --- |
| **Report name / Description** | **Report owner** | **Audience (Distributed to)** | **Frequency** |
|  |  |  |  |

## Contract variations agreed/in progress

* 1. The following table lists all the agreed / in progress contract variations

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Contract number | Variation description | Date raised | Status | Date Agreed/Rejected | Additional Comments |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
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|  |  |  |  |  |  |

## Appendix One – Summary of Services

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| Where there are multiple service lines under an outcome agreement it can be helpful to have a single page summary view of all the services. If the outcome agreement does not contain such a summary you may find value in using the example form below.  *Delete this box when drafting.* |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | |  | | |  | |  | |  | | |  | | | |  | | |  | |  | |  | | |  |  | | |  | |  |  |  |  |  |
| **Purchasing Agency** | | **Purchasing Agency contact (name/DDI)** | | **Contract Start Date** | **Contract End Date** | | **Service Description** | | **Practice Guidelines/ Service Specifications** | | **Monitoring Frequency** | **Payment Frequency** | | **Reporting Frequency** | **Audit Frequency** | **Approval Frequency** | | **Volumes** | **Rate -if applicable** | | **FY15/16 Contract Amount** | | **FY16/17 Proposed Funding** | | **FY17/18 Proposed Funding** | **Comment** | | | |
| *E.G MSO* | | *Anna Smith 09-202-0202* | | *1/07/2014* | *30/06/2016* | | *Resettlement Services* | | [*www.mso/practiceguidelines/resettlement*](http://www.mso/practiceguidelines/resettlement) | | *Monthly* | *Monthly* | | *Quarterly* | *Annual* | *annually* | | *150* |  | | *$500,000* | | *$500,000* | | *$500,000* |  | | | |
|  | |  | |  |  | |  | |  | |  |  | |  |  |  | |  |  | |  | |  | |  |  | | | |
|  | |  | |  |  | |  | |  | |  |  | |  |  |  | |  |  | |  | |  | |  |  | | | |
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|  | |  | |  |  | |  | |  | |  |  | |  |  |  | |  |  | |  | |  | |  |  | | |  | | |
|  | |  | |  |  | |  | |  | |  |  | |  |  |  | |  |  | |  | |  | |  |  | | |  | | |

## Appendix Two – Risk Register

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| If you do not have a centralised or on-line project risk register you may find value in keeping your risk register in the OAMP. If you have used the DST you can copy your risks from there directly into the template form below. |

The Risk Register will be managed by the Purchasing Agency. The Register should be reviewed on a regular basis, including being reviewed as part of relationship meetings between the parties.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Risk Area** | **Risk Description** | **Likelihood** | **Impact** | **Risk Rating** | **Mitigation/Management** | **Closed** |
|  |  |  |  |  |  |  |

## Appendix Three – Actions Register

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| --- |
| The actions register is a place to record those actions agreed by the parties during various meetings and interactions. This is a useful tool that can be pulled out at formal meetings and reviews to keep track and monitor progress on miscellaneous agreed actions. This Appendix is a placeholder for the actions register. |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **#** | **Action** | **Allocated to** | **Expected Completion Date** | **Closed** |
|  |  |  |  |  |