

2 February 2024

Senate Finance and Public Administration Committee
PO Box 6100
Parliament House
Canberra ACT 2600

By email: fpa.sen@aph.gov.au

Dear Committee Secretary

Thank you for the questions on notice dated 11 January 2024 forwarded to Deloitte at the request of Senator Barbara Pocock.

We have provided our responses on behalf of Deloitte Australia at Appendix 1.

Kind regards

Adam Powick
Chief Executive Officer

Tom Imbesi
Chair

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Appendix 1

#	Question	Response
1	<p>Please provide in excel format the following:</p> <ol style="list-style-type: none"> Each APS and state/territory public sector contract awarded to your firm from FY13 to FY23, by jurisdiction. The initial tendered value of each contract and the final total amount billed. Whether each contract was subject to public, select/limited tender or was sole/directly sourced. A brief description of the service provided. The name of the partner responsible for each engagement. 	<p>From FY13-FY23, Deloitte has been awarded approximately 2640 APS contracts. The details of these contracts, including the initial tendered value of each of these contracts, whether the contract was subject to public, select/limited tender or was sole/directly sourced and a brief description of the service provided is available on the AusTender website, which is the most accurate and readily accessible representation of this information. If helpful we can provide an extract of this information as it relates to Deloitte.</p> <p>We have limited our response to APS contracts as the information as it relates to State and Territory contracts is not captured in an equivalent format to AusTender and is confidential to the departments and agencies concerned.</p>
2	<p>Please provide details of all client-focused committees, teams, forums or other meetings or discussions, however named, convened to focus on particular agencies, public utilities and/or departments; commonly called 'client service teams' but may be called any other name, in the past two years.</p>	<p>Deloitte's government focused teams are structured under the leadership of our National Public Sector Leader, Ursula Brennan, with client leaders reporting to them for the Federal and State portfolios, listed below, and further in question 5:</p> <ul style="list-style-type: none"> • Australian Federal Government • NSW Government • Victorian Government • Queensland Government

#	Question	Response
		<ul style="list-style-type: none"> • Western Australia Government • South Australia • ACT, Tasmania, Northern Territory Governments <p>Client-focused committees, teams and forums are aligned with our jurisdictional accounts for both Federal and State portfolios. These include:</p> <ul style="list-style-type: none"> • Security and Justice • Health and Human Services • Central Agencies • Environment • Agriculture • Education and Employment • Regulation • Innovation and Science • Defence <p>The role of these client focused teams is to understand the strategic direction of the accounts that reside within each portfolio, to build subject matter expertise that correlates to the functions of each portfolio, qualify Deloitte's position in respect of Request for Quotations, align Deloitte capabilities with the specific client requests and monitor the progress of engagements.</p>
3	Please provide all instances of relationship maps, power maps or any other representations of public sector officials used in context of each of those forums identified in the answer to question 2, in the last two years.	<p>'Power Mapping' is not a process, nor term, that is used internally. As per standard business practice, we do identify the relationships Deloitte has with several of our key government and private clients to help us better understand our clients' organisational structure, key roles, their strategic priorities, and their history with Deloitte. This is an important part of understanding how best to serve our clients.</p> <p>Deloitte does access and have regard to publicly available organisational charts published by Government agencies and departments online, which are used to inform our understanding of our relationships within that agency or department for specific opportunities.</p>

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		<p>An example of a publicly available organisational chart referred to by Deloitte is the Department of the Prime Minister and Cabinet PM&C Organisation Chart (PM&C Organisation Chart - as at 15 January 2024). Consideration of the publicly available organisational charts may occur in the forums identified in response to Question 2 for the purpose of understanding how best to meet the needs of that client.</p>														
4	<p>Please provide all instances of ‘sales’, ‘revenue’, ‘work won’ and/or billing targets or achievements, relevant to each public sector client or potential client/s identified in the answer to question 2, in the past two years.</p>	<p>The table below outlines the Federal Government contracts awarded to Deloitte, by financial year sourced from AusTender.</p> <table><tr><td></td><td>FY24 to 31 Jan ‘24</td><td>FY23</td><td>FY22</td></tr><tr><td>Value in AusTender</td><td>\$127,063,315.27</td><td>\$222,093,168.99</td><td>\$485,191,983.34</td></tr><tr><td>Total number of contracts</td><td>125</td><td>242</td><td>331</td></tr></table>		FY24 to 31 Jan ‘24	FY23	FY22	Value in AusTender	\$127,063,315.27	\$222,093,168.99	\$485,191,983.34	Total number of contracts	125	242	331		
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5	<p>Please provide the name/s and level of each partner or any other member of your business who plays or who has played since 1 January 2023, a ‘client lead partner’ role in respect of each public sector client or potential client.</p>	<p>As we mentioned in our response to question 2, Deloitte’s government focused teams are structured under the leadership of Ursula Brennan, Deloitte’s National Public Sector Leader. Ursula and all our jurisdictional leaders are Deloitte Partners. The jurisdictional client lead partners are detailed below:</p> <table><tr><td>Jurisdiction</td><td>Client Lead Partner</td></tr><tr><td>Australian Federal Government</td><td>[REDACTED]</td></tr><tr><td>NSW Government</td><td>[REDACTED]</td></tr><tr><td>Victorian Government</td><td>[REDACTED]</td></tr><tr><td>Queensland Government</td><td>[REDACTED]</td></tr><tr><td>Western Australia Government</td><td>[REDACTED]</td></tr><tr><td>South Australia</td><td>[REDACTED]</td></tr></table>	Jurisdiction	Client Lead Partner	Australian Federal Government	[REDACTED]	NSW Government	[REDACTED]	Victorian Government	[REDACTED]	Queensland Government	[REDACTED]	Western Australia Government	[REDACTED]	South Australia	[REDACTED]
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6	Please provide in detail the purpose and function of each client lead partner, in respect of each public sector client, as listed in answer to question 5.	<p>Client lead partners are responsible for the overall management of the client account. This includes:</p> <ul style="list-style-type: none">• Understanding the clients’ strategic direction• Aligning Deloitte’s capabilities with the needs of the client• Qualification of Requests for Quotation• Oversight of Lead Engagement Partners and teams ensuring client asks and expectations are being met• Meeting with clients to understand their needs and priorities and to seek feedback on our delivery of services• Managing risks associated with the account and on engagements• Managing contractual matters with the client				
7	Please identify the role of these client lead partners in respect of any of those forums identified by your answer to question 2.	The role of the client lead partners in respect of the forums identified in question 2 is to lead the relevant teams within their jurisdiction.				
8	<p>Please provide in excel format details of all expenditure that benefited public sector officials or departments/entities from FY13 to FY23, detailing the following:</p> <p>a. The amount of expenditure each year, by the official’s agency and jurisdiction</p> <p>b. What the expenditure was incurred for (e.g. entertainment, event hosting, conference or sporting tickets, travel and</p>	<p>Deloitte complies with the Australian Public Service (APS) rules and guidance regarding expenditure that may benefit public sector officials and any other rules regarding this expenditure that may have been in place since FY13.</p> <p>Deloitte Partners and staff must also abide by our Principles of Business Conduct and relevant internal policies such as the Australian Independence Policy and our Anti-Corruption Policy, when giving or receiving gifts, entertainment or hospitality to or from the APS. Any gift, entertainment or hospitality provided to public sector officials or departments/entities cannot exceed the thresholds set by APS and are subject to:</p>				

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	<p>accommodation to attend conferences etc).</p> <p>c. In respect of each please advise who attended from your firm and the level and agency (but not name) of the official/s in attendance.</p>	<ul style="list-style-type: none"> • Deloitte's Principles of Business Conduct • Deloitte's Independence Policy • Deloitte's Anti-Corruption Policy • Consultation with and approval from Quality and Risk teams if the gift exceeds a certain value <p>We do not keep detailed records of this type of expenditure or attendees at the events and note that it is the responsibility of the relevant departments/entities to publish the details of any gifts, entertainment or hospitality received to ensure transparency. We further note that it is often the departments who determine the attendees at these events.</p>
9	<p>Please provide in excel format details of all expenditure that benefited elected political officials, from FY13 to FY23, detailing the following:</p> <p>a. The amount of expenditure each year, by the beneficiary/ies agency and jurisdiction</p> <p>b. What the expenditure was incurred for (e.g. entertainment, event hosting, conference or sporting tickets, travel and accommodation to attend conferences etc).</p> <p>c. In respect of each please advise who attended from your firm and the name and any parliamentary or executive roles held by each politician in attendance.</p>	<p>We provide an annual donor return to the Australian Electoral Commission (AEC) that details the extent of our political donations.</p> <p>All expenditure that may benefit an elected political official are treated and reported as political donations. Deloitte's contributions to Australian political parties are primarily for the purpose of facilitating discussion and the exchange of ideas between business, the broader community and government in the formation of policy. Deloitte focuses on making non-cash contributions that are distributed across the major political parties to pay for fees associated with attending events. We do not use political donations to gain favour with government or political parties.</p>

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10	<p>In respect of the Department of Finance's recent MAS panel refresh please provide:</p> <ol style="list-style-type: none"> Your complete answers regarding any adverse findings or comments regarding ethical or professional issues. Confirm whether any of your referees received hospitality or benefits contained in your answer to question 8 above. 	<p>The Department of Finance (Finance) administers the Management Advisory Services (MAS) Panel for the benefit of participating agencies, including reviewing and refreshing the MAS Panel as required.</p> <p>Deloitte responded to the Request for Tender (RFT) for Refresh 1 – Financial Management Advisory Services for the MAS Panel published on AusTender on 18 December 2023. There were no adverse findings or comments in relation to ethical or professional issues in relation to our RFT response and to the best of our knowledge, none of the referees received hospitality or benefits referred to in our response to question 8.</p>
11	<p>Do you wish to amend or correct any aspect of the evidence you have provided to the Committee in prior appearances, written submissions, correspondence, and answers on notice?</p>	<p>We confirm Deloitte does not wish to amend or correct any aspect of evidence provided to the Senate Finance and Public Administration References Committee to date.</p>
12	<p>If you wish to correct any evidence previously provided, please provide a detailed written explanation of the change and the reason/s for that change.</p>	<p>We confirm Deloitte does not wish to correct any evidence previously provided to the Senate Finance and Public Administration References Committee.</p>