

**Senate Standing Committee on Economics**

**ANSWERS TO QUESTIONS ON NOTICE**

**Treasury Portfolio**

Additional Estimates

10 – 11 February 2010

**Question:** aet 30

**Topic:** Consultancies (ATO)

**Hansard Page:** Written

**Senators BARNETT & EGGLESTON asked:**

How many consultancies have been undertaken or are underway since November 2007? Please identify the name of the consultant, the subject matter of the consultancy, the duration and cost of the arrangement, and the method of procurement (ie. open tender, direct source, etc). Please also include total value for all consultancies.

How many consultancies are planned for this calendar year? Have these been published in your Annual Procurement Plan (APP) on the AusTender website and if not why not? In each case please identify the subject matter, duration, cost and method of procurement as above, and the name of the consultant if known.

**Answer:**

1. For the period from November 2007 to end March 2010 the ATO has undertaken 259 consultancy arrangements. In addition to these new consultancies the ATO also had 108 consultancies that were underway at November 2007.

The following attachments provide specific details including the name of the consultant, the subject matter of the consultancy, the duration and cost of the arrangement, and the method of procurement. Also included is the total value for the consultancies.

- Attachment A – Consultancies commenced since November 2007, and
- Attachment B – Consultancies commenced prior to November 2007.

2. The ATO collects planned consultancy usage on a financial year basis and is updated quarterly. The last quarterly update was completed for the period ending March 2010. At that time there were no new consultancies planned for the period to 30 June 2010. Since then the ATO has signed a contract with CPT global to undertake an independent review of the Change Program Release 3 implementation.

As the ATO is a large and complex organisation there is the likelihood that there will be a need to initiate unplanned consultancies. These would be reported as part of the ATO's Annual Report requirements.

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The ATO generally uses panel arrangements (that are established in accordance with the Commonwealth's procurement framework) to undertake consultancy work. They provide a streamlined and cost effective method of purchasing goods and services. Panels are arrangements for supply of specified goods or services where multiple vendors are selected through a formal procurement process. Evaluation is based on their demonstrated capability and capacity to supply the required goods or services.

If a consultancy is undertaken through a panel arrangement there is no requirement under the procurement policy and guidelines issued by Department of Finance and Deregulation for the consultancy to be published in the Annual Procurement Plan. Consultancies undertaken through a panel arrangement are reported in the ATO's annual report.

The ATO publishes the establishment or renewal of any upcoming panel arrangements in the Annual Procurement Plan so that interested vendors can tender to be included in the panel arrangement.

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Deloitte Touche Tohmatsu	Provide advice on annual audit products and tools	22,000	1/11/2007	31/01/2008	Select	Need for specialised or professional skills
Ernst & Young	Provision of taxonomy development services	800,000	12/11/2007	30/04/2008	Direct	Need for specialised or professional skills
Workplace Research Associates Pty Ltd	Conduct a structural and functional review	80,089	19/11/2007	31/01/2008	Open	Need for Independent Research or Assessment
Capital Value Pty Ltd	Provision of valuation services	45,972	20/11/2007	30/06/2008	Direct	Need for independent research or assessment
PricewaterhouseCoopers	Threat risk assessment in relation to personal electronic devices	24,365	21/11/2007	14/12/2007	Open	Need for independent research or assessment
Evans-Smith & Dando Pty Ltd	Review and develop information architecture for Tax Office websites	170,830	27/11/2007	30/06/2008	Open	Need for specialised or professional skills
Microsoft Pty Limited	Provision of a migration strategy for the team foundation server	88,000	3/12/2007	31/07/2008	Direct	Need for specialised or professional skills
Hoffmann Donohue Pty Ltd	Provide risk management strategy in relation to mergers and acquisitions	82,590	6/12/2007	31/03/2008	Open	Skills currently unavailable within agency
PricewaterhouseCoopers	Review of information security practices in the Tax Office	545,664	10/12/2007	31/07/2008	Direct	Need for independent research or assessment
Orima Research Pty Ltd	Conduct staff engagement survey	12,000	11/12/2007	11/01/2008	Open	Need for independent research or assessment
Corrs Chambers Westgarth	Provide services on the Public Rulings Panel	42,696	11/12/2007	1/07/2008	Direct	Need for independent research or assessment
Taylor Nelson Sofres Australia Pty Ltd	Conduct user research into PAYG Instalment system	40,000	19/12/2007	10/03/2008	Open	Need for independent research or assessment
Colmar Brunton Social Research	Excise communications research	429,027	20/12/2007	30/10/2008	Open	Need for independent research or assessment
DBM Consultants Pty Ltd	Undertake Corporate Directions research and review	23,870	21/12/2007	30/04/2008	Open	Need for independent research or assessment
Realise Performance Pty Ltd	Provision of strategic remuneration and benefits advice	10,000	2/01/2008	30/06/2008	Open	Skills currently unavailable within agency
Orima Research Pty Ltd	Analysis and reporting on 2007 technical workforce capability risk assessment	11,962	7/01/2008	15/02/2008	Open	Need for independent research or assessment
CapGemini Australia Pty Ltd	Provision of ongoing independent assurance services January - June 2008	2,783,764	7/01/2008	30/06/2008	Open	Need for independent research or assessment
Microsoft Pty Limited	Advice for Implementation of .NET for Australian Business Register	124,800	10/01/2008	30/03/2008	Direct	Need for specialised or professional skills

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
ORC Aus Pty Ltd t/a NWC Research	Design and implementation of an on-line survey	18,398	11/01/2008	13/03/2008	Direct	Need for specialised or professional skills
The Hon. Sir Anthony Mason AC KBE	Provision of technical consultant Skills	13,200	21/01/2008	10/03/2008	Direct	Need for specialised or professional skills
The Hon Mr John Daryl Davies QC	Provision of legal services (Barrister)	300,000	4/02/2008	3/05/2009	Direct	Need for specialised or professional skills
Fyusion Asia Pacific Pty Ltd	Provision of multi source feedback performance management	11,025	5/02/2008	15/03/2008	Open	Need for specialised or professional skills
Booz & Company (Aust) Pty Ltd	Strategic advice for Evidence, Litigation and Intelligence Management (ELIM) project - Work Order 2	1,452,000	20/02/2008	30/12/2008	Direct	Need for specialised or professional skills
KPMG Tax	Community representative to provide technical quality review services	18,232	25/02/2008	14/03/2008	Direct	Need for independent research or assessment
Raymond L Conwell	Strategic technical analysis of employee benefit arrangements	18,155	25/02/2008	30/04/2008	Direct	Need for independent research or assessment
IBM Australia Ltd	Review of Customer Information Control System (CICS) software implementation	11,550	3/03/2008	8/03/2008	Direct	Need for specialised or professional skills
KPMG Tax	Community representative to provide technical quality review services	10,560	3/03/2008	14/03/2008	Direct	Need for independent research or assessment
Boston Consulting Group	Provision of strategic advice on the end user computing bundle of the ICT Sourcing Program	219,347	3/03/2008	28/03/2008	Open	Need for specialised or professional skills
Boston Consulting Group	Provision of strategic advice to ICT Sourcing Program	436,819	3/03/2008	30/06/2008	Open	Need for specialised or professional skills
Freebody Cogent Pty Ltd	High level review of strategic costing framework	21,600	6/03/2008	31/03/2008	Open	Need for independent research or assessment
Maurice Cashmere	Community representative to provide technical quality review services	13,260	10/03/2008	21/03/2008	Direct	Need for independent research or assessment
PM Business Consulting Pty Ltd	Undertake a review of debt processes	79,999	10/03/2008	31/10/2008	Direct	Need for independent research or assessment
ITNewcom Pty Ltd	Provide expert business advice and assistance to the ICT Sourcing Program for the managed network services bundle.	227,436	12/03/2008	30/06/2008	Open	Need for specialised or professional skills

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
WalterTurnbull Pty Ltd	Probity advisor for the standard business reporting authentication project	19,725	13/03/2008	2/06/2008	Open	Need for independent research or assessment
Verifact Pty Ltd	Provision of an administrative investigation and review	10,000	25/03/2008	11/04/2008	Open	Need for independent research or assessment
Capital Value Pty Ltd	Provision of valuation services	205,093	25/03/2008	30/06/2008	Direct	Need for specialised or professional skills
KPMG	Threat risk assessment in relation to e-Tax prefilling	31,310	25/03/2008	31/07/2008	Select	Need for independent research or assessment
McPherson Consulting Pty Ltd	Provision of an administrative investigation and review	10,000	1/04/2008	14/04/2008	Open	Need for independent research or assessment
KPMG	Provision of actuarial services	14,465	3/04/2008	10/04/2008	Open	Need for specialised or professional skills
WalterTurnbull Pty Ltd	Provision of probity advice for request for tender process	40,000	4/04/2008	11/11/2008	Select	Need for independent research or assessment
Market Solutions Pty Ltd	Conduct tax agent perceptions survey	93,908	7/04/2008	2/03/2009	Open	Need for independent research or assessment
Lucid IT Pty Ltd	Provision of advice for the continuous improvement framework implementation project	79,200	21/04/2008	30/06/2008	Direct	Need for specialised or professional skills
Evans and Peck	Develop pricing models for the managed network services request for tender	275,220	21/04/2008	31/01/2009	Direct	Need for specialised or professional skills
Colmar Brunton Social Research	Conduct research into the First Home Savers Account initiative	233,550	30/04/2008	30/06/2008	Open	Need for independent research or assessment
Taylor Nelson Sofres Australia Pty Ltd	Research into the relationship between taxpayer's and their intermediaries	69,971	30/04/2008	30/06/2008	Open	Need for independent research or assessment
Eureka Strategic Research Pty Ltd	Conduct additional analysis of business perceptions survey	50,000	2/05/2008	30/06/2008	Open	Need for independent research or assessment
Blue Moon Research & Planning Pty Ltd	Undertake profiling of the micro business segment	119,210	2/05/2008	31/07/2008	Open	Need for independent research or assessment
Merry Beach Conferences Pty Ltd	Conduct administrative investigation and review	10,915	5/05/2008	30/06/2008	Open	Need for independent research or assessment
Taylor Nelson Sofres Australia Pty Ltd	Development of internal research best practice guidelines.	39,800	6/05/2008	31/10/2008	Open	Need for independent research or assessment
Electronic Warfare Associates Australia Pty Ltd	Threat risk assessment of centralised audit logging system	29,621	12/05/2008	13/06/2008	Select	Need for specialised or professional skills

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Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Eureka Strategic Research Pty Ltd	Research into the small and medium enterprise market segment	99,990	12/05/2008	14/07/2008	Open	Need for independent research or assessment
PricewaterhouseCoopers	Undertake assessments of Australian Government agencies e-Authentication Framework for SBR Authentication Project	90,000	16/05/2008	30/06/2008	Open	Need for independent research or assessment
The Hiser Group Pty Ltd	Research and web design for implementation of Google search appliance	89,525	19/05/2008	11/07/2008	Open	Skills currently unavailable within agency
Orima Research Pty Ltd	Development and pilot of diagnostic tool for attendance and productivity improvement project	20,000	19/05/2008	15/08/2008	Open	Need for independent research or assessment
CSC Australia Pty Ltd	Provision of advice for the SAP technical upgrade	434,727	19/05/2008	31/08/2008	Select	Need for specialised or professional skills
Research International Australia Pty Ltd	Conduct the community perceptions survey online	47,500	26/05/2008	29/08/2008	Open	Need for independent research or assessment
Mr Steven Whybrow	Provision of quality assurance review of integrity assurance internal investigations	50,000	1/06/2008	30/06/2008	Direct	Need for independent research or assessment
Tanner James Management Consultants Pty Ltd	Provision of advice and development of program management framework	21,890	1/06/2008	30/06/2008	Direct	Need for specialised or professional skills
WPP Holdings (Australia) Pty Ltd t/a Millward Brown Australia	Conduct research in relation to Integrated Service Office	118,855	1/06/2008	30/06/2008	Open	Need for independent research or assessment
Stamford Interactive Pty Ltd	Research and web design services	37,499	2/06/2008	30/06/2008	Open	Skills currently unavailable within agency
Boston Consulting Group	Provision of strategic direction on the centralised computing bundle	192,579	2/06/2008	4/07/2008	Open	Need for specialised or professional skills
ORC Aus Pty Ltd t/a NWC Research	Non-English speaking background research	100,000	2/06/2008	31/07/2008	Open	Need for independent research or assessment
Booz & Company (Aust) Pty Ltd	Provide advice on the financial sustainability of ICT/Change Program	147,752	10/06/2008	10/07/2008	Select	Need for independent research or assessment
Richard Tait trading as Aquitaine Consulting	Provision of a high level review of the Change Program	45,000	10/06/2008	11/07/2008	Direct	Need for specialised or professional skills
Freebody Cogent Pty Ltd	Develop costing methodology for communication and business channels	86,800	10/06/2008	30/09/2008	Open	Need for specialised or professional skills

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Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Technology Partners International Incorporated	Provision of strategic sourcing advice on the centralised computing and end user computing bundle projects	873,523	10/06/2008	9/10/2008	Open	Need for specialised or professional skills
Principals Pty Ltd	Provision of brand standards advice	41,910	11/06/2008	11/08/2008	Direct	Need for specialised or professional skills
Research International Australia Pty Ltd	Research into promotional products and online services	23,300	13/06/2008	31/07/2008	Open	Need for independent research or assessment
PricewaterhouseCoopers	Undertake assessments of Australian Bureau of Statistics e-Authentication Framework for SBR Authentication Project	27,500	23/06/2008	31/07/2008	Open	Need for independent research or assessment
Kevin James Burges	Provision of independent and objective advice on the tax technical advice panels	10,507	29/06/2008	31/07/2008	Open	Need for specialised or professional skills
Dale L. Boucher trading as Dale Boucher, Solicitor and Consultant	Provision of advice and advisory services in relation to the <i>Proceeds of Crime Act</i>	55,000	30/06/2008	30/06/2008	Direct	Need for independent research or assessment
Lonergan Edwards & Associates Ltd	Valuation and related services	50,152	1/07/2008	1/08/2008	Direct	Review of report, discussions and draft response for compass resources
Ernst & Young	Expert accounting advice regarding issues that impact taxation law	40,000	1/07/2008	19/12/2008	Open	Need for specialist or professional skill
Capgemini Australia Pty Limited	Independent assurance services for the Change Program	2,818,450	1/07/2008	31/12/2008	Select	Need for independent research or assessment
The Boston Consulting Group Pty Ltd	Strategic Advisor role, support Centralised Computing bundle, provide support to addressing Stakeholder Engagement and provide additional support across all projects	1,854,885	1/07/2008	30/01/2009	Open	Need for specialist or professional skill
T.C Eddy & B.J Long & J.M Millar t/a Ernst & Young	Review of service delivery models	1,000,000	1/07/2008	27/02/2009	Open	Need for specialist or professional skill
Corrs Chambers Westgarth	Provision of advice for Tax Technical Advice Panel	51,395	1/07/2008	30/06/2009	Direct	Need for independent research or assessment
David Williams	Provision of advice for Tax Technical Advice Panel	147,668	1/07/2008	30/06/2009	Direct	Need for specialist or professional skill

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T.C Eddy & B.J Long & J.M Millar t/a Ernst & Young	Review of accommodation management	573,000	1/07/2008	30/07/2009	Open	Need for specialist or professional skill
M Andrew & G Wilson t/a KPMG	Assist with a Review of Provisioning Process	98,000	1/07/2008	30/09/2009	Open	Need for specialist or professional skill
TTL Corporate Pty Ltd	Provision of advice for Tax Technical Advice Panel	35,000	2/07/2008	30/06/2009	Direct	Need for independent research or assessment
PricewaterhouseCoopers	Provide advice on the development of financial reporting for the Standard Business Reporting project	2,496,210	7/07/2008	30/04/2009	Open	Need for specialist or professional skill
Ceteris Inc.	Economic advice - complex transfer pricing issues	150,000	7/07/2008	30/06/2009	Direct	Need for specialist or professional skill
Greenwoods & Freehills Pty Ltd	Provision of advice for Tax Technical Advice Panel	21,000	7/07/2008	30/06/2009	Direct	Need for independent research or assessment
Ken Fehily	Provision of independent & objective advice on the Tax Technical Advice Panels	11,000	7/07/2008	30/06/2009	Direct	Need for independent research or assessment
Maddocks	Provision of advice for Tax Technical Advice Panel	18,000	7/07/2008	30/06/2009	Direct	Need for specialist or professional skill
CGI Information Systems and Management Consultants (Auastralia) Pty Ltd	Enterprise Architecture Development Methodology and Implementation	16,500	8/07/2008	14/07/2008	Direct	Skills not available within the ATO
AMP Services Ltd	Provision of advice for Tax Technical Advice Panel	25,000	21/07/2008	30/06/2009	Direct	Need for independent research or assessment
McPherson Consulting Pty Ltd	Administrative Investigation and Review	14,850	30/07/2008	20/08/2008	Open	Need for independent research or assessment
Priestley, Lancelot J	Legal consultancy services	160,000	1/08/2008	31/07/2009	Direct	Need for specialist or professional skill
IBM Australia Pty Ltd	Design and implementation advice for software	11,550	11/08/2008	30/09/2008	Direct	Need for specialist or professional skill
Allens Arthur Robinson	Provision of advice for Tax Technical Advice Panel	60,000	12/08/2008	30/06/2009	Direct	Need for independent research or assessment
Antonio Pane	Provision of advice for Tax Technical Advice Panel	86,323	12/08/2008	30/06/2009	Direct	Need for specialist or professional skill
Coleman, Cynthia Frances	Provision of advice for Tax Technical Advice Panel	30,000	12/08/2008	30/06/2009	Direct	Need for independent research or assessment



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Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Peter C Haggstrom	Provision of advice for Tax Technical Advice Panel	40,000	12/08/2008	30/06/2009	Direct	Need for independent research or assessment
Pose, Kevin S	Provision of advice for Tax Technical Advice Panel	74,203	12/08/2008	30/06/2009	Direct	Need for independent research or assessment
Brand Finance (Australia) Pty Ltd	Provision of valuation services	32,434	13/08/2008	30/06/2009	Select	Need for specialist or professional skill
Clarke, Matthew J	Provision of advice for Tax Technical Advice Panel	18,000	19/08/2008	30/06/2009	Direct	Need for specialist or professional skill
Burges, Kevin James	Provision of advice for Tax Technical Advice Panel	72,782	22/08/2008	30/06/2009	Direct	Need for specialist or professional skill
Booz and Company (Australia) Ltd	Provision of advice - IT Cost baseline project	374,440	25/08/2008	31/10/2008	Open	Need for independent research or assessment
Dale L. Boucher trading as Dale Boucher, Solicitor and Consultant	Undertake review and provide advice on information gathering and sharing practices and procedures	76,904	30/08/2008	30/08/2008	Direct	Need for specialised or professional skills
Australian Government Solicitors	Independent & objective advice on Tax Technical Advice Panel	22,324	30/08/2008	30/06/2009	Direct	Need for specialist or professional skill
Conwell, Raymond Leslie	Provision of advice for Tax Technical Advice Panel	74,885	30/08/2008	30/06/2009	Direct	Need for independent research or assessment
Freebody Cogent Pty Ltd	Financial viability assessments	16,000	3/09/2008	9/09/2008	Direct	Skills currently unavailable within Agency
Ally Group Pty Limited	Provision of advise regarding management of litigation expenses	28,160	3/09/2008	30/11/2008	Direct	Need for specialist or professional skill
Coleman, Cynthia Frances	Technical quality review of decisions by community representative	13,100	8/09/2008	26/09/2008	Direct	Need for independent research or assessment
M Andrew & G Wilson t/a KPMG	Technical quality review of decisions by community representative	17,639	15/09/2008	11/10/2008	Direct	Need for independent research or assessment
Diacher Pty Limited	Implementation of software for ELIM project	45,000	15/09/2008	15/12/2008	Direct	Need for specialist or professional skill
Market Solutions Pty Ltd	Survey of legal practitioners who act as intermediaries in the Tax & Superannuation System	64,708	17/09/2008	30/01/2009	Open	Need for specialist or professional skill
Dale Boucher	Serious non-compliance procedures review	29,911	22/09/2008	24/09/2008	Direct	Skills currently unavailable within Agency
Booz and Company (Australia) Ltd	Provision of advice - Cost baseline project	163,944	22/09/2008	31/10/2008	Open	Need for independent research or assessment
Brand Finance (Australia) Pty Ltd	Provision of valuation services	94,897	23/09/2008	30/06/2009	Select	Need for independent research or assessment

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Fyusion Asia Pacific Pty Ltd	Build and draft People strategy	48,455	25/09/2008	30/01/2009	Open	Need for independent research or assessment
Financial Trends Australia Pty Ltd	Expert accounting advice on the application of the formal accounting framework	22,500	29/09/2008	31/12/2008	Direct	Need for specialist or professional skill
M Andrew & G Wilson t/a KPMG	Development of a costing and decision model for effective collections	232,291	1/10/2008	19/05/2009	Open	Need for specialist or professional skill
Value Adviser Associates Pty Ltd	Provision of valuation services	138,719	1/10/2008	30/06/2009	Direct	Need for specialist or professional skill
Blue Moon Research & Planning Pty Ltd	Research - education tax refund campaign	494,648	8/10/2008	17/10/2009	Open	Need for specialist or professional skill
Krever, Richard Edward	Independent & objective advice on Tax Technical Advice Panel	20,000	9/10/2008	30/06/2009	Direct	Need for specialist or professional skill
Colmar Brunton Social Research Pty Ltd	Tracking First Home Saver Account communication activities	44,600	21/10/2008	30/11/2008	Open	Need for independent research or assessment
Tanner James Management Consultants Pty Ltd	Define elements of channel program	10,945	23/10/2008	6/11/2008	Direct	Skills currently unavailable within Agency
Verifact Pty Ltd	Administrative Investigation and Review	20,000	23/10/2008	20/11/2008	Open	Need for independent research or assessment
Robert McEntyre & Associates Pty Limited	Review of Library Information Services	48,900	31/10/2008	30/05/2009	Select	Need for specialist or professional skill
Booz and Company (Australia) Ltd	Provision of advice - project costing	149,776	3/11/2008	28/11/2008	Open	Need for independent research or assessment
Orc Aus Pty Ltd	Client contact call centre satisfaction survey	22,880	5/11/2008	30/03/2009	Direct	Need for independent research or assessment
Firmstone & Feil Trade Pty Ltd	Provision of advice on a complex transfer pricing issue	88,000	5/11/2008	30/06/2009	Direct	Skills currently unavailable within Agency
Marketing Systems Pty Ltd	Provision of advice on a complex transfer pricing issue	105,600	5/11/2008	30/06/2009	Direct	Skills currently unavailable within Agency
Leadenhall VRG Pty Ltd	Provision of valuation services	91,817	6/11/2008	30/06/2009	Select	Skills currently unavailable within Agency
Brand Finance (Australia) Pty Ltd	Provision of valuation services	33,000	8/11/2008	30/06/2008	Direct	Need for independent research or assessment
Blue Moon Research & Planning Pty Ltd	Research - preventative, facilitative & punitive payment measures	128,040	8/11/2008	31/05/2009	Open	Need for independent research or assessment
Booz and Company (Australia) Ltd	Provision of advice - business continuity	680,064	10/11/2008	31/03/2009	Open	Need for specialist or professional skill
Value Adviser Associates Pty Ltd	Provision of valuation services	40,534	18/11/2008	30/06/2009	Direct	Need for specialist or professional skill
Managing Values Pty Ltd	Provide strategic advice to ATO People Committee	49,600	19/11/2008	28/11/2009	Direct	Skills currently unavailable within Agency

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### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Blue Moon Research & Planning Pty Ltd	Market research - E-Tax CD Mailer Pilot Evaluation	30,000	24/11/2008	14/02/2009	Open	Need for independent research or assessment
Interactive Consultants Pty Ltd	Development of communication business processes, tool and templates	113,510	24/11/2008	1/05/2009	Open	Need for specialist or professional skill
Oakton Services Pty Ltd	Advice on Standard Business Reporting authentication process	117,769	26/11/2008	31/03/2009	Open	Need for independent research or assessment
Mercer (Australia) Pty Ltd	Work value review	10,500	1/12/2008	24/12/2008	Open	Need for independent research or assessment
Toto Business Solutions Pty Ltd	Advice regarding state and integration of AVO business systems	67,760	1/12/2008	23/01/2009	Direct	Need for specialist or professional skill
SMS Consulting Group Ltd	Development of the Learning Management System	150,000	1/12/2008	27/03/2009	Direct	Need for specialist or professional skill
Romar Valuation Services Pty Ltd	Provision of valuation services	22,000	2/12/2008	24/12/2008	Direct	Need for specialist or professional skill
Valuation Services (NSW) Pty Ltd	Provision of valuation services	22,000	8/12/2008	31/01/2009	Direct	Need for independent research or assessment
Booz and Company (Australia) Ltd	Procurement best practice review	406,824	8/12/2008	16/02/2009	Direct	Need for independent research or assessment
Taylor Nelson Sofres Australia Pty Limited	Market research to support tax evasion, avoidance and crime marketing communications strategy	227,700	12/12/2008	30/04/2009	Open	Need for independent research or assessment
ThinkSmart Consulting Pty Ltd	Undertake Tax Office Enterprise-Wide Recruitment Design & Delivery project	60,214	16/12/2008	16/02/2009	Select	Need for specialist or professional skill
PricewaterhouseCoopers	Threat, risk and privacy impact assessments on the design of an authentication solution	90,217	17/12/2008	27/02/2009	Open	Need for specialist or professional skill
Leo Burnett Pty Ltd	Provision of advertising services	850,000	18/12/2008	22/06/2009	Open	Need for independent research or assessment
CB Richard Ellis Pty Ltd	Provision of valuation services	26,070	22/12/2008	23/06/2009	Open	Skills currently unavailable within Agency
Mr Michael Granfield	Provision of advice on a complex transfer pricing issue	185,000	24/12/2008	30/06/2009	Direct	Need for specialist or professional skill
Workplace Research Associates Pty Ltd	Undertake Tax Office Enterprise-Wide Recruitment Design & Delivery project	30,800	5/01/2009	16/02/2009	Open	Need for specialist or professional skill
Brand Finance (Australia) Pty Ltd	Provision of valuation services	15,015	9/01/2009	30/06/2009	Select	Need for specialist or professional skill

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### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
ING Australia Limited	Provision of advice for Tax Technical Advice Panel	30,000	13/01/2009	30/06/2009	Direct	Need for specialist or professional skill
Aquitaine Consulting Pty Ltd	Vision and strategy for merging sub plans	160,930	1/02/2009	30/05/2009	Direct	Need for specialist or professional skill
Colmar Brunton Pty Limited	Tracking Research and Product Testing for the Tax Bonus Payment Communication Campaign	516,649	1/02/2009	9/07/2009	Open	Need for independent research or assessment
Aquitaine Consulting Pty Ltd	Provision of advice on ICT structure and Change Program benefits	197,714	6/02/2009	30/05/2009	Direct	Need for specialist or professional skill
Orc Aus Pty Ltd	Market profile of certain segments that have international tax obligations	95,000	12/02/2009	13/05/2009	Open	Need for independent research or assessment
Australian Government Actuary	Actuarial review services	16,400	17/02/2009	31/03/2009	Direct	Need for specialised or professional skills
Galaxy Pty Limited	Advice on complex reporting issues for the Standard Business Reporting project	79,600	23/02/2009	22/11/2009	Direct	Need for independent research or assessment
Garfield Wade Mayall	Independent & objective advice on Tax Technical Advice Panel	18,000	27/02/2009	30/06/2009	Direct	Need for specialist or professional skill
Sweeny Research Pty Ltd	Product and user testing of Income Test products	99,836	1/03/2009	13/04/2009	Open	Need for independent research or assessment
Aquitaine Consulting Pty Ltd	Independent assurance services for the Change Program	299,684	2/03/2009	30/06/2009	Direct	Need for specialist or professional skill
Coleman, Cynthia Frances	Technical quality review of decisions by community representative	10,000	9/03/2009	12/03/2009	Direct	Need for specialist or professional skill
W. E. Bassett and Partners Pty Ltd t/a Bassett Consulting Engineers	Technical assessment of simulation centre audio visual equipment and future needs	10,010	9/03/2009	20/03/2009	Direct	Need for specialist or professional skill
Booz and Company (Australia) Ltd	Review performance reporting across the ATO	556,600	11/03/2009	8/05/2009	Open	Need for independent research or assessment
ThinkSmart Consulting Pty Ltd	Provision of consultancy services to review the current workplace learning and development environment	26,700	12/03/2009	17/04/2009	Open	Need for specialist or professional skill
Right Management Consultants Pty Ltd	Design 2009 Employee Opinion Survey	32,626	16/03/2009	29/05/2009	Direct	Need for independent research or assessment
Orima Research Pty Ltd	Analysis of health and productivity diagnostic tool	26,700	16/03/2009	31/08/2009	Open	Need for independent research or assessment

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Mental Health Association NSW Inc.	Evaluation of employee wellbeing eLearning program	10,000	17/03/2009	12/06/2009	Select	Need for specialist or professional skill
Australian Government Actuary	Actuarial review services	28,000	19/03/2009	28/08/2009	Direct	Need for specialised or professional skills
Colmar Brunton Pty Limited	Research trial online communications forum with small to medium enterprises (360 initiative)	97,570	31/03/2009	30/06/2009	Open	Need for independent research or assessment
Booz and Company (Australia) Ltd	Procurement best practice review	104,742	1/04/2009	30/04/2009	Direct	Need for independent research or assessment
Colmar Brunton Pty Limited	Individual tax segment research	158,170	1/04/2009	31/07/2009	Open	Need for independent research or assessment
Booz and Company (Australia) Ltd	Quantitative assessment of the strategic capability & performance of dialler technologies	239,086	6/04/2009	30/06/2009	Open	Need for specialist or professional skill
Chant Link & Associates Pty Ltd	Research into attitudes, perceptions and behaviours towards Capital Gains Tax	150,000	9/04/2009	31/07/2009	Open	Need for independent research or assessment
Andrews Group Pty Ltd	Conduct forums to gain feedback on the relationship of large business to the ATO	59,980	16/04/2009	31/07/2009	Open	Skills currently unavailable within agency
Workplace Research Associates Pty Ltd	Strategic human resources advice on a specific issue	17,050	17/04/2009	30/06/2009	Open	Need for specialised or professional skills
IPSOS Public Affairs Pty Ltd	Survey of business perceptions of and attitudes to the ATO and taxation system administration	104,071	17/04/2009	7/07/2009	Open	Need for independent research or assessment
Shellis, Christopher Leslie	Advice on the engineering life of motor vehicle manufacturing assets for depreciation purposes	80,000	20/04/2009	30/06/2009	Direct	Need for independent research or assessment
Grosvenor Management Consulting Pty Ltd	Probity advisory services	20,000	20/04/2009	7/09/2009	Open	Need for independent research or assessment
ThinkSmart Consulting Pty Ltd	Developing enterprise wide learning and development system	13,750	22/04/2009	24/04/2009	Open	Skills currently unavailable within Agency
Merry Beach Conferences Pty Ltd	Administrative investigation and review	15,000	22/04/2009	5/06/2009	Open	Need for independent research or assessment
DBM Consultants Pty Ltd	Research into attitudes, perceptions and behaviours towards income tax return lodgement obligations	74,500	29/04/2009	31/07/2009	Open	Need for independent research or assessment

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
2ND Road Pty Ltd	Design and strategy services on ATO products including main website	72,475	1/05/2009	15/06/2009	Open	Need for specialised or
McLeod Marketing & Management Pty Ltd	Web refresh project	15,400	3/05/2009	13/05/2009	Open	Skills currently unavailable within Agency
Aquitaine Consulting Pty Ltd	Independent assurance services for the Change Program	1,643,180	11/05/2009	31/12/2009	Direct	Need for independent research or assessment
GIBSON QUAI-AAS PTY LTD	Pricing benchmarks of data and voice carriage services	39,657	14/05/2009	30/06/2009	Open	Need for independent research or assessment
Interactive Consultants Pty Ltd	Development of Business Performance Benchmark Guide and related communication strategy	10,000	14/05/2009	30/06/2009	Open	Skills currently unavailable within Agency
Colmar Brunton Social Research Pty Ltd	Conduct research in relation to Business Tax Break Initiative Advertising Campaign	520,190	20/05/2009	30/06/2009	Select	Need for independent research or assessment
Millward Brown Pty Ltd t/a Millward Brown Australia	Test Integrated Services Offer concept for a specific business segment	62,310	9/06/2009	31/07/2009	Open	Need for independent research or assessment Skills currently unavailable within agency
ThinkSmart Consulting Pty Ltd	Delivery of Specialist HR Services. Analyse the current workplace environment internally and externally	35,360	10/06/2009	30/06/2009	Open	Need for independent research or assessment
SMS Consulting Group Ltd	Implementation and Governance Requirements for SAP Enterprise Learning Solutions	58,725	13/06/2009	30/07/2009	Open	Need for independent research or assessment
Booz & Company (Australia) Pty Ltd	Review performance reporting across the ATO - Phase 1 Solution validation	67,298	17/06/2009	30/06/2009	Open	Need for independent research or assessment
Health Services Australia Limited	Review of Early Intervention Activity and the containment of the Tax Office's Comcare Compensation Premium	75,130	18/06/2009	30/08/2009	Open	Need for independent research or assessment
DBM Consultants Pty Ltd	Conduct Community Perceptions Survey	87,310	18/06/2009	30/09/2009	Open	Need for specialist or professional skill
Booz & Company (Australia) Pty Ltd	Procurement Best Practice Review, Stage 2 – Implementation Planning	22,000	22/06/2009	30/06/2009	Direct	Need for independent research or assessment

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Predicate Partners Pty Ltd	Support and Documentation of the Implementation of Taxonomy Governance and Change Process for the SBR Project.	200,000	1/07/2009	31/08/2009	Direct	Need for specialised or professional skills
Capgemini Australia Pty Ltd	Independent Assurance to the Change Program	1,608,110	1/07/2009	24/12/2009	Open	Need for independent research or assessment
Interactive Consultants Pty Ltd as trustee for the Pain Hamilton trust	Development of communication related business processes, tools & templates and undertaking research, writing, implementing and evaluating communication strategies	145,530	1/07/2009	24/12/2009	Open	Need for specialised or professional skills
CoreFiling Pty Ltd	Review of Standard Business Reporting AU Reports for the Standard Business Reporting General Ledger Reporting Team	16,500	6/07/2009	24/07/2009	Select	Need for specialised or professional skills
Blake Dawson	Provision of an independent review of an internal administrative investigation.	25,375	22/07/2009	14/08/2009	Open	Need for independent research or assessment
Booz & Company (Australia) Pty Ltd	Performance reporting across the ATO, Phase 2	115,192	27/07/2009	11/09/2009	Direct	Need for specialised or professional skills
Booz & Company (Aust) Pty Ltd	Corporate Procurement Branch Transformation - Stage 3 Procurement Operating model	880,000	10/08/2009	30/10/2009	Direct	Need for specialised or professional skills
Sweeney Research Pty Ltd	Tax practitioner Board - Branding Research	30,250	14/08/2009	20/09/2009	Open	Need for independent research or assessment
Grosvenor Management Consulting Pty Ltd	Review and assessment of contract for the provision of property management services to the Australian Taxation Office.	34,513	17/08/2009	11/09/2009	Direct	Need for specialised or professional skills
Tempo Strategies	Provision of a Workforce Strategy	23,210	21/08/2009	21/09/2009	Direct	Need for independent research or assessment; Need for specialised or professional skills
Roy Morgan Research Pty Ltd	Review of Tax Pack 2009 Research	34,890	24/08/2009	30/11/2009	Open	Need for independent research or assessment

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Colmar Brunton Social Research	Centenary coin concept testing	11,440	14/09/2009	21/09/2009	Open	Need for independent research or assessment; Need for specialised or professional skills; Skills currently unavailable within agency
Recovre Pty Ltd	Analysis of causal factors of health related issues at two Tax Office sites	31,484	16/09/2009	18/11/2009	Open	Need for specialised or professional skills
PALM Consulting Group Pty Ltd t/a Tempo Strategies	The provision of design & deliver the Board Induction Program and develop a draft Board Charter.	29,920	15/10/2009	7/12/2009	Direct	Need for specialised or professional skills
Workplace Research Associates Pty Ltd	Provision of services for the Law Sub Plan Business Enhancement project	62,920	16/10/2009	31/12/2009	Direct	Need for specialised or professional skills
DBM Consultants Pty. Ltd.	Provision for Research Services for the Superannuation Cap Campaign	88,385	26/10/2009	10/12/2009	Select	Skills currently unavailable within agency
Enpris Pty Limited	Provision of Valuation Services	13,200	9/11/2009	20/11/2009	Open	Need for specialised or professional skills
Corefiling Pty Ltd	Provision of contractor and consultancy services to improve timeliness and accuracy of SBR AU Reports.	144,546	11/11/2009	18/12/2009	Open	Need for specialised or professional skills
CB Richard Ellis Pty Ltd	Provision of Valuation Services	33,000	18/12/2009	29/01/2010	Direct	Need for specialised or professional skills
Taylor Nelson Sofres Australia Pty Ltd	Evaluation of the community transition strategy	340,000	4/12/2007	30/06/2010	Open	Need for independent research or assessment
Wright Economics Inc	Provision of technical consultant skills	300,000	11/02/2008	10/02/2010	Direct	Need for specialised or professional skills
PricewaterhouseCoopers	Probity auditor to the ICT Sourcing Program	350,000	26/05/2008	30/06/2010	Direct	Need for specialised or professional skills
George Patterson Young and Rubican Pty Ltd	Concept development for First Home Savers Account communication campaign	250,000	1/06/2008	1/06/2011	Direct	Skills currently unavailable within agency
Applied Financial Diagnostics Pty Ltd	Provision of independent financial advisory services	75,600	23/06/2008	30/06/2010	Direct	Need for independent research or assessment
JKL Treasury and Financial Consultants Pty Ltd	Provision of independent financial advisory services	37,000	23/06/2008	30/06/2010	Direct	Need for independent research or assessment



## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Providence Consulting Group Pty Ltd	Program monitoring and assurance of the ICT Sourcing program	650,000	1/07/2008	30/06/2010	Open	Need for specialist or professional skill
Mark Anthony Sullivan	Provide services as an external member of the ATO audit committee	132,000	10/11/2008	9/11/2011	Direct	Need for specialist or professional skill
LEGG Limited (services of Robert Kus)	Forensic accounting advice	121,558	10/12/2008	30/06/2010	Select	Need for independent research or assessment
DBM Consultants Pty Ltd	ATO Professionalism Survey	122,963	1/07/2009	28/02/2010	Open	Need for independent research or assessment; Need for specialised or professional skills
ECA International Pty Ltd	Provision of meal rates and exchange rates for overseas destinations for business travellers	26,068	1/07/2009	30/06/2010	Open	Need for specialised or professional skills; Skills currently unavailable within agency
Williams, David	Provision of Tax Technical Advice - Official Order FY 2009/10	115,000	1/07/2009	30/06/2010	Direct	Need for independent research or assessment
Ernst & Young	The provision of support services for the implementation of Corporate Services Review Program.	275,000	2/07/2009	1/07/2010	Direct	Skills currently unavailable within agency
ORC Aus Pty Ltd trading as NWC Research	Call Centre Satisfaction Survey	120,000	6/07/2009	31/08/2010	Open	Need for independent research or assessment; Need for specialised or professional skills
Value Adviser Associates Pty Ltd	Provision of Valuation Services	60,500	31/08/2009	30/09/2010	Open	Need for independent research or assessment
DMR Corporate Pty Ltd	Provision of Valuation Service	21,500	7/09/2009	30/06/2010	Direct	Skills currently unavailable within agency
GfK Blue Moon Research Pty Ltd	Tax Practitioner Research 2010	235,191	10/09/2009	31/07/2010	Open	Need for independent research or assessment; Need for specialised or professional skills
Revaluate Pty Limited	Development of Valuation Methodology of Mining rights and Mining Information	26,400	23/09/2009	30/06/2010	Direct	Skills currently unavailable within agency
Colmar Brunton Pty Limited	Understanding Superannuation Research	337,586	13/10/2009	31/05/2010	Select	Need for independent research or assessment
Iphix Australia Pty Ltd	The provision of Consultancy Services to the Standard Business Reporting (SBR) Taxonomy Development Team.	362,340	19/10/2009	18/04/2010	Direct	Need for specialised or professional skills; Skills currently unavailable within agency

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Stamford Interactive Pty Ltd	Conduct user testing and report on the usability of the ato.gov website	80,000	29/10/2009	10/02/2010	Open	Need for specialised or professional skills
Gartner Australasia Pty Ltd	Gartner Annual Subscription License.	151,800	1/11/2009	31/10/2010	Direct	Need for independent research or assessment
Brand Finance (Australia) Pty Ltd	Provision of Valuation Services.	41,934	6/11/2009	30/06/2010	Open	Need for specialised or professional skills
Ceteris, Inc.	Provision of Transfer Pricing and Financial Services.	156,571	9/11/2009	30/06/2010	Open	Need for independent research or assessment; Need for specialised or professional skills; Skills currently unavailable within agency
Roma Valuation Services Pty Ltd	Provision of valuation services	69,969	13/11/2009	30/06/2010	Open	Need for specialised or professional skills
PricewaterhouseCoopers	The provision of develop and deliver the Business Viability Assessment Methodology.	20,000	2/12/2009	26/02/2010	Open	Need for independent research or assessment; Need for specialised or professional skills; Skills currently unavailable within agency
Value Adviser Associates Pty Ltd	Provision of Valuation Services	16,500	14/12/2009	30/06/2010	Open	Need for independent research or assessment
Value Adviser Associates Pty Ltd	Provision of Valuation Services	71,500	5/01/2010	30/06/2010	Open	Need for specialised or professional skills
Dun & Bradstreet (Australia) Pty Ltd	Research services into Small and Medium Enterprises Debt	41,506	11/01/2010	29/03/2010	Direct	Need for specialised or professional skills
Financial Trends Australia Pty Ltd	The provision of Expert Accounting Advice.	27,000	29/01/2010	31/03/2010	Direct	Need for specialised or professional skills
Risk Consultants Australia Pty Ltd	Provision of Tax Technical Advice GST Public Rulings	22,000	4/02/2010	26/02/2010	Direct	Need for specialist or professional skill
Financial Trends Australia Pty Ltd	Expert accounting Advice regarding a tax audit of a large company.	27,000	8/02/2010	31/07/2010	Direct	Need for independent research or assessment
Blue Moon Unit Trust	Research into the usage of the Fuel Tax Credits Suite of Products (08.043-29)	99,814	16/02/2010	12/06/2010	Open	Need for independent research or assessment
Enpris Pty Ltd	Provision of Valuation Services	24,750	23/02/2010	30/06/2010	Open	Need for independent research or assessment
Sweeney Research Pty Ltd	ATO Brand – Literature review of ATO Research	10,000	1/03/2010	30/06/2010	Open	Need for independent research or assessment
Brand Finance (Australia) Pty Ltd	Provision of Valuation Services	11,935	10/03/2010	31/12/2010	Open	Need for specialist or professional skill
Value Adviser Associates Pty Ltd	Provision of Valuation Services	105,848	10/03/2010	31/12/2010	Open	Need for specialist or professional skill
DBM Consultants Pty Ltd	Compliance with Lodgment Obligations Research 2010 (08.043-28)	149,424	12/03/2010	31/07/2010	Open	Need for independent research or assessment
Enpris Pty Ltd	Provision of Valuation Services	31,680	16/03/2010	31/07/2010	Open	Need for specialist or professional skill
Workplace Research Associates Pty Ltd	Specialist HR Services - related to travel management, research opportunities and provide recommendations	22,900	16/03/2010	23/04/2010	Open	Need for independent research or assessment

## Attachment A – aet 30 Consultancies

### Consultancies commenced between November 2007 and end March 2010

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Aquitaine Consulting Pty Ltd	Review of the ATO Phase 2 Project for the Standard Business Reporting (SBR) Program	48,055	17/03/2010	30/04/2010	Direct	Need for independent research or assessment
Ceteris INC.	Provision of transfer pricing advice on a current Large Business Audit	80,000	19/03/2010	30/06/2010	Open	Skills currently unavailable within agency
Sweeney Research Pty Ltd	School Education Program Research	81,070	22/03/2010	14/06/2010	Open	Need for independent research or assessment
The Trustee For KM Unit Trust	Provision of Forensic Accounting Services	27,500	22/03/2010	30/04/2010	Open	Skills currently unavailable within agency
Komosion Pty Limited	Research on tax professionals search requirements	24,145	23/03/2010	28/05/2010	Open	Need for independent research or assessment
IPSOS Public Affairs Pty Ltd	Business Perceptions Survey	100,375	24/03/2010	30/06/2010	Open	Need for independent research or assessment
The Trustee for Inside Story Unit Trust	SME Auditor research	120,000	25/03/2010	9/07/2010	Open	Need for independent research or assessment

## Attachment B – aet 30 Consultancies

### Consultancies commenced prior to November 2007

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Orima Research Pty Ltd	Undertake an engagement survey	10,769	6/07/2007	23/07/2007	Open	Need for Independent Research or Assessment
ProActive ReSolutions Pty Ltd	Provision of Human Resource consultancy services	24,750	20/08/2007	30/08/2007	Direct	Need for specialised or professional skills
Capgemini Australia Pty Ltd	Provide design facilitation services for business process maps	182,951	9/07/2007	31/08/2007	Open	Need for specialised or professional skills
LKA Group Pty Ltd	Provision of an administrative investigation and review	15,000	13/08/2007	12/09/2007	Open	Need for Independent Research or Assessment
LKA Group Pty Ltd	Conduct an administrative investigation and review	10,800	14/08/2007	13/09/2007	Open	Need for independent research or assessment
Lonergan Edwards & Associates Ltd	Provide tax technical consultancy services for financial purposes	27,995	16/08/2007	14/09/2007	Select	Need for specialised or professional skills
Australian Government Solicitor	Community representative to provide technical quality review services	12,340	3/09/2007	14/09/2007	Direct	Need for independent research or assessment
Maurice Cashmere	Community Representative to provide technical quality review services	15,280	3/09/2007	14/09/2007	Direct	Need for independent research or assessment
Deloitte Touche Tohmatsu	Provision of an administrative investigation and review	30,000	17/09/2007	21/09/2007	Open	Need for independent research or assessment
Russell Kennedy Solicitors	Community representative to provide technical quality review services	13,224	3/09/2007	24/09/2007	Direct	Need for specialised or professional skills
Orima Research Pty Ltd	Evaluation research on performance environment survey.	16,258	7/09/2007	24/09/2007	Open	Need for independent research or assessment
Changedrivers Pty Ltd	Conduct improvement processes for Senior Executive Service	122,125	2/07/2007	30/09/2007	Direct	Need for specialised or professional skills
Cultural Perspectives Pty Ltd	Provision of Tax File Number security advice	50,820	23/07/2007	30/09/2007	Open	Need for specialised or professional skills
Booz & Company (Aust) Pty Ltd	Provision of IT strategic advisors for the online services strategy	374,018	21/08/2007	30/09/2007	Select	Need for specialised or professional skills
Capgemini Australia Pty Ltd	Provision of advice in relation to hothousing for superannuation lost members register	349,191	3/07/2007	5/10/2007	Open	Need for specialised or professional skills
Capgemini Australia Pty Ltd	Strategic analysis, design and facilitation services for creation of AVO of the future roadmap	362,400	10/09/2007	12/10/2007	Open	Need for specialised or professional skills
Blake Dawson Waldron	Provision of an administrative investigation and review	30,000	16/08/2007	15/10/2007	Open	Need for independent research or assessment
Susanne Tongue	Provision of tender evaluation services	15,000	10/09/2007	26/10/2007	Direct	Need for independent research or assessment

## Attachment B – aet 30 Consultancies

### Consultancies commenced prior to November 2007

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Ernst & Young	Review of legal expenditure	90,000	6/09/2007	31/10/2007	Open	Need for independent research or assessment
University of Canberra	Review of high level corporate committee structure	23,892	18/09/2007	31/10/2007	Direct	Need for independent research or assessment
Parker, David R	Valuation Consultancy	50,000	13/11/2006	13/11/2007	Direct	Need for independent research or assessment
SFG Corporate Pty Ltd	Conduct strategic research into tax debt in Australia	18,475	20/08/2007	15/11/2007	Direct	Need for specialised or professional skills
Blue Moon Research & Planning Pty Ltd	Undertake research to evaluate the overall effectiveness of the e-Tax CD mailer pilot	25,630	15/10/2007	23/11/2007	Open	Need for independent research or assessment
LKA Group Pty Ltd	Administrative Investigation and Review	19,000	25/06/2007	23/11/2007	Open	Need for independent research or assessment
Freebody Cogent Pty Ltd	Provision of financial viability check	17,578	3/09/2007	30/11/2007	Direct	Need for specialised or professional skills
PricewaterhouseCoopers	Provision of advice for the Australian Government e-Authentication framework engagement	69,630	1/10/2007	30/11/2007	Direct	Need for independent research or assessment
Dale L. Boucher trading as Dale Boucher, Solicitor and Consultant	Legal services in relation to Tax Agents' Board	100,000	31/10/2007	30/11/2007	Direct	Need for specialised or professional skills
M Andrew & G Wilson	Assurance Services in relation to the transition of the Australian Valuation Office to the Tax Office	40,000	11/06/2007	01/12/2007	Open	Need for independent research or assessment
Olivia Sainsbury Consulting Pty Ltd	Australian Business Register Architecture - Phases I & II	134,700	01/06/2007	14/12/2007	Open	Skills currently unavailable within agency
CapGemini Australia Pty Ltd	Provision of ongoing independent assurance services July - December 2007	2,559,418	1/07/2007	21/12/2007	Open	Need for independent research or assessment
Cooper, Graeme Stuart	Tax Agent's Board Qualifications Advisory Panel	18,674	12/06/2007	21/12/2007	Direct	Need for independent research or assessment
Walpole, Michael	Tax Agents' Board Qualifications Advisory Panel	18,674	12/06/2007	21/12/2007	Direct	Need for independent research or assessment
DSA Legal Cost Consultants Pty Limited	Tax Cost Assessor	18,000	22/09/2006	21/12/2007	Direct	Need for specialist or professional skill
Capital Value Pty Ltd	Valuation Services	22,026	19/06/2007	30/12/2007	Direct	Need for specialist or professional skill
IBM Australia Ltd	Provide strategic web services	32,500	16/07/2007	31/12/2007	Direct	Need for specialised or professional skills
Flavour Solutions Pty Ltd	SAP Administered Financials Project (Phase 3)	1,168,200	01/01/2005	31/12/2007	Direct	Need for specialist or professional skill
IBM Australia Ltd	Strategic Web Services	32,500	02/06/2007	31/12/2007	Open	Need for specialist or professional skill

## Attachment B – aet 30 Consultancies

### Consultancies commenced prior to November 2007

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Capital Value Pty Ltd	Valuation Services	143,851	23/04/2007	31/12/2007	Direct	Need for specialist or professional skill
ORC Aus Pty Ltd t/a NWC Research	Conduct satisfaction survey into the call centres	50,000	19/10/2007	28/01/2008	Open	Need for specialised or professional skills
The Hon Mr GE Fitzgerald, AC QC	Provision of an administrative investigation and review	289,460	30/07/2007	31/01/2008	Direct	Need for Independent Research or Assessment
Booz & Company (Aust) Pty Ltd	Strategic advice for Evidence, Litigation and Intelligence Management (ELIM) project - Work Order 1	1,750,000	16/09/2007	16/02/2008	Direct	Need for specialised or professional skills
KDN Services Pty Ltd	Provision of automated name determination services	199,829	2/10/2007	28/03/2008	Open	Need for independent research or assessment
Boston Consulting Group	Provision of ICT sourcing implementation planning services	1,688,775	24/09/2007	31/03/2008	Select	Need for independent research or assessment
Interactive Consultants Pty Ltd	Provide speech writing services and develop speech writing capabilities	58,000	26/09/2007	31/03/2008	Open	Skills currently unavailable within agency
Sidney William Hammell	Provide technical consultant skills	59,150	24/10/2007	23/04/2008	Direct	Need for specialised or professional skills
SAI Global Limited	Provide support for the integrated quality framework implementation	132,660	1/07/2007	30/06/2008	Direct	Need for specialised or professional skills
Capital Value Pty Ltd	Provision of valuation services	25,000	23/07/2007	30/06/2008	Direct	Need for specialised or professional skills
Grant Gay Consulting Pty Ltd	Provide tax technical consultancy services	20,000	16/08/2007	30/06/2008	Direct	Need for independent research or assessment
DBM Consultants Pty Ltd	Advertising tracking research for simplification and streamlining of superannuation	65,560	3/09/2007	30/06/2008	Open	Need for independent research or assessment
Capital Value Pty Ltd	Provision of valuation services	100,756	11/09/2007	30/06/2008	Direct	Need for specialised or professional skills
Capital Value Pty Ltd	Provision of valuation services	80,500	18/09/2007	30/06/2008	Direct	Need for independent research or assessment
Capital Value Pty Ltd	Provision of valuation services	155,891	26/10/2007	30/06/2008	Direct	Need for independent research or assessment
Brand Finance (Australia) Pty Ltd	Provision of valuation services	39,842	30/10/2007	30/06/2008	Direct	Need for specialised or professional skills
Loneragan Edwards & Associates Limited	Life Actuarial Services	50,000	01/06/2007	30/06/2008	Direct	Need for specialist or professional skill
Priestley, Lancelot J	Legal consultancy services	500,000	01/07/2006	30/06/2008	Direct	Need for independent research or assessment
Capital Value Pty Ltd	Valuation Services	124,297	08/05/2007	30/06/2008	Direct	Need for specialist or professional skill

## Attachment B – aet 30 Consultancies

### Consultancies commenced prior to November 2007

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Brand Finance (Australia) Pty Limited	Pricing of Intellectual Property Consultancy	110,140	11/12/2006	30/06/2008	Direct	Need for specialist or professional skill
Booz & Company (Australia) Pty Ltd	Provision of IT Strategic Advisor/s	1,569,608	16/12/2005	30/06/2008	Direct	Skills currently unavailable within agency
DBM Consultants Pty. Ltd.	Product Testing Research for Simple Super Campaign	74,580	24/05/2007	30/06/2008	Open	Need for independent research or assessment
Mccann Worldgroup Pty Limited	Non-English Speaking Background Consultant - Simpler Super Campaign	395,566	26/04/2007	30/06/2008	Open	Need for independent research or assessment
The Trustee For Royce Communications Unit Trust	Public Relations Consultancy Services for Simpler Super and Super Co-contributions phase III Campaigns	450,000	26/04/2007	30/06/2008	Direct	Need for independent research or assessment
T.C Eddy & B.J Long & J.M Millar	Accounting advice 2007/2008	40,000	27/06/2007	30/06/2008	Open	Need for independent research or assessment
Burges, Kevin James	Provision of independent & objective advice on the Tax Technical Advice Panels	250,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
Conwell, Raymond Leslie	Provision of independent & objective advice on the Tax Technical Advice Panels	250,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
Conwell, Raymond Leslie	Provision of independent & objective advice on the Tax Technical Advice Panels	200,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
Deutsch, Robert Leslie	Provision of independent & objective advice on the Tax Technical Advice Panels	10,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
Fehily, Ken	Provision of independent & objective advice on the Tax Technical Advice Panels	200,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
I.F Bult & J.M Corcoran & K.W Davey & K.A Elleman & R.A Ewing & P.G Gleeson & M.W Gorton & V.A Harcourt & R.D Harris & R.F Hodgens & M.J Hubble-Marriott & B.W Kent & W.H Low & M.D Main & Others	Provision of independent & objective advice on the Tax Technical Advice Panels	20,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
Krever, Richard Edward	Provision of independent & objective advice on the Tax Technical Advice Panels	40,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
M Andrew & G Wilson	Provision of independent & objective advice on the Tax Technical Advice Panels	40,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
M Andrew & G Wilson	Provision of independent & objective advice on the Tax Technical Advice Panels	20,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment

## Attachment B – aet 30 Consultancies

### Consultancies commenced prior to November 2007

Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Maddocks	Provision of independent & objective advice on the Tax Technical Advice Panels	40,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
Momsen, James Hamilton	Provision of independent & objective advice on the Tax Technical Advice Panels	60,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
Mr Roderick Charles Cordara	Provision of independent & objective advice on the Tax Technical Advice Panels	40,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
Pane, Antonio	Provision of independent & objective advice on the Tax Technical Advice Panels	200,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
Pose, Kevin	Provision of independent & objective advice on the Tax Technical Advice Panels	250,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
Richard G B Shaddick & Kenneth J C Spence & Paul J Abbey	Provision of independent & objective advice on the Tax Technical Advice Panels	50,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
Richard G B Shaddick & Kenneth J C Spence & Paul J Abbey	Provision of independent & objective advice on the Tax Technical Advice Panels	90,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
Richard G B Shaddick & Kenneth J C Spence & Paul J Abbey	Provision of independent & objective advice on the Tax Technical Advice Panels	40,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
The Hon. John Robert Clarke	Provision of independent & objective advice on the Tax Technical Advice Panels	20,000	01/07/2006	01/07/2008	Direct	Need for specialist or professional skill
The Trustee For Pm Mayall Family Trust & The Trustee For The Ja Garfield Family Trust & The Trustee For The Wade Accounting Discretionary Trust	Provision of independent & objective advice on the Tax Technical Advice Panels	60,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
TTL Corporate Pty Ltd	Provision of independent & objective advice on the Tax Technical Advice Panels	200,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
Vann, Richard John	Provision of independent & objective advice on the Tax Technical Advice Panels	50,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
Williams, David	Provision of independent & objective advice on the Tax Technical Advice Panels	200,000	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
Williams, David	Provision of independent & objective advice on the Tax Technical Advice Panels	131,220	01/07/2006	01/07/2008	Direct	Need for independent research or assessment
Millar, Rebecca Mescal	Provision of independent & objective advice on the Tax Technical Advice Panels	60,000	13/12/2006	01/07/2008	Direct	Need for independent research or assessment
Vann, Richard John	Provision of independent & objective advice on the Tax Technical Advice Panels	120,000	13/12/2006	01/07/2008	Direct	Need for independent research or assessment



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Consultant Name	Description of services	Contract Value \$	Start Date	End date	Selection Process	Justification
Allens Arthur Robinson	Provision of independent & objective advice on the Tax Technical Advice Panels	50,000	17/05/2007	01/07/2008	Direct	Need for specialist or professional skill
Australian Government Solicitor	Provision of independent & objective advice on the Tax Technical Advice Panels	50,000	17/05/2007	01/07/2008	Direct	Need for specialist or professional skill
Corrs Chambers Westgarth	Provision of independent & objective advice on the Tax Technical Advice Panels	92,696	17/05/2007	01/07/2008	Direct	Need for specialist or professional skill
D.T Gilbert & R.I Simpson & A.J Tobin	Provision of independent & objective advice on the Tax Technical Advice Panels	50,000	17/05/2007	01/07/2008	Direct	Need for specialist or professional skill
PricewaterhouseCoopers Legal	Review of Tax Office advance pricing arrangement program	280,449	9/10/2007	31/07/2008	Open	Need for independent research or assessment
Capital Value Pty Ltd	Provision of valuation services	34,332	4/09/2007	30/08/2008	Direct	Need for specialised or professional skills
Brand Finance (Australia) Pty Ltd	Provision of valuation services	72,727	14/09/2007	30/08/2008	Direct	Need for independent research or assessment
Clissold, Desmond John	Tax Technical Consultancy	50,000	01/02/2007	30/09/2008	Direct	Need for specialist or professional skill
Brand Finance (Australia) Pty Ltd	Provision of valuation services	37,500	14/09/2007	30/12/2008	Direct	Need for independent research or assessment
Ipsos Public Affairs Pty Ltd	Business Perceptions Survey	950,000	30/09/2005	12/01/2009	Open	Need for specialist or professional skill
Pricewaterhousecoopers	External assurance of Insolvency & Release decisions	288,874	28/05/2007	23/01/2009	Open	Need for independent research or assessment
WalterTurnbull Pty Ltd	Provision of probity auditor services	170,000	1/07/2007	30/06/2009	Open	Need for specialised or professional skills
DBM Consultants Pty. Ltd.	ATO Professionalism Survey	752,743	25/08/2006	01/08/2009	Open	Need for independent research or assessment
Creyke, Robin Mary	Provision of independent integrity advice	547,919	25/10/2006	24/10/2009	Direct	Need for specialist or professional skill
Birdanco Nominees Pty Ltd	Review of the Corporate Governance Framework	195,000	01/11/2004	02/03/2010	Direct	Need for independent research or assessment
Davies, John Daryl	Independent Consultant Barrister	318,000	04/02/2006	02/03/2010	Direct	Need for independent research or assessment
Deloitte Touche Tohmatsu	Review of Fraud Control Guidelines	20,376	07/02/2005	02/03/2010	Direct	Need for independent research or assessment
DBM Consultants Pty. Ltd.	Simplification and Streamlining of Superannuation - Developmental Research	252,010	23/11/2006	02/03/2010	Open	Need for independent research or assessment
WPP Holdings (Australia) Pty Limited	Community Perceptions Survey	256,148	29/05/2004	02/03/2010	Open	Need for specialist or professional skill

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### Consultancies commenced prior to November 2007

<b>Consultant Name</b>	<b>Description of services</b>	<b>Contract Value \$</b>	<b>Start Date</b>	<b>End date</b>	<b>Selection Process</b>	<b>Justification</b>
Clarke, Matthew J	Provide services on the Tax Technical Rulings Panel -Test Case Litigation	27,000	30/11/2005	02/03/2010	Direct	Need for specialist or professional skill
Kennedy, Peter	External Member of the Audit Committee	154,880	08/02/2007	01/01/2011	Direct	Need for independent research or assessment