

ONLINE MATERIAL  
VOLUME 1



# MAJOR DEFENCE BASES AND ESTABLISHMENTS

**Web Table 1** Locations and electorates

Establishment	Electorate	Suburb
<b>Australian Capital Territory</b>		
Australian Defence College	Canberra	Weston Creek
Australian Defence Force Academy	Fraser	Canberra
Brindabella Park	Fraser	Pialligo
Campbell Park	Fraser	Campbell
Defence Establishment Fairbairn	Fraser	Pialligo
HMAS Creswell	Fraser	Jervis Bay
HMAS Harman	Fraser	Canberra
Royal Military College	Fraser	Duntroon
Russell Offices	Fraser	Russell
<b>New South Wales</b>		
Blamey Barracks	Riverina	Kapooka
Defence Establishment Orchard Hills	Lindsay	Orchard Hills
Defence Plaza Sydney	Sydney	Sydney
Garden Islands Defence Precinct	Wentworth	Potts Point
HMAS Albatross	Gilmore	Nowra
HMAS Kuttabul	Wentworth	Potts Point
HMAS Penguin	Warringah	Mosman
HMAS Waterhen	North Sydney	Waverton
HMAS Watson	Wentworth	Watsons Bay
Liverpool Military Area	Hughes	Liverpool
Lone Pine Barracks	Hunter	Singleton
Navy Fleet Headquarters	Wentworth	Potts Point
Navy Base East	Wentworth	Potts Point
RAAF Glenbrook	Maquarie	Glenbrook
RAAF Richmond	Greenway	Richmond
RAAF Wagga	Riverina	Wagga Wagga
RAAF Williamtown	Newcastle	Williamtown
Randwick Barracks	Kingsford-Smith	Randwick
Victoria Barracks Sydney	Wentworth	Paddington

Establishment	Electorate	Suburb
<b>Northern Territory</b>		
Bradshaw Training Area	Lingiari	Timber Creek
Defence Establishment Berrimah	Solomon	Berrimah
Headquarters Northern Command	Solomon	Darwin
Larrakeyah Barracks	Solomon	Larrakeyah
HMAS Coonawarra	Solomon	Larrakeyah
Joint Defence Establishment Pine Gap	Lingiari	Pine Gap
RAAF Darwin	Solomon	Winnellie
RAAF Tindal	Lingiari	Katherine
Robertson Barracks	Solomon	Palmerston
<b>Queensland</b>		
Army Aviation Centre	Groom	Oakey
Borneo Barracks	Groom	Cabarlah
Gallipoli Barracks	Ryan	Enoggera
HMAS Cairns	Leichhardt	Cairns
Jezzine Barracks	Herbert	Townsville
Kokoda Barracks	Forde	Canungra
Lavarack Barracks	Herbert	Townsville
Navy Headquarters South Queensland	Griffith	Bulimba
RAAF Amberley	Blair	Amberley
RAAF Townsville	Herbert	Townsville
RAAF Scherger	Leichhardt	Weipa
Ross Island Barracks	Herbert	Townsville
Shoalwater Bay Training Area	Capricornia	Shoalwater Bay
Townsville Field Training Area	Herbert	Townsville
<b>South Australia</b>		
Defence Centre Woomera	Grey	Woomera
Edinburgh Defence Precinct	Wakefield	Edinburgh
Keswick Barracks	Adelaide	Keswick
Navy Headquarters South Australia	Adelaide	Keswick
Woodside Barracks	Mayo	Woodside
<b>Tasmania</b>		
Anglesea Barracks	Denison	Hobart
Derwent Barracks	Denison	Glenorchy
Navy Headquarters Tasmania	Denison	Hobart

Establishment	Electorate	Suburb
<b>Victoria</b>		
Albury Wodonga Military Area (AWMA)	Indi	Albury / Wodonga
Gaza Ridge Barracks (AWMA) - Bandiana	Indi	Wodonga
Latchford Barracks (AWMA) - Bonegilla	Indi	Wodonga
Wadsworth Barracks (AWMA) - Bandiana	Indi	Wodonga
Defence Plaza Melbourne	Melbourne	Melbourne
DSTO Fishermans Bend	Melbourne Ports	Fishermans Bend
Fort Queenscliff	Corangamite	Queenscliff
HMAS Cerberus	Flinders	Crib Point
Multi User Depot	Bendigo	Longley
Puckapunyal Military Area	McEwen	Puckapunyal
RAAF East Sale	Gippsland	East Sale
RAAF Williams	Lalor	Laverton
Simpson Barracks	Jaga Jaga	Macleod
Victoria Barracks Melbourne	Melbourne Ports	Southbank
<b>Western Australia</b>		
Campbell Barracks	Curtin	Swanbourne
HMAS Stirling	Brand	Rockingham
Irwin Barracks	Curtin	Karrakatta
Leeuwin Barracks	Fremantle	East Fremantle
RAAF Curtin	Kalgoorlie	Derby
RAAF Learmonth	Kalgoorlie	Exmouth Gulf
RAAF Pearce	Pearce	Bullsbrook

# EXTENDED CONSULTANCIES

Web Table 2 shows a breakdown of the 489 consultancy services by method of procurement and reason for engagement and as a percentage comparison.

**Web Table 2 Breakdown of Consultancy Services by Selection Process**

Method of Procurement– Selection Process	Number of Contracts	Contract Value \$m	Percentage \$m by method
Direct Sourcing	162	15,535,668	19.3
Open Tender	256	30,304,524	37.6
Panel	23	23,558,742	29.3
Select Tender	48	11,094,026	13.8
<b>Total</b>	<b>489</b>	<b>80,492,960</b>	<b>100</b>

Web Table 3 provides details of the 489 consultancy contracts let in 2009-10, that had a total individual contract value of \$10,000 or more (inclusive of GST). The total value of these contracts was \$80,492,960m.

**Web Table 3 Consultancy services let during 2009-10, with a total contract value of \$10,000 or more (inclusive of GST)**

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification <sup>[2]</sup>
<b>Office of the Secretary and CDF</b>				
Apra Amcos	Copyrights cost provision	115,000	Direct Source	B
Apra Amcos	Copyrights cost provision	62,778	Direct Source	B
Copyright Agency Ltd	Copyrights cost provision	519,200	Direct Source	B
David Arnold McCann	Commission of Inquiry Services	99,000	Direct Source	C
George Pappas	Defence Strategic Reform advisory board	89,100	Direct Source	B
JBT Global Corporate Advisory	Defence operational business impact analysis project	434,396	Select Tender	B
John Fletcher	Defence Strategic Reform advisory board	59,400	Direct Source	B
Martin Brady	Study into Weapons of Mass Destruction review	63,000	Direct Source	C
Mr David George Loadman	Commission of Inquiry Services	99,000	Direct Source	C

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Office of Director of Public Relation	Commission of Inquiry Services	83,703	Direct Source	C
Office of Director of Public Relation	Commission of Inquiry Services	50,053	Direct Source	C
Pollard Strategy Associates Pty Ltd	Defence Strategic Reform advisory board	59,400	Direct Source	B
Results Consulting (Australia)	Leadership course	44,510	Panel	A
Sinclair Knight Merz Pty Ltd	Assessment/refurbishment of the Ministers Electoral Office	22,000	Direct Source	C
Tendwine Pty Ltd	Defence Strategic Reform advisory board	59,400	Direct Source	B
ThinkEvans Pty Ltd	Conduct of Surveys and Justice and Dispute Health and Effectiveness data entry	121,000	Direct Source	B
Whon Pty Ltd	Study into the RODUM Policy	74,800	Direct Source	C
<b>Total Office of the Secretary and CDF</b>		<b>2,055,740</b>		
<b>Army Capabilities</b>				
Anangu Pitjantjatjara Yankunytjatja	Advice regarding the Pukatja Community	25,043	Direct Source	A
Biarri Pty Ltd	Equipment Rationalisation Model	146,850	Select Tender	A
Massick Pty Ltd	Operational Analysis & Advice	21,798	Direct Source	A
Massick Pty Ltd	Operational Analysis & Advice	17,107	Panel	A
Sparke Helmore	Provision of legal advice	42,910	Panel	A
<b>Total Army Capabilities</b>		<b>253,707</b>		
<b>Airforce Capabilities</b>				
BSI Management Systems	Audit and advisory service	36,163	Direct Source	B
Nova Defence	Establishment of a Change Configuration Board for Air bases	231,000	Direct Source	B
<b>Total Airforce Capabilities</b>		<b>267,163</b>		
<b>Intelligence Capabilities</b>				
ASIO T4 - Protective Security	Protective security review report	33,000	Direct Source	B
Australian Government Solicitor	Legal services	270,470	Direct Source	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Australian Government Solicitor	Professional legal service	166,012	Open Tender	B
Australian Government Solicitor	Professional legal service	55,416	Open Tender	B
Blake Dawson Waldron	Legal services	55,884	Open Tender	B
Blake Dawson Waldron	Legal services	10,627	Open Tender	B
Business Interconnexions Pty Ltd	Design & Produce the Communication Strategy Map	15,940	Select Tender	B
BVN Architecture Pty Ltd	Block and stack review	16,016	Direct Source	B
Cogent Business Solutions Pty Ltd	Defence Industry Security Program review	124,462	Open Tender	C
CSIRO Corporate Finance	Research on Ontological methods	33,000	Direct Source	A
Datacom Systems (ACT) Pty Ltd	Advise on Purchase of specialist software	34,661	Direct Source	B
Day & Hodge Associates	Communication product audit	80,000	Select Tender	B
Ernst and Young Consulting	Preparation of Defence security risk assessment	171,118	Open Tender	B
ESRI Defence	Advice on software acquisition	45,375	Direct Source	B
Hewlett Packard Australia Pty Ltd	Develop IT Application	14,190	Direct Source	B
Ian Johnston & Associates	Psychological Services	132,000	Direct Source	B
ICON Recruitment	Technical recruitment advice and services	321,750	Select Tender	B
Jakeman Business Solutions Pty Ltd	Change management process	27,920	Open Tender	B
Key Energy & Resources	Gas Pipeline Tender Negotiations	35,420	Direct Source	B
KPMG Australia	Security processing mapping	390,168	Select Tender	B
KPMG Australia	Redevelopment of Vetting Costing Model	48,692	Direct Source	A
Martin Brady	Service review	22,000	Direct Source	B
Microsoft Services Pty Ltd	Development of e-Business system Interim solution	632,963	Select Tender	A
Millennium Audio Visual	Briefing and Control room consultation & design	18,540	Select Tender	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Noetic Solutions Pty Ltd	Preparation of Defence security strategy	70,813	Open Tender	B
People Strategies International	Conduct vetting process and develop interview guide	228,690	Direct Source	B
PEP Worldwide	Workspace management service	17,600	Direct Source	C
Richardson O'Rourke Consulting	Output based reporting & research	13,552	Direct Source	B
Robert Brennan & Associates	Organisation development advice	88,000	Direct Source	B
State Super Financial Services Ltd	Review of evaluation programs	42,350	Direct Source	B
State Super Financial Services Ltd	Management and Administration Advisory	40,215	Direct Source	B
Stratsec.Net	Evaluation and reports of Defence sites	172,291	Select Tender	B
Stratsec.Net	Develop processes & procedures, and report	104,720	Select Tender	B
The Mathworks Australia Pty Ltd	Information Technology consultation application	14,352	Direct Source	B
Third Horizon Consulting Partners	Workforce shared service reform	188,595	Direct Source	B
Training Systems Services Pty Ltd	Development of security skilling	86,242	Select Tender	A
WA Electrical Project Services	Security review	10,080	Direct Source	B
ANU Enterprise Pty Ltd	Specialised research analysis	37,950	Direct Source	B
<b>Total Intelligence Capabilities</b>		<b>3,871,075</b>		
<b>Defence Support</b>				
Access Economics	Specialist advice on strategic health reform	187,000	Direct Source	B
ACCESSUTS	Research and development	58,625	Open Tender	B
AECOM Australia Pty Ltd	Environment performance reporting framework review and facilitation reporting	43,660	Panel	A
Allens Arthur Robinson	Professional legal advice	84,559	Open Tender	B
Allens Arthur Robinson	Professional legal advice	19,640	Open Tender	B
Allens Arthur Robinson	Professional legal advice	19,640	Open Tender	B
ARUP	Specialist technical fire advice	11,000	Panel	A



Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Attorney Generals Department	Professional legal advice	50,000	Direct Source	B
Attorney Generals Department	Professional legal advice	10,803	Direct Source	B
Attorney Generals Department	Professional legal advice	10,000	Direct Source	B
Aurecon Australia Pty Ltd	Specialist advice	572,000	Direct Source	A
Australian Government Actuary	Actuarial assessment	93,000	Direct Source	B
Australian Government Solicitor	Professional legal advice	1,650,185	Panel	A
Australian Government Solicitor	Professional legal advice	415,030	Open Tender	B
Australian Government Solicitor	Professional legal advice	330,610	Direct Source	B
Australian Government Solicitor	Professional legal advice	300,564	Open Tender	B
Australian Government Solicitor	Professional legal advice	216,891	Direct Source	B
Australian Government Solicitor	Professional legal advice	206,638	Open Tender	B
Australian Government Solicitor	Professional legal advice	113,966	Open Tender	B
Australian Government Solicitor	Professional legal advice	58,212	Open Tender	B
Australian Government Solicitor	Professional legal advice	54,477	Open Tender	B
Australian Government Solicitor	Professional legal advice	51,751	Direct Source	B
Australian Government Solicitor	Professional legal advice	35,783	Open Tender	B
Australian Government Solicitor	Professional legal advice	33,250	Open Tender	B
Australian Government Solicitor	Professional legal advice	31,889	Direct Source	B
Australian Government Solicitor	Professional legal advice	27,750	Direct Source	A
Australian Government Solicitor	Professional legal advice	26,015	Open Tender	B
Australian Government Solicitor	Professional legal advice	22,531	Direct Source	A
Australian Government Solicitor	Professional legal advice	18,997	Open Tender	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Australian Government Solicitor	Professional legal advice	17,534	Open Tender	B
Australian Government Solicitor	Professional legal advice	16,137	Open Tender	B
Australian Government Solicitor	Professional legal advice	15,648	Open Tender	B
Australian Government Solicitor	Professional legal advice	14,999	Direct Source	B
Australian Government Solicitor	Professional legal advice	14,520	Direct Source	B
Australian Government Solicitor	Professional legal advice	14,377	Open Tender	B
Australian Government Solicitor	Professional legal advice	13,189	Open Tender	B
Australian Government Solicitor	Professional legal advice	12,832	Open Tender	B
Australian Government Solicitor	Professional legal advice	11,341	Direct Source	B
Australian Government Solicitor	Professional legal advice	11,286	Direct Source	B
Australian Government Solicitor	Professional legal advice	11,272	Open Tender	B
Australian Government Solicitor	Professional legal advice	10,637	Open Tender	B
Australian Government Solicitor	Professional legal advice	10,043	Open Tender	B
Blake Dawson Waldron	Professional legal advice	800,700	Open Tender	B
Blake Dawson Waldron	Professional legal advice	274,700	Open Tender	B
Blake Dawson Waldron	Professional legal advice	164,336	Open Tender	B
Blake Dawson Waldron	Professional legal advice	118,751	Open Tender	B
Blake Dawson Waldron	Professional legal advice	106,715	Open Tender	B
Blake Dawson Waldron	Professional legal advice	95,972	Open Tender	B
Blake Dawson Waldron	Professional legal advice	95,956	Open Tender	B
Blake Dawson Waldron	Professional legal advice	79,200	Open Tender	B
Blake Dawson Waldron	Professional legal advice	72,600	Open Tender	B
Blake Dawson Waldron	Professional legal advice	68,754	Open Tender	B
Blake Dawson Waldron	Professional legal advice	68,245	Open Tender	B
Blake Dawson Waldron	Professional legal advice	67,788	Open Tender	B
Blake Dawson Waldron	Professional legal advice	65,000	Open Tender	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Blake Dawson Waldron	Professional legal advice	62,403	Open Tender	B
Blake Dawson Waldron	Professional legal advice	62,403	Open Tender	B
Blake Dawson Waldron	Professional legal advice	60,511	Direct Source	A
Blake Dawson Waldron	Professional legal advice	52,712	Open Tender	B
Blake Dawson Waldron	Professional legal advice	52,518	Open Tender	B
Blake Dawson Waldron	Professional legal advice	49,666	Open Tender	B
Blake Dawson Waldron	Professional legal advice	47,828	Open Tender	B
Blake Dawson Waldron	Professional legal advice	35,157	Open Tender	B
Blake Dawson Waldron	Professional legal advice	26,796	Open Tender	B
Blake Dawson Waldron	Professional legal advice	23,216	Open Tender	B
Blake Dawson Waldron	Professional legal advice	17,914	Open Tender	B
Blake Dawson Waldron	Professional legal advice	15,198	Open Tender	B
Blake Dawson Waldron	Professional legal advice	14,169	Open Tender	B
Blake Dawson Waldron	Professional legal advice	13,118	Open Tender	B
Blake Dawson Waldron	Professional legal advice	12,715	Open Tender	B
Blake Dawson Waldron	Professional legal advice	10,192	Open Tender	B
Bligh Voller Nield Pty Ltd	Specialist technical advice	211,817	Direct Source	A
Clayton Utz	Professional legal advice	755,875	Open Tender	B
Clayton Utz	Professional legal advice	218,482	Open Tender	B
Clayton Utz	Professional legal advice	195,025	Open Tender	B
Clayton Utz	Professional legal advice	167,893	Open Tender	B
Clayton Utz	Professional legal advice	159,060	Open Tender	B
Clayton Utz	Professional legal advice	153,170	Open Tender	B
Clayton Utz	Professional legal advice	115,885	Open Tender	B
Clayton Utz	Professional legal advice	115,720	Open Tender	B
Clayton Utz	Professional legal advice	108,856	Open Tender	B
Clayton Utz	Professional legal advice	108,240	Open Tender	B
Clayton Utz	Professional legal advice	96,690	Open Tender	B
Clayton Utz	Professional legal advice	91,391	Open Tender	B
Clayton Utz	Professional legal advice	91,080	Open Tender	B
Clayton Utz	Professional legal advice	89,760	Open Tender	B
Clayton Utz	Professional legal advice	87,670	Open Tender	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Clayton Utz	Professional legal advice	76,120	Open Tender	B
Clayton Utz	Professional legal advice	75,570	Open Tender	B
Clayton Utz	Professional legal advice	66,605	Open Tender	B
Clayton Utz	Professional legal advice	62,492	Open Tender	B
Clayton Utz	Professional legal advice	58,278	Open Tender	B
Clayton Utz	Professional legal advice	56,716	Open Tender	B
Clayton Utz	Professional legal advice	55,880	Open Tender	B
Clayton Utz	Professional legal advice	52,448	Open Tender	B
Clayton Utz	Professional legal advice	50,743	Open Tender	B
Clayton Utz	Professional legal advice	48,730	Open Tender	B
Clayton Utz	Professional legal advice	48,620	Open Tender	B
Clayton Utz	Professional legal advice	47,531	Open Tender	B
Clayton Utz	Professional legal advice	46,530	Open Tender	B
Clayton Utz	Professional legal advice	46,354	Open Tender	B
Clayton Utz	Professional legal advice	43,802	Open Tender	B
Clayton Utz	Professional legal advice	43,175	Open Tender	B
Clayton Utz	Professional legal advice	39,919	Open Tender	B
Clayton Utz	Professional legal advice	29,205	Open Tender	B
Clayton Utz	Professional legal advice	28,545	Open Tender	B
Clayton Utz	Professional legal advice	22,176	Open Tender	B
Clayton Utz	Professional legal advice	20,306	Open Tender	B
Clayton Utz	Professional legal advice	19,932	Open Tender	B
Clayton Utz	Professional legal advice	19,305	Open Tender	B
Clayton Utz	Professional legal advice	17,094	Open Tender	B
Clayton Utz	Professional legal advice	16,577	Open Tender	B
Clayton Utz	Professional legal advice	16,060	Open Tender	B
Clayton Utz	Professional legal advice	15,290	Open Tender	B
Clayton Utz	Professional legal advice	14,245	Open Tender	B
Clayton Utz	Professional legal advice	13,783	Open Tender	B
Clayton Utz	Professional legal advice	13,585	Open Tender	B
Clayton Utz	Professional legal advice	12,628	Open Tender	B
Clayton Utz	Professional legal advice	11,935	Open Tender	B
Clayton Utz	Professional legal advice	11,704	Open Tender	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Clayton Utz	Professional legal advice	10,010	Open Tender	B
Coffey Environments Pty Ltd	Technical Support - contamination management	125,852	Panel	A
Coffey Environments Pty Ltd	Technical Support - contamination management	77,014	Panel	A
Cogent Business Solutions Pty Ltd	Provide specialist advice and project management for the COMPAS request for tender evaluation	163,750	Select Tender	B
Cogent Business Solutions Pty Ltd	Specialist advice on tender evaluation	79,456	Direct Source	B
Cogent Business Solutions Pty Ltd	Specialist advice on Request for tender evaluation	77,000	Direct Source	B
Cogent Business Solutions Pty Ltd	Review of Defence Healthcare facilities in ACT	61,600	Direct Source	A
Cogent Business Solutions Pty Ltd	Review of Defence Healthcare facilities in ACT	57,200	Direct Source	A
Cogent Business Solutions Pty Ltd	Review of Defence Healthcare facilities	18,563	Direct Source	A
Cogent Business Solutions Pty Ltd	Specialist advice on Defence Support Operations Division reform	16,500	Open Tender	B
Deloitte	Non-equipment procurement specialist advice on freight and cartage	389,400	Open Tender	B
Department of Transport	Lavarack barracks peer review	55,000	Direct Source	A
Department of Finance and Deregulation	Specialist financial advice	18,450	Direct Source	B
DMV Consulting	Specialist advice on procurement, contracting management, and business process reengineering	93,822	Select Tender	B
ENSR Australia Pty Ltd	Environmental Performance Framework restructure and facilitation	43,660	Panel	A
Environmental Resources Management	Technical Support contamination management	401,060	Direct Source	A
Ernst and Young Consulting	Independent investigation into a code of conduct matter	24,630	Direct Source	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
ERP Source Australia	Review of SAP compatible invoice payment processing system	13,530	Direct Source	B
ESRI Australia Pty Ltd	Advice on software acquisition	22,458	Direct Source	B
Executive Central Group Pty Ltd	Coaching for various Executive Officers Development	33,000	Direct Source	B
Executive Central Group Pty Ltd	Provide specialist advice and coaching for Executive Officers Development	22,000	Direct Source	A
Executive Central Group Pty Ltd	Specialist advice and coaching	22,000	Direct Source	B
Forrester Research Australia	Technical/specialist project advice in relation to the Mobile learning, eLearning and Virtual Classroom projects	64,713	Direct Source	B
Fulton Hogan Pty Ltd	Provide technical support—Maintenance Project—Surface Treatment to Aircraft pavements	3,668,307	Panel	A
Future Train	Technical/specialist project advice in relation to the Mobile learning, eLearning and Virtual Classroom projects	49,214	Direct Source	B
GHD Pty Ltd	Provide technical advice for refurbishment activities	560,140	Panel	A
GHD Pty Ltd	Contamination technical support	346,500	Panel	A
GHD Pty Ltd	Electrical Design Review Services Facilities Audits and Documentation Review	54,096	Panel	A
GHD Pty Ltd	Review of Draft Defence Communications Cabling Standard	11,000	Panel	A
Godden Mackay Logan	Update Heritage management plan	21,824	Direct Source	A
Godden Mackay Logan	Update Heritage management plan	21,551	Direct Source	A
Hay Group Pty Ltd	Provide coaching and feedback	60,500	Direct Source	B
Historical Aircraft Restoration SOC	Provide specialist technical services	21,915	Direct Source	A

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
HP Enterprise Services	Civilian personnel administration services review	32,450	Direct Source	A
HWL Ebsworth Lawyers	Professional legal advice	24,231	Open Tender	B
Jaffa Design	Specialist advice on Heritage and Bioversity implementation plan	51,100	Select Tender	B
Key Energy & Resources	Specialist advice on energy including energy management contract negotiation and cost auditing	290,400	Direct Source	B
Key Energy & Resources	Specialist advice on energy including energy management contract negotiation and cost auditing	55,000	Direct Source	B
KPMG Australia	Study into the Defence economic contribution	98,165	Direct Source	A
KPMG Australia	Analyses on spend and trend on Non-equipment procurement	64,000	Open Tender	B
KPMG Australia	Develop and implement Payroll assurance	1,138,111	Open Tender	B
KPMG Australia	Specialist advice on Strategic Reform Program Non-equipment procurement office supplies	82,500	Direct Source	B
KPMG Australia	Scoping study - ADF Payroll remediation	50,000	Open Tender	B
McGrath Nicol & Partners	Financial advisory services	85,796	Direct Source	B
Minter Ellison	Professional legal advice	245,340	Open Tender	B
Minter Ellison	Professional legal advice	99,216	Open Tender	B
Minter Ellison	Professional legal advice	91,391	Open Tender	B
Minter Ellison	Professional legal advice	83,780	Open Tender	B
Minter Ellison	Professional legal advice	82,045	Open Tender	B
Minter Ellison	Professional legal advice	78,287	Open Tender	B
Minter Ellison	Professional legal advice	65,558	Open Tender	B
Minter Ellison	Professional legal advice	38,968	Open Tender	B
Minter Ellison	Professional legal advice	38,130	Open Tender	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification <sup>[2]</sup>
Minter Ellison	Professional legal advice	37,342	Open Tender	B
Minter Ellison	Professional legal advice	33,920	Open Tender	B
Minter Ellison	Professional legal advice	25,949	Open Tender	B
Minter Ellison	Advice on unpaid licence fees	25,892	Open Tender	B
Minter Ellison	Professional legal advice	20,979	Open Tender	B
Minter Ellison	Professional legal advice	20,635	Open Tender	B
Minter Ellison	Professional legal advice	19,899	Open Tender	B
Minter Ellison	Professional legal advice	19,670	Open Tender	B
Minter Ellison	Professional legal advice	16,761	Open Tender	B
Minter Ellison	Professional legal advice	14,619	Open Tender	B
Minter Ellison	Professional legal advice	13,409	Open Tender	B
Minter Ellison	Professional legal advice	13,100	Open Tender	B
Minter Ellison	Professional legal advice	12,382	Open Tender	B
Minter Ellison	Professional legal advice	11,409	Open Tender	B
Minter Ellison	Professional legal advice	10,718	Open Tender	B
Minter Ellison	Professional legal advice	10,683	Open Tender	B
Multimedia Concepts Pty Ltd	Technical advice process documentation and testing - Campus	479,001	Direct Source	B
NCS International Pty Ltd	Specialist advice on maintenance of certification of emergency management system	26,826	Select Tender	B
Northern Land Council	Specialist advice	132,000	Direct Source	B
Norton Rose	Professional legal advice	76,650	Open Tender	B
Norton Rose	Professional legal advice	68,760	Open Tender	B
Norton Rose	Professional legal advice	64,896	Open Tender	B
Norton Rose	Professional legal advice	39,375	Open Tender	B
Norton Rose	Professional legal advice	38,275	Open Tender	B
Norton Rose	Professional legal advice	37,080	Open Tender	B
Norton Rose	Professional legal advice	34,456	Open Tender	B
Norton Rose	Professional legal advice	33,290	Open Tender	B
Norton Rose	Professional legal advice	21,180	Open Tender	B
Norton Rose	Professional legal advice	20,400	Open Tender	B



Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Norton Rose	Professional legal advice	18,372	Open Tender	B
Norton Rose	Deed to disposal of treated effluent	14,623	Direct Source	A
Norton Rose	Professional legal advice	13,424	Open Tender	B
Norton Rose	Professional legal advice	11,184	Open Tender	B
Norton Rose	Professional legal advice	10,440	Open Tender	B
Parsons Brinkerhoff Australia	Peer review	21,914	Panel	A
Partners In Performance	Advice on Non-Equipment procurement business reforms	148,500	Open Tender	B
Partners In Performance	Specialist advice and training for the Lean course	61,228	Open Tender	B
Phillips Fox Sydney	Professional legal advice	224,820	Open Tender	B
Phillips Fox Sydney	Professional legal advice	70,871	Open Tender	B
Phillips Fox Sydney	Professional legal advice	43,450	Open Tender	B
Phillips Fox Sydney	Professional legal advice	34,950	Open Tender	B
Phillips Fox Sydney	Professional legal advice	31,680	Open Tender	B
Phillips Fox Sydney	Professional legal advice	29,651	Open Tender	B
Phillips Fox Sydney	Professional legal advice	27,638	Open Tender	B
Phillips Fox Sydney	Professional legal advice	24,118	Open Tender	B
Phillips Fox Sydney	Professional legal advice	22,440	Open Tender	B
Phillips Fox Sydney	Professional legal advice	22,094	Open Tender	B
Phillips Fox Sydney	Professional legal advice	22,000	Open Tender	B
Phillips Fox Sydney	Professional legal advice	22,000	Open Tender	B
Phillips Fox Sydney	Professional legal advice	21,600	Open Tender	B
Phillips Fox Sydney	Professional legal advice	17,278	Open Tender	B
Phillips Fox Sydney	Professional legal advice	16,170	Open Tender	B
Phillips Fox Sydney	Professional legal advice	15,769	Open Tender	B
Phillips Fox Sydney	Technical Support - contamination management	14,933	Direct Source	A
Phillips Fox Sydney	Professional legal advice	13,387	Open Tender	B
Phillips Fox Sydney	Professional legal advice	11,605	Open Tender	B
Point Project Management Pty Ltd	Provide project management advice - accommodation review project	6,600,000	Panel	A

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Point Project Management Pty Ltd	Provide project management Advice	38,060	Direct Source	A
Point Project Management Pty Ltd	Specialist advice	37,394	Direct Source	A
Point Project Management Pty Ltd	Specialist advice	21,427	Direct Source	A
Program IT Pty Ltd	Upgrade service installation guide	11,880	Direct Source	B
Protiviti Pty Ltd	Establishment of a risk management framework	66,000	Open Tender	B
Providence Consulting Group PL	Reaction and development of business procedures	58,806	Open Tender	B
PS Management Consultants	Specialist advice and project management to training area strategic plan	320,000	Select Tender	B
Right Management Consultants Pty	Specialist advice, preparation and delivery of training	68,200	Select Tender	B
Right Management Consultants Pty	Specialist advice, preparation and delivery of training	68,200	Select Tender	B
Robson Huntley & Associates Pty Ltd	Specialist advice on business analyst service for the development of a product management framework	181,280	Direct Source	B
Serco Sodexo Defence Services	Asbestos surveys	216,263	Select Tender	B
Serco Sodexo Defence Services	Regional infrastructure appraisal	204,227	Direct Source	B
Serco Sodexo Defence Services	Development and maintenance of Environment management system	127,058	Select Tender	B
Serco Sodexo Defence Services	Preparation and supply of Design and Tender documents	43,604	Direct Source	B
Sinclair Knight Merz Pty Ltd	Site environment management system review	19,561	Direct Source	A
Sinclair Knight Merz Pty Ltd	Provide professional services	112,541	Direct Source	B
Sinclair Knight Merz Pty Ltd	Supply maps and ground overlay updates	84,260	Open Tender	B
Sinclair Knight Merz Pty Ltd	Annual fire safety surveys	81,730	Direct Source	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Sinclair Knight Merz Pty Ltd	Technical advice	48,400	Open Tender	B
Sinclair Knight Merz Pty Ltd	Specialist survey advice	29,123	Open Tender	B
Sinclair Knight Merz Pty Ltd	Technical and specialist project advice on Geographic information systems (GIS) database including rectification of GIS Data and Metadata capture	25,027	Direct Source	B
Skillsoft Asia Pacific Pty Ltd	Technical/specialist project advice in relation to the Mobile learning, eLearning and Virtual Classroom projects	340,922	Direct Source	B
SKM	Provide specialist advice	108,500	Direct Source	B
SMS Consulting Group Pty Ltd	Technical planning advice	215,252	Direct Source	B
Social Investment Solutions	Prepare and facilitate facility liaison officers workshops	14,122	Direct Source	B
Southern Cross Computing Solutions	SAP project system technical advice	178,200	Direct Source	B
Sparke Helmore	Professional legal advice	86,690	Open Tender	B
Sparke Helmore	Professional legal advice	77,670	Open Tender	B
Sparke Helmore	Provision Probity Advice Services	42,900	Panel	B
Sparke Helmore	Professional legal advice	38,325	Open Tender	B
Sparke Helmore	Professional legal advice	24,350	Open Tender	B
Sparke Helmore	Professional legal advice	19,425	Open Tender	B
Sparke Helmore	Professional legal advice	18,478	Open Tender	B
Sparke Helmore	Professional legal advice	14,775	Open Tender	B
Sparke Helmore	Professional legal advice	12,300	Open Tender	B
Sparke Helmore	Professional legal advice	10,980	Open Tender	B
Sparke Helmore	Provide professional legal advice relating to training	33,000	Direct Source	A
Spatial Data Management	Business and corporate management consultation services	33,000	Direct Source	B
Spotless P & F Pty Ltd	Feasibility study	61,851	Open Tender	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Spotless P & F Pty Ltd	Provide work plan	30,386	Select Tender	B
T T Building Consultants Pty Ltd	Annual fire safety surveys	672,727	Direct Source	B
T T Building Consultants Pty Ltd	Fire Safety Surveys	359,447	Select Tender	B
T T Building Consultants Pty Ltd	Annual fire safety surveys	297,350	Direct Source	B
Thinc Projects	Designer fees	44,000	Direct Source	A
Third Horizon Consulting Partners	Deliver the Non-equipment procurement model	694,200	Open Tender	B
URS Australia Pty Ltd	Undertake environment appraisal and review	17,600	Panel	A
Voodoo Creative	Graphic design service	755,477	Direct Source	B
Walsh Media	Specialist advice	55,970	Direct Source	A
Woods Bagot Pty Ltd	Defence Estate strategic review and concept plan	11,000	Direct Source	A
Woods Bagot Pty Ltd	Management fees	151,664	Select Tender	A
Yarrimbah Consulting	Professional legal advice	17,401	Direct Source	B
Yarrimbah Consulting	Independent assessment advice	14,500	Direct Source	B
Phillips Fox Sydney	ACT - Professional Legal Fees	191,515	Open Tender	B
Clayton Utz	ACT - Professional Legal Fees	164,082	Open Tender	B
Clayton Utz	ACT - Professional Legal Fees	97,756	Open Tender	B
Blake Dawson Waldron	ACT - Professional Legal Fees	453,240	Open Tender	B
SME Gateway Ltd	Professional Services and redevelopment of customer engagement relationship Management tool	114,308	Select Tender	B
Grosvenor Management Consulting	Prepare a discussion paper for support design of non equipment procurement centre of excellence for Defence Support Group procurement and contracting	24,751	Direct Source	B
Cogent Business Solutions Pty Ltd	Consultancy support Lessons Learnt Defence Force Recruiting Tender Evaluation Team	53,030	Direct Source	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification <sup>[2]</sup>
Defence Maintenance Management	Consultancy Services related to the replacement of the generator at Fleet headquarters	14,924	Open Tender	B
Weewunz Pty Ltd	Maintenance and Repairs to Defence Childminding Facilities Advice	193,350	Direct Source	B
Phillips Fox Sydney	SA - professional legal Fees	36,914	Open Tender	B
Price Waterhouse Coopers Legal	Review superannuation processes and administration within Defence	55,000	Open Tender	B
Blake Dawson Waldron	SA - professional legal Fees	150,230	Open Tender	B
Grosvenor Management Consulting	Market research and advice into security	22,000	Open Tender	B
Grosvenor Management Consulting	Market research into armed guarding in security	22,000	Open Tender	B
Spotless SVCS Australia SQld Trust	Air Traffic Control Tower fire safety compliance advice	31,680	Select Tender	A
Australian Government Solicitor	ACT - Professional Legal Fees	15,171	Open Tender	B
Partners In Performance	Professional advice business reform	660,000	Open Tender	B
Grosvenor Management Consulting	Probity advice for interim Defence recruiting contract	40,000	Open Tender	B
Spotless SVCS Australia SQld Trust	Fire Safety remediation facility 481 South QLD	12,100	Select Tender	A
Clayton Utz	ACT - Professional Legal Fees	11,000	Open Tender	B
Clayton Utz	ACT - Professional Legal Fees	86,130	Open Tender	B
Clayton Utz	ACT - Professional Legal Fees	60,170	Open Tender	B
Clayton Utz	ACT - Professional Legal Fees	60,170	Open Tender	B
Sinclair Knight Merz Pty Ltd	Building infrastructure and asset condition appraisal Williamtown and Singleton	330,000	Select Tender	B
Australian Government Solicitor	ACT - Professional Legal Fees	26,375	Open Tender	B

EXTENDED CONSULTANCIES

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Australian Government Solicitor	ACT - Professional Legal Fees	42,207	Open Tender	B
Australian Government Solicitor	ACT - Professional Legal Fees	42,207	Open Tender	B
Australian Government Solicitor	ACT - Professional Legal Fees	42,207	Open Tender	B
Blake Dawson Waldron	VIC - Professional legal Fees	14,369	Open Tender	B
Australian Government Solicitor	ACT - Professional Legal Fees	42,207	Open Tender	B
Jackson Management Consulting	Draft development plan for the DVA and Defence LINKS steering committee for joint support services	66,000	Direct Source	B
Landell Consulting	Specialist probity services to assist with tendering of comprehensive maintenance services	22,000	Select Tender	C
Clayton Utz	ACT - Professional Legal Fees	17,759	Open Tender	B
Minter Ellison	ACT - Professional Legal Fees	10,008	Open Tender	B
Norton Rose	ACT - Professional Legal Fees	10,464	Open Tender	B
Clayton Utz	ACT - Professional Legal Fees	51,018	Open Tender	B
Sinclair Knight Merz Defence P/L	Consultancy Service South Queensland fire safety surveys	296,000	Open Tender	A
Clayton Utz	ACT - Professional Legal Fees	24,077	Open Tender	B
Phillips Fox Sydney	ACT - Professional Legal Fees	22,615	Open Tender	B
Australian Government Solicitor	Tied Work	27,988	Direct Source	B
Clayton Utz	ACT - Professional Legal Fees	45,694	Open Tender	B
Clayton Utz	ACT - Professional Legal Fees	10,692	Open Tender	B
Ernst and Young Consulting	Identification and analysis of contract management risk associated with various contracts	190,300	Select Tender	A
<b>Total Defence Support</b>		<b>40,217,092</b>		

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
<b>Defence Science and Technology Organisation</b>				
Applied Infrared Sensing	Specialist training services	13,105	Direct Source	B
Attorney Generals Department	Education and training Services	14,750	Direct Source	B
Aurecon Australia Pty Ltd	Engineering and research and technology based services	207,680	Open Tender	B
Booz & Company (Australia) Pty Ltd	Military science and research	44,000	Select Tender	B
Booz & Company (Australia) Pty Ltd	Engineering and Research and Technology Based Services	16,240	Select Tender	B
CASWA Pty Ltd	Professional engineering services	48,000	Open Tender	B
Emeritus Professor Riaz Ul Hassan	Management advisory services	20,020	Direct Source	B
Leadexec Pty Ltd	Strategic planning consultation services	60,500	Direct Source	B
Paul F Greenfield	Provision of administrative services	11,937	Direct Source	B
Qinetiq Consulting Pty Ltd	Engineering and research and technology Based Services - Analytical support	41,116	Open Tender	B
Sinclair Knight Merz Pty Ltd	Military science and research	142,526	Direct Source	B
Twyford Consulting	Education and training Services - Design, management and facilitation of Training Course	92,519	Open Tender	B
Wilton Hanford Hanover Pty Ltd	Military science and research	23,000	Select Tender	B
<b>Total Defence Science and Technology Organisation</b>		<b>735,393</b>		
<b>Chief Information Officer</b>				
Aquitaine Consulting Pty Ltd	To provide independent management assurances services on the Personnel Security Administration Management System refresh project	20,587	Direct Source	B
Australian Government Solicitor	Legal advice	90,750	Open Tender	B

EXTENDED CONSULTANCIES

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Australian Government Solicitor	Legal advice	16,888	Open Tender	B
Blake Dawson Waldron	Legal advice	108,425	Open Tender	B
Clayton Utz	Legal advice	59,092	Open Tender	B
CPT Global Ltd	Data centre power review	60,500	Open Tender	B
Digital Brand Pty Ltd	Specialist advice	22,000	Direct Source	B
Gartner Australasia Pty Ltd	Advice on best practice procurement models for SAP software and related services	550,000	Direct Source	B
Gartner Australasia Pty Ltd	Advice on best practice procurement models for SAP software and related services	92,400	Direct Source	B
IBM Australia Ltd	Review & analyse existing business processes	26,455	Direct Source	B
Information Junction Ltd	Assess and advise on the maturity of Defence information management	33,000	Direct Source	A
Netapp Australia Pty Ltd	Specialist advice	33,440	Open Tender	B
Phillips Fox Sydney	Legal advice	215,891	Open Tender	B
Phillips Fox Sydney	Legal advice	123,860	Open Tender	B
Project Outcomes Pty Ltd	Deliver specialist technical procurement advice	81,000	Open Tender	B
QP3 Consulting	Legal advice	515,625	Open Tender	B
QP3 Consulting	Legal advice	110,000	Open Tender	B
QP3 Consulting	Legal advice	110,000	Open Tender	B
QP3 Consulting	Legal advice	59,400	Open Tender	B
QP3 Consulting	Legal advice	50,000	Open Tender	B
QP3 Consulting	Legal advice	39,000	Open Tender	B
Results Consulting (Australia)	To provide ICT Reform Program with HR strategies and resource planning for the change management team	24,200	Open Tender	B
Richardson O'Rourke Consulting	Review Leased Lines function in Defence	54,417	Open Tender	A
Sparke Helmore	Legal advice	26,200	Open Tender	B
Tresscox	Legal advice	42,504	Open Tender	C
<b>Total Chief Information Officer</b>		<b>2,565,634</b>		



Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
<b>Vice Chief of the Defence Force</b>				
A. S. Henderson Pty Ltd	Project Consulting	11,550	Direct Source	B
ABW Management Consulting	Strategic advice and support	511,500	Direct Source	B
APT Business Solutions Pty Ltd	Prepare business case and project specifications	159,812	Select Tender	B
Australian Centre for Post	Project Consulting	11,000	Direct Source	B
Australian Government Solicitor	Independent assessment and advice on procurement process	1,716,000	Open Tender	B
Blueline Consulting Services	Specialist advice on remuneration review	45,375	Select Tender	C
Booz & Company (Australia) Pty Ltd	Design and build a web enabled database application	113,485	Select Tender	A
Centre for Public Management	Investigation services	50,000	Direct Source	C
Clayton Utz	Strategic advice of project legal aspects	2,713,032	Open Tender	B
Complexia Pty Ltd	Design of database structure	14,960	Direct Source	B
Donna Bull Other Drug Consultant	Project Consulting	29,040	Direct Source	B
ERM Australia - Victoria	Independent Environmental and Heritage review	435,912	Open Tender	B
Ernst & Young	Provide strategic business and financial advice	4,105,456	Open Tender	B
Grosvenor Management Consulting	Professional advice	100,000	Select Tender	C
Jacobs Australia	Process Review and Support and development of the Defence Logistics Information System Support Architecture.	728,050	Select Tender	A
Johden Pty Ltd	Professional advice	27,500	Direct Source	B
Kiah Consulting Pty Ltd	Contract review and advice	67,500	Direct Source	B
KPMG Australia	Logistic advisory services	195,851	Direct Source	B
KPMG Australia	Preparedness, personnel & operating cost companion review	3,977,600	Panel	B

EXTENDED CONSULTANCIES

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Noetic Solutions Pty Ltd	Management advice	77,275	Select Tender	A
Noetic Solutions Pty Ltd	Business planning service	52,250	Direct Source	B
Noetic Solutions Pty Ltd	Professional advice	35,000	Direct Source	B
Parsons Brinckerhoff	Detailed costing analysis and advice	77,396	Direct Source	A
Peter J Murphy & Associates	Specialist advice	53,900	Direct Source	A
Point Project Management Pty Ltd	Concept and design service	487,325	Select Tender	B
Price Waterhouse Coopers Legal	Financial risk assessment services	34,648	Open Tender	C
Priority Management Brisbane	Improved work practices advice	10,670	Direct Source	B
Qinetiq Pty Ltd	Development of a task management data base	26,396	Direct Source	A
RSM Bird Cameron Partners	Accountancy advice	302,120	Select Tender	B
SME Gateway Ltd	Technical advice	529,862	Direct Source	B
SME Gateway Ltd	Professional advice	111,595	Open Tender	B
SME Gateway Ltd	Professional advice to deliver and implement Area health service plan	94,703	Direct Source	B
SME Gateway Ltd	Professional advice to deliver and implement Area health service plan	67,650	Select Tender	B
SME Gateway Ltd	Procurement and contract management support for the Defence Logistics Information Systems Support and Development Panel	45,000	Direct Source	A
University of Melbourne	Health Workshop	16,216	Direct Source	B
University of Melbourne	Project Consulting	11,000	Direct Source	B
Vipac Engineers & Scientists	Independent analysis and evaluation of specialised equipment	23,034	Select Tender	A
Wilde and Woollard	Independent review of Cost models	50,930	Select Tender	B

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
Obiter Research and Info Services	Production of Options Paper for Nature of Service Branch	11,000	Select Tender	B
Obiter Research and Info Services	Development of Principles for the review of the Nature of Service	11,000	Select Tender	B
<b>Total Vice Chief of the Defence Force</b>		<b>17,142,594</b>		
<b>Joint Operations Command</b>				
Department of Foreign Affairs and Trade	Service for the design and development of construction drawings	99,964	Direct Source	B
Ian Austin Lynch	Research and develop concept for business continuity planning	26,347	Direct Source	B
Sinclair Knight Merz Defence P/L	Service for design and redevelopment	531,367	Direct Source	B
Sinclair Knight Merz Defence P/L	Service for design and redevelopment	302,500	Direct Source	B
<b>Total Joint Operations Command</b>		<b>960,177</b>		
<b>Chief Finance Officer</b>				
Acumen Alliance	Specialist advice and support for the Defence budget model	76,340	Open Tender	B
Acumen Alliance	Specialist advice and support to the Boris Overhaul	72,699	Open Tender	B
Deloitte Touche Tohmatsu	Design and document a Resource Assurance Methodology and Process	1,599,999	Open Tender	B
Price Waterhouse Coopers Legal	To provide recommendations for ongoing financial assurance activities in Defence	93,983	Open Tender	B
Quality Management Solutions (QMS)	Independent review on a staff issue	12,584	Direct Source	B
Deloitte Touche Tohmatsu	Develop a cash flow risk management model	129,643	Open Tender	B
Data Analysis Australia Pty Ltd	Provide analytical advice in support of the 2010 Financial Statements	20,059	Direct Source	B
Ernst and Young Consulting	Review and Living In Allowance apportionment basis	48,798	Open Tender	B
<b>Total Chief Finance Officer</b>		<b>2,054,105</b>		

Consultancy name	Description	Contract Value \$ (incl GST)	Selection Process <sup>[1]</sup>	Justification [2]
<b>People Strategies and Policy</b>				
Australian Government Actuary	Average house price validation	11,000	Direct Source	A
Australian Valuation Office	Provide Rent index on the Defence Living Accommodation	26,400	Direct Source	A
Dominic Downie & Associates	Training advice - Senior leadership	12,508	Direct Source	A
Ernst and Young Consulting	Develop and communicate the Australian Defence Organisation Reward and Recognition Strategy	411,765	Select Tender	A
KPMG Australia	Professional Services for scoping and planning HR Shared Services	3,562,000	Select Tender	A
KPMG Australia	Organisational structure review	79,001	Select Tender	A
Mallesons Stephen Jaques	Legal services - ADF financial services	37,040	Direct Source	A
Mallesons Stephen Jaques	Legal services - ADF financial services	27,781	Direct Source	A
Noetic Solutions Pty Ltd	Commissioned to undertake a review of ADF Retention and Recruitment Program and initiatives	330,000	Panel	A
Third Horizon Consulting Partners	Professional Fees in relation to Shared Services Reform	5,227,486	Panel	A
Third Horizon Consulting Partners	Professional Services for the Workforce and Shared Services Reform	407,934	Panel	A
Third Horizon Consulting Partners	Professional Services for the Workforce and Shared Services Reform	237,365	Panel	A
<b>Total People Strategies and Policy</b>		<b>10,370,280</b>		
<b>Total Defence</b>		<b>80,492,960</b>		

**NOTES:**

- Methods of procurement are in accordance with the *Commonwealth Procurement Guidelines - FMG 1*.
- Reasons for engagement:
  - Skills currently unavailable within agency
  - Need for specialised or professional skills
  - Need for independent research or assessment

## AMENDMENT TO THE *DEFENCE ANNUAL REPORT 2009-10*

Total expenditure on consulting contracts for 2008-09 was \$78.3m. This figure was incorrectly reported in Table A9.2 of Volume 1 of the *Defence Annual Report 2009-10*.