



**JOINT CAPABILITIES GROUP**  
**JOINT HEALTH COMMAND**

B18914593

s47G

3. Should you wish to discuss the matter, please contact Flight Lieutenant s47E(d) s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au).

Yours sincerely,

s47E(d)  
Director  
ADF Centre for Mental Health

July 2020



## JOINT CAPABILITIES GROUP JOINT HEALTH COMMAND

BN19458367

Katie Reid  
Partner  
PricewaterhouseCoopers Consulting

28 Sydney Avenue  
Forrest ACT  
2603 Australia

[Katie.a.Reid@au.pwc.com](mailto:Katie.a.Reid@au.pwc.com)  
[pwc.defence.panels@au.pwc.com](mailto:pwc.defence.panels@au.pwc.com)

*Dear Katie,*

**REQUEST FOR TENDER RFQTS NO 4741  
FOR THE SUPPLY OF STRATEGIC COMMUNICATION ADVICE  
CLOSING DATE 15 MAY 2020 (REVISED SUBMISSION 26 MAY AND 21 JUL 2020)**

1. Thank you for your interest and resubmission (July Addendum) in regards to the above procurement. Your proposal has been evaluated and on this occasion was unsuccessful. Accordingly, your offer is declined.
2. Details of any contract awarded will be published on AusTender at [www.tenders.gov.au](http://www.tenders.gov.au) in the near future.
3. Should you wish to discuss the matter further, please contact Flight Lieutenant s47E(d) s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au) to request a tenderer debriefing. Please note that any such tenderer debriefing will be conducted after contract award.

Yours sincerely

s47E(d)  
Director  
ADF Centre for Mental Health

10 August 2020

**From:** s47E(d)  
**To:** [DefenceAU](#); [DSS RFQTS](#)  
**Subject:** Notification Letter - DSS Panel - Request for Quotation 4741 [SEC=UNCLASSIFIED]  
**Date:** Monday, 29 June 2020 9:08:23 AM  
**Attachments:** [Letter - Notification to Unsuccessful Tenderer - Beca Consultants.pdf](#)

---

UNCLASSIFIED

Good morning,

Please find attached letter for your review.

Cheers

s47E(d)

SO3 Operations – ADF Centre for Mental Health – Air Force Joint Staff  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871  
Bld 8 | HMAS Penguin | 7a Middle Head Road | MOSMAN NSW 2091  
T: s47E(d) | H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work via Dreams on Fridays and alternate Mondays

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**From:** DefenceAU <[DefenceAU@beca.com](mailto:DefenceAU@beca.com)>  
**Sent:** Friday, 15 May 2020 3:10 PM  
**To:** DSS RFQTS <[dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)>  
**Cc:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>; DefenceAU <[DefenceAU@beca.com](mailto:DefenceAU@beca.com)>  
**Subject:** RE: DSS Panel - Request for Quotation 4741 [SEC=UNCLASSIFIED]

Good afternoon s47E(d) and DSS Panel Representative,

Please find attached Beca Consultants proposal for RFQTS 4741 – Consultant procurement - ADF Centre for Mental Health Marketing and Communications Plan. Should you have any enquiries relating to our proposal please do not hesitate to contact us.

Kind Regards,

**Dave Gorham**

Senior Business Development Advisor  
Advisory Practice / Defence & National Security  
Beca  
Mobile s47G DDI: +61 2 8216 4668

**From:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>  
**Sent:** Friday, 1 May 2020 8:55 AM

**To:** DefenceAU <[DefenceAU@beca.com](mailto:DefenceAU@beca.com)>

**Subject:** DSS Panel - Request for Quotation 4741 [SEC=UNCLASSIFIED]

Please find attached a Request for Quote and Tasking Statement (RFQTS.doc) from the Defence Support Services (DSS) Panel.

Please respond to the RFQTS by completing the attached Quotation Form (Quotation.doc). Your response to each section will be processed automatically by the DSS Panel Business Management System (BMS). Any additional information such as CV's etc, are to be included as separate documents.

Please ensure that you adhere to the following guidelines for the submission of your Quotation Form. This will ensure that your response is received and processed by the DSS Panel BMS:

### Completing the Quotation Form

1. The Quotation Form is a Microsoft Word 97-2003 "Form", compatible with Microsoft Word 97 or later. Alternate or online word processing applications may corrupt the Quotation Form.
2. To respond to the RFQTS, complete only the shaded fields in the Quotation Form, and do **not** unlock or alter it in any way.
3. Quotation Forms relating to a different RFQTS **must not** be used to respond to this RFQTS.
4. The Quotation Form **must not** include rich or compound document content including images, diagrams or tables.

### Emailing the Quotation Form

5. Include the RFQTS Number in the subject line of the response email to support simpler issue management.
6. Save the Quotation Form as a Microsoft Word 97-2003 compatible file **(.doc)**, named **'Quotation.doc'**.
7. Do **not** zip or PDF the Quotation Form as it will **not** be processed.
8. Attach the Quotation Form to an email addressed to:  
  
TO: [dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)  
  
CC: **The quotation documents must be CC'd to the email address of the Defence Representative provided in the RFQTS** (Please note that this contact person may be different from the one who sent you the email).

### Attachments/Supporting Documentation



9. Attach any other relevant files to the email as separate documents.
10. Ensure attachment file names are short, and do **not** include the word 'quotation' in any part of the file name.
11. Do **not** include any other email as an attachment to your response email. If required, PDF the relevant email before attaching.
12. For larger attachments, please zip these **excluding** the Quotation Form. If the Defence Gateway rejects your email for exceeding the size limit, please follow any instructions for release/resubmission.

**Request issued via the Defence Support Services (DSS) Panel, SON3485107.**

## **Department of Defence**

Sensitivity: General

NOTICE: This email, if it relates to a specific contract, is sent on behalf of the Beca company which entered into the contract. Please contact the sender if you are unsure of the contracting Beca company or visit our web page <http://www.beca.com> for further information on the Beca Group. If this email relates to a specific contract, by responding you agree that, regardless of its terms, this email and the response by you will be a valid communication for the purposes of that contract, and may bind the parties accordingly. This e-mail together with any attachments is confidential, may be subject to legal privilege and applicable privacy laws, and may contain proprietary information, including information protected by copyright. If you are not the intended recipient, please do not copy, use or disclose this e-mail; please notify us immediately by return e-mail and then delete this e-mail.



## JOINT CAPABILITIES GROUP JOINT HEALTH COMMAND

BN18151188

Dave Gorham  
Senior Business Development Advisor  
Advisory Practice / Defence and National Security  
Beca Consultants

DefenceAU@beca.com

*Dear Dave,*

**REQUEST FOR TENDER RFQTS NO 4741  
FOR THE SUPPLY OF STRATEGIC COMMUNICATION ADVICE  
CLOSING DATE 15 MAY 2020**

1. Thank you for your interest in the above procurement. Your tender has been evaluated along with others received and on this occasion was unsuccessful. Accordingly, your offer is declined.
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3. Should you wish to discuss your tender, please contact Flight Lieutenant s47E(d) s47E(d) @[defence.gov.au](mailto:defence.gov.au) to request a tenderer debriefing. Please note that any such tenderer debriefing will be conducted after contract award.

Yours sincerely

s47E(d)  
Director  
ADF Centre for Mental Health

26 June 2020

**From:** s47E(d)  
**To:** [RPS Australian Defence Capability Group](#)  
**Cc:** [DSS RFQTS](#); s47G  
**Subject:** Notification Letter - DSS Panel - Request for Quotation 4741 [SEC=UNCLASSIFIED]  
**Date:** Monday, 29 June 2020 9:08:43 AM  
**Attachments:** [Letter - Notification to Unsuccessful Tenderer - RPS AAP Consulting.pdf](#)

---

UNCLASSIFIED

Good morning,

Please find attached letter for your review.

Cheers

s47E(d)

SO3 Operations – ADF Centre for Mental Health – Air Force Joint Staff  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871  
Bld 8 | HMAS Penguin | 7a Middle Head Road | MOSMAN NSW 2091  
**T:** s47E(d) **H:** s22 | **Group Inbox:** [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

**Note:** I usually work via Dreams on Fridays and alternate Mondays

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**From:** s47G @rpsgroup.com.au>  
**Sent:** Friday, 15 May 2020 4:17 PM  
**To:** DSS RFQTS <dss.rfqts@defence.gov.au>  
**Cc:** RPS Australian Defence Capability Group <CASG@rpsgroup.com.au>; s47E(d) @defence.gov.au>; s47G @rpsgroup.com.au>; s47G @rpsgroup.com.au>  
**Subject:** RE: DSS Panel - Request for Quotation 4741 [SEC=UNCLASSIFIED]

Hi Team,

Please see the updated submission with the required word version of the Quotation file.

thanks

s47G

RPS | Australia Asia Pacific  
s47G

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**From:** s47G  
**Sent:** Friday, 15 May 2020 3:59 PM  
**To:** [dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)  
**Cc:** RPS Australian Defence Capability Group <[CASG@rpsgroup.com.au](mailto:CASG@rpsgroup.com.au)>; s47E(d)

s47E(d) @defence.gov.au>; s47G @rpsgroup.com.au>; s47G  
s47G @rpsgroup.com.au) s47G r@rpsgroup.com.au>

**Subject:** RE: DSS Panel - Request for Quotation 4741 [SEC=UNCLASSIFIED]

Dear s47E and the DSS Panel Team,  
RPS is pleased to provide our quote for the development of the ADFCMH Communications and Marketing Plan. The RPS Comms team lead by s47G are excited to work with your team to produce a meaningful and authentic plan for Defence. RPS has significant number people who are Defence veterans and this initiative fits with our values.

If you have any queries please let me and the team know.

Kind regards,

s47G

RPS | Australia Asia Pacific  
s47G

---

**From:** s47E(d) @defence.gov.au>  
**Sent:** Friday, 1 May 2020 8:55 AM  
**To:** RPS Australian Defence Capability Group <CASG@rpsgroup.com.au>  
**Subject:** DSS Panel - Request for Quotation 4741 [SEC=UNCLASSIFIED]

**CAUTION:** This email originated from outside of RPS.

Please find attached a Request for Quote and Tasking Statement (RFQTS.doc) from the Defence Support Services (DSS) Panel.

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4. The Quotation Form **must not** include rich or compound document content including

images, diagrams or tables.

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6. Save the Quotation Form as a Microsoft Word 97-2003 compatible file (**.doc**), named '**Quotation.doc**'.
7. Do **not** zip or PDF the Quotation Form as it will **not** be processed.
8. Attach the Quotation Form to an email addressed to:  
  
TO: [dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)  
  
CC: **The quotation documents must be CC'd to the email address of the Defence Representative provided in the RFQTS** (Please note that this contact person may be different from the one who sent you the email).

### Attachments/Supporting Documentation

9. Attach any other relevant files to the email as separate documents.
10. Ensure attachment file names are short, and do **not** include the word 'quotation' in any part of the file name.
11. Do **not** include any other email as an attachment to your response email. If required, PDF the relevant email before attaching.
12. For larger attachments, please zip these **excluding** the Quotation Form. If the Defence Gateway rejects your email for exceeding the size limit, please follow any instructions for release/resubmission.

**Request issued via the Defence Support Services (DSS) Panel, SON3485107.**

### Department of Defence

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## JOINT CAPABILITIES GROUP JOINT HEALTH COMMAND

BN18151596

s47G

RPS Consulting  
Australia Asia Pacific

s47G [@rpsgroup.com.au](mailto:s47G@rpsgroup.com.au)

*Dear* s47G

### **REQUEST FOR TENDER RFQTS NO 4741 FOR THE SUPPLY OF STRATEGIC COMMUNICATION ADVICE CLOSING DATE 15 MAY 2020**

1. Thank you for your interest in the above procurement. Your tender has been evaluated along with others received and on this occasion was unsuccessful. Accordingly, your offer is declined.
2. Details of any contract awarded will be published on AusTender at [www.tenders.gov.au](http://www.tenders.gov.au) in the near future.
3. Should you wish to discuss your tender, please contact Flight Lieutenant s47E(d) s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au) to request a tenderer debriefing. Please note that any such tenderer debriefing will be conducted after contract award.

Yours sincerely

s47E(d)

Director  
ADF Centre for Mental Health

26 June 2020

**From:** s47E(d)  
**To:** [Support](#)  
**Cc:** [DSS RFQTS](#)  
**Subject:** Notification Letter - DSS RFQ 4741 - Providence Consulting Group Pty Ltd [SEC=UNCLASSIFIED]  
**Date:** Monday, 29 June 2020 9:08:18 AM  
**Attachments:** [image001.jpg](#)  
[image002.jpg](#)  
[Letter - Notification to Unsuccessful Tenderer - Providence Consulting Group.pdf](#)

---

UNCLASSIFIED

Good morning,

Please find attached letter for your review.

Cheers

s47E(d)

SO3 Operations – ADF Centre for Mental Health – Air Force Joint Staff  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871  
Bld 8 | HMAS Penguin | 7a Middle Head Road | MOSMAN NSW 2091  
**T:** s47E(d) **H:** s22 | **Group Inbox:** [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

**Note:** I usually work via Dreams on Fridays and alternate Mondays

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**From:** Support <[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)>  
**Sent:** Tuesday, 26 May 2020 1:30 PM  
**To:** Support <[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)>; s47E(d)  
s47E(d)@defence.gov.au  
**Cc:** DSS RFQTS <[dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)>; David Pembroke <[david.pembroke@contentgroup.com.au](mailto:david.pembroke@contentgroup.com.au)>;  
Aarti Seksaria <[aarti.seksaria@contentgroup.com.au](mailto:aarti.seksaria@contentgroup.com.au)>; Michael Iarossi  
<[MIarossi@providenceconsulting.com.au](mailto:MIarossi@providenceconsulting.com.au)>  
**Subject:** RE: DSS RFQ 4741 - Providence Consulting Group Pty Ltd [SEC=UNCLASSIFIED]

Dear s47E(d)

Please find attached updated proposal as requested.

Kind regards,

**Mark Cooper**  
GM Emerging Business



P s47G  
M

[mcooper@providenceconsulting.com.au](mailto:mcooper@providenceconsulting.com.au)  
[providenceconsulting.com.au](http://providenceconsulting.com.au)

40 Macquarie Street  
Barton, ACT 2600, Australia





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**From:** Support <[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)>  
**Sent:** Monday, 25 May 2020 3:35 PM  
**To:** s47E(d) <[REDACTED]>@defence.gov.au; Support <[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)>  
**Cc:** DSS RFQTS <[dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)>; David Pembroke <[david.pembroke@contentgroup.com.au](mailto:david.pembroke@contentgroup.com.au)>; Aarti Seksaria <[aarti.seksaria@contentgroup.com.au](mailto:aarti.seksaria@contentgroup.com.au)>; Michael Iarossi <[MIarossi@providenceconsulting.com.au](mailto:MIarossi@providenceconsulting.com.au)>  
**Subject:** RE: DSS RFQ 4741 - Providence Consulting Group Pty Ltd [SEC=UNCLASSIFIED]

Hi s47E(d)

We are currently amending the RFT response and will provide it to you in the morning (we have a few phone calls to make to finalise resource allocations).

We are comfortable that we can achieve your price point of \$80,000 with a great team, the same level of quality and schedule commitments all fully met.

Kind regards,

**Mark Cooper**  
GM Emerging Business



P s47G  
M

[mcooper@providenceconsulting.com.au](mailto:mcooper@providenceconsulting.com.au)  
[providenceconsulting.com.au](mailto:providenceconsulting.com.au)

40 Macquarie Street  
Barton, ACT 2600, Australia



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---

**From:** s47E(d) <[REDACTED]>@defence.gov.au>  
**Sent:** Monday, 25 May 2020 2:53 PM  
**To:** Support <[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)>  
**Cc:** DSS RFQTS <[dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)>; David Pembroke <[david.pembroke@contentgroup.com.au](mailto:david.pembroke@contentgroup.com.au)>; Aarti Seksaria <[aarti.seksaria@contentgroup.com.au](mailto:aarti.seksaria@contentgroup.com.au)>; Michael Iarossi <[MIarossi@providenceconsulting.com.au](mailto:MIarossi@providenceconsulting.com.au)>  
**Subject:** RE: DSS RFQ 4741 - Providence Consulting Group Pty Ltd [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good afternoon,

Yes, we are looking for an amendment in line with 3-4 named FTE members.

Note also, we would like for this to become a simple procurement (less than \$80,000 price point ideally) considering the nature of the project.

Cheers

s47E(d)

SO3 Operations – ADF Centre for Mental Health – Air Force Joint Staff  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

Bld 8 | HMAS Penguin | 7a Middle Head Road | MOSMAN NSW 2091

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---

**From:** Support <[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)>

**Sent:** Monday, 25 May 2020 1:35 PM

**To:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>; Support <[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)>

**Cc:** DSS RFQTS <[dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)>; David Pembroke <[david.pembroke@contentgroup.com.au](mailto:david.pembroke@contentgroup.com.au)>; Aarti Seksaria <[aarti.seksaria@contentgroup.com.au](mailto:aarti.seksaria@contentgroup.com.au)>; Michael Iarossi <[MIarossi@providenceconsulting.com.au](mailto:MIarossi@providenceconsulting.com.au)>

**Subject:** DSS RFQ 4741 - Providence Consulting Group Pty Ltd [SEC=UNCLASSIFIED]

Good afternoon s47E(d)

Thank you for your email. We're delighted to know that the committee finds our proposal suitable for the required scope of work.

We would like to clarify our understanding of your question before we submit a revised proposal. Once clarified, we can turn our response around very quickly.

You have asked us to provide a proposal for 3-4 team members to carry out the tasks assigned, instead of the proposed 6 members.

s47G

**What is requested:** We'd like to confirm that the Commonwealth would prefer three, or four named FTE members, and associated amendment to price, rather than our current solution?

If you would like to discuss any of the above, please feel free to call me directly on s47G

Kind regards,

**Mark Cooper**  
GM Emerging Business



P s47G  
M

[mcooper@providenceconsulting.com.au](mailto:mcooper@providenceconsulting.com.au)  
[providenceconsulting.com.au](http://providenceconsulting.com.au)

40 Macquarie Street  
Barton, ACT 2600, Australia



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---

**From:** s47E(d) <[redacted]@defence.gov.au>  
**Sent:** Monday, 25 May 2020 8:29 AM  
**To:** Support <[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)>  
**Cc:** DSS RFQTS <[dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)>  
**Subject:** FW: DSS RFQ 4741 - Providence Consulting Group Pty Ltd [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good morning,

Thank you for your proposal – the contract evaluation committee has identified some questions regarding your proposal.

The committee is impressed with the quality of the proposal. However, we request you to provide a proposal for 3-4 team members to carry out the tasks assigned instead of the proposed 6 members.

Considering that this project is short term, we hope that you can still meet the needs without compromising on the quality of your proposal.

We would appreciate a speedy response in this matter.

Cheers

s47E(d)

SO3 Operations – ADF Centre for Mental Health – Air Force Joint Staff  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871  
Bld 8 | HMAS Penguin | 7a Middle Head Road | MOSMAN NSW 2091  
T: s47E(d) | H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work via Dreams on Fridays and alternate Mondays

---

**From:** Support <[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)>  
**Sent:** Friday, 15 May 2020 12:11 PM  
**To:** s47E(d) <[redacted]@defence.gov.au>; DSS RFQTS <[dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)>  
**Subject:** DSS RFQ 4741 - Providence Consulting Group Pty Ltd [SEC=UNCLASSIFIED]

Dear s47E(d)

Thank you for the opportunity to respond to RFQ 4741.

Please find attached our response for JHC Mental Health Strategy and Reform, ADFCMH Communications and Marketing Plan.

If you have any questions/queries, please free to get in touch at any time.

Kind regards,

**Mark Cooper**  
GM Emerging Business



P s47G  
M

[mcooper@providenceconsulting.com.au](mailto:mcooper@providenceconsulting.com.au)  
[providenceconsulting.com.au](http://providenceconsulting.com.au)

40 Macquarie Street  
Barton, ACT 2600, Australia



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**Sent:** Friday, 1 May 2020 8:55 AM  
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#### **Completing the Quotation Form**

1. The Quotation Form is a Microsoft Word 97-2003 "Form", compatible with Microsoft Word 97 or later. Alternate or online word processing applications may corrupt the Quotation Form.
2. To respond to the RFQTS, complete only the shaded fields in the Quotation Form, and do **not** unlock or alter it in any way.
3. Quotation Forms relating to a different RFQTS **must not** be used to respond to this RFQTS.
4. The Quotation Form **must not** include rich or compound document content including images, diagrams or tables.

#### **Emailing the Quotation Form**

5. Include the RFQTS Number in the subject line of the response email to support simpler issue management.
6. Save the Quotation Form as a Microsoft Word 97-2003 compatible file **(.doc)**, named **'Quotation.doc'**.
7. Do **not** zip or PDF the Quotation Form as it will **not** be processed.
8. Attach the Quotation Form to an email addressed to:  
  
TO: [dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)  
  
CC: **The quotation documents must be CC'd to the email address of the Defence Representative provided in the RFQTS** (Please note that this contact person may be different from the one who sent you the email).

### Attachments/Supporting Documentation

9. Attach any other relevant files to the email as separate documents.
10. Ensure attachment file names are short, and do **not** include the word 'quotation' in any part of the file name.
11. Do **not** include any other email as an attachment to your response email. If required, PDF the relevant email before attaching.
12. For larger attachments, please zip these **excluding** the Quotation Form. If the Defence Gateway rejects your email for exceeding the size limit, please follow any instructions for release/resubmission.

**Request issued via the Defence Support Services (DSS) Panel, SON3485107.**

### Department of Defence

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## JOINT CAPABILITIES GROUP JOINT HEALTH COMMAND

BN18148509

Mark Cooper  
GM Emerging Business  
Providence Consulting Group

40 Macquarie Street  
Barton ACT 2600 Australia  
[mcooper@providenceconsulting.com.au](mailto:mcooper@providenceconsulting.com.au)  
[support@providenceconsulting.com.au](mailto:support@providenceconsulting.com.au)

*Dear Mark,*

**REQUEST FOR TENDER RFQTS NO 4741  
FOR THE SUPPLY OF STRATEGIC COMMUNICATION ADVICE  
CLOSING DATE 15 MAY 2020 (REVISED SUBMISSION 26 MAY 2020)**

1. Thank you for your interest in the above procurement. Your tender has been evaluated along with others received and on this occasion was unsuccessful. Accordingly, your offer is declined.
2. Details of any contract awarded will be published on AusTender at [www.tenders.gov.au](http://www.tenders.gov.au) in the near future.
3. Should you wish to discuss your tender, please contact s47E(d) [REDACTED], s47E(d) [REDACTED], s47E(d) [REDACTED] [@defence.gov.au](mailto:[REDACTED]@defence.gov.au) to request a tenderer debriefing. Please note that any such tenderer debriefing will be conducted after contract award.

Yours sincerely

s47E(d) [REDACTED]  
Director  
ADF Centre for Mental Health

26 June 2020



**From:** s47E(d)  
**To:** "rachellemiller@au.pwc.com"; DSS RFQTS  
**Cc:** pwc.defence.panels@au.pwc.com  
**Subject:** Notification Letter - PwC Consulting - response to RFQTS 4741 [SEC=UNCLASSIFIED]  
**Date:** Monday, 29 June 2020 8:57:00 AM  
**Attachments:** Letter - Notification to Preferred Tenderer - Pricewaterhouse Coopers.pdf

---

UNCLASSIFIED

Good morning Rachelle,

Please find attached letter for your review.

Cheers

s47E(d)

SO3 Operations – ADF Centre for Mental Health – Air Force Joint Staff  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871  
Bld 8 | HMAS Penguin | 7a Middle Head Road | MOSMAN NSW 2091  
**T:** s47E(d) **H:** s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work via Dreams on Fridays and alternate Mondays

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**From:** rachellemiller@au.pwc.com <rachellemiller@au.pwc.com>  
**Sent:** Tuesday, 26 May 2020 1:00 PM  
**To:** s47E(d) @defence.gov.au; DSS RFQTS  
<dss.rfqts@defence.gov.au>  
**Cc:** Alex J Smith <alex.j.smith@au.pwc.com>; Lara Bredikhina <lara.bredikhina@au.pwc.com>;  
pwc.defence.panels@au.pwc.com  
**Subject:** RE: PwC Consulting - response to RFQTS 4741 [SEC=UNCLASSIFIED]

Hi s47E(d)

Thank you for the opportunity to clarify aspects of our proposal. Please see attached an addendum to our proposal with revised team and pricing slides. I have also amended the Quotation word document in case it is required.

Regarding the new team structure, we have revised it to three core team members. QA and Partner oversight will be provided by Alex Smith and myself. It is a PwC requirement on our engagements that the work of our teams is QA checked by the Partner and team lead, however our investment in terms of time is minimal to undertake this role. The team that will complete the work will be Vanessa, Cameron and Alice.

Look forward to hearing from you regarding the outcome and thank you again for allowing us to resubmit our proposal.

Kind Regards,



Rachelle

Rachelle Miller  
Communications and Engagement Specialist  
PwC | The Difference  
M: s47G  
[rachelle.miller@pwc.com](mailto:rachelle.miller@pwc.com)  
[28 Sydney Avenue, Forrest ACT 2603](#)  
  
[www.pwc.com.au/thedifference](http://www.pwc.com.au/thedifference)

From: s47E(d) @defence.gov.au>  
To: "rachelle.miller@au.pwc.com" <rachelle.miller@au.pwc.com>  
Date: 26/05/2020 11:17 AM  
Subject: RE: PwC Consulting - response to RFQTS 4741 [SEC=UNCLASSIFIED]

---

UNCLASSIFIED

Hi Rachelle,

I don't think so but perhaps this could come later if required.

Cheers

s47E(d)

SO3 Operations – ADF Centre for Mental Health – Air Force Joint Staff  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871  
Bld 8 | HMAS Penguin | 7a Middle Head Road | MOSMAN NSW 2091  
T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

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contact the sender and delete the email immediately.

**From:** [rachelle.miller@au.pwc.com](mailto:rachelle.miller@au.pwc.com) <[rachelle.miller@au.pwc.com](mailto:rachelle.miller@au.pwc.com)>  
**Sent:** Tuesday, 26 May 2020 11:05 AM  
**To:** s47E(d) <[REDACTED]> <[\[REDACTED\]@defence.gov.au](mailto:[REDACTED]@defence.gov.au)>  
**Subject:** RE: PwC Consulting - response to RFQTS 4741 [SEC=UNCLASSIFIED]

Hi s47E(d)

We have revised pricing and team slides to send to you. Do you need us to also re-submit the quotation word document form?

Thanks,  
Rachelle

Rachelle Miller  
Communications and Engagement Specialist  
PwC | The Difference  
M: s47G  
[rachelle.miller@pwc.com](mailto:rachelle.miller@pwc.com)  
[28 Sydney Avenue, Forrest ACT 2603](https://www.pwc.com.au/thedifference)  
  
[www.pwc.com.au/thedifference](http://www.pwc.com.au/thedifference)

**From:** s47E(d) <[REDACTED]> <[\[REDACTED\]@defence.gov.au](mailto:[REDACTED]@defence.gov.au)>  
**To:** "PwC Defence Panels" <[pwc.defence.panels@au.pwc.com](mailto:pwc.defence.panels@au.pwc.com)>, "DSS RFQTS" <[dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)>  
**Cc:** "Alex J Smith" <[alex.j.smith@au.pwc.com](mailto:alex.j.smith@au.pwc.com)>, "Rachelle Miller" <[rachelle.miller@au.pwc.com](mailto:rachelle.miller@au.pwc.com)>  
**Date:** 25/05/2020 12:04 PM  
**Subject:** RE: PwC Consulting - response to RFQTS 4741 [SEC=UNCLASSIFIED]

---

UNCLASSIFIED  
Good afternoon,

Thank you for your proposal – the contract evaluation committee has identified some questions regarding your proposal.

The committee is impressed with the quality of the proposal. However, we request you to provide a proposal for 3-4 team members to carry out the tasks assigned.

Considering that this project is short term, we hope that you can still meet the needs without compromising on the quality of your proposal.

We would appreciate a speedy response in this matter.

Cheers

s47E(d)

SO3 Operations – ADF Centre for Mental Health – Air Force Joint Staff  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871  
Bld 8 | HMAS Penguin | 7a Middle Head Road | MOSMAN NSW 2091  
T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

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**From:** PwC Defence Panels <[pw defence.panels@au.pwc.com](mailto:pw defence.panels@au.pwc.com)>  
**Sent:** Friday, 15 May 2020 4:37 PM  
**To:** DSS RFQTS <[dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)>  
**Cc:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>; PwC Defence Panels <[pw defence.panels@au.pwc.com](mailto:pw defence.panels@au.pwc.com)>; Alex J Smith <[alex.j.smith@au.pwc.com](mailto:alex.j.smith@au.pwc.com)>; Rachelle Miller <[rachelle.miller@au.pwc.com](mailto:rachelle.miller@au.pwc.com)>  
**Subject:** PwC Consulting - response to RFQTS 4741

Good afternoon s47E(d)

PwC Consulting would like to withdraw our submission to RFQTS 4741 lodged on 15 May at 2.06 pm and re-submit our proposal with the **amended Quotation** reflecting the Supplier rates in accordance with the Attachment A to the DSS panel Deed of Standing Offer.

We apologies for any inconvenience this may have caused and trust our amended submission attached to this email will be accepted through the Defence BMS.

Please let us know if you require any clarification.

Kind Regards

**Lara Bredikhina**

PwC | Manager - Panels Management (Federal and ACT Government)  
Clients & Strategy  
Direct: s47G  
Mobile: s47G  
Email: [lara.bredikhina@au.pwc.com](mailto:lara.bredikhina@au.pwc.com)  
PricewaterhouseCoopers  
[28 Sydney Avenue Forrest ACT 2603](https://www.pwc.com.au)  
[www.pwc.com.au](https://www.pwc.com.au)  
[twitter.com/PwC\\_AU](https://twitter.com/PwC_AU)  
Part Time: Mon - Wed

----- Forwarded by Lara Bredikhina/AU/ABAS/PwC on 15/05/2020 04:12 PM -----

From: Mark Nixon/AU/FAS/PwC@ASIAPAC  
To: [dss.rfqts@defence.gov.au](mailto:dss.rfqts@defence.gov.au)  
Cc: s47E(d) [@defence.gov.au](mailto:@defence.gov.au), [pwc.defence.panels@au.pwc.com](mailto:pwc.defence.panels@au.pwc.com), Alex J  
Smith/AU/M&C/PwC@AsiaPac, Rachelle Miller/AU/FAS/PwC@AsiaPac  
Date: 15/05/2020 02:06 PM  
Subject: Communication and Marketing Plan ADFCMH - RFQTS 4741

---

Mr s47E(d)

Thank you for the opportunity to support the Department of Defence in the development of Communications and Marketing Plan for the Australian Defence Force Centre for Mental Health (ADFCMH).

Along with the quotation and Insurance documents we have attached a proposal that sets out our understanding of the opportunity, our proposed approach and the key outcomes we can bring to this engagement. We trust this proposal demonstrates that our team is uniquely positioned to partner with you to support your current and future communication needs.

We would welcome the opportunity to meet with you to discuss our proposal and its unique features in more detail.

Yours sincerely,

Mark Nixon

Proposal:

[attachment "RFQTS 4741 DoD ADFCMH Comms Strategy.pdf" deleted by Lara Bredikhina/AU/ABAS/PwC]

Quotation:

[attachment "Quotation - RFQTS 4741 PwC.doc" deleted by Lara Bredikhina/AU/ABAS/PwC]

Insurance Certificates:

[attachment "PwC Consulting Australia PI \$5m FY20.pdf" deleted by Lara Bredikhina/AU/ABAS/PwC]  
[attachment "PwC Consulting Australia PL \$10m FY20.pdf" deleted by Lara Bredikhina/AU/ABAS/PwC] [attachment "PwC ST Workers Comp CoC (ACT) FY20.pdf" deleted by

Lara Bredikhina/AU/ABAS/PwC]

**Mark Nixon**

PwC Australia | *The Difference*

 s47G  [mark.nixon@pwc.com](mailto:mark.nixon@pwc.com)  
28 Sydney Ave, Forrest ACT 2603  
[www.pwc.com.au](http://www.pwc.com.au)

---

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## **JOINT CAPABILITIES GROUP**

### **JOINT HEALTH COMMAND**

BN18151619

Rachelle Miller  
Communications and Engagement Specialist  
PricewaterhouseCoopers Consulting

28 Sydney Avenue  
Forrest ACT  
2603 Australia

[Rachelle.miller@pwc.com](mailto:Rachelle.miller@pwc.com)  
[pwc.defence.panels@au.pwc.com](mailto:pwc.defence.panels@au.pwc.com)

*Dear Rachelle,*

**REQUEST FOR TENDER RFQTS NO 4741**  
**FOR THE SUPPLY OF STRATEGIC COMMUNICATION ADVICE**  
**CLOSING DATE 15 MAY 2020 (REVISED SUBMISSION 26 MAY 2020)**

1. The Commonwealth is pleased to inform you that the evaluation of tenders received in response to the above procurement has been completed and your company has been selected as the preferred tenderer.
2. The Commonwealth wishes to invite you to enter formal contract negotiations to finalise the contract details. You will be contacted shortly to arrange dates and a location for the negotiations to occur.
3. Please be reminded that until the completion of the procurement process, your selection as preferred tenderer is Confidential Information to the Commonwealth in accordance with the conditions of tender and:
  - a. does not affect or limit the Commonwealth's rights or your company's obligations under the RFT;
  - b. is not a representation that a contract will be entered into between the Commonwealth and your company; and
  - c. the Commonwealth may recommence or commence negotiations under the RFT with any other tenderer whether or not a tenderer has been selected as preferred tenderer

4. Please contact Flight Lieutenant s47E(d)  
s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au) should you wish to discuss this matter further.

Yours sincerely

s47E(d)  
Director  
ADF Centre for Mental Health

26 June 2020

**From:** s47E(d)  
**To:** s47G [DSS RFQTS](#)  
**Cc:** [AU-FM Defence Panels Management](#)  
**Subject:** Notification Letter - RFQTS 4741 – ADF Centre for Mental Health Marketing and Communications Plan [SEC=UNCLASSIFIED]  
**Date:** Monday, 29 June 2020 9:08:34 AM  
**Attachments:** [image001.png](#)  
[image002.jpg](#)  
[image003.jpg](#)  
[image004.jpg](#)  
[image005.jpg](#)  
s47G

---

UNCLASSIFIED

Good morning s47G

Please find attached letter for your review.

Cheers

s47E(d)

SO3 Operations – ADF Centre for Mental Health – Air Force Joint Staff  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871  
Bld 8 | HMAS Penguin | 7a Middle Head Road | MOSMAN NSW 2091  
T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work via Teams on Fridays and alternate Mondays

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s47G





**JOINT CAPABILITIES GROUP**  
**JOINT HEALTH COMMAND**

BN1812876

s47G



3. Should you wish to discuss your tender, please contact Flight Lieutenant s47E(d) [redacted] [@defence.gov.au](mailto:[redacted]@defence.gov.au) to request a tenderer debriefing. Please note that any such tenderer debriefing will be conducted after contract award.

Yours sincerely

s47E(d) [redacted]  
Director  
ADF Centre for Mental Health

26 June 2020

## Tenderer Debrief Information

**VALUE FOR MONEY REPORT**

(Simple Procurement)

**Procurement Details:**

<b>RFT Number</b>	4741
<b>Description</b>	Marketing and Communications The <b>purpose</b> of this is to engage an external consultancy firm to provide marketing and communications advice to the ADF Centre for Mental Health (ADFCMH) in order to develop their strategic narrative

**TEB Members:**

<b>Name</b>	s47E(d)			
<b>Position</b>	SO3 Coord ADFCMH	Strategic Communications Adviser - Office Commander Joint Health	Contract Management Officer – Health Programme and Plans	Assistant Director Mental Health Promotion – ADF Centre for Mental Health
<b>Signature</b>				

**Value for Money Assessment:**

This first table contains the TEB's collective ratings (as such ratings described in the rating table in Annex E of the TEP) for each tender in relation to each separate evaluation criteria. This outcome was derived from synergistically reviewing the ratings suggested by each individual evaluator in their Individual Evaluation Reports.

<b>Tender</b>	Providence Consulting Group Pty Ltd	s47G	Pricewaterhouse Coopers Consulting (Australia) Pty Limited	Beca Consultants Pty Ltd	RPS AAP Consulting Pty Ltd
<b>Evaluation Criteria</b>					
<b>Relevant Experience:</b> previous experience in relation to the deliverables	s47E(a) & s47E(d)				
<b>Past Performance:</b> demonstration of completion of past projects to a high					

## Tenderer Debrief Information

standard relevant to the deliverables					
<b>Individual Technical Skills and Expertise:</b> skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketin	s47E(a) & s47E(d)				
<b>Methodology:</b> satisfactory explanation of the methodology of approach to achieve the deliverable					
<b>Price:</b> managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)					

This second table provides the TEB's suggested overall rating (as such rating is described in the rating table in Annex E of the TEP) for each tender against all evaluation criteria when combined.

Tender	Providence Consulting Group Pty Ltd	s47G	Pricewaterhouse Coopers Consulting (Australia) Pty Limited	Beca Consultants Pty Ltd	RPS AAP Consulting Pty Ltd
Overall rating	s47E(a) & s47E(d)				
Justification	Overall, PwC offered a higher quality team when compared to s47G s47E(d) highly skilled staff expertise would be able to effectively deliver the services required.				

## Tenderer Debrief Information

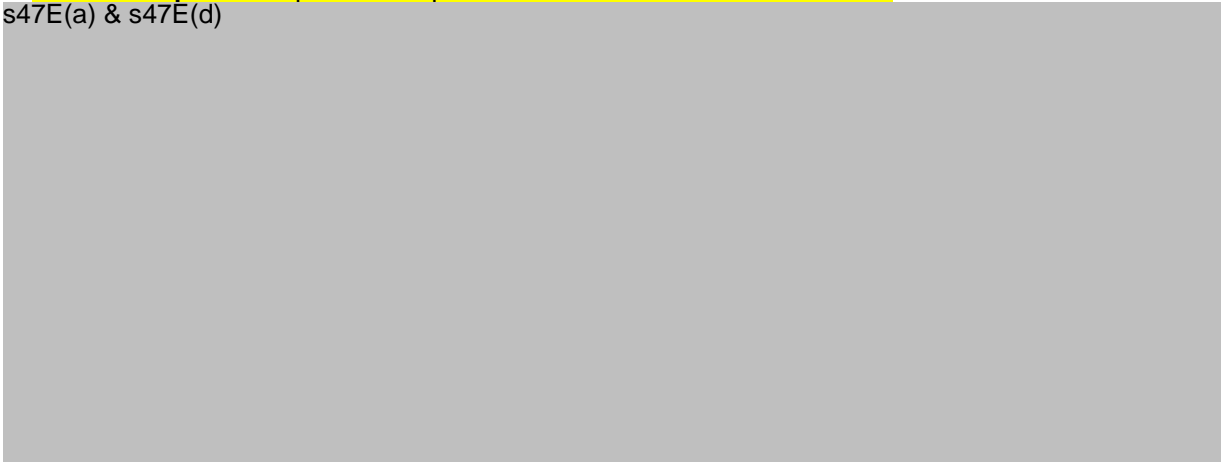
The TEB value for money analysis (as summarised in this report) concludes that PricewaterhouseCoopers Consulting represents the best value for money to the Commonwealth in relation to RFQTS No.4741 Consultant procurement – ADF Centre for Mental Health Marketing and Communications Plan.

### Beca Consultants Pty Ltd

#### E1


**Relevant Experience:** previous experience in relation to the deliverables

s47E(a) & s47E(d)




**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

s47E(a) & s47E(d)




**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a) & s47E(d)




## Tenderer Debrief Information

s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill.


**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill.

**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)


s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill.

**E2**

**Relevant Experience:** previous experience in relation to the deliverables


s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill.

## Tenderer Debrief Information


**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill, covering the details of the Past Performance section.


**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and

s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill, covering the details of the Individual Technical Skills and Expertise section.


**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill, covering the details of the Methodology section.

**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)


s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill, covering the details of the Price section.

E3

**Relevant Experience:** previous experience in relation to the deliverables


s47E(a) & s47E(d)

A rectangular area of the document is redacted with a solid grey fill, covering the details of the Relevant Experience section.

## Tenderer Debrief Information

**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

s47E(a) & s47E(d)




**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and

s47E(a) & s47E(d) ting




**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

s47E(a) & s47E(d)



**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)


s47E(a) & s47E(d)



**E4**

**Relevant Experience:** previous experience in relation to the deliverables


s47E(a) & s47E(d)



**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables


## Tenderer Debrief Information

s47E(a) & s47E(d)



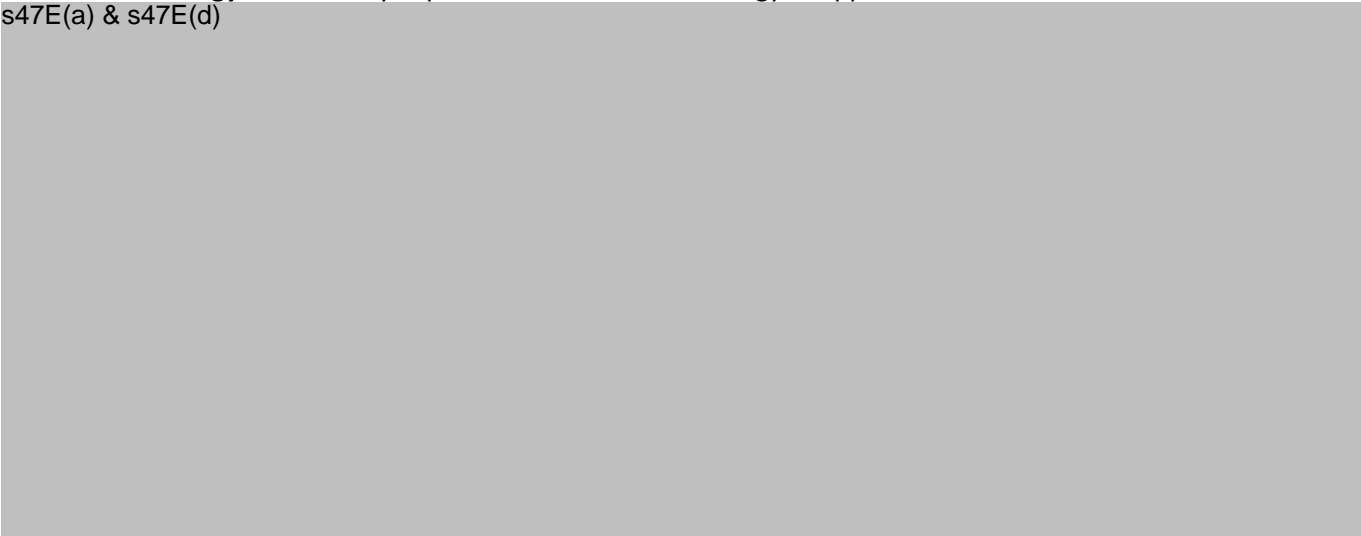
**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a) & s47E(d)




**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

s47E(a) & s47E(d)



**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)


s47E(a) & s47E(d)





## Tenderer Debrief Information

s47E(a) & s47E(d)



### Providence Consulting Group Pty Ltd

**E1**

**Relevant Experience:** previous experience in relation to the deliverables

(X/10 – xx)

**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

(X/10 – xx)

**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

(X/10 – xx)

**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

(X/10 – xx)

**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

(X/10 – xx)

s47G



## Tenderer Debrief Information

**Relevant Experience:** previous experience in relation to the deliverables

**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

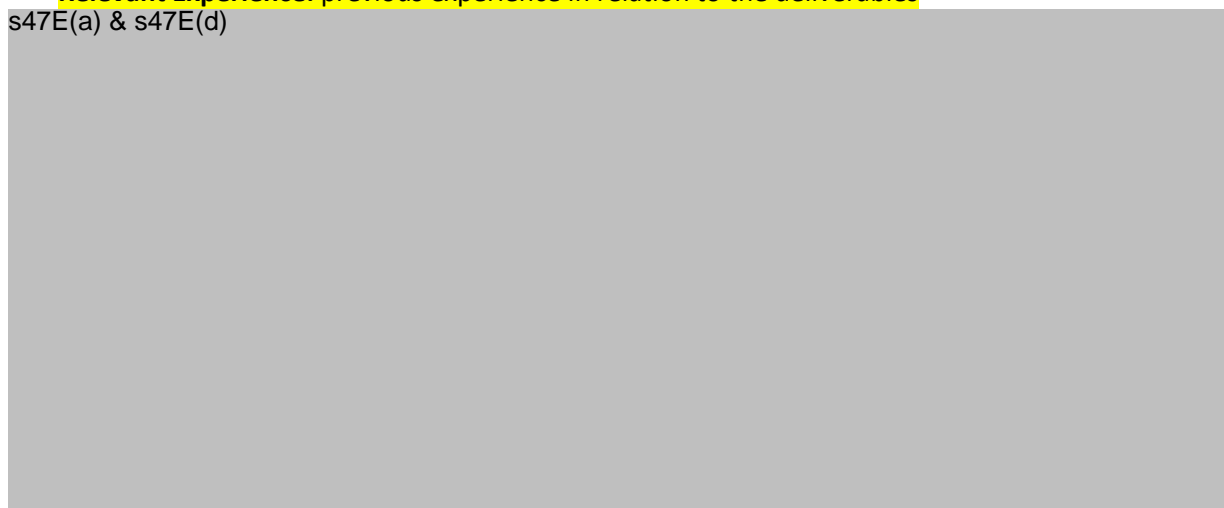
**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

### RPS AAP Consulting Pty Ltd

#### E1


**Relevant Experience:** previous experience in relation to the deliverables

s47E(a) & s47E(d)



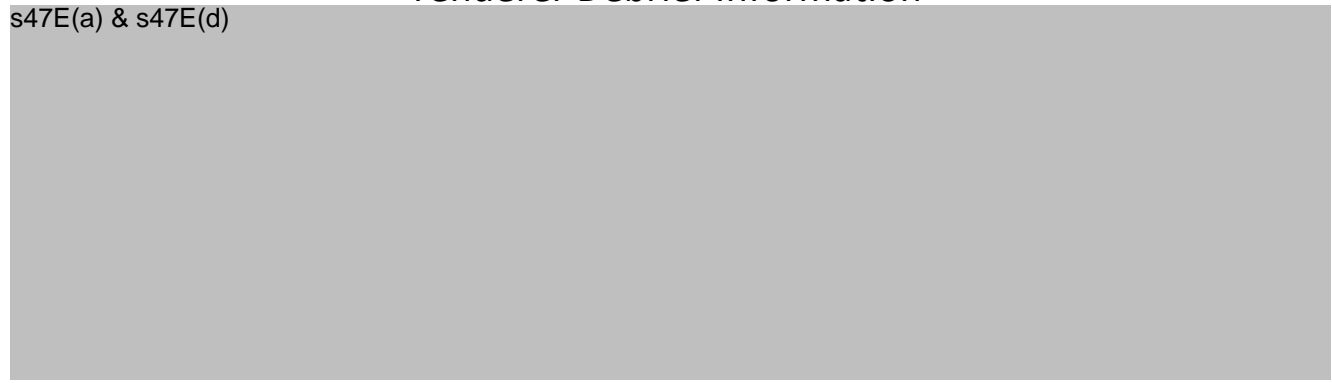
**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

s47E(a) & s47E(d)



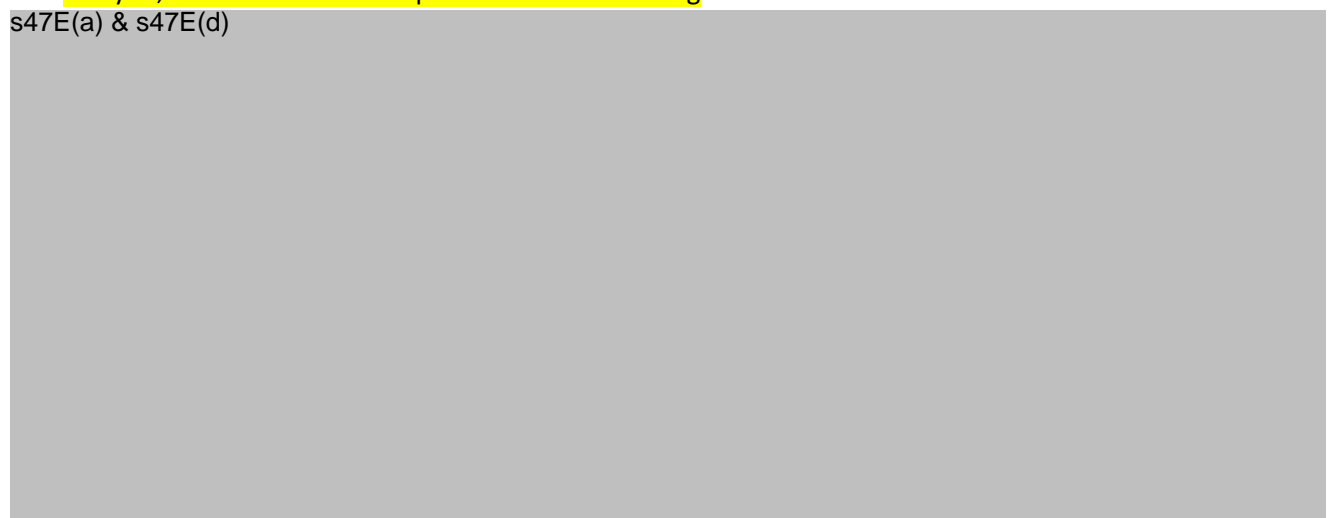
## Tenderer Debrief Information

s47E(a) & s47E(d)



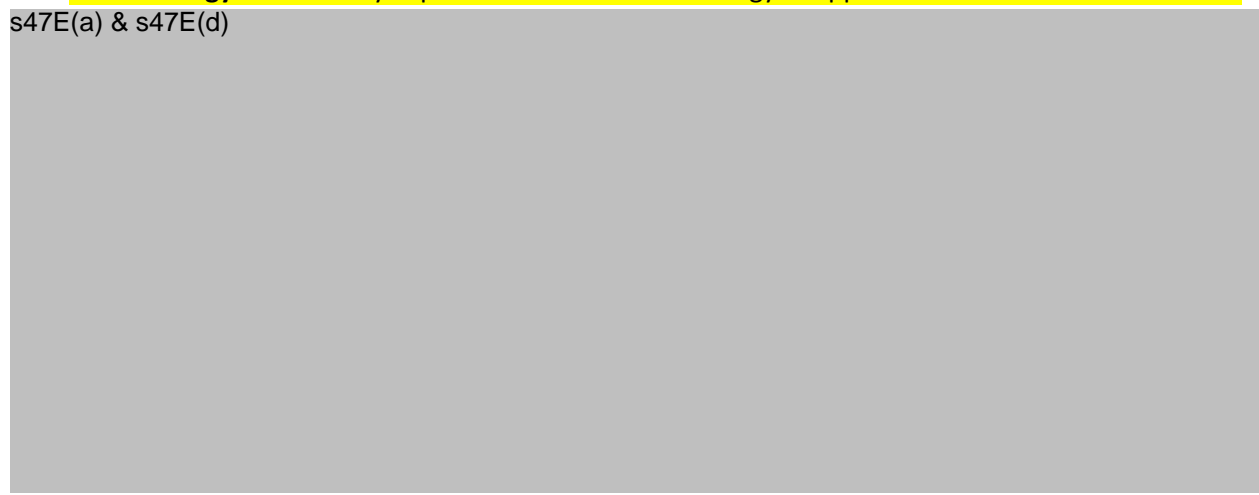
**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a) & s47E(d)



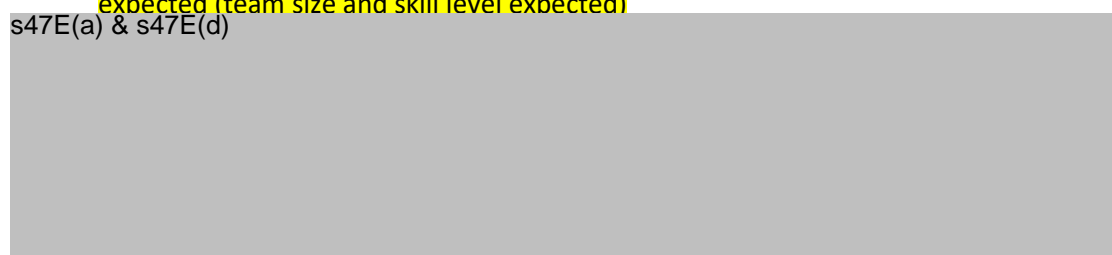
**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

s47E(a) & s47E(d)




**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

s47E(a) & s47E(d)



## Tenderer Debrief Information


s47E(a) & s47E(d)



**E4**


**Relevant Experience:** previous experience in relation to the deliverables

s47E(a) & s47E(d)




**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

s47E(a) & s47E(d)




**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a) & s47E(d)




## Tenderer Debrief Information


s47E(a) & s47E(d)

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**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable  
s47E(a) & s47E(d)

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**Price:** managed by the DSS panel based on the specified personnel above and length of time  
expected (team size and skill level expected)  
s47E(a) & s47E(d)

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**Australian Government**  

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**Department of Defence**

**Tender Evaluation Plan**

**FOR**

**ADF Centre for Mental Health Marketing and  
Communications Plan**

### Document Location

The master soft copy of this document is held in Strategic Management – 2020 – ADFCMH – HPPA (JHC) > Consultant Procurement > Step 5. Tender Evaluation Plan (BN16607169)

### Preparation

This Tender Evaluation Plan was prepared by the persons whose signatures appear in the table below and is submitted to the Delegate for approval:

NAME	POSITION	SIGNATURE	DATE
s47E(d)	SO3 Coord ADF Centre for Mental Health		

### Approval

As the Delegate, I hereby approve/ not approve this Tender Evaluation Plan:

NAME	POSITION	SIGNATURE	DATE
s47E(d)	Director ADF Centre for Mental Health		
Comments:			

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## **Annexes**

A.	Key Dates (CORE)
B.	Not Used
C.	TEO Structure, Members and Responsibilities (CORE)
D.	Not Used
E.	Evaluation Methodology (CORE)
F.	Not Used
G.	Not Used
H.	SER Template (CORE)
I.	Not Used
J.	Conflict of Interest Declaration Template (CORE)



**Reference:**

- A. SES Approval to Commence a Procurement Process to Engage a Contractor, Consultant or Outsourced Service Provider (CCOSP) BN15650539
- B. RFQTS No 4741 Consultant Procurement – ADF Centre for Mental Health Marketing and Communications Plan BN15651498

## **1 OVERVIEW**

### **1.1 Aim (CORE)**

- 1.1.1 In accordance with the requirements of the Commonwealth Procurement Rules (CPRs) and the Defence Procurement Policy Manual (DPPM), this Tender Evaluation Plan (TEP) details the arrangements, framework, methodology and activities to evaluate tenders received in response to RFQTS No.4741 Consultant procurement – ADF Centre for Mental Health Marketing and Communications Plan.
- 1.1.2 The aim of this TEP is to assist and guide the Commonwealth to determine the best value for money solution to meet the Commonwealth's requirements in relation to the proposed procurement.

### **1.2 Background (CORE)**

- 1.2.1 ADFCMH was restructured on 31 May and is working towards enhancement through building its profile and visibility of the services it offers. ADFCMH enhances Defence capability through engagement, consultancy and an evidence-based, best practice approach to mental health and wellbeing initiatives. The strategic narrative around why and how the ADFCMH provides these services needs further development.
- 1.2.2 There are known external consultancy firms that have expertise and specialise in this area. The communications and marketing plans developed by these specialised firms would provide ADFCMH with targeted messaging and methods of delivery to achieve the optimal penetration to the dependency.

### **1.3 Key Dates (CORE)**

- 1.3.1 The evaluation will be conducted in accordance with the indicative schedule of key dates outlined in Annex A to this TEP.

## **2 TENDER EVALUATION CRITERIA**

### **2.1 Tender Evaluation Criteria (CORE)**

- 2.1.1 The tender evaluation criteria will form the basis for the evaluation of tenders and the assessment of value for money. This will culminate in a source selection recommendation within the Source Evaluation Report (SER).

- 2.1.2 The tender evaluation criteria, which are taken directly from the request documentation, are set out in the table below. These criteria are not weighted and are not listed in any order of priority.

Ref	Evaluation Criteria
1	<b>Relevant Experience:</b> previous experience in relation to the deliverables
2	<b>Past Performance:</b> demonstration of completion of past projects to a high standard relevant to the deliverables
3	<b>Individual Technical Skills and Expertise:</b> skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing
4	<b>Methodology:</b> satisfactory explanation of the methodology of approach to achieve the deliverable
5	<b>Price:</b> managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

### 3 TENDER EVALUATION ORGANISATION AND THE DELEGATE

#### 3.1 Delegate (CORE)

- 3.1.1 The Delegate for this procurement is:

Delegate	s47E(d)
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#### 3.2 Tender Evaluation Organisation (TEO) (CORE)

- 3.2.1 Due to the limited complexity of this procurement, the TEO consists of a four member Tender Evaluation Board (TEB) only. The members of the TEB and their responsibilities are specified in Annex C.
- 3.2.2 All members of the TEO must:
- be aware of, understand and comply with this TEP;
  - comply with all relevant Commonwealth procurement policies, directives and guidelines;
  - comply with all relevant legislative, regulatory, confidentiality and privacy requirements;
  - as required by the TEB Chair, before the commencement of the evaluation complete a Conflict of Interest Declaration (substantially in the form set out at Annex J for all members of the TEO);
  - conduct evaluation activities in a manner which is ethical and fair; and
  - seek to minimise the costs of evaluation incurred by the Commonwealth.

### 4 TENDER EVALUATION PROCESS

#### 4.1 TEO Commencement Briefing (CORE)

- 4.1.1 Prior to the receipt of tenders, the TEB Chair will brief all TEO members on the content of this TEP, including the requirements pertaining to:
- the tender evaluation process, tools and required outputs;
  - the tender evaluation schedule and administrative arrangements;
  - areas of responsibility for each TEO element (as detailed at Annex C);

- d. probity, ethics and fair dealing;
- e. conflict of interest; and
- f. security, privacy and confidentiality.

#### 4.2 Registration and Storage of Tenders (CORE)

- 4.2.1 A member of the TEO nominated by the TEB Chair will register the receipt of all tenders in the presence of at least two witnesses in accordance with Defence's policy and procedures as described in Chapter 5 of the DPPM.
- 4.2.2 The nominated member of the TEO will ensure the secure storage of all tenders throughout the evaluation process. Additionally, he/she will initially store the tenders in a manner that ensures no persons, including other members of the TEO, have access to the tenders until the evaluation commences in accordance with this TEP.

#### 4.3 Late Tenders (CORE)

4.3.1	Tenders lodged after the closing time specified in the request documentation will be treated as late tenders in accordance with the late submission requirements prescribed in the DPPM. Such tenders may still be accepted by the TEB Chair if it is consistent with fairness and probity to do so. Before accepting a late tender, the TEB Chair will seek specialist contracting and legal advice. Late tenders that are not accepted will be returned unopened to the potential suppliers that submitted them.
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#### 4.4 Initial Distribution (CORE)

- 4.4.1 Sufficient copies of the relevant volumes of each tender are to be made available to each member of the TEO (preferable electronically). If the members of the TEB are geographically dispersed and hard copies are required, then the distribution of the tenders will be treated as Confidential with appropriate security measures applied.

#### 4.5 Initial Screening and Shortlisting (CORE)

- 4.5.1 The TEO members listed in the table below have been nominated by the TEB Chair to conduct all initial screening and shortlisting activities in accordance with this TEP. Such initial screening and shortlisting activities will include the identification of alternative proposals and tendered options, if any.

Assessor Name	APS Position
s47E(d)	Contract Management Officer – Health Programme and Plans
	Strategic Communications Adviser – Office Commander Joint Health
	Assistant Director Mental Health Promotion – ADF Centre for Mental Health

- 4.5.2 The initial screening activities will involve the inspection of each tender to:

- a. determine the extent to which each tender meets the:
  - (i) minimum content and format requirements;
  - (ii) conditions for participation; and
  - (iii) any 'Essential' requirements,
 as detailed in the Request Documentation;
- b. identify whether any tender has been received from a tenderer associated with a current project of concern.



- |       |   |
|-------|---|
| 4.5.3 | Tenders that do not meet the requirements and conditions in paragraph 4.5.2 will have their shortfalls highlighted and advised to the Delegate and may be recommended for exclusion from further evaluation. Depending on the circumstance(s), the Delegate may decide to either set aside or decline the relevant tenders. |
|-------|---|
- 4.5.4 The initial shortlisting activities will involve an analysis based on the evaluation criteria to determine if any of the tenders that have satisfied the requirements and conditions in paragraph 4.5.2 should still be recommended for exclusion from the detailed evaluation on the basis that they are not competitive and have no reasonable prospect of exhibiting the best value for money in comparison to the other tenders received. Any such recommendation will normally lead to the tender being declined by the Delegate and must, therefore, be of sufficient rigour to ensure that the relevant tender would stand no reasonable chance of exhibiting the best value for money under more detailed evaluation and scrutiny.
- 4.5.5 The personnel nominated in the table above will additionally identify any alternative proposals and tendered options that have been lodged and they will recommend to the TEB the optimum manner in which to treat such items during the evaluation.
- 4.5.6 The outcome(s) of the initial screening and shortlisting activities will be reported to the Delegate prior to the commencement of the detailed evaluation.
- 4.5.7 Any tender that is declined in accordance with the initial screening and shortlisting report is to be advised of that outcome as soon as possible.
- 4.6 Detailed Evaluation (CORE)
- 4.6.1 The TEB will assess each tender against each evaluation criterion during the detailed evaluation phase. This assessment will utilise the rating scale described in Annex E. The results of the assessment will be recorded via the use of the Individual Evaluator Report template also in Annex E. When completed, all Individual Evaluator Reports will be attached as Enclosures to the SER.
- 4.6.2 In addition to evaluating the relevant Tender Deliverables, the TEB may consider additional information that relates to evaluation criteria provided that the use of such information is in accordance with the Conditions of Tender and approved by the Delegate. Information which may be suitable can include reports from credit rating agencies, company scorecards, and, subject to IP and confidentiality obligations, material received from the tenderers in response other tender processes.
- 4.6.3 The TEB Chair, with the assistance of the TEB members, will produce a value-for-money assessment. This will involve comparing the outputs of the above assessment (i.e. of each tender against each evaluation criterion) against the tender's whole-of-life cost. This will provide an overall relative positioning of the tenders and identify the best value for money tender (which, for clarity, does not necessarily need to be the lowest priced tender). The results of this assessment will be recorded via the use of the Value for Money Report template in Annex E. When completed, the Value for Money Report will be attached as an Enclosure to the SER.
- 4.7 Discretion to Set Aside a Tender (CORE)
- 4.7.1 If it becomes apparent during detailed evaluation that a tender is clearly non-competitive or otherwise has no reasonable prospect of exhibiting the best value for money compared to other tenders, it may be excluded from further detailed evaluation. By considering the extent of the tender's shortfalls, coupled with the best interests of both the Commonwealth and the relevant tenderer, the TEB Chair may recommend that the Delegate either set aside or decline the tender.
- 4.7.2 The SER will document the justification for the exclusion and, where appropriate, the declining of any tender that occurs after detailed evaluation has commenced.
- 4.8 Source Evaluation Report (CORE)
- 4.8.1 The TEB will produce an SER to conclude and summarise detailed evaluation of the

tenders. The SER will be in the form detailed in the template at Annex H to this TEP and include, as a minimum:

- a. a summary assessment of the tenders' compliance and risk against each evaluation criterion;
  - b. a comparative assessment of the tenders against the combined evaluation criteria; and
  - c. a value for money assessment that evaluates each tender in terms of its benefit/risk profile against its cost.
- 4.8.2 The SER will additionally serve to record the detailed evaluation results, provide the source from which issues for ODIA and/or contract negotiation can be drawn, and document an auditable trail for the detailed assessments made in arriving at the source selection recommendation.
- 4.8.3 The SER will be submitted to the Delegate for approval.

## **5 ETHICS, PROBITY AND FAIR DEALING**

### **5.1 Probity, Ethics and Fair Dealing (CORE)**

- 5.1.1 Staff involved with the tender evaluation must uphold all APS and Defence Values, and additionally ensure that the principles that underpin ethics and probity in Australian Government procurement are applied. APS staff and ADF members are not required to sign personal non-disclosure agreements as they are held accountable under the Public Service Act 1999 (Cth) or the Defence Force Discipline Act 1982 (Cth), as the case may be.
- 5.1.2 As a minimum, the following principles must be demonstrated and adhered to at all times:
- a. accountability in accordance with the DPPM; and
  - b. probity, ethics and fair dealing in accordance with the DPPM.

### **5.2 Conflicts of Interest (CORE)**

- 5.2.1 Prior to commencing the tender evaluation, the TEB Chair and Probity Advisor will brief the TEO on the risks associated with real or perceived conflicts of interest.
- 5.2.2 Participants in the tender evaluation process will be advised that, should a real or perceived conflict of interest situation arise at any time over the course of the evaluation, they will be required to declare this and may be required to exclude themselves from further participation in the process.

### **5.3 Confidentiality and Security of Documentation (CORE)**

- 5.3.1 Throughout the evaluation process, all tendered material must be handled appropriately. Information provided by tenderers will be treated as Confidential, kept secure and not be used for personal gain or to prejudice fair, open and effective competition.

## **6 COMMUNICATIONS (CORE)**

### **6.1 Point of Contact (CORE)**

- 6.1.1 The point of contact for all matters relating to the evaluation of tenders is s47E(d) @defence.gov.au; Tel: s47E(d)

### **6.2 Communications with tenders (CORE)**

- 6.2.1 TEO members are not permitted to contact any tenderer during the evaluation process without prior approval from the TEB Chair. Any contact between a TEO member and a tenderer, including any unsuccessful attempt to contact a tenderer, must be notified to the TEB Chair.

- 6.2.2 All communications relating to tenders will be documented as records of conversation, including the date, time, source and details.

### 6.3 Public Announcements (CORE)

- 6.3.1 Unless approved by the Delegate, no public announcement(s) will be made by any Defence official regarding this TEP or the subsequent evaluation of tenders until contract negotiations are complete, all necessary approvals have been obtained, the contract has been signed, and each unsuccessful tenderer has been notified.

### 6.4 Clarification Questions for Tenderers and Unsolicited Information (CORE)

- 6.4.1 The TEB may raise clarification questions to be sent, in writing, to tenderers to clarify unintentional errors of form in a tender and/or resolve issues to assist the evaluation process and improve the level of confidence attached to the evaluation outcomes. Such questions, and any other communications between the Commonwealth and tenderers must be approved for release by the TEB Chair and must not be designed to solicit new information from tenderers. Additionally, when a tenderer's response to a clarifying question foreshadows a change in scope, schedule or cost, the TEB Chair will determine whether the information is admissible for evaluation purposes
- 6.4.2 Any unsolicited information received from tenderers after the tender closing date will be passed to the TEB Chair. The TEB Chair shall determine whether such information should be quarantined or evaluated consistent with the principles for the handling of late tenders outlined in the request documentation.

### 6.5 Notification and Debriefing of Unsuccessful Tenderers (CORE)

- 6.5.1 Notification of unsuccessful tenderers must not occur until after the Source Evaluation Report has been approved and signed by the Delegate. As soon as possible after such approval, the TEB is to formally notify tenderers. In notifying tenderers, each will be provided with the opportunity for a debriefing. Each debriefing will be based on the assessment of the relevant tender against the evaluation criteria. Debriefings will not occur before successful negotiations with the preferred tenderer have concluded.
- 6.5.2 The Contact Officer identified in the Request Documentation (Conditions of Tender) will be the signatory for notifications to tenderers, unless the TEB Chair determines otherwise.

## ANNEX A

### KEY DATES

**Note to drafters: This schedule should align with any schedule advice set out in the request documentation.**

The tender evaluation will be conducted in accordance with the following indicative schedule of key dates:

Key Event	Expected Date
TEP approved by Delegate	16 Apr 2020
Request documentation released to tenderers	29 Apr 2020
Closing date for tenders	15 May 2020
TEP briefing for TEO members	15 May 2020
Tender evaluation commences	18 May 2020
Tender evaluation concludes	20 May 2020
SER drafting commences	21 May 2020
SER drafting concludes	25 May 2020
SER submitted to Delegate	26 May 2020
SER approved	26 May 2020
Negotiation commences	27 May 2020
Negotiation concludes	28 May 2020
Contract Documentation finalised	28 May 2020
Delegate exercises Approvals	29 May 2020
Execute Contract	01 Jun 2020

**ANNEX B**

**NOT USED**



## ANNEX C

### TEO STRUCTURE, MEMBERS AND RESPONSIBILITIES (CORE)

TEB	<ul style="list-style-type: none"> <li>• s47E(d) [REDACTED] (Chair/Secretariat)</li> <li>• s47E(d) [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> </ul>	<ul style="list-style-type: none"> <li>• Under the stewardship of the TEB Chair, conduct a comprehensive evaluation of each tender in relation to the evaluation criteria.</li> <li>• Ensure continuous compliance with the RFT, TEP and relevant Commonwealth and Departmental policies/procedures.</li> <li>• Conduct initial tender screening and shortlisting activities.</li> <li>• Generate appropriate screening and shortlisting recommendations for endorsement by the Delegate.</li> <li>• Identify any alternative proposals and tendered options and how they are to be treated.</li> <li>• When appropriate, invite attendance by, or consultation with, other authorities on matters relevant to TEB deliberations. Consider input from stakeholders and use such input, as appropriate, to improve the evaluation.</li> <li>• Maintain a register of identified issues and implement actions to resolve such issues in the most appropriate manner.</li> <li>• Identify, draft and dispatch any clarification questions (to be asked of the tenderers) that will improve the quality and/or completeness of the evaluation.</li> <li>• Promptly act on any relevant instruction/direction provided by the Delegate.</li> <li>• Undertake a comparative assessment of the tenders and formulate a defensible value-for-money assessment.</li> <li>• Compile a list of all issues identified during the evaluation that require further discussion in any future negotiations. The list is to be accompanied by a narrative describing each issue in all necessary detail and also the Commonwealth's minimum acceptable position in relation to each issue.</li> <li>• Generate an SER and source selection recommendation(s). Submit the SER to the Delegate for approval.</li> <li>• Control and manage all administrative matters related to the tender evaluation, including the following tasks.</li> </ul>
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		<ul style="list-style-type: none"><li>- Receipt and register all tenders and thereafter maintain all tender documentation.</li><li>- Control all evaluation-related records and correspondence. Arrange for any relevant distribution/circulation of such information.</li><li>- Ensure correct security, confidentiality, and conflict of interest standards are maintained at all times.</li></ul>
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## **ANNEX D**

**NOT USED**

## ANNEX E

### EVALUATION METHODOLOGY (CORE)

#### General

1. An accurate, comprehensive and defensible evaluation of Tenders is of paramount importance for the Commonwealth when attempting to select the optimum value-for-money tender in relation to any procurement. The methodology set out in this Annex has been designed to assist TEOs to achieve that goal for simple procurements.
2. To ensure a defensible and auditable source recommendation from the evaluation, narratives should be produced by TEO members to support each element of their assessment. Narratives should explain and justify the evaluation outcomes and should be written in 'stand-alone' fashion – i.e. one that is clear and understandable without the reader having to access the Tender Deliverables for additional information. Any supporting documentation created during the evaluation process, such as a technical or SME analysis, should also be attached to the narrative.

#### How to rate tenders against the evaluation criteria

3. There are two elements to be considered when rating the tenders against each of the evaluation criteria in accordance with the nominated rating scale shown below. For each separate evaluation criteria these two elements comprise:
  - (i) an assessment of compliance – which can be thought of as a measure of the level to which the tender meets, or will meet, the requirements of the Commonwealth.
  - (ii) an assessment of risk - which can be thought of as a measure of the negative impact(s) that could be incurred by the Commonwealth due to shortfalls in the tender.

*Example:*

*Say there was an evaluation criterion requiring a tenderer to have control over an established national distribution network to all major ports in Australia. If the Tender Deliverables suggested that the tenderer's distribution network only covered the eastern seaboard and all other ports required the use of a consortium of subcontractors, then compliance might be assessed as medium to low, and risk might be assessed as medium to high (because the tenderer's reliance on subcontractors is risky and could negatively impact on Defence).*

RATING	DEFINITION
<b>Exceptional (10)</b>	The tender meets and/or exceeds requirements in all areas of the evaluation criterion under consideration. Completely convincing and credible. The tender demonstrates superior capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Comprehensively documented with all claims fully substantiated. Very low or no risk.
<b>Outstanding (9)</b>	The requirements of the evaluation criterion under consideration are exceeded in most key areas & addressed to a very high standard in all others. The tender demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Most claims are fully substantiated with others very well substantiated. Low risk.
<b>Very Good (8)</b>	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas. All claims are well substantiated. The tender demonstrates very good capability,

	capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Low risk.
<b>Good (7)</b>	The requirements of the evaluation criterion under consideration are met to a high standard in all areas. Claims are well substantiated in key areas. The tender demonstrates good capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Low to medium risk.
<b>Fair (6)</b>	The requirements of the evaluation criterion under consideration are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. The tender demonstrates fair capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Some minor shortcomings. Most key risks are covered well. Medium risk.
<b>Acceptable (5)</b>	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings. The tender demonstrates acceptable capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. All claims are adequately substantiated. Some gaps identified. Medium risk.
<b>Marginal (4)</b>	The requirements of the evaluation criterion under consideration are not fully met. The tender demonstrates marginal capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Some claims are unsubstantiated while others are adequate. Some proposals are unworkable. Medium to high risk.
<b>Poor (3)</b>	The requirements of the evaluation criterion under consideration are poorly addressed in some areas or they are not addressed at all. Claims largely unsubstantiated. The tender demonstrates poor capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. A number of elements of the proposal are unworkable. High risk.
<b>Very Poor (2)</b>	The requirements of the evaluation criterion under consideration are inadequately dealt with in most or all areas. Claims almost totally unsubstantiated. The tender demonstrates very poor capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. A number of elements of the proposal are unworkable with a high probability of failure. High to extreme risk.
<b>Unacceptable (1)</b>	The requirements of the evaluation criterion under consideration are not met. Claims are unsubstantiated and unworkable. The tender does not demonstrate capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Extreme risk.
* 'Poor', 'Very Poor, or 'Unacceptable' rating for any evaluation criteria must be advised to the TEB Chair without delay - as this may preclude further evaluation of the relevant tender.	



### How to assess price/cost data

4. Price/cost data is the pricing information that relates directly to procuring the goods or services. This includes the pricing section of each tender, the payment structure, exchange rates, cost growth equations, pricing variation mechanisms, and taxation matters.
5. The evaluation of price/cost data must assess the extent to which prices/costs should be normalised to ensure that a like-for-like comparison is made in relation to the magnitude of each tender on a whole-of-life basis. In this context, whole-of-life costs to be incurred by the Commonwealth comprise a suite of incremental costs arising from the decision to purchase an item(s) and are incurred in respect of the purchased item(s) over the full life cycle of the item(s) from acquisition, through sustainment, to disposal. Whole-of-life costs can include the initial purchase price, installation costs (including, for example, modification of existing platforms), operating and support costs, cost of spares, licence fees, and disposal costs.
6. In evaluating the normalised whole-of-life cost for each tender, the appropriate TEO members might need to make some assumptions and numerical forecasts (for example, where the team is provided only a labour rate card, but it must evaluate total cost. Here the total cost will vary depending on volume of labour used, however that volume is not certain and must be estimated). In such cases, evaluators will need to be logical, consistent and clearly document any assumptions relied upon, so that the resultant outcome is capable of withstanding challenge and scrutiny. The evaluators could also conduct sensitivity and scenario analysis in order to test the robustness of assumptions and the validity of the outcomes.

### Value for Money Report

7. The TEB Chair, with the assistance of the TEB members, will produce a value-for-money assessment. This will involve comparing the collective individual assessments of each tender (i.e. a synergy of the outcomes expressed in the Individual Evaluator Reports) against the tender's whole-of-life cost. This value for money assessment will be recorded by completing the Value for Money Report template shown below. When completed, this template will be attached to the SER.

<b><u>VALUE FOR MONEY REPORT</u></b>				
(Simple Procurement)				
<b>Procurement Details:</b>				
<b>RFT Number</b>	4741			
<b>Description</b>	Marketing and Communications The <b>purpose</b> of this is to engage an external consultancy firm to provide marketing and communications advice to the ADF Centre for Mental Health (ADFCMH) in order to develop their strategic narrative			
<b>TEB Members:</b>				
<b>Name</b>	s47E(d)			
<b>Position</b>	SO3 Coord ADFCMH	Strategic Communications Adviser - Office Commander Joint Health	Contract Management Officer – Health Programme and Plans	Assistant Director Mental Health Promotion – ADF Centre for Mental Health
<b>Signature</b>				

<b>Value for Money Assessment:</b>  This first table contains the TEB's collective ratings (as such ratings described in the rating table in Annex E of the TEP) for each tender in relation to each separate evaluation criteria. This outcome was derived from synergistically reviewing the ratings suggested by each individual evaluator in their Individual Evaluation Reports.					
<b>Tender</b>	Providence Consulting Group Pty Ltd	s47G	Pricewaterhouse Coopers Consulting (Australia) Pty Limited	Beca Consultants Pty Ltd	RPS AAP Consulting Pty Ltd
<b>Relevant Experience:</b> previous experience in relation to the deliverables	[...INSERT AN AGREED COMBINED RATING ...]	[...INSERT AN AGREED COMBINED RATING ...]	etc.		
<b>Past Performance:</b> demonstration of completion of past projects to a high standard relevant to the deliverables					
<b>Individual Technical Skills and Expertise:</b> skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketin	[...INSERT AN AGREED COMBINED RATING ...]	[...INSERT AN AGREED COMBINED RATING ...]	etc.		
<b>Methodology:</b> satisfactory explanation of the methodology of approach to achieve the deliverable	etc.	etc.	etc.		
<b>Price:</b> managed by the DSS panel based on the specified personnel					



above and length of time expected (team size and skill level expected)					
--	--	--	--	--	--

This second table provides the TEB's suggested overall rating (as such rating is described in the rating table in Annex E of the TEP) for each tender against all evaluation criteria when combined.

Tender	Providence Consulting Group Pty Ltd	s47G	Pricewaterhouse Coopers Consulting (Australia) Pty Limited	Beca Consultants Pty Ltd	RPS AAP Consulting Pty Ltd
Overall rating	[...INSERT AGREED OVERALL RATING ACROSS ALL EVALUATION CRITERIA COMBINED...]	[...INSERT AGREED OVERALL RATING ACROSS ALL EVALUATION CRITERIA COMBINED...]			etc.
Justification	[...INSERT A NARRATIVE JUSTIFYING THE OVERALL RATINGS...]				

This third table reports the expected whole-of-life cost to the Commonwealth from each tender. Where necessary the tendered costs were carefully adjusted and/or normalised to ensure that all potential costs were captured and that a direct like-with-like comparison could be made across the tenders.

Tender	Providence Consulting Group Pty Ltd	s47G	Pricewaterhouse Coopers Consulting (Australia) Pty Limited	Beca Consultants Pty Ltd	RPS AAP Consulting Pty Ltd
Expected whole-of-life normalised cost	[...INSERT APPROPRAITE DOLLAR FIGURE...]	[...INSERT APPROPRAITE DOLLAR FIGURE...]			etc.
Justification	[...INSERT AN EXPLANATION OF ANY COST ADJUSTMENTS OR NORMALISATION APPLIED TO THE TENDERED PRICES. WHERE PERTINENT, PROVIDE A NARRATIVE ON THE INFLUENCE OF ANY DESIRED TENDERER PAYMENT STRUCTURES, EXCHANGE RATE INFLUENCES, COST GROWTH AND VARIATION MECHANISMS, TAXATION EFFECTS, ETC...]				

This fourth table reports the comparative value for money offered by each of the tenders. This ranking compares the benefits and risks of each tender against that tender's whole-of-life cost.

Tender	Providence Consulting Group Pty Ltd	s47G	Pricewaterhouse Coopers Consulting (Australia) Pty Limited	Beca Consultants Pty Ltd	RPS AAP Consulting Pty Ltd
--------	-------------------------------------	------	--	--------------------------	----------------------------



<b>Value for Money Ranking</b>	[...INSERT APPROPRAIT E RANKING WHERE 1 <sup>st</sup> IS BEST, THEN 2 <sup>nd</sup> AND SO ON...]	[...INSERT APPROPRAIT E RANKING WHERE 1 <sup>st</sup> IS BEST, THEN 2 <sup>nd</sup> AND SO ON...]	[...INSERT APPROPRAITE RANKING WHERE 1 <sup>st</sup> IS BEST, THEN 2 <sup>nd</sup> AND SO ON...]	[...INSERT APPROPRAIT E RANKING WHERE 1 <sup>st</sup> IS BEST, THEN 2 <sup>nd</sup> AND SO ON...]	etc.
<b>Justification</b>	[...INSERT A NARRATIVE JUSTIFYING THE OVERALL RANKING OF THE TENDERS. ALSO DISCUSS OVERALL RISK OF ENTERING INTO CONTRACT WITH THE PREFERRED TENDERER...]				

The TEB value for money analysis (as summarised in this report) concludes that [...INSERT NAME OF 1<sup>st</sup> TENDER...]

represents the best value for money to the Commonwealth in relation to RFT [...INSERT NUMBER...]

for the procurement of [...INSERT DETAIL...].

**ANNEX F**

**NOT USED**

**ANNEX G**

**NOT USED**

## ANNEX H

## SOURCE EVALUATION REPORT (SER) (CORE)

## VALUE FOR MONEY REPORT

(Simple Procurement)

### Procurement Details:

<b>RFT Number</b>	4741
<b>Description</b>	<p>Marketing and Communications</p> <p>The <b>purpose</b> of this is to engage an external consultancy firm to provide marketing and communications advice to the ADF Centre for Mental Health (ADFCMH) in order to develop their strategic narrative</p>

**TEB Members:**

<b>Name</b>	s47E(d)			
<b>Position</b>	SO3 Coord ADFCMH	Strategic Communications Adviser - Office Commander Joint Health	Contract Management Officer – Health Programme and Plans	Assistant Director Mental Health Promotion – ADF Centre for Mental Health
<b>Signature</b>				

**Value for Money Assessment:**

This first table contains the TEB's collective ratings (as such ratings described in the rating table in Annex E of the TEP) for each tender in relation to each separate evaluation criteria. This outcome was derived from synergistically reviewing the ratings suggested by each individual evaluator in their Individual Evaluation Reports.

Tender Evaluation Criteria	Providence Consulting Group Pty Ltd	s47G	Pricewaterhouse Coopers Consulting (Australia) Pty Limited	Beca Consultants Pty Ltd	RPS AAP Consulting Pty Ltd
<b>Relevant Experience:</b> previous experience in relation to the deliverables	s47E(a) & s47E(d)				
<b>Past Performance:</b> demonstration of completion of past projects to a high standard relevant to the deliverables					

<b>Individual Technical Skills and Expertise:</b> skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketin	s47E(a) & s47E(d)
<b>Methodology:</b> satisfactory explanation of the methodology of approach to achieve the deliverable	
<b>Price:</b> managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)	

This second table provides the TEB's suggested overall rating (as such rating is described in the rating table in Annex E of the TEP) for each tender against all evaluation criteria when combined.

Tender	Providence Consulting Group Pty Ltd	s47G	Pricewaterhouse Coopers Consulting (Australia) Pty Limited	Beca Consultants Pty Ltd	RPS AAP Consulting Pty Ltd
Overall rating	s47E(a) & s47E(d)				
Justification	Overall, PwC offered a higher quality team when compared to s47G as their highly skilled staff expertise would be able to effectively deliver services required.				

The TEB value for money analysis (as summarised in this report) concludes that PricewaterhouseCoopers Consulting represents the best value for money to the Commonwealth in relation to RFQTS No.4741 Consultant procurement – ADF Centre for Mental Health Marketing and Communications Plan.

[THIS DOCUMENT IS MAINTAINED AS A SEPARATE FILE THAT CAN BE FOUND ON THE DEFENCE INTRANET. INSERT THAT FILE HERE AFTER IT HAS BEEN APPROPRIATELY AMENDED IN LINE WITH THE EVALUATION AT HAND]

**ANNEX I**

**NOT USED**

## ANNEX J

### CONFLICT OF INTEREST DECLARATION (TEMPLATE) (CORE)

#### DECLARATION

I, [...INSERT FULL NAME...]  
of [...INSERT FULL ADDRESS...]  
declare that;

*(select either Option A or Option B then delete the other prior to signing)*

#### **Option A:**

To the best of my knowledge, no conflict of interest exists or is foreseen between the performance of my duties in relation to the evaluation of the Request for Tender [...INSERT RFT NUMBER...] for [...INSERT BRIEF DESCRIPTION OF THE PROCUREMENT ACTIVITY...].

To the best of my knowledge and belief, no member of my family or any associate, has been, or may be, involved in the preparation of a response to Request For Tender (...INSERT RFT NUMBER...) and that there is no conflict between the interests of those people and the interests of the Commonwealth in relation to the response to that Request for Tender.

#### **Option B:**

I believe that I may have an actual, potential or perceived conflict of interest.

The details are [...INSERT DETAILS OF THE ACTUAL, POTENTIAL OR PERCIEVED CNFLCIT OF INTEREST...].

I further declare that, if an actual, potential or perceived conflict of interest arises or is likely to arise, I shall take all necessary steps to resolve that issue as soon as possible and I shall immediately report it, in writing, to the TEB Chair.

\_\_\_\_\_  
(Print Name)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)

in the presence of:

\_\_\_\_\_  
(Print Name of Witness)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)




**Deliverables** - Define ADFCMH key messages. Specifically:

- Define a compelling narrative for the ADFCMH about its purpose and value
- Develop a stakeholder engagement plan
- Develop a strategic communication framework
- Develop a suite of standard communication product templates e.g. website, brochure, flyers, factsheets etc.


1 s47G submission:

**Relevant Experience:** previous experience in relation to the deliverables  
s47E(a) & s47E(d)




**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

s47E(a), s47E(d) & 47G




**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a), s47E(d) & 47G



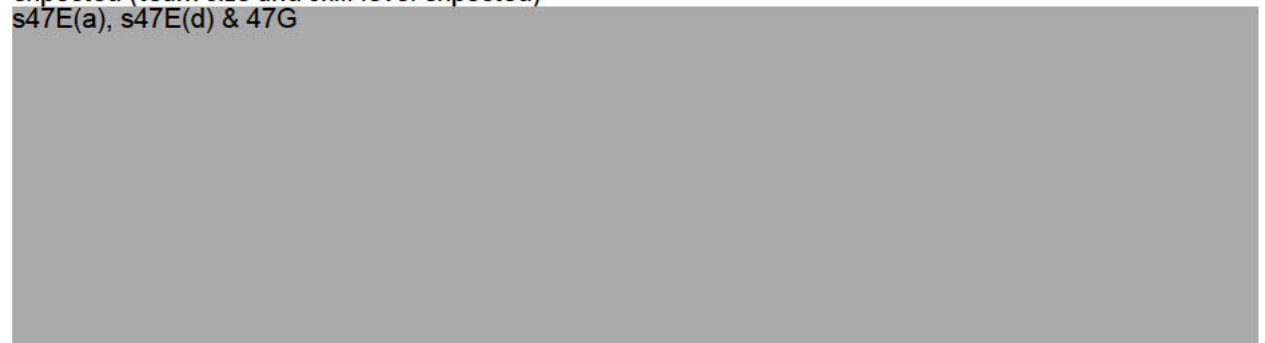
s47E(a), s47E(d) & 47G



**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable  
s47E(a), s47E(d) & 47G




**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)  
s47E(a), s47E(d) & 47G



s47G s47E(a) &  
s47E(d)

## 2. PwC submission:


**Relevant Experience:** previous experience in relation to the deliverables  
s47E(a) & s47E(d)



projects


**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

s47E(a) & s47E(d)



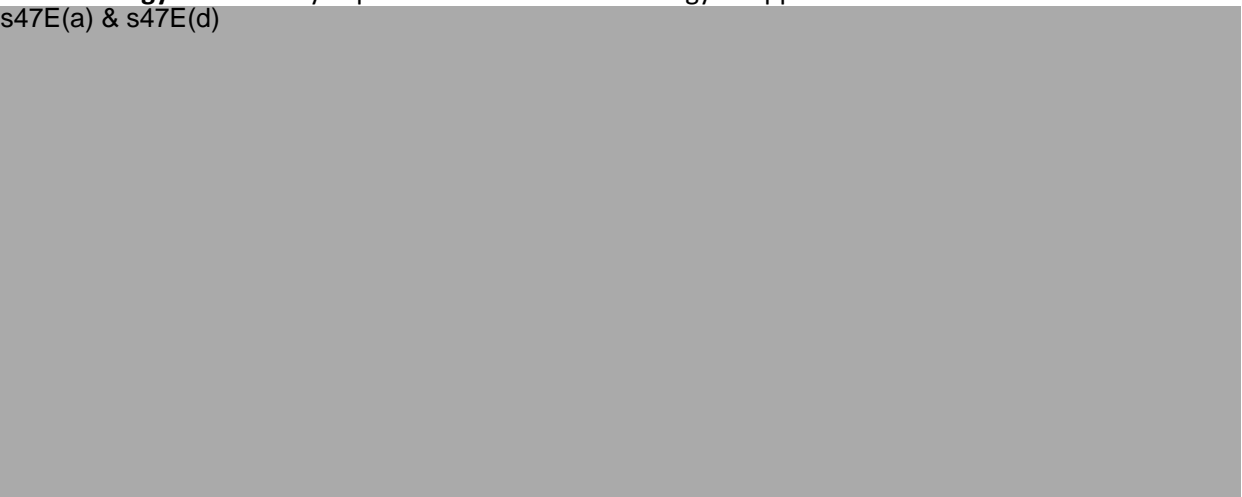
**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a) & s47E(d)




**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

s47E(a) & s47E(d)



**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

s47E(a) & s47E(d)



s47E(a) & s47E(d)

PwC Total s47E(a) & s47E(d)

Note: PwC > s47G  
inclusive)

RATING	DEFINITION
<b>Exceptional</b> (10)	The tender meets and/or exceeds requirements in all areas of the evaluation criterion under consideration. Completely convincing and credible. The tender demonstrates superior capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Comprehensively documented with all claims fully substantiated. Very low or no risk.
<b>Outstanding</b> (9)	The requirements of the evaluation criterion under consideration are exceeded in most key areas & addressed to a very high standard in all others. The tender demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Most claims are fully substantiated with others very well substantiated. Low risk.
<b>Very Good</b> (8)	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas. All claims are well substantiated. The tender demonstrates very good capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Low risk.
<b>Good</b> (7)	The requirements of the evaluation criterion under consideration are met to a high standard in all areas. Claims are well substantiated in key areas. The tender demonstrates good capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Low to medium risk.
<b>Fair</b> (6)	The requirements of the evaluation criterion under consideration are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. The tender demonstrates fair capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Some minor shortcomings. Most key risks are covered well. Medium risk.
<b>Acceptable</b> (5)	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings. The tender demonstrates acceptable capability, capacity and experience, relevant to, or understanding of, the requirements of the

	evaluation criterion. All claims are adequately substantiated. Some gaps identified. Medium risk.
--	---

**From:** s47E(d)  
**To:** s47E(d)  
**Subject:** RE: RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]  
**Date:** Tuesday, 28 July 2020 11:51:51 AM  
**Attachments:** [image001.jpg](#)

---

UNCLASSIFIED

Hi s47E(d)

As per our conversation, it is best to exclude yourself from the revised tender evaluation process as there is a conflict of interest at your end.

Regards,

s47E(d) | Contract Management Officer

**HEALTH PROGRAMME & PLANS**  
**JOINT HEALTH COMMAND**

---

CP3-7-039 Campbell Park | PO Box 7911  
Department of Defence | CANBERRA BC ACT 2610  
P. s47E(d) E s47E(d) [n@defence.gov.au](mailto:n@defence.gov.au)

*I acknowledge the Traditional Custodians of Country throughout Australia. I recognise their continuing connection to traditional lands and waters and pay my respects to their Elders past, present and emerging. I also pay respect to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.*

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---

**From:** s47E(d) @defence.gov.au>  
**Sent:** Monday, 27 July 2020 5:15 PM  
**To:** s47E(d) @defence.gov.au>; s47E(d)  
s47E(d) @defence.gov.au>; s47E(d)  
@defence.gov.au>  
**Subject:** RE: RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thanks s47E(d)

s47E(d) I believe I may have a conflict of interest issue. Can you please give me a call when you have a moment tomorrow (Tuesday) to discuss?

Kind regards,

s47E(d)

s47E(d)

**Strategic Communications Adviser**

---

**Joint Health Command**

Joint Capabilities Group | Department of Defence

P: s47E(d) M: s22 | L: Campbell Park Offices, CP2-07-135

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---

**From:** s47E(d) @defence.gov.au>

**Sent:** Monday, 27 July 2020 5:00 PM

**To:** s47E(d) @defence.gov.au>; s47E(d)

@defence.gov.au>; s47E(d)

@defence.gov.au>

**Cc:** s47E(d) @defence.gov.au>

**Subject:** RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good morning RFQTS 4741 panel members,

We have now received revised proposals from s47G and PwC - see attached (this is due to PwC previously advising that their team would change due to recent redundancies).

Could you please review against below criteria and respond to me.

**Deliverables** - Define ADFCMH key messages. Specifically:

- Define a compelling narrative for the ADFCMH about its purpose and value
- Develop a stakeholder engagement plan
- Develop a strategic communication framework
- Develop a suite of standard communication product templates e.g. website, brochure, flyers, factsheets etc.

1. s47G submission

2. PwC submission

**Relevant Experience:** previous experience in relation to the deliverables  
(X/10 – xx)

**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables  
(X/10 – xx)

**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing  
(X/10 – xx)

**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable  
(X/10 – xx)

**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)  
(X/10 – xx)

Note: PwC > s47G  
inclusive)

RATING	DEFINITION
<b>Exceptional (10)</b>	The tender meets and/or exceeds requirements in all areas of the evaluation criterion under consideration. Completely convincing and credible. The tender demonstrates superior capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Comprehensively documented with all claims fully substantiated. Very low or no risk.
<b>Outstanding (9)</b>	The requirements of the evaluation criterion under consideration are exceeded in most key areas & addressed to a very high standard in all others. The tender demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Most claims are fully substantiated with others very well substantiated. Low risk.
<b>Very Good (8)</b>	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas. All claims are well substantiated. The tender demonstrates very good capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Low risk.
<b>Good (7)</b>	The requirements of the evaluation criterion under consideration are met to a high standard in all areas. Claims are well substantiated in key areas. The tender demonstrates good capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Low to medium risk.
<b>Fair (6)</b>	The requirements of the evaluation criterion under consideration are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. The tender demonstrates fair capability, capacity and experience, relevant to, or understanding of, the



	requirements of the evaluation criterion. Some minor shortcomings. Most key risks are covered well. Medium risk.
<b>Acceptable (5)</b>	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings. The tender demonstrates acceptable capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. All claims are adequately substantiated. Some gaps identified. Medium risk.

Kind regards

s47E(d)

SO3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work remotely on Fridays and alternate Mondays

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**From:** s47E(d)  
**To:** s47E(d)  
**Subject:** RE: RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]  
**Date:** Tuesday, 28 July 2020 11:47:50 AM  
**Attachments:** [image001.jpg](#)

UNCLASSIFIED

Hi s47E(d)

Please find my commentary below with respect to the revised quotes received from PWC and s47G

I have not included s47E(d) in this email as he has a conflict of interest in this procurement and must be excluded from the Tender Evaluation Process

Evaluation Criteria	s47G	s47G	PWC	PWC Score
Relevant Experience	s47G have demonstrated experience in working with various Defence projects.	s47E(a) & s47E(d)	PWC have experience working in a lot of projects across the many areas and groups within Defence	s47E(a) & s47E(d)
Past Performance	s47G have understood the requirements for Defence and have delivered project outcomes within the stipulated timeframes.		PWC have done a considerable amount of work for other Defence groups and have delivered projects in a timely and professional manner	
Individual Technical skills and expertise	s47G have offered resources who are experienced and are currently working in JHC for the ADF Health Strategy Project.		PWC have offered skilled resources who have experience working on many different Defence projects	
Methodology	The quotes have been presented in a professional manner and s47G have clearly outlined a timeline on the completion		PWC have presented the quotes in a professional, elaborate manner and have stated the process by	

	of the services	s47E(a) & s47E(d)	which they aim to complete the allocated tasks	s47E(a) & s47E(d)
Price	The rates quoted are as per the DSS Panel. The price quoted by s47G is commensurate with the experience of the resources offered.		The rates quoted are as per the DSS Panel. The price quoted by PWC is commensurate with the experience of the resources offered.	
Total Score				

**Summary:**

As per the revised proposal, s47G have emerged as the preferred tenderer given the addition of s47G as the communication lead who is currently designing a communication strategy plan for the ADF Health Strategy Project. The cobined experience for the s47G will help in delivering the outcomes for the ADFCMH Strategic Narrative Project.

Regards,

s47E(d) | Contract Management Officer

**HEALTH PROGRAMME & PLANS**

**JOINT HEALTH COMMAND**

CP3-7-039 Campbell Park | PO Box 7911

Department of Defence | CANBERRA BC ACT 2610

P. s47E(d) E s47E(d) @defence.gov.au

*I acknowledge the Traditional Custodians of Country throughout Australia. I recognise their continuing connection to traditional lands and waters and pay my respects to their Elders past, present and emerging. I also pay respect to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.*

DATSIN Header

**IMPORTANT:** This email remains the property of the Department of Defence. Unauthorised communication and dealing with the information in the email may be a serious criminal offence. If you have received this email in error, you are requested to contact the sender and delete the email immediately.

**From:** s47E(d) @defence.gov.au>

**Sent:** Monday, 27 July 2020 5:00 PM

**To:** s47E(d) @defence.gov.au>; s47E(d)

@defence.gov.au>; s47E(d)

@defence.gov.au>

Cc: s47E(d) [redacted]@defence.gov.au>

**Subject:** RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good morning RFQTS 4741 panel members,

We have now received revised proposals from s47G [redacted] and PwC - see attached (this is due to PwC previously advising that their team would change due to recent redundancies).

Could you please review against below criteria and respond to me.

**Deliverables** - Define ADFCMH key messages. Specifically:

- Define a compelling narrative for the ADFCMH about its purpose and value
- Develop a stakeholder engagement plan
- Develop a strategic communication framework
- Develop a suite of standard communication product templates e.g. website, brochure, flyers, factsheets etc.

1. s47G [redacted] submission

2. PwC submission

**Relevant Experience:** previous experience in relation to the deliverables  
(X/10 – xx)

**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables  
(X/10 – xx)

**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing  
(X/10 – xx)

**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable  
(X/10 – xx)

**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)  
(X/10 – xx)

Note: PwC > s47G [redacted]  
[redacted]

RATING	DEFINITION
Exceptional	The tender meets and/or exceeds requirements in all areas of the

(10)	evaluation criterion under consideration. Completely convincing and credible. The tender demonstrates superior capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Comprehensively documented with all claims fully substantiated. Very low or no risk.
<b>Outstanding</b> (9)	The requirements of the evaluation criterion under consideration are exceeded in most key areas & addressed to a very high standard in all others. The tender demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Most claims are fully substantiated with others very well substantiated. Low risk.
<b>Very Good</b> (8)	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas. All claims are well substantiated. The tender demonstrates very good capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Low risk.
<b>Good</b> (7)	The requirements of the evaluation criterion under consideration are met to a high standard in all areas. Claims are well substantiated in key areas. The tender demonstrates good capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Low to medium risk.
<b>Fair</b> (6)	The requirements of the evaluation criterion under consideration are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. The tender demonstrates fair capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Some minor shortcomings. Most key risks are covered well. Medium risk.
<b>Acceptable</b> (5)	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings. The tender demonstrates acceptable capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. All claims are adequately substantiated. Some gaps identified. Medium risk.

Kind regards

s47E(d)

SO3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work remotely on Fridays and alternate Mondays

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**From:** s47E(d)  
**To:** s47E(d)  
**Cc:** s47E(d)  
**Subject:** RE: RFQTS 4741 - Revised Proposals s47E(d) Review [SEC=UNCLASSIFIED]  
**Date:** Wednesday, 29 July 2020 10:26:00 AM  
**Attachments:** [image001.jpg](#)  
[Revised Proposals Review s47E\(d\)](#)  
[Second round - Bids following PwC redundancy notification.obr](#)

---

UNCLASSIFIED

s47E(d)

Following my review I resulted in the below scores:

s47G s47E(a) & s47E(d)

s47E(a) & s47E(d)

I agree that s47G has very specific experience relating to JHC and the ADF Health Strategy Project current in works and their price is (IMO) quite exceptional overall.

1 s47G submission:


**Relevant Experience:** previous experience in relation to the deliverables  
s47E(a) & s47E(d)



**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables  
s47E(a), s47E(d) & 47G




s47E(a)

A large rectangular area of the document is redacted with a solid grey fill.


**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a), s47E(d) & 47G

A large rectangular area of the document is redacted with a solid grey fill.


**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill.

**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

s47E(a) & s47E(d)

A large rectangular area of the document is redacted with a solid grey fill.

s47E(a) & s47E(d)

s47G s47E(a) &  
s47E(d)

## 2. PwC submission:

**Relevant Experience:** previous experience in relation to the deliverables

s47E(a) & s47E(d)

**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

s47E(a) & s47E(d)


**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a) & s47E(d)

**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

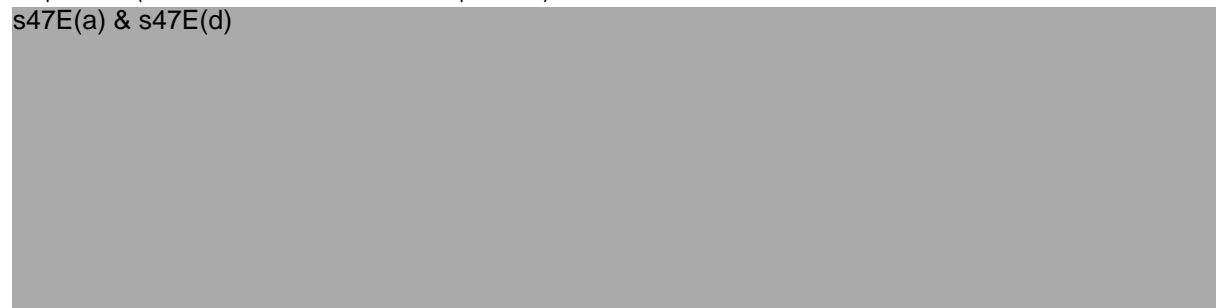


s47E(a) & s47E(d)



**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

s47E(a) & s47E(d)




**PwC Total**

s47E(a) &  
s47E(d)

Kind regards

s47E(d)



SO3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

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---

**From:** s47E(d) @defence.gov.au>

**Sent:** Tuesday, 28 July 2020 11:48 AM

**To:** s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>

**Subject:** RE: RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi s47E(d) ,

Please find my commentary below with respect to the revised quotes received from PWC and s47G

I have not included s47E in this email as he has a conflict of interest in this procurement and must be excluded from the Tender Evaluation Process

Evaluation Criteria	s47G	s47G Score	PWC	PWC Score
Relevant Experience	s47G have demonstrated experience in working with various Defence projects.	s47E(a) & s47E(d)	PWC have experience working in a lot of projects across the many areas and groups within Defence	s47E(a) & s47E(d)
Past Performance	s47G have understood the requirements for Defence and have delivered project outcomes within the stipulated timeframes.		PWC have done a considerable amount of work for other Defence groups and have delivered projects in a timely and professional manner	
Individual Technical skills and expertise	s47G have offered resources who are experienced and are currently working in JHC for the ADF Health Strategy Project.		PWC have offered skilled resources who have experience working on many different Defence projects	
Methodology	The quotes have been presented in a professional manner and s47G have clearly outlined a timeline on the completion of the services		PWC have presented the quotes in a professional, elaborate manner and have stated the process by which they aim to complete the allocated tasks	
Price	The rates quoted are as per the DSS Panel. The price		The rates quoted are as per the DSS Panel. The price	

	quoted by s47G is commensurate with the experience of the resources offered.	s47E(a) & s47E(d)	quoted by PWC is commensurate with the experience of the resources offered.	s47E(a) & s47E(d)
Total Score				

**Summary:**

As per the revised proposal, s47G have emerged as the preferred tenderer given the addition of s47G as the communication lead who is currently designing a communication strategy plan for the ADF Health Strategy Project. The cobined experience for the s47G team will help in delivering the outcomes for the ADFCMH Strategic Narrative Project.

Regards,

s47E(d) | Contract Management Officer

**HEALTH PROGRAMME & PLANS**

**JOINT HEALTH COMMAND**

CP3-7-039 Campbell Park | PO Box 7911

Department of Defence | CANBERRA BC ACT 2610

P: s47E(d) E: s47E(d) @defence.gov.au

*I acknowledge the Traditional Custodians of Country throughout Australia. I recognise their continuing connection to traditional lands and waters and pay my respects to their Elders past, present and emerging. I also pay respect to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.*

DATSIN Header

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**From:** s47E(d) @defence.gov.au>

**Sent:** Monday, 27 July 2020 5:00 PM

**To:** s47E(d) @defence.gov.au>; s47E(d)

@defence.gov.au>; s47E(d)

@defence.gov.au>

**Cc:** s47E(d) @defence.gov.au>

**Subject:** RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good morning RFQTS 4741 panel members,

We have now received revised proposals from s47G and PwC - see attached (this is due to PwC previously advising that their team would change due to recent redundancies).

Could you please review against below criteria and respond to me.

**Deliverables** - Define ADFCMH key messages. Specifically:

- Define a compelling narrative for the ADFCMH about its purpose and value
- Develop a stakeholder engagement plan
- Develop a strategic communication framework
- Develop a suite of standard communication product templates e.g. website, brochure, flyers, factsheets etc.

1. s47G submission

2. PwC submission

**Relevant Experience:** previous experience in relation to the deliverables  
(X/10 – xx)

**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables  
(X/10 – xx)

**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing  
(X/10 – xx)

**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable  
(X/10 – xx)

**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)  
(X/10 – xx)

Note: PwC > s47G  
(inclusive)

RATING	DEFINITION
Exceptional (10)	The tender meets and/or exceeds requirements in all areas of the evaluation criterion under consideration. Completely convincing and credible. The tender demonstrates superior capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Comprehensively documented with all claims fully substantiated. Very low or no risk.
Outstanding	The requirements of the evaluation criterion under consideration are

(9)	exceeded in most key areas & addressed to a very high standard in all others. The tender demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Most claims are fully substantiated with others very well substantiated. Low risk.
<b>Very Good</b> (8)	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas. All claims are well substantiated. The tender demonstrates very good capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Low risk.
<b>Good</b> (7)	The requirements of the evaluation criterion under consideration are met to a high standard in all areas. Claims are well substantiated in key areas. The tender demonstrates good capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Low to medium risk.
<b>Fair</b> (6)	The requirements of the evaluation criterion under consideration are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. The tender demonstrates fair capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Some minor shortcomings. Most key risks are covered well. Medium risk.
<b>Acceptable</b> (5)	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings. The tender demonstrates acceptable capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. All claims are adequately substantiated. Some gaps identified. Medium risk.

Kind regards

s47E(d)

SO3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

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**From:** s47E(d)  
**To:** s47E(d)  
**Cc:** s47E(d)  
**Subject:** RE: RFQTS 4741 - Revised Proposals s47E(d) ratings [SEC=OFFICIAL]  
**Date:** Monday, 3 August 2020 12:17:27 AM  
**Attachments:** [image001.jpg](#)

## OFFICIAL

Hi all,

My revised ratings are below (I've just used s47E(d) table as that seemed easiest!):

Evaluation Criteria	s47G	s47G Score	Summary	PwC	PwC Score	Summary
Relevant Experience	Demonstrated experience working in JHC communication and stakeholder engagement projects.	s47E(a) & s47E(d)	The s47G team represented slightly better value for money with the proposed 4 person delivery team considering it is quite top heavy. They have previous and current relevant experience working within JHC in developing communication and stakeholder engagement products as well as knowledge of the Defence strategic environment and our stakeholder in other Government departments. Their proposed methodology will deliver a practical	Experience working across Defence in strategic communications projects.	s47E(a) & s47E(d)	The PwC team have provided a sound proposal with an experienced team. Their quoted price is at the higher end of the scale with a 4 person delivery team and two additional advisors. They have proposed a delivery team with extensive experience in Defence Government with an impressive history of delivering high level strategic communications products. Their lack of experience in health and mental health is what has resulted in PwC not being the preferred tender.
Past Performance	Good outcomes demonstrated for previous work within Defence and other Government departments.			Good outcomes demonstrated for previous work within Defence and other Government departments.		
Individual Technical skills and expertise	An experienced team currently working on communications products for the ADF Health Strategy Project and previous experience on a mental health communications and stakeholder evaluation for JHC.			A proposed team with excellent design, communications and strategic engagement experience with Government and Defence.		
Methodology	A sound methodology and approach to achieve the required deliverables within an acceptable			A sound methodology and approach to achieve the required deliverables within an acceptable		

	timeframe.	s47E(a) & s47E(d)	outcome and	timeframe.	s47E(a) & s47E(d)
Price	The rates quoted are within the accepted DSS Panel rates. The quoted price is within budget and acceptable for the experience of the key persons and proposed deliverable.		provide a sound framework. The option of a social media review presents a unique opportunity in an area we currently have low presence and impact. KMPG are the preferred tender.	The quoted price is within budget at the higher end and acceptable for the experience of the key persons and proposed deliverable.	
Total Score					

Apologies for the delay s47E(d) I've had a bit of a family crisis going on in the back ground this past week.

s47E(d)

s47E(d)

Assistant Director Mental Health Promotion  
ADF Centre for Mental Health, Joint Health Command  
Campbell Park Offices CP3-7-101, PO Box 7912, CANBERRA BC ACT 2610  
Phone: s47E(d)

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**From:** s47E(d) <[redacted]@defence.gov.au>

**Sent:** Wednesday, 29 July 2020 10:27 AM

**To:** s47E(d) <[redacted]@defence.gov.au>; s47E(d)

<[redacted]@defence.gov.au>

**Cc:** s47E(d) <[redacted]@defence.gov.au>

**Subject:** RE: RFQTS 4741 - Revised Proposals - s47E(d) Review [SEC=UNCLASSIFIED]

UNCLASSIFIED

s47E(d)

Following my review I resulted in the below scores:


s47G s47E(a) & s47E(d)

PwC s47E(a) & s47E(d)


I agree that s47G has very specific experience relating to JHC and the ADF Health Strategy Project current in works and their price is (IMO) quite exceptional overall.

1. s47G submission:


**Relevant Experience:** previous experience in relation to the deliverables  
s47E(a) & s47E(d)



**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables  
s47E(a), s47E(d) & s47G




**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing  
s47E(a), s47E(d) & s47G






s47E(a), s47E(d) & s47G




**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable  
s47E(a) & s47E(d)

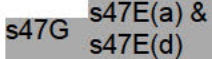


**Price:** managed by the DSS panel based on the specified personnel above and length of time expected  
(team size and skill level expected)

s47E(a) & s47E(d)



s47G s47E(a) &  
s47E(d)




## 2. PwC submission:


**Relevant Experience:** previous experience in relation to the deliverables  
s47E(a) & s47E(d)



**Past Performance:** demonstration of completion of past projects to a high standard relevant to the  
deliverables  
s47E(a) & s47E(d)




s47E(a) & s47E(d)




**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a) & s47E(d)




**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

s47E(a) & s47E(d)




**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

s47E(a) & s47E(d)




**PwC Total** s47E(a) &  
s47E(d)



Kind regards

s47E(d)



s47E(d)

SO3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work remotely on Fridays and alternate Mondays

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---

**From:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>

**Sent:** Tuesday, 28 July 2020 11:48 AM

**To:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>; s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>

**Subject:** RE: RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi s47E(d)

Please find my commentary below with respect to the revised quotes received from PWC and s47G

I have not included s47E(d) in this email as he has a conflict of interest in this procurement and must be excluded from the Tender Evaluation Process

Evaluation Criteria	s47G	s47G Score	PWC	PWC Score
Relevant Experience	s47G have demonstrated experience in working with various Defence projects.	s47E(a) & s47E(d)	PWC have experience working in a lot of projects across the many areas and groups within Defence	s47E(a) & s47E(d)
Past Performance	s47G have understood the requirements for Defence and have delivered project outcomes within the stipulated timeframes.		PWC have done a considerable amount of work for other Defence groups and have delivered projects in a timely and professional manner	
Individual Technical skills and expertise	s47G have offered resources who are experienced and are currently working in JHC for the ADF Health Strategy Project.		PWC have offered skilled resources who have experience working on many different Defence projects	
Methodology	The quotes have		PWC have	

	been presented in a professional manner and s47G have clearly outlined a timeline on the completion of the services	s47E(a) & s47E(d)	presented the quotes in a professional, elaborate manner and have stated the process by which they aim to complete the allocated tasks	s47E(a) & s47E(d)
Price	The rates quoted are as per the DSS Panel. The price quoted by s47G is commensurate with the experience of the resources offered.		The rates quoted are as per the DSS Panel. The price quoted by PWC is commensurate with the experience of the resources offered.	
Total Score				

#### Summary:

As per the revised proposal, s47G have emerged as the preferred tenderer given the addition of s47G as the communication lead who is currently designing a communication strategy plan for the ADF Health Strategy Project. The cobined experience for the s47G will help in delivering the outcomes for the ADFCMH Strategic Narrative Project.

Regards,

s47E(d) Contract Management Officer

**HEALTH PROGRAMME & PLANS  
JOINT HEALTH COMMAND**

CP3-7-039 Campbell Park | PO Box 7911  
Department of Defence | CANBERRA BC ACT 2610  
P. s47E(d) E s47E(d) @defence.gov.au

*I acknowledge the Traditional Custodians of Country throughout Australia. I recognise their continuing connection to traditional lands and waters and pay my respects to their Elders past, present and emerging. I also pay respect to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.*

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**From:** s47E(d) @defence.gov.au>

**Sent:** Monday, 27 July 2020 5:00 PM

**To:** s47E(d) <[redacted]@defence.gov.au>; s47E(d)

<[redacted]@defence.gov.au>; s47E(d)

<[redacted]@defence.gov.au>

**Cc:** s47E(d) <[redacted]@defence.gov.au>

**Subject:** RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good morning RFQTS 4741 panel members,

We have now received revised proposals from s47G and PwC - see attached (this is due to PwC previously advising that their team would change due to recent redundancies).

Could you please review against below criteria and respond to me.

**Deliverables** - Define ADFCMH key messages. Specifically:

- Define a compelling narrative for the ADFCMH about its purpose and value
- Develop a stakeholder engagement plan
- Develop a strategic communication framework
- Develop a suite of standard communication product templates e.g. website, brochure, flyers, factsheets etc.

1. s47G submission

2. PwC submission

**Relevant Experience:** previous experience in relation to the deliverables

(X/10 – xx)

**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

(X/10 – xx)

**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

(X/10 – xx)

**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

(X/10 – xx)

**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

(X/10 – xx)

Note: PwC > s47G

RATING	DEFINITION
Exceptional (10)	The tender meets and/or exceeds requirements in all areas of the evaluation criterion under consideration. Completely convincing and credible. The tender

	demonstrates superior capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Comprehensively documented with all claims fully substantiated. Very low or no risk.
<b>Outstanding (9)</b>	The requirements of the evaluation criterion under consideration are exceeded in most key areas & addressed to a very high standard in all others. The tender demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Most claims are fully substantiated with others very well substantiated. Low risk.
<b>Very Good (8)</b>	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas. All claims are well substantiated. The tender demonstrates very good capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Low risk.
<b>Good (7)</b>	The requirements of the evaluation criterion under consideration are met to a high standard in all areas. Claims are well substantiated in key areas. The tender demonstrates good capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Low to medium risk.
<b>Fair (6)</b>	The requirements of the evaluation criterion under consideration are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. The tender demonstrates fair capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Some minor shortcomings. Most key risks are covered well. Medium risk.
<b>Acceptable (5)</b>	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings. The tender demonstrates acceptable capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. All claims are adequately substantiated. Some gaps identified. Medium risk.

Kind regards

s47E(d)

SO3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work remotely on Fridays and alternate Mondays

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**From:** s47E(d)  
**To:** s47E(d)  
**Subject:** s47G recent work with JHC [SEC=OFFICIAL]  
**Date:** Tuesday, 4 August 2020 12:21:22 PM  
**Attachments:** [image001.jpg](#)

---

**OFFICIAL**

Hi s47E(d)

I have knowledge of two major communications products that s47G have been involved in producing since I've been at JHC.

The first was the ADF Health Strategy Communication & Engagement Plan. This document was produced professionally and efficiently, and is currently going through the final approval processes. The second is a video which is being produced to introduce the ADF Health Strategy. The video is currently being edited in post-production.

I have found the s47G staff to be professional and efficient. I personally have a good working relationship with the contracted staff. My observations of their interactions with other JHC staff is that the s47G staff are valued and there is a positive working relationship.

Please let me know if there's anything else you need.

Kind regards,

s47E(d)

**Strategic Communications Adviser**

---

**Joint Health Command**

Joint Capabilities Group | Department of Defence

P: s47E(d) M: s22 | L: Campbell Park Offices, CP2-07-135

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---

**From:** s47E(d)@defence.gov.au>  
**Sent:** Tuesday, 4 August 2020 10:45 AM  
**To:** s47E(d)@defence.gov.au>  
**Subject:** s47G recent work with JHC [SEC=OFFICIAL]

**OFFICIAL**

Hi s47E(d)

I appreciate that you had recently flagged a COI regarding reviewing s47G RFQTS 4741 resubmission as a panel member because of your involvement as part of the work they have undertaken with JHC recently.

However, Director ADFCMH wanted me to touch base with you briefly to see if there were any perceived risks with s47G recent work?

Would you be able to confirm that their recent work has been positive ie there has been a good relationship established?

This will be helpful in allowing us to rationalise the scores collated by the other panel members (ie s47E(d))

Kind regards

s47E(d)

Staff Officer Grade 3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I am currently working remotely

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---

**From:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>  
**Sent:** Monday, 3 August 2020 9:30 AM  
**To:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>  
**Subject:** RE: RFQTS 4741 - Revised Proposals s47E(d) ratings [SEC=OFFICIAL]

## OFFICIAL

Thank s47E(d)

I'll give s47G a call this morning and let you know.

s47E(d)

---

s47E(d)

Director, ADF Centre for Mental Health, Joint Health Command  
HMAS Penguin, Locked Bag 7005, LIVERPOOL NSW 1871

Phone: s47E(d)

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**From:** s47E(d) <[redacted]@defence.gov.au>  
**Sent:** Monday, 3 August 2020 9:27 AM  
**To:** s47E(d) <[redacted]@defence.gov.au>  
**Subject:** FW: RFQTS 4741 - Revised Proposals s47E(d) ratings [SEC=OFFICIAL]

**OFFICIAL**

s47E(d)

s47G came through on top following s47E(d) review. I have created some drafts in OBJ but remembered your earlier comment about touching base with s47G first?

Kind regards

s47E(d)

Staff Officer Grade 3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I am currently working remotely

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**From:** s47E(d) <[redacted]@defence.gov.au>  
**Sent:** Monday, 3 August 2020 12:17 AM  
**To:** s47E(d) <[redacted]@defence.gov.au>; s47E(d) <[redacted]@defence.gov.au>  
**Cc:** s47E(d) <[redacted]@defence.gov.au>  
**Subject:** RE: RFQTS 4741 - Revised Proposals s47E(d) ratings [SEC=OFFICIAL]

**OFFICIAL**

Hi all,

My revised ratings are below (I've just used s47E(d) table as that seemed easiest!):

Evaluation Criteria	s47G	s47G Score	Summary	PwC	PwC Score	Summary
Relevant Experience	Demonstrated experience working in JHC communication and stakeholder engagement projects.	s47E(a) & s47E(d)	The s47G team represented slightly better value for money with the proposed 4 person delivery team	Experience working across Defence in strategic communications projects.	s47E(a) & s47E(d)	The PwC team have provided a sound proposal with an experienced team. Their quoted price is at the higher end of the scale with a 4 person
Past Performance	Good outcomes demonstrated		considering it is	Good outcomes demonstrated		

	for previous work within Defence and other Government departments.	s47E(a) & s47E(d)	quite top heavy. They have previous and current relevant experience working within JHC in developing communication and stakeholder engagement products as well as knowledge of the Defence strategic environment and our stakeholder in other Government departments. Their proposed methodology will deliver a practical outcome and provide a sound framework. The option of a social media review presents a unique opportunity in an area we currently have low presence and impact. KMPG are the preferred tender.	for previous work within Defence and other Government departments.	s47E(a) & s47E(d)	delivery team and two additional advisors. They have proposed a delivery team with extensive experience in Defence Government with an impressive history of delivering high level strategic communications products. Their lack of experience in health and mental health is what has resulted in PwC not being the preferred tender.
Individual Technical skills and expertise	An experienced team currently working on communications products for the ADF Health Strategy Project and previous experience on a mental health communications and stakeholder evaluation for JHC.			A proposed team with excellent design, communications and strategic engagement experience with Government and Defence.		
Methodology	A sound methodology and approach to achieve the required deliverables within an acceptable timeframe.			A sound methodology and approach to achieve the required deliverables within an acceptable timeframe.		
Price	The rates quoted are within the accepted DSS Panel rates. The quoted price is within budget and acceptable for the experience of the key persons and proposed deliverable.			The quoted price is within budget at the higher end and acceptable for the experience of the key persons and proposed deliverable.		
Total Score						

Apologies for the delay s47E(d) 've had a bit of a family crisis going on in the back ground this past week.

s47E(d)

s47E(d)

Assistant Director Mental Health Promotion  
ADF Centre for Mental Health, Joint Health Command  
Campbell Park Offices CP3-7-101, PO Box 7912, CANBERRA BC ACT 2610  
Phone: s47E(d)

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**From:** s47E(d) <[redacted]@defence.gov.au>  
**Sent:** Wednesday, 29 July 2020 10:27 AM  
**To:** s47E(d) <[redacted]@defence.gov.au>; s47E(d) <[redacted]@defence.gov.au>  
**Cc:** s47E(d) <[redacted]@defence.gov.au>  
**Subject:** RE: RFQTS 4741 - Revised Proposals - s47E(d) Review [SEC=UNCLASSIFIED]

UNCLASSIFIED

s47E(d)

Following my review I resulted in the below scores:

s47G s47E(a) & s47E(d)  
PwC s47E(a) & s47E(d)

I agree that s47G has very specific experience relating to JHC and the ADF Health Strategy Project current in works and their price is (IMO) quite exceptional overall.

**1. s47G submission:**


**Relevant Experience:** previous experience in relation to the deliverables  
s47E(a) & s47E(d)



**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables  
s47E(a) & s47E(d)

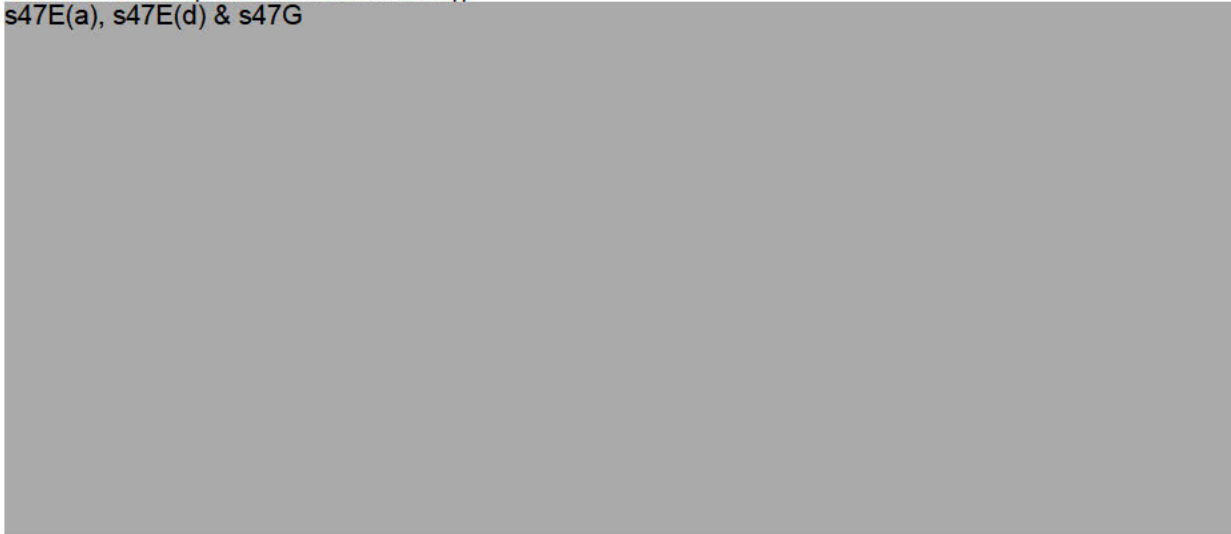


s47E(a), s47E(d) & s47G




**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

s47E(a), s47E(d) & s47G




**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

s47E(a) & s47E(d)




**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

s47E(a) & s47E(d)



s47E(a) & s47E(d)



s47G s47E(a) &  
s47E(d)

**2. PwC submission:**

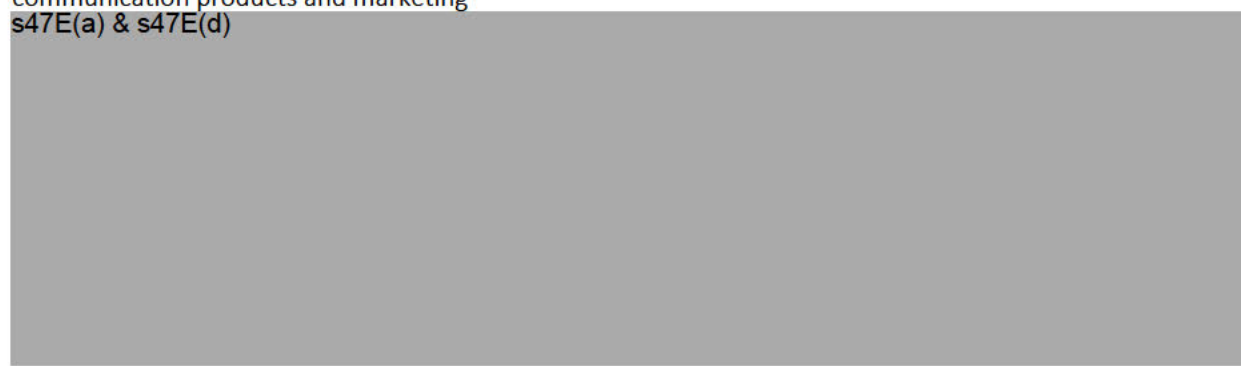
**Relevant Experience:** previous experience in relation to the deliverables  
s47E(a) & s47E(d)



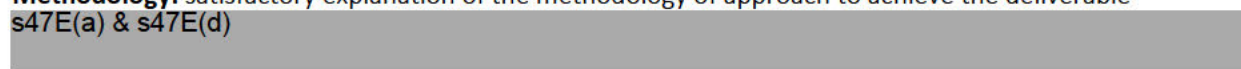
**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables  
s47E(a) & s47E(d)




**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing  
s47E(a) & s47E(d)



**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable  
s47E(a) & s47E(d)




s47E(a) & s47E(d)



**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)


s47E(a) & s47E(d)



**PwC Total** &  
s47E(a)  
s47E(d)

Kind regards

s47E(d)



SO3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work remotely on Fridays and alternate Mondays

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**From:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>

**Sent:** Tuesday, 28 July 2020 11:48 AM


**To:** s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>; s47E(d)

<[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>

**Subject:** RE: RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi s47E(d)



Please find my commentary below with respect to the revised quotes received from PWC and s47G

I have not included s47E(a) in this email as he has a conflict of interest in this procurement and must be excluded from the Tender Evaluation Process

Evaluation Criteria	s47G	s47G Score	PWC	PWC Score
Relevant Experience	s47G have demonstrated experience in working with various Defence projects.	s47E(a) & s47E(d)	PWC have experience working in a lot of projects across the many areas and groups within Defence	s47E(a) & s47E(d)
Past Performance	s47G have understood the requirements for Defence and have delivered project outcomes within the stipulated timeframes.		PWC have done a considerable amount of work for other Defence groups and have delivered projects in a timely and professional manner	
Individual Technical skills and expertise	s47G have offered resources who are experienced and are currently working in JHC for the ADF Health Strategy Project.		PWC have offered skilled resources who have experience working on many different Defence projects	
Methodology	The quotes have been presented in a professional manner and s47G have clearly outlined a timeline on the completion of the services		PWC have presented the quotes in a professional, elaborate manner and have stated the process by which they aim to complete the allocated tasks	
Price	The rates quoted are as per the DSS Panel. The price quoted by s47G is commensurate with the experience of the resources offered.		The rates quoted are as per the DSS Panel. The price quoted by PWC is commensurate with the experience of the resources offered.	
Total Score				

**Summary:**

As per the revised proposal, s47G have emerged as the preferred tenderer given the addition of s47G s47G as the communication lead who is currently designing a communication strategy plan for the

ADF Health Strategy Project. The combined experience for the s47G team will help in delivering the outcomes for the ADFCMH Strategic Narrative Project.

Regards,

s47E(d) Contract Management Officer

**HEALTH PROGRAMME & PLANS**  
**JOINT HEALTH COMMAND**

---

CP3-7-039 Campbell Park | PO Box 7911  
Department of Defence | CANBERRA BC ACT 2610  
P. s47E(d) E s47E(d) @defence.gov.au

*I acknowledge the Traditional Custodians of Country throughout Australia. I recognise their continuing connection to traditional lands and waters and pay my respects to their Elders past, present and emerging. I also pay respect to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.*

DATSIN Header

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**From:** s47E(d) @defence.gov.au>

**Sent:** Monday, 27 July 2020 5:00 PM

**To:** s47E(d) @defence.gov.au>; s47E(d)

@defence.gov.au>; s47E(d)

@defence.gov.au>

**Cc:** s47E(d) @defence.gov.au>

**Subject:** RFQTS 4741 - Revised Proposals - Review Required [SEC=UNCLASSIFIED]

UNCLASSIFIED

Good morning RFQTS 4741 panel members,

We have now received revised proposals from s47G and PwC - see attached (this is due to PwC previously advising that their team would change due to recent redundancies).

Could you please review against below criteria and respond to me.

**Deliverables** - Define ADFCMH key messages. Specifically:

- Define a compelling narrative for the ADFCMH about its purpose and value
- Develop a stakeholder engagement plan
- Develop a strategic communication framework



- Develop a suite of standard communication product templates e.g. website, brochure, flyers, factsheets etc.

1. s47G submission

2. PwC submission

**Relevant Experience:** previous experience in relation to the deliverables

(X/10 – xx)

**Past Performance:** demonstration of completion of past projects to a high standard relevant to the deliverables

(X/10 – xx)

**Individual Technical Skills and Expertise:** skills and expertise of the key persons in the areas identified in the deliverables, strategic communications; stakeholder engagement; research and analysis; and communication products and marketing

(X/10 – xx)

**Methodology:** satisfactory explanation of the methodology of approach to achieve the deliverable

(X/10 – xx)

**Price:** managed by the DSS panel based on the specified personnel above and length of time expected (team size and skill level expected)

(X/10 – xx)

Note: PwC > s47G

RATING	DEFINITION
<b>Exceptional (10)</b>	The tender meets and/or exceeds requirements in all areas of the evaluation criterion under consideration. Completely convincing and credible. The tender demonstrates superior capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Comprehensively documented with all claims fully substantiated. Very low or no risk.
<b>Outstanding (9)</b>	The requirements of the evaluation criterion under consideration are exceeded in most key areas & addressed to a very high standard in all others. The tender demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Most claims are fully substantiated with others very well substantiated. Low risk.
<b>Very Good (8)</b>	The requirements of the evaluation criterion under consideration are met to a very high standard in all areas. All claims are well substantiated. The tender demonstrates very good capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Low risk.
<b>Good (7)</b>	The requirements of the evaluation criterion under consideration are met to a high standard in all areas. Claims are well substantiated in key areas. The tender demonstrates good capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Low to medium risk.
<b>Fair (6)</b>	The requirements of the evaluation criterion under consideration are addressed well in all areas. Claims are well substantiated in most areas. Credible strategies that fully address all minimum requirements and exceed requirements in some areas. The tender demonstrates fair capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. Some minor shortcomings. Most key risks are covered well. Medium risk.
<b>Acceptable (5)</b>	The requirements of the evaluation criterion under consideration are addressed to a consistent acceptable standard with no major shortcomings. The tender demonstrates acceptable capability, capacity and experience, relevant to, or understanding of, the requirements of the evaluation criterion. All claims are

	adequately substantiated. Some gaps identified. Medium risk.	
--	--	--

Kind regards

s47E(d)

SO3 Operations | ADF Centre for Mental Health | Joint Health Command  
HMAS Penguin | Locked Bag 7005 | LIVERPOOL NSW 1871

T: s47E(d) H: s22 | Group Inbox: [ADFCMH.OPS@defence.gov.au](mailto:ADFCMH.OPS@defence.gov.au)

Note: I usually work remotely on Fridays and alternate Mondays

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**From:** s47E(d) on behalf of ROMAN Purchase Orders  
**Sent:** Tuesday, 27 April 2021 3:07 PM  
**To:** s47E(d)  
**Cc:** s47E(d)  
**Subject:** Closure Confirmation - ROMAN Purchase Order 4501105108 (BO12997925)  
[SEC=OFFICIAL]  
**Attachments:** Defence Vendor Guide.pdf; (JC) FW: ADFCMH PO - one for cancelling [SEC=OFFICIAL]

## OFFICIAL

Dear Customer

Your Purchase Order(4501105108) has been **closed** as per your request (attached)



**Did you know that MyFi Purchasing is now available for creating and amending most Purchase Orders (PO) and Outline Agreements (OA)?**

Using the **MyFi** will ensure your PO/OA is created and/or amended much quicker than through the centralised ROMAN PO team.

For more information on what can and can't be done using MyFi please refer to the [Purchase Order Decision Tree](#).

To access MyFi click here: [MyFi Home](#)

For MyFi Guidance including 'How To' User Guides click here: [MyFi Guidance](#)

For MyFi FAQs click here: [MyFi FAQs](#)

### Questions?

- If your question is invoice related, such as paying an invoice or VIM, please call **1800 DEFENCE** or email [Accounts Payable Enquiries](#)
- If your question is AusTender/PRF related please email [AusTender Assurance](#) or call (02) 6144 2868
- If you would like an invoice to be paid please forward it to [invoices@defence](#)

Kind regards,

### Purchase Order Team

Financial Operations, Defence Finance Group  
Department of Defence



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## AusTender Record Change Request

### AusTender Administration System Change Authorisation

☐ Amend CN ☒ Cancel CN ☐ Amend SON ☐ Cancel SON ☐ Amend APP ☐ Cancel APP

#### Change Required Details

Cancel CN3699978, CN3748333, CN3772217, CN3775411, CN3772235, CN3772216, CN3774497, CN3791868, CN3728099, CN3763436, CN3772229, CN3775326, CN3782855, CN3774566, CN3777322, CN3779217, CN3776428, CN3780117, CN3779227, CN3780420, CN3780515, CN3784716, CN3787827, CN3791860, CN3782860, CN3784740, CN3787434, CN3793260, CN3793272, CN3793243, CN3798226 and CN3801288

#### Background

##### Why

PO 4501105108 (CN3699978) has been binned.  
PO 4501119697 (CN3748333) has been binned.  
PO 4501127048 (CN3772217) has been binned.  
PO 4501127584 (CN3775411) has been binned.  
PO 4501127612 (CN3772235) has been binned.  
PO 4501128024 (CN3772216) has been binned.  
PO 4501128411 (CN3774497) has been binned.  
PO 4501130930 (CN3791868) has been binned.  
OA 4600007115 (CN3728099) has been binned. OA cancelled 25.03.2021.  
OA 4600009798 (CN3763436) has been binned. OA cancelled 30.04.2021.

##### Who are impacted

Defence and the public.

##### Risk identified

Low

#### PREPARED BY

#### CLEARED BY

For Commercial Information Solutions use only

Change Request Number **CRN65/2021**

**Submit Form**



Review	Comment	Reference	Agency	CN ID	Agency Ref. ID	Publish Date	Start Date	End Date	Value (AUD)	Comments
PO deleted	Cancel CN	CRN65-2021	Department of Defence	CN3699978	4501105108	10-Jul-20	27-Jul-20	26-Oct-20	s47E(d)	to cancel
PO deleted	Cancel CN	CRN65-2021	Department of Defence	CN3748333	4501119697	11-Feb-21	10-Feb-21	30-Jun-21		to cancel
PO deleted	Cancel CN	CRN65-2021	Department of Defence	CN3772217	4501127048	18-May-21	01-May-21	30-May-21		to cancel
PO deleted	Cancel CN	CRN65-2021	Department of Defence	CN3775411	4501127584	27-May-21	19-May-21	30-Jun-21		to cancel
PO deleted	Cancel CN	CRN65-2021	Department of Defence	CN3772235	4501127612	18-May-21	10-May-21	30-Jun-21		to cancel
PO deleted	Cancel CN	CRN65-2021	Department of Defence	CN3772216	4501128024	18-May-21	06-Apr-21	05-Apr-22		to cancel
PO deleted	Cancel CN	CRN65-2021	Department of Defence	CN3774497	4501128411	26-May-21	12-May-21	30-Jun-21		to cancel
PO deleted	Cancel CN	CRN65-2021	Department of Defence	CN3791868	4501130930	06-Jul-21	01-Jul-21	30-Jun-22		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3728099	4600007115	05-Nov-20	02-Nov-20	30-Dec-20		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3763436	4600009798	20-Apr-21	12-Apr-21	22-Jun-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3772229	4600011024	18-May-21	05-May-21	25-Jun-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3775326	4600011429	27-May-21	10-May-21	31-Aug-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3782855	4600011534	17-Jun-21	05-May-21	31-Dec-22		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3774566	4600012469	26-May-21	17-May-21	18-Jun-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3777322	4600012556	03-Jun-21	27-May-21	30-Jul-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3779217	4600012607	08-Jun-21	27-May-21	06-Jun-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3776428	4600012647	01-Jun-21	01-Jun-21	30-Jun-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3780117	4600012917	10-Jun-21	01-Jul-21	31-Oct-22		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3779227	4600013185	08-Jun-21	28-May-21	30-Jun-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3780420	4600013485	10-Jun-21	01-Mar-21	01-Mar-22		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3780515	4600013541	10-Jun-21	17-Aug-21	18-Aug-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3784716	4600013779	22-Jun-21	13-May-21	30-Jun-22		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3787827	4600013861	29-Jun-21	11-Jun-21	30-Jun-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3791860	4600013901	06-Jul-21	01-Jul-21	30-Jun-22		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3782860	4600014132	17-Jun-21	28-Jun-21	17-Dec-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3784740	4600014295	22-Jun-21	17-Jun-21	29-Jun-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3787434	4600014338	29-Jun-21	29-Jun-21	29-Jun-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3793260	4600015241	08-Jul-21	01-Jul-21	30-Jun-22		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3793272	4600015491	08-Jul-21	01-Jul-21	30-Jun-22		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3793243	4600015565	08-Jul-21	01-Jul-21	30-Jun-22		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3798226	4600016407	22-Jul-21	11-Jun-21	30-Jul-21		to cancel
OA deleted	Cancel CN	CRN65-2021	Department of Defence	CN3801288	4600016833	03-Aug-21	01-Jul-21	30-Jun-22		to cancel
								<b>Total</b>		

s22



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**From** s47E(d)  
**Sent:** Monday, 7 February 2022 12:19 PM



To: s47E(d) @defence.gov.au>  
Subject: FW: [EXTERNAL] RE: [EXTERNAL] RE: ADFCMH Strategic Narrative Project next steps [SEC=UNOFFICIAL]

UNOFFICIAL



Hi s47E(d)  
This was the correspondence at the conclusion of the KPMG contract and the Strategic Narrative for the ADFCMH. It looks like s47G was sending through the final documents under the 'Wrap Up and Close' option. I note s47G point below '.... finalise existing documentation and reports before end of 2021 within the existing purchase order'. I think this is what you will need to chase down from s47E(d) s I haven't seen these documents or reports.

Cheers  
s47E(d)

s47E(d)  
Joint Health Command | s22 | s47E(d) | E: s47E(d) @defence.gov.au

---

From: s47G  
Sent: Friday, 24 December 2021 9:17 AM  
To: s47E(d) @defence.gov.au>  
Cc: s47E(d) @defence.gov.au>; s47G HPPA Branch Coord  
<hppa.branchcoord@defence.gov.au>  
Subject: Re: [EXTERNAL] RE: [EXTERNAL] RE: ADFCMH Strategic Narrative Project next steps [SEC=UNOFFICIAL]

 **EXTERNAL EMAIL:** Do not click any links or open any attachments unless you trust the sender and know the content is safe. 

s47G

On 20 Dec 2021, at 22:03, s47E(d) @defence.gov.au> wrote:

**CAUTION:** This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

UNOFFICIAL

Hi s47G  
I hope you are going well.

I have been able to have a further discussion with SGADF today to talk through the three options you proposed below.

SGADF has decided to progress with **Option 1 – Wrap Up and Close**.

Thanks so much for your work and support throughout the ADFCMH Strategic Narrative Project. I look forward to the finalisation of existing documentation and reporting.

Thank you also for your patience and if you need to discuss anything further please do not hesitate to contact me.

I wish you and the team a Merry Christmas and all the very best for 2022.

Kind regards,

s47E(d)

s47E(d)

A/g Director General | Health Policy, Programs & Assurance + ADF Centre for Mental Health |  
Joint Health Command | s22 | s47E(d) | E: s47E(d) [defence.gov.au](mailto:s47E(d)@defence.gov.au)

---

From: s47G

Sent: Monday, 6 December 2021 8:03 PM

To: s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au)

Cc: s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au); s47G HPPA

Branch Coord <[hppa.branchcoord@defence.gov.au](mailto:hppa.branchcoord@defence.gov.au)>

Subject: Re: [EXTERNAL] RE: ADFCMH Strategic Narrative Project next steps [SEC=UNOFFICIAL]

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s47G

On 6 Dec 2021, at 19:17, s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au) wrote:

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#### UNOFFICIAL

H s47G thanks for the follow up. I have yet to have an opportunity to discuss with SGADF due to her work schedule. I'm hoping I will get a chance to see her in the next few days.

I am working hard to get this completed as quickly as possible for you.

I will hopefully have direction for a way forward very soon.

Apologies for any inconvenience caused in this slight delay.

Regards,



s47E(d)

s47E(d)

A/g Director General | Health Policy, Programs & Assurance + ADF Centre for Mental Health |  
Joint Health Command | s22 | T: s47E(d) | E: s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au)



From: s47G  
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To: s47E(d) <[s47E\(d\)@defence.gov.au](mailto:s47E(d)@defence.gov.au)>  
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