

ESTIMATES BRIEF – Hot Issue

Additional Estimates – February 2026

INTEGRITY IN PROCUREMENT

Integrity in Procurement

Subject/Issue

The Government requires the highest ethical standards from suppliers and has taken action to deter misconduct and strengthen governance frameworks.

Key facts and figures

- On 17 November 2025, new Commonwealth Procurement Rules (CPRs) took effect. The updated CPRs reinforce that ethical conduct is an element of supplier performance impacting value for money.

Key points

- The Government has always required the highest ethical standards from suppliers. The new CPRs clarify that a supplier's ethical conduct must be considered during the procurement process.

Commonwealth Supplier Code of Conduct

- The Commonwealth Supplier Code of Conduct (Code) came into effect on 1 July 2024, setting out minimum expectations of suppliers, their personnel, and their subcontractors while under contract with the Commonwealth.
- The inclusion of contract clauses for the Code is compulsory in Commonwealth contracts (unless otherwise determined by an Accountable Authority).
- The Code places a positive duty on suppliers to proactively prevent misconduct. There are three categories of expectations: ethical behaviour; corporate governance and business practices; and health, safety and employee welfare.
- Where a supplier does not meet these ethical requirements they may be excluded from a procurement process or, if in contract, be required to undertake remediating activity or have the contract cancelled.

Notification of Significant Events

- In May 2023, notification of significant event clauses were introduced to standard Commonwealth contracts to improve the reporting of events.

INTEGRITY IN PROCUREMENT

- The notification of significant events clauses require suppliers to inform Commonwealth entities where adverse comments or findings are made about them or their employees by legal or professional bodies, or other matters that could adversely impact the Commonwealth's reputation or the supplier's compliance with the law.
- These clauses are compulsory in Commonwealth contracts and provide contract managers with flexible options to address issues of performance, including ethical performance.

Management of Conflict of Interest

- Finance released *Resource Management Guide 208: Managing conflicts of interest and confidentiality with the non-government sector* in September 2025.
 - The RMG supports officials in applying risk-based principles to manage conflicts and confidentiality risks, particularly in contexts involving engagement with the non-government sector.

Senate Order 23F

- Bi-annually, the Minister for Finance tables a report in the Senate providing details of consultancy contracts valued at \$2 million or higher, including whether any of those contracts have recorded a Supplier Code of Conduct breach.
 - Three reports have been tabled to date, with no code breaches reported.
 - The latest report is at Attachment A.
- Finance has written to entities who have contracts in the latest report with 5 or more amendments to remind entities of better practice in relation to contractual amendments and variations.

Digital Seller Underperformance Policy

- The management of underperformance in contracts is vital to the Government gaining full value for money.
- On 21 November 2025, the Digital Transformation Agency (DTA) released a public consultation paper on a draft Digital Seller Underperformance Policy. Consultation closes 9 February 2026.
- The Digital Seller Underperformance Policy is proposed to apply to Strategic Digital Contracts (those deemed strategically significant or worth more than \$4 million). The proposed policy will:
 - support better outcomes for buyers and sellers; improve transparency; and ensure fairness.

INTEGRITY IN PROCUREMENT

- encourage buyers and sellers to work together to resolve delivery challenges and achieve successful outcomes.
- provide a register that can be accessed by buyers during their procurement processes that would list suppliers with current confirmed serious underperformance.
- The consultation process also requests feedback about whether the seller underperformance policy should be extended to a broader range of contracts, including beyond ICT contracts.
- Any questions on the Digital Seller Underperformance Policy should be directed to the DTA.

INTEGRITY IN PROCUREMENT

Background

PricewaterhouseCoopers

A separate briefing on PricewaterhouseCoopers has been provided (ref. SB26-000026).

On 6 August 2023, the Treasurer and Finance minister announced a package of measures to strengthen the integrity of the tax system; increase the powers of regulators; and strengthen regulatory arrangements to ensure they are fit for purpose. The majority of these measures fell in the Treasury portfolio and a summary is provided at Attachment B.

McNair yellowSquares

On 23 August 2024, Finance suspended McNair from the Management Advisory Services (MAS) Panel and directed all Australian Government campaign advertising suppliers to not enter into any subcontracting arrangements with McNair. Finance notified all Commonwealth entities of the suspension.

Over the following 12 months, Finance worked with McNair to satisfy itself that McNair had taken appropriate steps to rectify the concerns. McNair commissioned an independent report by Warfield and Associates, which found the incidents were caused by an employee who acted outside company policy. The employee was terminated and the Managing Director of the company resigned. McNair implemented a whistleblowing policy, strengthened training and data validation processes, including introducing GPS tracking on devices and adopted spot supervisor checks.

On 5 September 2025 Finance lifted McNair's suspension and will hold bi-monthly meetings with the company from the time it receives its first contract under the MAS panel post suspension. McNair has been reminded of the protections under the MAS Head Agreement which includes further suspension or termination from the Panel if justified.

Defence contract fraud

An Australian Federal Police (AFP) led investigation, Operation Panton Hill, commenced in March 2025 after receiving a report from the Department of Defence about irregularities identified in an internal investigation. Four people have been charged with fraud and corruption offences over the awarding of contracts to a Northern Territory business (M & J Builders).

It was reported in November 2025 that the National Anti-Corruption Commission has been involved in the investigation and the business in question is an Indigenous Business registered on Supply Nation.

Finance was not involved in the investigation.

Questions about the investigation should be directed to the AFP and Department of Defence.

MA Services Group

MA Services Group entered administration on 23 December 2025, following media reporting that made allegations against the business including issues relating to suspected tax evasion, worker exploitations and a bikie gang, as well as the firms owner being accuse a serial sexual harasser.

INTEGRITY IN PROCUREMENT

The Government had 7 active contracts with MA Servies Group for security and guarding services, at the time it was placed in administration. Six of these were through the Australian Criminal Intelligence Commission (ACIC) standing offer, of which MA Services Group were the only supplier. In addition, the Administrative Review Tribunal (ART) also has a contract. Finance understands that all entities have put in place business continuity measures to ensure security and guarding services are not interrupted.

Questions about contracts with MA Services Group should be directed to the ACIC and ART.

Nauru Government arrangements with MA Services Group

The Australian Government does not have any form of engagement, partnership or direct subcontracted arrangements with contracted entities in Nauru through the third country reception arrangement.

Decisions about service provision to people on Nauru is a matter for the Government of Nauru. It would be inappropriate for the Australian Government to comment further on these matters managed by the Government of Nauru.

Further questions should be directed to Department or Home Affairs.

Supporting information

Questions on Notice

- [F009](#). Senate Order 23F Consulting Services. Additional Estimate 2024-25, 25 February 2025. Response Date: 24 March 2025.

Freedom of Information (FOI) Requests

- Nil

Recent Ministerial Comments

- Nil

INTEGRITY IN PROCUREMENT

Relevant Media Reporting

- 7 January 2026: [Agency pushback on proposed bans for unethical contractors](#), James Riley 23 October 2025: [Gallagher quietly adds ethical kill clause to Commonwealth Procurement Rules](#), Julian Bajkowski
- 5 January 2026: [Office of Parliamentary Counsel flouted procurement rules: audit | The Canberra Times | Canberra, ACT](#), Ray Athwal
- 20 December 2025: [MA Services Group: Embattled security firm haemorrhaging clients amid scandals](#)
- 21 November 2025: [Fourth person charged over multi-million dollar fraud | Defence](#), Media Release, AFP, Department of Defence, National Anti-Corruption Commission
- 15 November 2025: [Commonwealth employee and NT business director char... | National Indigenous Times](#), Reece Harley
- 24 October 2025: [New procurement rules: The trouble with assessing ethical conduct](#), David Schmidtchen

Date sent to MO: 20/01/2026
Cleared by (SES): s22 [REDACTED]
Telephone No: s22 [REDACTED]
Group/Division: Commercial Group / Procurement Division
Contact Officer: s22 [REDACTED]
Telephone No: s22 [REDACTED]
Consultation: Nil
PDR Number: SB26-000021

ESTIMATES BRIEF – Hot Issue
Additional Estimates – February 2026

INTEGRITY IN PROCUREMENT

Attachment A

SENATE ORDER 23F – CONSULTING SERVICES

1 JULY – 31 DECEMBER 2025

The biannual statements on all consultancy contracts published on AusTender (based on data extracted on 2 January 2026) which provide for consideration of \$2 million or more (including GST), for the period from 1 July 2025 – 31 December 2025. This statement covers all entities that are subject to the Commonwealth procurement framework.

These contracts were all active, for at least one day, within the reporting period. The number of amendments and notifications against the Supplier Code of Conduct indicate notifications made since the date these contracts were entered into.

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
Aged Care Quality and Safety Commission							
CN4005325	\$2,603,146.00	Management advisory services	2 years, 9 months, 16 days	Deloitte Touche Tohmatsu - ABN: 74490121060	FPR Aged Care Financial Engagement and Monitoring	1	0
CN4042611	\$17,364,317.20	Management advisory services	2 years, 3 months, 28 days	XAmplify Services Pty Ltd - ABN: 74632045080	Provision of Digital Transformation Services	3	0
CN4086806	\$2,180,090.00	Management advisory services	1 year, 1 month, 7 days	Expose Data Pty Ltd - ABN: 27613307592	Reporting Suite Solution Implementation & Capability Uplift	4	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
Total amount:	\$ 22,147,553.20						
Australian Competition and Consumer Commission							
CN3882242	\$6,819,042.00	Management advisory services	4 years, 24 days	SamKnows Ltd - ABN: Exempt	Independent Testing Services for the Measuring Broadband Australia Program	1	0
CN4122070	\$2,030,160.00	Management advisory services	1 year, 8 months	Energy Market Consulting associates - ABN: 75102418020	AER Network Regulation	2	0
Total amount:	\$ 8,849,202.00						
Australian Institute of Family Studies							
CN3846841	\$14,004,161.10	Project management	5 years, 1 month, 17 days	Roy Morgan Research Ltd - ABN: 91007092944	Growing up in Australia: the Longitudinal Study of Australian Children	5	0
Total amount:	\$14,004,161.10						
Australian Submarine Agency							
CN4088991	\$7,015,681.70	Management advisory services	2 years	Synergy Group Australia Pty Ltd - ABN: 65119369827	Program Executive Partner Services	2	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4115468	\$12,100,000.00	Management advisory services	10 months, 11 days	Boston Consulting Group - ABN: 70007347131	Organisational Review Services	2	0
Total amount:	\$19,115,681.70						
Australian Taxation Office							
CN4120894	\$3,551,900.00	Management advisory services	6 months, 23 days	The Boston Consulting Group - ABN: 70007347131	Business strategy development and supporting activities	2	0
Total amount:	\$3,551,900.00						
Australian Transaction Reports and Analysis Centre							
CN4175748	\$2,257,835.40	Information technology consultation services	11 months	xAmplify Services Pty Ltd - ABN: 74632045080	Enterprise Service Management Implementation Partner (PCS-02327-XAS)	3	0
Total amount:	\$2,257,835.40						

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
Australian War Memorial							
CN3629813	\$3,059,926.38	Architectural services	5 years, 11 months, 21 days	Studio.SC Pty Ltd - ABN: 38002570854	Architectural Services - New Southern Entrance	2	0
CN3629818	\$2,171,306.50	Management advisory services	8 years, 10 months, 11 days	WTP Australia Pty Ltd - ABN: 69605212182	Quantity surveying services in relation to the Australian War Memorial Redevelopment Project	2	0
CN3629817	\$4,356,238.70	Architectural services	8 years, 4 months, 8 days	Newpolis Pty Ltd trading as Lyons - ABN: 20058489615	Architectural Services - Bean Building Extension and Research Centre	5	0
CN3628379	\$3,205,259.17	Professional engineering services	8 years, 4 months, 5 days	NDY Management Pty Ltd - ABN: 29003234571	Mechanical Engineering Services in relation to the Australian War Memorial Redevelopment Project	7	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN3628511	\$2,359,214.00	Professional engineering services	8 years, 4 months, 5 days	NDY Management Pty Ltd - ABN: 29003234571	Electrical Engineering Services in relation to the Australian War Memorial Redevelopment Project	4	0
CN3628378	\$3,826,887.74	Professional engineering services	8 years, 4 months, 1 day	TTW (ACT) Pty Ltd - ABN: 12649973482	Structural Engineering Services in relation to the Australian War Memorial Redevelopment Project	9	0
CN3663730	\$2,446,716.25	Architectural services	7 years, 10 months, 16 days	Guida Moseley Brown Pty Ltd - ABN: 34101197246	Architectural Design Services - Design Package 6 - Main Building Refurbishment	3	0
CN3768602	\$2,530,816.75	Exhibitions	5 years, 1 day	X Squared Design Pty Ltd - ABN: 38089497754	Exhibition Design Services in relation to Design Package 1 Glazed Link and Design Package 4 Peacekeeping	5	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN3945679	\$2,526,700.00	Architectural services	5 years, 1 month, 2 days	DJAS Architecture Pty Ltd - ABN: 83008620504	Architectural and Principal Design Consultant services for Main Works Package 3 - Anzac Hall and Glazed Link	3	0
Total amount:	\$26,483,065.49						
Department of Climate Change, Energy, the Environment and Water							
CN4018031	\$4,444,359.00	Management advisory services	4 years, 10 months, 22 days	The University of Queensland - ABN: 63942912684	Ecological Monitoring services	3	0
CN4140549	\$3,991,288.40	Ecological advisory services	1 year, 3 months, 25 days	Australian National University - ABN: 52234063906	Ecological advisory services	0	0
CN4135363	\$3,769,420.00	Public administration and finance services	3 years, 1 day	Ernst & Young (Canberra) - ABN: 75288172749	Commercial & Financial Advisory Services (MISP)	1	0
CN4153318	\$2,232,417.00	Management advisory services	1 year, 1 month, 16 days	Cox Inall Ridgeway Pty Ltd - ABN: 12606836462	Murray-Darling Basin First Nations Enduring Water Holding Arrangements	1	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4155324	\$2,484,000.00	Research programs	1 year, 1 month, 3 days	Commonwealth Scientific Industrial and Industrial Research Organisation - ABN: 41687119230	Assessing offshore wind development	0	0
CN4155983	\$2,304,572.49	Education and Training Services	3 years, 1 month, 1 day	Indigenous Carbon Industry Network Ltd - ABN: 70649580423	First Nations Carbon Outreach and Consultation	0	0
CN4166841	\$2,202,374.68	Research programs	11 months, 19 days	Department Of Environment Land Water and Planning (DELWP) - ABN: 90719052204	Onshore species research and guidance for renewable industries	0	0
CN4163321	\$2,157,015.31	Ecological advisory services	11 months, 10 days	University of Adelaide - ABN: 61249878937	Standardised survey protocols	0	0
CN4166840	\$2,012,929.60	Research programs	11 months, 21 days	Orion Ecology Pty Ltd [772] - ABN: 85688179053	Onshore species research and guidance for renewable industries	0	0
Total amount:	\$25,598,376.48						

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
Department of Defence							
CN3642337	\$2,583,379.55	Management advisory services	8 years, 1 day	Key Energy & Resources The Key Group - ABN: 48099031839	Energy Market Consultancy Services	2	0
CN3995597	\$2,487,698.41	Management advisory services	2 years, 11 months, 19 days	Sententia Consulting Pty Ltd - ABN: 85639580662	Management Advisory Support Audit Services	3	0
CN4036077	\$3,177,346.70	Management advisory services	1 year, 6 months, 1 day	AT Kearney Australia Pty Ltd - ABN: 20071957474	Independent assurance services on the Defence Enterprise Resource Planning Program	1	0
CN4090855	\$6,539,500.00	Management advisory services	1 year, 4 months, 10 days	Boston Consulting Group - ABN: 70007347131	Services to provide targeted design and implementation pathway for a design authority across the phases of the Enterprise Resource Planning Program	3	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4101538	\$7,537,913.90	Management advisory services	1 year, 8 months, 24 days	Deloitte Touche Tohmatsu - ABN: 74490121060	Transformation Program and Project Management Services	1	0
CN4104342	\$2,743,336.19	Management advisory services	1 year, 8 months, 8 days	Freebody Cogent Pty Ltd - ABN: 50081580387	Transformation Analysis Program and Project Management Services	1	0
CN4110680	\$6,019,295.70	Management advisory services	8 months, 22 days	Boston Consulting Group - ABN: 70007347131	Performance, Culture & Commercial Consultancy Arrangement	1	0
CN4141598	\$3,365,640.00	Management advisory services	1 year, 3 months, 15 days	KPMG - ABN: 51194660183	Capability Sustainment Services	1	0
Total amount:	\$34,454,110.45						
Department of Education							
CN3864838	\$10400500.00	Education and Training Services	4 years, 9 months, 6 days	Parkville Institute Ltd - ABN: 64652510506	Early Years Education Program Replication Trial	0	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN3886997	\$7,479,143.44	Management advisory services	3 years, 9 months, 4 days	SNAICC Cairns and District Chinese - ABN: 42513562148	Connected Beginnings and the Community Child Care Fund Restricted Program Partnership	4	0
CN4015398	\$2,692,539.91	Management advisory services	3 years, 2 months, 10 days	KPMG - ABN: 51194660183	Independent Project Assurance Services for the Education Funding System Project.	3	0
CN4162880	\$7,478,734.00	Management advisory services	1 year, 6 months, 28 days	Deloitte Touche Tohmatsu - ABN: 74490121060	Early Education Service Delivery Prices Project	0	0
Total amount:	\$28,050,917.35						
Department of Finance							
CN3601806	\$9,146,355.08	Property management services	7 years, 1 day	Deloitte Touche Tohmatsu - ABN: 74490121060	Strategic Property Adviser Services	10	0
CN3842294	\$2,884,350.00	Development finance	6 years, 16 days	Mercer Consulting (Australia) Pty L - ABN: 55153168140	Actuarial Services for Civilian Superannuation Schemes.	2	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN3935994	\$3,861,234.69	Management advisory services	3 years, 6 months, 12 days	Marsh Pty Ltd - ABN: 86004651512	Provision of Emergency Response Management Services	3	0
CN4000618	\$4,000,000.00	Management advisory services	4 years	Axiom Associates (Aust) Pty Ltd - ABN: 97604318569	Internal Audit Services	1	0
CN4122327	\$3,513,901.60	Project management	5 years, 12 days	GHD Pty Ltd - ABN: 39008488373	Design Peer Review Services	0	0
CN4133596	\$2,912,518.03	Project administration or planning	12 months, 4 days	GHD Pty Ltd - ABN: 39008488373	Planning and Architectural Services	2	0
Total amount:	\$26,318,359.40						
Department of Health, Disability and Ageing							
CN3864572	\$3,737,290.70	Education and Training Services	4 years	Australian National University - ABN: 52234063906	Regional Grants Impacts and Outcomes Assessment Tackling Indigenous Smoking	0	0
CN3965765	\$5,063,539.00	Management advisory services	3 years, 14 days	Monash University - ABN: 12377614012	Endometriosis Management Plan	0	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4004228	\$2,909,863.00	Management advisory services	3 years, 3 months, 20 days	Health Policy Analysis Pty Ltd - ABN: 54105830920	Evaluation of the Medicare Urgent Care Clinics Program	0	0
CN4009600	\$3,300,000.00	Anti tobacco campaigns	1 year, 11 months, 26 days	Anti Cancer Council Of Victoria T/A The Cancer Council Victoria - ABN: 61426486715	Maintain the National Nicotine and Smoking Cessation Support Services and Build on Opportunities	0	0
CN4016268	\$1,7067,845.20	Management advisory services	2 years, 7 months, 25 days	Ernst & Young - ABN: 75288172749	Aged Care Business and Workforce advisory services	4	0
CN4018320	\$2,577,214.20	Management advisory services	2 years, 7 months, 17 days	Nous Group Pty. Ltd. - ABN: 66086210344	Evaluation of the National Network of Head to Health Kids	2	0
CN4031480	\$4,439,320.02	Management advisory services	3 years, 5 months, 9 days	Nous Group Pty. Ltd. - ABN: 66086210344	Management and Enhancement of Existing Quality Measures	1	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4042987	\$3,692,552.00	Education and Training Services	3 years, 3 months, 24 days	Australian National University - ABN: 52234063906	Regional Grants Impact and Outcomes Assessment Tackling Indigenous Smoking Program	0	0
CN4043904	\$2,027,340.02	Management advisory services	3 years, 3 months, 5 days	Nous Group Pty. Ltd. - ABN: 66086210344	Monitoring and Evaluation Services for the Frequent Hospital Users Program	0	0
CN4074339	\$3,383,270.00	Management advisory services	1 year, 2 months, 1 day	Deloitte Touche Tohmatsu - ABN: 74490121060	Implementation of Aged Care reform initiatives across the Aged Care Transformation Program	1	0
CN4084955	\$3,569,920.51	Management advisory services	1 year, 11 months, 13 days	Callida Pty Ltd T/A Callida Consulting - ABN: 40154007664	Capability Uplift and Project Management	1	0
CN4095375	\$2,879,237.98	Management advisory services	1 year, 9 months, 21 days	ARTD Pty Ltd - ABN: 75003701764	Evaluation of the Suicide Prevention Initiatives	0	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4114303	\$2,066,089.30	Management advisory services	2 years, 9 months, 3 days	Nous Group Pty. Ltd. - ABN: 66086210344	Independent Evaluator for Australian Cancer Nursing and Navigation Program and the Cancer Patient Support Program	1	0
CN4114309	\$5,376,002.81	Computer services	1 year, 12 months, 4 days	CONCEPTSIX PTY LTD - ABN: 54641263238	Provision Of ICT Portfolio Review	3	0
CN4111563	\$2,638,435.80	Software maintenance and support	1 year, 7 months, 5 days	The Royal Australian College Of General Practitioners Limited - ABN: 34000223807	Support the Administration and Quality and Effectiveness for Health Check Implementation	0	0
CN4117236	\$3,065,073.00	Management advisory services	4 years, 6 months, 21 days	Taylor Fry Pty Ltd - ABN: 29087047809	Evaluation of Community Pharmacy Programs	0	0
CN4119030	\$2,514,479.00	Health programs	7 months, 20 days	Orygen T/A Orygen Research Centre - ABN: 85098918686	Refined Models of Care for Mental Health Services for Young People	0	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4119033	\$3,413,670.04	Management advisory services	1 year, 5 months, 18 days	Scyne Advisory Pty Ltd - ABN: 20607773295	Program Management Support	2	0
CN4129161	\$2,092,789.99	Management advisory services	3 years, 4 months, 21 days	McGrathNicol Advisory - ABN: 34824776937	Program Assurance and Complaints Investigation Services	1	0
CN4129166	\$2,799,500.00	Management support services	10 months, 20 days	Accenture Australia Pty Ltd - ABN: 49096776895	Program Management Specialist Services to Support the Portfolio Delivery Unit	1	0
CN4144016	\$3,054,170.00	Management advisory services	3 years, 4 months, 14 days	Monash University - ABN: 12377614012	National Early Intervention Service Independent Evaluation	0	0
CN4130507	\$9,626,371.00	Management advisory services	10 months, 15 days	Australian Health Practitioner Regulation Agency - ABN: 78685433429	Kruk Review Implementation	0	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4133998	\$5,060,000.00	Software maintenance and support	1 year, 4 months, 5 days	Commonwealth Scientific and Industr Research Organisation - ABN: 41687119230	Support the Administration and Quality and Effectiveness for Health Check Implementation	0	0
CN4133000	\$2,183,500.00	Management advisory services	4 months, 22 days	The Boston Consulting Group Pty Ltd - ABN: 70007347131	Divisional Operating Model Development	1	0
CN4145425	\$4,385,297.55	Legal services	1 year, 2 months, 21 days	N J Abrahams & Others T/a Norton Rose Fulbright Australia - ABN: 32720868049	Legal Services	4	0
CN4151680	\$2,530,000.03	Management advisory services	2 years, 2 months, 16 days	Nous Group Pty. Ltd. - ABN: 66086210344	Evaluation Services for Commonwealth Psychosocial Support Program	0	0
CN4153650	\$3,591,009.00	Statistics	1 year, 1 month, 9 days	Australian Institute of Health and Welfare - ABN: 16515245497	First Nations Cultural Safety Data Review and Development	0	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4156715	\$2,247,300.00	Management advisory services	1 year, 8 months, 23 days	Nous Group Pty. Ltd. - ABN: 66086210344	Benchmarking and set progressive improvement targets for QI program	0	0
CN4157812	\$2,037,989.00	Corporate objectives or policy development	1 year, 19 days	Australian Commission on Safety and Quality in Health Care - ABN: 97250687371	First Nations Cultural Safety Standards Review	0	0
CN4158732	\$2,199,944.56	Management advisory services	1 year, 17 days	La Trobe University - ABN: 64804735113	Population Health Research	0	0
CN4164818	\$11,940,000.00	Information services	3 years	Australian Institute of Health and Welfare - ABN: 16515245497	Maintain the National Suicide and Self-harm Monitoring System	0	0
CN4188782	\$2,310,000.00	Business intelligence consulting services	1 year, 9 months, 21 days	The Cancer Council NSW - ABN: 51116463846	Generation Vape Research Project	0	0
Total amount:	\$129,779,013.70						

Department of Home Affairs

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN3921566	\$12,250,000.00	Research programs	3 years	Commonwealth Scientific And - ABN: 41687119230	Telecommunications Research & Development	2	0
CN4032254	\$4,833,700.1	Management advisory services	3 years	KPMG - ABN: 51194660183	Financial statements partnering arrangement	6	0
CN4052828	\$4,325,374.1	Management advisory services	1 year, 12 months, 4 days	The Trustee for Coolamon Advisors U - ABN: 18904562875	Financial Management	1	0
CN4120680	\$7,800,000.00	Management advisory services	2 years, 12 months, 4 days	Axiom Associates (Aust.) Pty Ltd - ABN: 97604318569	Internal Audit	0	0
CN4120681	\$6,000,000.00	Management advisory services	2 years, 12 months, 4 days	Scyne Advisory Pty Ltd - ABN: 20607773295	Internal Audit	0	0
Total amount:	\$35,209,074.20						
Department of Industry, Science and Resources							
CN3990140	\$2,546,000.00	Management advisory services	3 years, 7 days	Ernst & Young (Canberra) - ABN: 75288172749	Provision of Auditing Services	0	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4105146	\$2,131,690.00	Professional engineering services	1 year, 1 month, 5 days	Australian Nuclear Science and Technology Organisation - ABN: 47956969590	Professional advice to support delivery of work program	2	0
CN4137966	\$9,944,642.60	Architectural engineering	1 year, 4 months, 2 days	GHD Pty Ltd - ABN: 39008488373	Preliminary sketch plan for laboratory renovation/extension	2	0
CN4142626	\$4,834,402.00	Management advisory services	1 year, 1 month, 2 days	Australian Nuclear Science and Technology Organisation - ABN: 47956969590	Professional advice to develop long-term waste management solutions	0	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4158717	\$3,207,950.13	Business administration services	1 year, 12 months, 4 days	Proximity Advisory Services - ABN: 92147937844	Assist the department with its assessment of advance and overseas applications for findings under s.28A & s.28C and assessment of registrations under s.27F of the Industry Research and Development Act 1986.	0	0
CN4165863	\$12,964,454.25	Management advisory services	1 year, 12 months, 4 days	Ngamuru Advisory Pty Ltd - ABN: 27610399767	Commercial Management Advisory Services to support the decommissioning of oil and gas facilities in Australia.	0	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4200869	\$4,125,000.00	Management advisory services	8 months, 3 days	Macquarie Capital (Australia) Limited - ABN: 79123199548	DISR requires a consultant to assist the Whyalla Steelworks Taskforce. The consultant will provide advice and verification on financial, economic and business restructure models and provide alternative models and outcomes.	0	0
CN4205849	\$3,190,684.55	Management advisory services	7 months	KPMG - ABN: 51194660183	Professional advice to map critical Safety and Technical Branch functions	0	0
Total amount:	\$42,944,823.53						

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts							
CN3828647	\$7,789,397.99	Management advisory services	4 years, 8 months, 23 days	Turner & Townsend Pty Ltd - ABN: 84115688830	Program Assurance and Technical Services	2	0
CN3986264	\$32,418,884.04	Environmental management	3 years	Jacobs Group (Australia) Pty Ltd - ABN: 37001024095	Environmental Investigation	15	0
CN4039930	\$5,814,771.72	Environmental management	2 years, 3 months, 24 days	Environmental Resources Management Australia - ABN: 12002773248	PFAS Airports Investigation Program - Main Works	10	0
CN4039931	\$13,855,961.82	Environmental management	2 years, 3 months, 24 days	Aurecon Australasia Pty Ltd - ABN: 54005139873	PFAS Airports Investigation Program	7	0
CN4089134	\$7,500,000.00	Management advisory services	1 year, 5 months, 2 days	McGrath Nicol Advisory Partnership - ABN: 34824776937	Financial Advice for Aviation Response Taskforce	5	0
CN4099269	\$3,317,500.00	Management advisory services	1 year, 3 months, 27 days	Lazard Australia Pty Ltd - ABN: 18649846328	Commercial Advisor for Aviation Response Taskforce	2	0
Total amount:	\$70,696,515.57						

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
Department of Social Services							
CN3622478	\$8,836,350.00	Strategic planning consultation services	6 years, 1 month, 3 days	Dept of Treasury - ABN: 92802414793	Project Management - Actuarial Services for Priority Investment Approach	1	0
CN4092073	\$3,000,000.00	Professional procurement services	1 year, 2 months, 13 days	Scyne Advisory Pty Ltd - ABN: 20607773295	Management Advisory Services relating to the new specialist Disability Employment Program	2	0
Total amount:	\$11,836,350.00						
Department of the Treasury							
CN3973781	\$2,104,798.00	Professional engineering services	3 years, 4 months, 25 days	Deltaq Pty Limited - ABN: 48628897870	Professional Advice on Building Energy Efficiency	1	0
Total amount:	\$2,104,798.00						
Department of Veterans' Affairs							
CN4156409	\$4,545,231.28	Software as a Service (SaaS - Cloud)	1 year, 5 months, 13 days	Deloitte Touche Tohmatsu - ABN: 74490121060	Enterprise Case Management Solution - Phase 1	0	0
Total amount:	\$4,545,231.28						
Director of National Parks							

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN3999217	\$3,542,000.00	Architectural services	9 years, 3 months, 27 days	Choi Studio Pty Ltd - ABN: 67677530264	Ian Potter National Conservatory Head Consultancy Services	6	0
CN3999258	\$2,307,426.00	Strategic planning consultation services	3 years	Taylor & Cullity Pty Ltd - ABN: 73006128963	Kakadu National Park Precinct Planning Project	1	0
Total amount:	\$5,849,426.00						
Geoscience Australia							
CN3886527	\$3,017,553.13	Management advisory services	3 years, 6 months, 14 days	The Aerospace Corporation - ABN: Exempt	Support for the National Space Mission for Earth Observation	2	0
CN4082981	\$2,328,480.00	Management advisory services	1 year, 2 months, 20 days	MF & Associates Pty Ltd - ABN: 76161983982	Transformation Program Establishment Services	1	0
Total amount:	\$5,346,033.13						
Independent Health and Aged Care Pricing Authority							
CN3963220	\$6,494,222.72	Management advisory services	4 years, 5 days	Scyne Advisory Pty Ltd - ABN: 20607773295	Australian Non-Admitted Classification Project	2	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4062918	\$17,176,897.85	Management advisory services	2 years, 2 months, 17 days	Healthconsult Pty Ltd - ABN: 67118337821	Residential Aged Care Cost Collection 2024	5	0
CN4086278	\$2,184,050.01	Management advisory services	1 year, 6 months, 26 days	Deloitte Touche Tohmatsu - ABN: 74490121060	Organ and Tissue Project	0	0
CN4151064	\$2,885,667.40	Management advisory services	7 months, 18 days	Scyne Advisory Pty Ltd - ABN: 20607773295	Support at Home Cost Collection 2025	1	0
Total amount:	\$28,740,837.98						
Murray Darling Basin Authority							
CN4020595	\$2,740,953.00	Project management	2 years, 7 months, 27 days	Commonwealth Scientific and Industrial Research Organisation (CSIRO) - ABN: 41687119230	Hydroclimate Method and datasets - Sustainable Yields	1	0
Total amount:	\$2,740,953.00						
National Emergency Management Agency							
CN3986196	\$2,839,940.57	Management advisory services	2 years, 2 months	Scyne Advisory Pty Ltd - ABN: 20607773295	Delivery of Collaborative Assurance Program services	2	0

INTEGRITY IN PROCUREMENT

a. Contract Notice ID	b. Value (\$)	c. Subject Matter	d. Duration	e. Supplier	f. Description	g. Number of Amendments	h. Number of notifications against the Code
CN4152852	\$2,549,581.18	Management advisory services	3 years	Scyne Advisory Pty Ltd - ABN: 20607773295	Delivery of Collaborative Assurance Program Services	0	0
Total amount:	\$5,389,521.75						
National Indigenous Australians Agency							
CN4058652	\$2,314,030.40	Management advisory services	2 years, 7 months, 3 days	Australian National University - ABN: 52234063906	Strategic Advisory Services for the Distance Education Review and Pilot	1	0
Total amount:	\$2,314,030.40						
Services Australia							
CN4027021	\$12,000,000.00	Management advisory services	3 years	Sententia Consulting Pty Ltd - ABN: 85639580662	Provision of independent program assurance services	2	0
CN4027038	\$6,000,000.00	Management advisory services	3 years	Protiviti Pty Ltd - ABN: 27108473909	Provision of independent program assurance services	2	0
CN4027060	\$12,000,000.00	Management advisory services	3 years	KPMG - ABN: 51194660183	Provision of independent program assurance services	2	0
Total amount:	\$30,000,000.00						

ESTIMATES BRIEF – Hot Issue**INTEGRITY IN PROCUREMENT**

Additional Estimates – February 2026

Attachment B

Summary of measures announced by the Treasurer and Finance Minister

- On 6 August 2023, you and the Treasurer announced the following measures (Finance initiatives at bottom of table are highlighted in yellow).

Strengthening tax system integrity		
	Measure	Description
1.	Tax promoter penalties – broaden scope	Broadening the scope of important definitions e.g. ‘promoter’, and ‘tax exploitation scheme’. Expanding the law to prevent tax practitioners from promoting schemes but implementing them in an incompatible manner to ATO rulings.
2.	Tax promoter penalties – more time for ATO	Extending the time the ATO can investigate promoter activity and commence civil penalty proceedings from four years to six years since conduct was engaged in.
3.	Tax promoter penalties – higher penalties & extending penalties to significant global entities	Increasing the maximum civil penalties for promoters of tax exploitation schemes. Extending the penalties to global parent entities or member of a group with more than \$1 billion income.
4.	Tax promoter penalties – Treasury review	Conducting a review of the promoter penalty laws to ensure the ATO’s response mechanisms are fit for purpose.
5.	Secrecy laws – disclosure of breaches of confidence	Amending secrecy provisions so the ATO and TPB can disclose suspected breaches of confidence to the Treasury. Treasury can then appropriately respond, including by disclosing information to Ministers or other agencies.
6.	Secrecy laws – disclosure of misconduct to professional associations	Amending secrecy provisions so the ATO and TPB can disclose misconduct to professional associations or disciplinary bodies.
7.	Secrecy laws – Treasury review	Conducting a review of the secrecy provisions that apply to the ATO and TPB including whether there are additional circumstances when information should be shared with other regulatory agencies.
8.	Enhancing the ATO investigation and information gathering powers – Treasury review	Conducting a review of the ATO’s information gathering powers to ensure they are fit for purpose and support AFP investigations of offences related to the tax and superannuation systems.
9.	Tackling fraud against the ATO and the tax and superannuation systems – Treasury review	Conducting a review of emerging fraud threats, to improve the ATO’s ability to detect and address fraud perpetrated by tax practitioners.
Enhancing regulation of tax practitioners		
	Measure	Description
	TPB funding to increase scrutiny of tax practitioners	Increasing TPB compliance investigations into high-risk tax practitioners and unregistered preparers through \$30.4 m of funding from October 2022-23 Budget.

INTEGRITY IN PROCUREMENT

11.	Enhancing TPB investigations	Extending the TPB's timeframe to complete investigations of misconduct and breaching registration requirements.
12.	TPB Register	Improving the functionality and utility of the TPB Register to identify misconduct and improve transparency of individual tax agents with companies they represent.
13.	Whistleblower reforms – TPB as a recipient	Extending the tax whistleblower protections to whistleblowers who disclose misconduct to the TPB.
14.	Schedule 3 to the Treasury Laws Amendment (2023 Measures No. 1) Bill 2023	Lifting standards in the tax profession by: <ul style="list-style-type: none"> • creating financial independence for the TPB from the ATO; • requiring tax practitioners to not employ a disqualified entity without the TPB's approval; • converting the three-year registration cycle for tax practitioners to an annual registration cycle; and • enabling the Minister to supplement the existing Code of Professional Conduct to ensure appropriate behaviour by tax practitioners.
15.	Updating the TPB Code of conduct if Treasury Laws Amendment (2023 Measures No. 1) Bill 2023 passes.	Expanding the TPB Code of Professional Conduct to address the behaviours and practices exhibited in the PwC-Collins matter.
16.	Stronger TPB sanctions for misconduct – Treasury review	Conducting a review of the sanctions available to the TPB to discipline tax practitioners who have engaged in misconduct.
17.	TPB Review – Registration requirements – Treasury review	Conducting a review of the TPB's registration requirements for tax practitioners, focussing on education, qualification and experience requirements for new entrants and existing practitioners.
Cross-cutting reform		
	Measure	Description
18.	Partnership governance and integrity – large accounting, assurance and consultancy businesses – Treasury review	Conducting a review of the legal, policy and governance of accounting, assurance and consultancy firms to identify gaps and potential improvements.
19.	Cross-departmental review – legal professional privilege in Commonwealth investigations	Conducting a review of legal professional privilege in Commonwealth investigations and whether they are being misused to slow down or obstruct federal investigations and legitimate regulatory action.
20.	Statutory review of tax and corporate whistleblower laws	Conducting a review of the tax and corporate whistleblowing laws.

INTEGRITY IN PROCUREMENT

Department of Finance		
21.	Whole of Government review of confidentiality agreements and conflicts of interest in procurement	<p>The Department of Finance (Finance) will undertake a review of confidentiality and conflict of interest procedures. The review will cover procurements, grants and other financial arrangements. This will include:</p> <ul style="list-style-type: none"> • Reviewing existing confidentiality provisions and processes; • Creating fit for purpose and enforceable confidentiality clauses to strengthen Commonwealth contracts; and • Considering opportunities to enhance conflict of interest disclosure processes for tenderers and suppliers. <p>The review will support greater consistency across government for confidentiality and conflict of interest procedures.</p> <p>This was identified as a short-term measure for delivery within six-12 months. Approved funding spanning two years.</p>
22.	Whole of Government approach for reporting contract terminations	<p>Finance will scope options to improve the transparency of contracts which have been terminated due to material breach.</p> <p>Improved transparency will enhance the ability of the Commonwealth to make more informed procurement decisions and will act as a deterrent against unethical behaviour by suppliers.</p> <p>The Government will consider this matter further, once the initial scoping work has been completed.</p> <p>This was identified as a long-term measure for consideration by ERC within three years. Approved funding for one year.</p> <p>It was agreed Finance and AGD would return to Government with options in the Treasury-led comeback.</p>