

Summary of considerations for the Committee

5 March 2024

Three categories of actions to enhance integrity, transparency, and accountability of consulting services within an Australian Government context: **Self-governance** – actions taken by consulting firms; **Supplier-governance** – actions taken by clients of consulting firms (i.e., Government departments); and **Industry-level governance** – actions taken industry wide.

Many cross-industry recommendations have focused primarily on supplier governance. Below are 16 suggestions the Committee may wish to also consider across all these areas.

Self-governance

1. Institute mandatory retrospective reviews against a holistic impact framework
2. Introduce annual public reporting on self-governance, including culture and impact metrics, and actions taken to strengthen governance
3. Ensure compliance with requirements of the revised [Supplier Code of Conduct](#) (as adopted) and the [APS Strategic Commissioning Framework](#)

Supplier-governance

4. Require inclusion of a statement in proposals to departments detailing alignment to the APS Commissioning Framework
5. Require a capability building health check as standard at the beginning of an engagement to ensure appropriate capability building and knowledge transfer
6. Hold back a portion of engagement fees contingent upon achievement of capability and knowledge transfer (with independent attestation of capability building)
7. Increase transparency and disclosure of procurement processes and decisions by requiring departments and agencies to provide more information on value for money processes and assessments (e.g., number of bidders approached, rationale for selection)
8. Increase level of bidder engagement during procurement process (i.e., to better understand approach, trade-offs and value proposition of bidders, and reduce risk of misalignment on deliverables and relevant context)
9. Increase data quality and transparency available on AusTender (e.g., scope, expected financial or other impact metrics, alignment to APS Strategic Commissioning Framework)

Industry-level governance

10. Align on a consistent set of industry definitions, measures, and templates (in particular, on conflict of interest)
11. Set a minimum requirement for ongoing education and training
12. Prohibit institutional political donations and lobbying of government on behalf of clients
13. Consider an industry pledge by consultants to refrain from, or use more selectively, secondments to or from the Australian Public Service
14. Consider industry pledge by consultancy firms to refrain from offering simultaneously both labour hire and strategic management consultancy services to the Australian Public Service
15. Consider industry pledge by consultancy firms to not hire senior Australian Public Service leaders for at least 12 months after finishing in role
16. Consider industry pledge by consultants to not accept any Board or governance roles in any Government-owned entities