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Contractor Profiles

Audit and Financial Advisory Services
(CUA AFA2018)

Category H – Program Reviews



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2020 Global Business Consultants



Contact Name		ACN	ABN
Bruce Donald		096 008 132	71 096 008 132
Phone	Fax	Address	
08 9420 2023 08 9485 2020	08 9485 2030	Suite C1 118 Railway Street WEST PERTH WA 6005	
Email		Website	
bruce@2020global.com.au.au		www.2020global.com.au	

About Us

2020 Global is a multi-disciplinary consultancy practice that maintains high levels of client focus and business ethics. As consultants we ask the right questions, find the answers and can implement solutions across organisations. 2020 Global provides a whole of business service, from analysis to solutions and support and has an experienced business consultancy team that is knowledgeable, curious, energetic and solution-driven.

We assess, we advise, we do.™

Skills, Experience and Services

The team at 2020 Global has the knowledge and experience with assessment of programs. The following services have been provided to agencies:

- Literature review and research of program evaluations.
- Undertake key stakeholder interviews and surveys.
- Develop costing models.

Industry Certifications and/or Qualifications Relevant to the Category

Certified Practising Accountants, Chartered Accountants, Certified Internal Auditors, Certified Fraud Examiners, Certified Risk Management Advisers, Chartered Taxation Adviser, Registered Tax Agents.

Industry Partners or Affiliations

- Institute of Internal Auditors
- Institute of Chartered Accountants – ANZ
- CPA Australia
- Association of Certified Fraud Examiners
- The Tax Institute

ACIL Allen Consulting



Contact Name		ACN	ABN
John Nicolaou		102 652 148	68 102 652 148
Phone	Fax	Address	
08 9449 9616 08 9449 9621	08 9322 3955	Level 12, 28 The Esplanade PERTH WA 6000	
Email		Website	
j.nicolaou@acilallen.com.au		www.acilallen.com.au	

About Us

ACIL Allen Consulting is a full service economics and strategy advisory firm, with a strong history of delivering bespoke advisory services to Western Australian government agencies and private sector organisations. The firm prides itself on its independence, professionalism, analytical rigour, and the practical nature of our advice. Our expertise is centred on the delivery of tailored economic and financial modelling, evidence-based policy advice and information to support decision making. Our skills are applicable to program evaluation at both the formative and summative stage of a program or project, and built on a methodology refined across countless engagements across our national practise.

Skills, Experience and Services

ACIL Allen Consulting provides program evaluation services. We have a strong record of the delivery of evidence based advice to assist State Government agencies measure the impact of their programs and projects. Our economic and financial modelling skills are directly applicable to program evaluation, providing an evidence base to support discovery of program outcomes. It is important to provide quantitative evidence to understand how government spending has delivered improved economic and social outcomes for Western Australians.



Contact Name		ACN	ABN
David Taylor		009 374 001	39 009 374 001
Phone	Fax	Address	
08 9278 5000	08 9278 5099	Level 15 221 St. George's Terrace PERTH WA 6000	
Email		Website	
david.taylor@aotconsulting.com		www.aotconsulting.com.com	

About Us

AOT Consulting Pty Ltd is a professional services firm established in 1989 to provide independent commercial, financial, audit, risk, management and technology consulting services. We have been operating for 30 years and have worked with a wide range of WA Government agencies for over 20 years.

We maintain a strict policy of independence, which provides assurance that the outcomes resulting from our services are totally unbiased.

Since commencing business we have undertaken over 3,000 consulting projects.

We designed our professional services to assist clients at different stages of an initiative's lifecycle, from reviews, to conceptual and strategic planning stages through to the implementation of initiatives and beyond.

Skills, Experience and Services

Where applicable, Program Reviews are undertaken cognisant of the Department of Treasury Evaluation Guide 2015, utilising a Program Logic framework or the like.

We have used different evaluation frameworks such as Program Logic to undertake several reviews. Program Reviews are also undertaken in accordance with the Australasian Evaluation Society (AES) Guidelines for the Ethical Conduct of Evaluations and the AES Code of Ethics (some of our consultants are members of the AES).

Undertaking program reviews (also referred to as evaluation services) draws upon the skills, knowledge, expertise and experience we apply to provide consulting services at each stage of an initiative's lifecycle as well as undertaking audits. We therefore capitalise on our first-hand experience of undertaking program reviews to provide a practitioner's view on what works well and issues to avoid. For example, skills and experience in developing business cases enables us to know exactly what elements should be addressed in a business case when undertaking program reviews. We therefore bring commercial skills, knowledge, expertise and experience to each review.

Our experience in Benefits Realisation also enables us to quickly determine the intended measures that were forecast to determine the success of an initiative, which is often part of a business case. The intended benefits therefore also provide a baseline for comparative purposes to determine the success of a program.

At the beginning (and often at the end) of an initiative's lifecycle we will be engaged to undertake a review (evaluation).

Reviews can be commissioned to provide an independent view or conversely can be internally arranged by an agency. Reviews by their very nature are forms of evaluations, which often require an evidence-based, structured approach and criteria to make an assessment. The scope of reviews can be wide and varied involving considerable analysis, stakeholder and community engagements or conversely may be focussed on smaller groups within an agency.

On occasions the management of programs can be the subject of a review, in which case we can also draw upon frameworks such as Managing Successful Programmes (MSP®) or PRINCE2® (even if a program or project may not necessarily use such frameworks, they provide useful elements that can be considered when undertaking an evaluation).

We are experienced in the design and use of frameworks that identify various measures to determine success. In addition, we are also experienced in the design and use of measures for project controls such as on-time, within budget, within risk tolerance, within agreed quality tolerances, within scope and maintaining a focus on the targeted benefits.

In most cases, program reviews involve stakeholder engagements. The Stakeholder Engagement and Communications framework used by AOT Consulting is predicated on MSP® though designed for each engagement.

Industry Certifications and/or Qualifications Relevant to the Category

AOT Consulting and/or its professionals hold the following memberships and qualifications relevant to Program Reviews:

- Association of Certified Chartered Accountants (ACCA).
- Memberships in Institute of Internal Auditors (IIA).
- Memberships in Risk Management Institution of Australasia (RMIA).
- Memberships in Australasian Evaluation Society (AES).
- Memberships in Chartered Institute of Procurement and Supply (CIPS).
- International Association of Facilitators (IAF).
- ISO9001:2015 Accredited (Bureau Veritas).
- PRINCE2®, MSP® are not associations as opposed to Program and Project Management frameworks. However, they are still relevant to undertake Program Reviews, depending on the nature of the review.

Consultants hold a combination of BSc (Hons) Degree in Applied Accountancy; Masters of Commerce (International Business); Bachelor of Liberal Studies (Sociology and Psychology); BSc in Biochemistry; Bachelor of Commerce, Majoring in Accounting and Human Resource Management; Postgraduate studies in Computing and ICT; Bachelor of Laws & Bachelor of Arts (2010 – 2015) (Political Science and International Relations); Graduate Certificate (WACE Certificate of Education); and Master of Business Administration (MBA) with a specialisation in Contract and Corporations Law.

Industry Partners or Affiliations

To maintain a policy of independence, AOT Consulting does not have any partnerships or affiliations. The services provided are completely independent of other parties.

Assurance Advisory Group



Contact Name	ABN
Stephen Linden	93 604 951 993
Phone	Address
0448 247 888	Level 11, 251 Adelaide Terrace PERTH WA 6000
Email	Website
slinden@assuranceadvisory.com.au	www.assuranceadvisory.com.au/

About Us

Assurance Advisory Group (AAG) is a Pty Ltd company established in April 2015. We have established offices in Perth, Melbourne and Darwin. We also deliver services to Commonwealth agencies in Canberra.

Our Perth office is resourced on a full-time basis by Stephen Linden (founding director) and Executive Directors, Glenn Stroud and Greg LeGuier. Each of our directors has in excess of 20 years consulting experience in the public sector. We have formal working relationships with subject matter specialists in Human Resources (including OHS, Safety) and Procurement to complement our full-time resources.

We have a strong track record in the delivery of all of the services included in the CUA. We are especially strong in internal audit, probity, risk management, procurement, fraud / forensic investigations, project management and financial accounting. Client industries have included: Health, Education, Transport (including ports, rail), Utilities, Construction, Welfare Agencies, Regulatory Agencies, Local Government.

Our staff have significant experience with, and understanding of, the FMA, Treasurer's Instructions, State Supply Act, Public Sector Management Act and other relevant legislation and policies.

Skills, Experience and Services

As our name suggests our focus is on providing **assurance** services including, but not limited to:

- Performance Audit
- IS audit
- Assurance training
- Data analytics (we utilise IDEA)

... and **advisory** services including, but not limited to:

- Probity advisory
- Procurement services
- Funding / pricing reviews
- Efficiency reviews, including process and function mapping
- Project reviews and training
- Change management

Industry Certifications and/or Qualifications Relevant to the Category

Our professional staff hold a range of relevant industry certifications and qualifications including:

- Certified internal auditor
- Certified practising accountant – CPA Australia
- Chartered Accountant – Institute of Chartered Accountants
- Graduate of the Australian Institute of Company Directors
- Fellow of the Governance Institute of Australia
- Risk Management Institution of Australasia

Industry Partners or Affiliations

We hold a number of affiliations and arrangements with other organisations that enable us to draw upon additional resources and expertise when required.

- Protiviti (a global internal audit, risk and information systems consulting firm); and
- Quantum Consulting (a local boutique consulting firm)

Australian Audit Pty Ltd

Contact Name	ACN	ABN
Santo Casilli FCPA PFIIA Chassey Davids CA AMIIA	166 712 698	63 166 712 698
Phone	Address	
0409 104 929 08 9218 9922	Level 8 251 St Georges Terrace PERTH WA 6000	
Email	Website	
santo@ausaudit.com.au info@ausaudit.com.au	www.australianaudit.com.au	

About Us

Based in Perth CBD, Australian Audit has recently merged with a well-established and recognised WA based auditing practice, Avant Edge Consulting to form one firm under Australian Audit. With the merger, Australian Audit is now well placed to also provide financial audit, grant acquittal audit, internal audit, probity and risk management services to both WA state government and local government departments and agencies, including WA Universities.

Australian Audit is competent in all areas of audit and assurance services whether conducted in accordance with Australian Auditing Standards and/or the International Standards for the Professional Practice of Internal Audit (IIA Standards).

Skills, Experience and Services

Australian Audit is primarily an Audit-focused firm with four Directors, an Associate Director, Internal Audit, Probity and Risk and over 20 professional audit staff. The firm has some 100 years of combined audit and accounting experience in all areas including state government, local government, not for profit associations and registered charities and private companies.

Australian Audit specialises in the following audit services:

- Internal Auditing
- Financial Statement Auditing
- Financial Grant Acquittal Auditing
- Forensic and Fraud Investigations
- Compliance Audits
- Probity Advisory and Audit
- SMSF Audits.

Industry Certifications and/or Qualifications Relevant to the Category

All Australian Audit Directors are Registered Company Auditors, and our staff are either CA or CPA qualified or in the process of being qualified.

The Associate Director, Internal Audit, Probity and Risk is a professional member and a fellow of the Institute of Internal Auditors Australia, an internal audit activity external quality assurance provider and a fellow of CPA Australia.



Contact Name		ACN	ABN
Michael Cassidy Peter Toll		607 899 570	84 607 899 570
Phone	Fax	Address	
08 6382 4761 (Michael) 08 6382 4714 (Peter) 08 6382 4600	08 6382 4601	38 Station Street SUBIACO WA 6008	
Email		Website	
Michael.Cassidy@bdo.com.au		www.bdo.com.au	
Peter.Toll@bdo.com.au			

About Us

BDO is an accounting network with over 155 partners and directors and 1,200 employees across Australia. BDO offers a wide range of business and corporate advisory services to Government & Public Sector entities. Our service style sets us apart from our competitors in that our service is delivered by an experienced and senior professional team that you will have direct access to throughout the engagement. This enables us to collaboratively plan required work, identify key issues and prioritise your service needs whilst maintaining a cost-efficient price. Our Western Australia office, based in Subiaco, has 21 Partners and 230 employees.

Skills, Experience and Services

The BDO team are highly experienced in providing financial advisory, consulting and audit services to clients. This includes significant experience consulting to and working within local and state Government, either advising on or leading program reviews.

Utilising our skills and experience BDO can assist you to review the results of your program ensuring it has met the objectives, including principles, intent and scope, set out upon commencement.

Our analysis will review every aspect of your program to measure the impacts it has had and the outcomes have been achieved. We will also discover any efficiency or effectiveness improvements that could be made and identify alternatives that would improve the process.

Industry Certifications and/or Qualifications Relevant to the Category

- PRINCE 2 Practitioner Certification
- PROSCI Change Management Certification
- Agile PM, COBIT and ITIL Certification
- Certified Practising Accountant (CPA)
- Fellow Leadership Western Australia
- Chartered Accountant in Australia and New Zealand (CA)

Industry Partners or Affiliations

Chartered Accountants Australia and New Zealand (CAANZ)

Blue Zoo



Contact Name	ACN	ABN
Pat Scally	119 062 850	87 119 062 850
Phone	Address	
08 9321 2525	896 Beaufort Street Inglewood WA 6052	
Email	Website	
sales@bluezoo.com.au	www.bluezoo.com.au	

About Us

Blue Zoo is an established Australian professional services firm, founded in 2006, that operates nationally and internationally with a large team of advisors experienced in assisting businesses with a range of specialised management advisory services (business and technology) within four broad pillars: Governance, Strategy, Sustainability and Risk. These are the underlying themes in all that we do, and in the skills of the advisors that we employ.

Blue Zoo has an established presence in many large public and private sector organisations through a commitment to delivering consistent and measurable value to our clients. These include 150+ clients in Australia as well as Fortune 500 multi-national corporations and foreign government agencies across Asia.

Our extensive client base spans most industries and includes, state and local government, mining and resources, financial services, health, education, and energy, manufacturing and construction, and not for profit service providers.

Skills, Experience and Services

Blue Zoo has extensive experience conducting program reviews across the public and private sector. Our team includes certified Gateway Reviewers trained in the Department of Finance's Gateway methodology and practices.

Industry Certifications and/or Qualifications Relevant to the Category

Our team maintains a range of relevant qualifications including:

- Graduates of Australian Institute of Company Director's (AICD) Course
- Certified Gateway Reviewers

Industry Partners or Affiliations

Department of Finance – Gateway Review Panel



Contact Name	ACN	ABN
Kym Williams	113 491 713	99 113 491 713
Phone	Address	
0403 093 121 08 8212 5752	Level 4, 12-24 Gilles Street ADELAIDE SA 5000	
Email	Website	
kwilliams@brsresults.com	www.brsresults.com	

About Us

BRS is an Australasian based advisory firm who specialise in the non-technical side of bids, projects and organisations. Our key services lines include: Bid Coaching and Tendering | Project Performance | Commercial and Procurement | Leadership, Team and Culture | Organisation Improvement | Safety and Wellbeing.

BRS are change agents who bring a high performance and evidence-based approach to our work and we measure success by outcomes and results. We aspire to work with major projects and bid teams who challenge us and want to be challenged.

We have provided Program Review Services to a wide array of government organisations and many different projects, including:

- New Zealand Transport Agency
- Town of Gawler
- ElectraNet
- Veolia
- Origin Energy
- SA Power Networks

Skills, Experience and Services

BRS has undertaken reviews of organisations to determine their efficiency and effectiveness including of State and local government, and project and programs.

Our reviews follow four key steps:

1. Scoping, Alignment and Background Review
2. Consultation and Benchmarking
3. Gap/Opportunity Analysis
4. Report Development and Presentation

Within these stages we would look to cover the following (if required and depending on scope):

- Current state analysis of the project/program/organisation/Agency including of high level strengths, weaknesses, opportunities and threats and to identify current issues, impacts and areas to improve
- Identification of required levels for future state of services/performance in consultation with key stakeholders. This can be undertaken through a combination of face to face interviews, online surveys and facilitated small group workshops.

- Output of a clear plan/report that outlines recommendations, improvement opportunities and gaps to move forward in required areas, including but not limited to leadership and management, commercials, business/project strategy, markets and industries
- Incorporation of previous relevant experience as well as benchmarking activities by comparing of similar project/programs/Agencies/Departments and resourcing delivered to other similar or relevant private sector organisations to obtain understanding of best practice service delivery models.
- Comprehensive consultation and development of communication plan to be administered throughout the organisation/project/program to wider stakeholders
- Gap Opportunity Analysis of organisational structure, systems and processes, future strategic projects, commercial and procurement controls, current roles, responsibilities, capability and remuneration of staff, other required client initiatives
- Review of key documentation including but not limited to strategic, business and financial plan, project and programme plans, organisation structure, previous reviews etc
- Presentation of findings to management/board and feedback to be incorporated into final report.
- BRS are also able to assist with implementation of recommendations if required.

Industry Certifications and/or Qualifications Relevant to the Category

Our team has extensive experience providing facilitation and advisory services on major government projects, many with complex teaming arrangements and stakeholder interests. They are highly qualified, bringing a wealth of commercial and program review acumen experience from companies including ANZ, BHP Billiton, KMPG, Jacobs, Sinclair Knight Merz and Parsons Brinckerhoff to name a few.

Corporate Fibre



Contact Name	ACN	ABN
Greg Munt	117 185 029	36 518 178 365
Phone	Address	
0407 191 065	U3 29 Robert Street COMO WA 6152	
Email	Website	
greg.munt@corporatefibre.com.au	www.corporatefibre.com.au	

About Us

Corporate Fibre is a locally based firm that has been operating for over 12 years. We have a strong track record of performance and substantial experience supporting a number of State Government agencies to evaluate and design services and programs that deliver better needs based outcomes and greater value for money.

Our collaborative style and supportive approach assists our clients to assess and improve the value of their customer facing programs so they can get the best out of their people, processes, technology, infrastructure, funding and suppliers.

Our highly experienced and skilled team members apply proven frameworks and methodologies to evaluate the results and impacts of programs, develop recommendations and facilitate the design and implementation of improvements to ensure alignment with the required outcomes and funding commitments.

We have strong facilitation skills to support engagement processes with the service provider market to identify and assess its capacity, capability and competitiveness. Whether it's a grant based or contract based funding model, we support the development of stronger relationships and improved performance in financial and non-financial success areas.

With a systems design thinking approach to translating strategic direction and policy, we help our clients evaluate and design customer centric services and programs that deliver better needs based outcomes for individuals, families and the community. In essence, this systemic approach ensures that the right services are commissioned for the right outcomes, and that those services are delivered to the right people, at the right place, and at the right time.

Skills, Experience and Services

Our consulting team members have strong business credentials and qualifications with extensive public and private sector experience in the following relevant areas:

- Commissioning of services for outcomes
- Services and program evaluation and design
- Program oversight (definition, planning, monitoring, alignment and evaluation)
- Operating model performance assessment and improvement
- Market engagement and contestability measurement and benchmarking
- Enabling aboriginal economic and social development
- Service provider measurement metrics and reporting

Key program related work we have recently supported includes:

- Services commissioning framework development

- Benchmarking program commissioning practices in UK, NZ, NSW, Vic and WA.
- Program oversight cycle development
- Agency expenditure review – services and program mapping and valuation
- Remote area essential services and municipal services program reviews
- Hardship utilities grants scheme program review
- Roebourne community services mapping across programs
- Financial counselling program review
- Outsourced maintenance services program review

Methodologies and tools we use during our reviews and design process include:

- AcdB systems design thinking methodology (Golsby Smith)
- Services Commissioning framework tailored from NSW Jurisdiction
- Program Logic tailored from WA Treasury
- Program review/health check methodology tailored from Commissioning framework




Contact Name		ACN	ABN
Nick Goosen		006 466 351	84 006 466 351
Phone	Fax	Address	
08 9481 1448	08 9481	Level 5	
08 9488 1138	0152	45 St George's Terrace PERTH WA 6000	
Email		Website	
Nick.Goosen@crowe.com.au		www.crowe.com/au	

About Us

Crowe is ranked among the top 10 global accounting networks with over 150 independent accounting and advisory services firms in more than 100 countries around the world. Crowe is a leading provider of audit, assurance and consulting services and is committed to impeccable quality and standards.

The performance consulting teams at Crowe draw on their extensive, industry-focused experience to help you improve your organization's performance through a portfolio of innovative technology solutions. Our core competencies are as follows.

Advisory Services	Evaluate improvement opportunities and identify those with the greatest opportunity for high-impact outcomes.
Operational Improvement	Optimise operational performance, achieve targeted cost savings, and maximise resource utilisation.
Compliance Services	Drive business value while validating conformance with critical requirements.
Applied Technology	Transform business process through enabling technologies.

Skills, Experience and Services

Our skilled professionals have covered all aspects of policy and program review and evaluation across all tiers of government – Federal, state and local. Some of these reviews have included:

- Complex and multi-stakeholder utility and infrastructure reviews;
- Policy reviews in health agencies;
- Review and evaluation (including comparative Return On Investment) of economic development and trade programs for industry departments through to a whole range of program;
- Reviews of the deployment and use of assets in hospitals and health service program delivery;
- Reviews covered in internal audit programs for local, state and federal government agencies and bodies. This has included reviews such as liquidity, reporting, procurement, credit, IT security, risk, investment, payroll and fraud.

Our reviews have been conducted in all variety of settings, including following implementation, at a program's mid-point (usually when the implementation is failing, or the environment is rapidly changing) and at the program's conclusion.

Our team is familiar with various review and evaluation methodologies and works to standard project management tools and processes, such as Projects IN Controlled Environments and RUP, for example. We bring familiarity with program review from both Australian and international contexts, in Asia and Europe.

We have briefed councils, departments and Ministers of these review findings and are familiar with the prerogatives and workings of government, a legacy of working in that environment as well as servicing it. We have also delivered reviews for a range of corporate and business entities, ranging from ASX-listed companies to community and charity-based not-for-profits.

Industry Certifications and/or Qualifications Relevant to the Category

Our Crowe team have professional memberships from recognised professional bodies such as the Institute of Chartered Accountants Australia and New Zealand, Certified Practising Accountants Australia, Institute of Internal Auditors and Information Systems Audit and Control Association. Our team also hold qualifications in project management and delivery, such as Projects IN Controlled Environments (PRINCE2), Project Management Body of Knowledge (PMBOK).

Industry Partners or Affiliations

With affiliations to our global network, Crowe relies on an approach to providing impeccable professional service that brings together teams of experts within each service discipline to act as thought leaders and advisors to the network. These network leaders provide global thought leadership on key issues and opportunities impacting multinational clients as well as set standards and best practices for service delivery.

Contact Name		ABN
Jen Delany Janette McGinty		74 490 121 060
Phone	Fax	Address
08 9365 7925 (Jen) 08 9365 7252 (Janette)	08 9365 7001	L9, Brookfield Place, Tower 2 123 St George's Terrace PERTH WA 6000
Email		Website
tendersdtt@deloitte.com.au		www.deloitte.com.au
jmcginty@deloitte.com.au		
Jedelany@deloitte.com.au		

About Us

Program and project management capability is a cornerstone of Deloitte's expertise. We bring exceptional experience in establishing project and program management frameworks, establishing fit-for-purpose governance and controls that add real value and create a steady pattern of communication and reporting to keep leaders and sponsors informed.

In addition, our team has deep experience in the review and evaluation of government programs and projects. This includes undertaking various types of evaluation, which support clear identification of program results and impacts, as well as areas for improvement in program delivery.

Skills, Experience and Services

Program evaluation

Program evaluation is essential to evidence-based policy. It allows policymakers to understand whether a program or service is achieving desired outcomes, whether it is achieving value for money and - based on these factors - whether it should continue to be funded or modified to achieve improvements in service delivery. Program evaluation is a key competency within our Deloitte Access Economics practice. Our team has experience in undertaking evaluations across a range of government service delivery areas, including health, education, law and public safety, justice, emergency services, regional development and transport.

In undertaking evaluations, we observe the Australasian Evaluation Society's (AES) *Guidelines for the Ethical Conduct of Evaluations* and *Code of Ethics*, and apply these principles and standards to all our evaluation activities. In addition, all of our evaluation work is undertaken in a manner that is consistent with the guidelines outlined in the *Western Australian Department of Treasury Evaluation Guide 2015*. We have experience in undertaking all types of evaluation outlined in the *Evaluation Guide*, including formative evaluations, process evaluations and summative (or impact) evaluations.

In addition, our methodology for conducting evaluations is consistent with the Evaluation Process outlined in the *Evaluation Guide*. For example, our methodology includes the development of a program logic model, stakeholder engagement and risk mitigation strategies, development of evaluation questions (which guide the data collection and analysis process), and an Evaluation Plan

(sometimes referred to as an 'Evaluation Framework') as a deliverable of every evaluation engagement.

Project and Program Management

Our Enterprise Value Delivery for Project Management (EVD for PM) methodology is compatible with, and extends, the coverage of recognised frameworks including PRINCE2, PMBoK and CMMI. Our proposed method provides a solution that assists project teams spend less time on how to plan and execute a project and more time on delivering high quality results.

Deloitte has codified our collective knowledge of project management, both Waterfall and Agile, to create a library of processes, tools, standards, templates, lessons learned and other accelerators to help our practitioners lead complex projects. Key benefits of EVD for PM include:

- Incorporates Deloitte's wealth of experience and knowledge
- Addresses the components of the project lifecycle for any delivery approach (Waterfall, Agile, and Hybrid Agile)
- Helps manage risks, drive business transformation and provide scalable capabilities.
- Continuously improved to reflect changing PM standards.

Enterprise Model Design (Operating Model)

Deloitte's Enterprise Model Design method works with organisations to validate their transformation ambition, identify and prioritise the capabilities required for success, and design the operating model to effectively deliver on the strategy.

Cultural Transformation

Deloitte's Strategic Change method brings new and practical insights that are grounded in behavioural science and informed by data and analytics, enabling high impact organisational and people-related business transformation.

Industry Certifications and/or Qualifications Relevant to the Category

Deloitte as an organisation does not meet the eligibility requirements to be a member of the Australasian Evaluation Society (AES). However, many of our senior Deloitte Access Economics evaluation team are committee members of the AES in their respective states.

Ernst & Young



Contact Name		ABN
Bill Scanlan Bradley Hooper Laura Christiaens		75 288 172 749
Phone	Fax	Address
08 9429 2222	08 9429 2436	The EY Building 11 Mounts Bay Road PERTH WA 6000
Email		Website
eywagov@au.ey.com Bill.Scanlan@au.ey.com Bradley.Hooper@au.ey.com Laura.Christiaens@au.ey.com		www.ey.com

About Us

EY is one of the largest professional services firms in WA, operating as part of global firm comprising more than 250,000 personnel. Our services help clients strategically assess, remediate and improve governance and control processes, while also elevating the profile of audit and financial advisory services in identifying and addressing complex risk areas.

Our ability to bring innovative ideas and advisory support, greater technology enablement and broad subject matter experience in complex areas allows us to help clients gain significantly enhanced value from our services.

Our global methodology features:

- A proven, consistent global approach, enabled by technology
- A focus on higher-risk issues with integrated subject matter resources
- Governance and execution protocols with the rigor to drive change
- An emphasis on flexible risk assessment and on continuous communication
- Key performance indicators that drive accountability and performance

Skills, Experience and Services

Big, complex business transformation, infrastructure and IT programs promise a lot of value but often fail to deliver. At EY, we can help your programs to deliver outcomes that grow, optimise and protect your business.

EY combines industry rich expertise, proven process and differentiated technology to help you realise the intended outcomes of your programs. We provide visibility, enable consistency, and support clear decision-making so you can deliver the desired outcomes, on time, on budget and on benefit.

At EY, we have the skills and experience to monitor, assess and improve the health of projects, programs and portfolios. While each review is tailored to specific requirements, the following are common areas for review:

- Conception and initiation phase – Program readiness and capability to deliver
- Design and planning phase – Controls and governance

- Delivery phase – Performance evaluation and operational readiness
- Full lifecycle offering – Integrated program assurance

We review your programs and capabilities against global leading practice benchmarks, identify improvement opportunities and develop roadmaps to get you where you need to be. Through our experienced professionals, we understand the reasons why large programs often fail to deliver and can provide an independent and objective view on how to fix them.

Our program review services review people, process and technology and performance data to provide recommendations and improvement initiatives to help our clients to deliver on complex programs.

Industry Certifications and/or Qualifications Relevant to the Category

Our personnel have a range of certifications, qualifications and professional memberships across an array of relevant professional organisations, including the following: Institute of Internal Auditors Australia; Chartered Accountants Australia & New Zealand; Information Systems Audit and Control Association; Institute of Actuaries of Australia; Business Continuity Institute; Risk Management Institute of Australia; and Australian Institute of Company Directors.

Examples of the professional qualifications / certifications held by our personnel include: Chartered Account; Certified Practising Accountant; Graduate of the Australian Institute of Company Directors; Certified Information Systems Auditor; Certified Internal Auditor; and PRINCE2 Practitioner.

GHD Advisory



Contact Name		ACN	ABN
Kenneth Leong Xavier Byrne		008 488 373	39 008 488 373
Phone	Fax	Address	
08 6222 8499 08 6222 8880	08 6222 8555	999 Hay Street PERTH WA 6000	
Email		Website	
Kenneth.Leong@ghd.com Xavier.Byrne@ghd.com		www.ghd.com	

About Us

GHD is a global engineering company operating in five core market sectors: Energy and Resources (including renewables), Environment, Water, Transport, Property and Buildings

GHD employs more than 8,500 people in over 200 offices across five continents to deliver projects with high standards of safety, quality and ethics across the entire asset value chain.

GHD's Advisory practice has been created to leverage GHD's outstanding technical capabilities to help our clients solve their business related issues. Our local practice includes a range of skills and experience beyond engineering, including experience in assessing a wide range of programs for state government departments and controlled entities.

Skills, Expertise and Services

Skills and Services:

Program and Project Reviews – GHD is very experienced at conducting both program and individual project reviews. We leverage our program and project management processes (PMP or Prince 2) that follow industry standards to assess whether projects or programs are meeting their objectives. As a firm we look to understand the drivers of any underperformance and apply practical approaches to improve outcomes. If required, GHD also has its own project management team that can be bought in to run larger projects for clients.

Operational Reviews – GHD has conducted many operational reviews for our clients. As a firm we leverage our technical expertise and combine these skills with our Advisory team's strategic, operational, lean and six sigma capability to conduct rapid impactful operational reviews. Our team of experienced advisors can tackle highly strategic issues as well as specific operational, efficiency and productivity projects. GHD can also provide Lean training and mentorship if required.

Organisational Structure Reviews – GHD believes that it is vital that the structure of an organisation supports and enables it to meet its objectives and meet its customer's needs. Creating unwieldy and complex organisations with unclear lines of responsibility and accountability can greatly impact the performance of an organisation. GHD's approach to organisational design creates focused, customer centric and clear structures that are implementable. GHD also has the ability to provide change management services, which in organisational design projects can be very important for the overall success of the business

Experience

GHD and their executive advisors have completed a large number of Program reviews for state government departments and government controlled entities, including:

- Department of Primary Industry and Regional Development
- Department of Transport
- Main Roads
- Department of Sport and Rec
- Department of Training and Workforce Development
- Western Power
- And many other entities



KPMG Australia Partnership

Contact Name	ABN
Beth Gould, Account Manager Lance Glare, Account Director	51 194 660 183
Phone	Address
08 9263 7151 (Beth) 08 9263 7218 (Lance)	235 St Georges Terrace, PERTH WA 6000
Email	Website
Bgould2@kpmg.com.au Lglare@kpmg.com.au	www.kpmg.com.au

About Us

KPMG is a global network of professional firms providing Audit, Tax and Advisory services. Our Western Australian government team has extensive experience delivering audit and financial advisory services across many sectors. Clients call upon us for small discrete engagements through to large complex programs of work; and urgent requests.

We have extensive experience delivering program reviews and related advisory services across the WA public sector. The team has strong public policy backgrounds and skills in areas such as program evaluation and review; policy development, strategy, governance and structural reform; economics, planning and infrastructure policy; public sector assurance; and government relations. Our team works with subject matter experts from across the Firm and externally to deliver insightful and practically focussed recommendations to our clients.

Skills, Experience and Services

Capabilities and services relevant to this CUA:

Program review; program evaluation, including formative, summative, impact, outcomes, developmental and process evaluations; demand, supply and market analysis; evaluation framework development, e.g. program logic modelling; data analytics, from collection, collation, linking, quantitative and qualitative analysis to interpretation and visualisation; cost-benefit analysis; stakeholder engagement and consultation, including surveys, computer assisted telephone interviews, focus groups, town hall consultation, interviews and market research; literature reviews.

Industry Certifications and/or Qualifications Relevant to the Category

Our consultants hold a wide range of qualifications and certifications relevant to this category, including:

- Master of Evaluation
- Master of Public Policy & Management
- Investment Logic Mapping Facilitator (accredited by DTF Victoria)

Industry Partners or Affiliations

- Australasian Evaluation Society (AES)
- Australian Institute of Company Directors (AICD)
- Institute of Public Administrators Australia (IPAA)

LogiKal Projects Pty Ltd



Contact Name	ACN	ABN
Leeanne Patton	009 428 031	71 009 428 031
Phone	Address	
0415 858 503	Level 8 41 St George's Tce PERTH WA 6000	
Email	Website	
LPatton@logikalprojects.com	www.logikalprojects.com	

About Us

LOGIKAL is an award-winning consultancy that has been advising clients since 2002. Key to our market success is our ability to collaborate, inspire and achieve innovative results.

Our people are technically skilled and passionate about the work we do. It is how we achieve real solutions for our clients and their problems – solutions which are practical, repeatable and build on internal capability.

We work with governments worldwide to solve complex problems.

Intelligent transport solutions are needed so cities and economies to grow. We have worked with governments in every major Australian city to improve their rail networks over the last decade.

Our work helps governments to connect people and their economies. We have advised multiple governments and their partners to construct airports, high speed rail networks, highways, tunnels and bridges across four continents.

Urban renewal improves the lives of citizens and is essential to vibrant communities. By integrating land use, infrastructure and transport solutions we have helped governments to achieve better outcomes in difficult urban environments across Australia.

We also work with governments to recycle and protect their natural resources – in what are always highly complex and integrated operating environments. By using leading edge 5D technology and technical skills we have helped national and state utilities to make the management of their assets more efficient.

Skills, Experience and Services

Public sector agencies are faced with important questions about: their purpose and core functions, how they respond to social and economic changes and how to deliver services with reduced budgets.

We provide structured maturity assessments and program reviews to help answer those questions.

Our approach is to work collaboratively with clients to identify issues and trends, assess improvement options and design actionable plans. Often this involves building organisation capacity and working with clients to close gaps between current state and desired future state.

We use proven approaches and best practice frameworks to guide our thinking and advice. This ensures the solutions we create with clients will have lasting impact.

Undertaking rigorous analysis can be difficult for clients, it is for this reason, we adopt a 'no blame' approach, which strengthens buy in and improves ownership for solutions. With key stakeholders across the change – clients are then able to take action and drive the change.

As a registered training organisation we offer nationally accredited courses as well as bespoke capability enhancement programs. These programs allow us to target specific skill gaps and strengthen organisation capability through the creation of shared frameworks, templates and common language.

Industry Certifications and/or Qualifications Relevant to the Category

Analytics: LOGIKAL Analytics

Audit & Financial: Certified Practising Accountants; Institute of Chartered Accountants England & Wales; Tax Practitioners Board

Governance & Risk: Graduate Australian Institute of Company Directors, REPGM Australian Institute of Project Management

Project Delivery: Project Management Institute, Australian Institute of Project Management

Quality: ISO 9001 Quality Assurance, ISO 14001:2004 Environmental, OHSAS 18001 Occupational Health & Safety

Registered Training: APM, Registered Training Organisation

Technical: Australian Institute of Marketing

Industry Partners or Affiliations

Technology Partners:

- Oracle Gold Partner
- Deltek Partner
- Qlik Partner

Contact Name		ACN	ABN
Alex Marsden		072 233 204	66 663 324 657
Phone	Fax	Address	
08 9324 1785 03 9882 1600	08 9322 7936	L1 220 St Georges Tce PERTH WA 6000	
Email		Website	
tenders@marsdenjacob.com.au		www.marsdenjacob.com.au	
amarsden@marsdenjacob.com.au			

About Us

Marsden Jacob has significant experience and capabilities in relation to program reviews. In our experience, evaluations call for a variety of specialist skills including program evaluation and design, financial economic analysis, evaluation applying data from multiple sources and reporting of program outcomes. Additionally, and depending on the nature of program being evaluated, other skills may be required such as survey and sampling skills, management of large-scale data collection, statistical analysis and quantitative research design skills.

Our evaluation experience includes the following:

- Post implementation review of the Mining Rehabilitation Fund for the WA Department of Mines, Industry Regulation and Safety
- Active Impacts: The economic impacts of active recreation in Victoria for Sport and Recreation Victoria (2016)
- NSW's nature based outdoor economy: key estimates and recommendations, Outdoors NSW (2016)
- Victorian regional and rural trails evaluation, RDV (2014-15)
- Evaluation of TravelSmart programs (2012) and TravelSmart / ActiveSmart project in Cockburn (2013-14)
- Evaluation of TravelSmart Local Government and Workplace Programs in WA)
- Economic and social profiles and impact assessment the Murray Darling Basin for the Murray Darling Basin Authority
- Automated Milking Systems Evaluation, Dairy Australia, 2017
- Economic evaluation of the Dobsons Creek Stormwater Disconnection project, Knox City Council, 2017
- Estimating the value of Australia's Outdoor Economy, Skills IQ, 2017
- Review of E-Water Multi-Criteria Assessment Tool, Melbourne Water, 2017
- Review of Hazardous Waste Fund, Victorian Environment Protection Authority, 2017
- Review of flood hazard risk strategies, Department of Fire and Emergency Services (WA), 2016
- Water Law Reform Business Case, Department of Water (WA) , 2015
- Impact assessment of MLA's food safety program, Meat and Livestock Australia (MLA), 2015
- Living Rivers Program Strategic Review, Melbourne Water, 2015
- Economic Evaluation of Harvey Irrigation Initiative, National Water Commission, 2015
- Economic Evaluation of the Proposed Traveston Crossing Dam in South East Queensland, Queensland Water Infrastructure, 2015

Skills, Experience and Services

Marsden Jacob has extensive expertise and experience in program evaluation and program reviews of varying types. These include post-implementation reviews (generally of legislation) and regulatory impact statements. While there are a large number of evaluations which are tailored to the required assessment and the complexity of the project, we generally have a standard methodology which would be adapted as required for individual projects and assessments. Some basic examples include evaluations that aim to strengthen or improve the program or project being evaluated (formative) and evaluations that examine the process, the impacts (immediate effects) or outcomes against objectives (often referred to as summative).

When establishing evaluation methodology Marsden Jacob considers whether the program or project already has a published program logic, and, monitoring and evaluation (M&E) plan. Program logic is a simple road map or diagram that demonstrates the thinking and rationale behind a project and links the project activities to the outputs produced as well as the project's short and long term objectives. This road map also forms the basis on which the M&E plan is formed, aiming to track progress indicators against the various input, output, impact, outcome objectives.

In reviewing the effectiveness and efficiency of programs, the MERI (monitor, evaluate, report, inform) framework underpins our approach to evaluations. It depicts a cycle of continuous improvement that involves the design of a project program, the monitoring of indicators, the evaluation and reporting that is completed based on those indicators over time, and the improvements that are made to both the program itself and the M&E approach, based on the lessons that are learned along the way. We also undertake Governance mapping outputs to outcomes, program logic development and stakeholder consultation.

Contact Name		ACN	ABN
Michael Palassis		131 116 268	23 970 908 281
Phone	Fax	Address	
08 9476 3144	08 9476 3188	Level 5 160 St Georges Terrace PERTH WA 6000	
Email		Website	
mpalassis@paxongroup.com.au		www.paxongroup.com.au	

About Us

Paxon Group is a leading Australian consulting and advisory firm with over 50 personnel across offices in Perth, Sydney, Melbourne and Brisbane.

Paxon specialises in strategic program reviews, program appraisal and evaluation advice to Government to assist in future decision-making.

Skills, Experience and Services

Our team are uniquely positioned in government program creation and reviews. In the last five years, we've undertaken more than 15 reviews for government agencies and advised on numerous strategic projects.

These projects all included a stakeholder consultation element across various levels and locations. Government departments we've undertaken reviews for include:

- Department of Health
- Department of Housing
- Department of Culture and the Arts
- Former Department of Aboriginal Affairs
- Former Disability Services Commission
- North Metropolitan Health Services
- Department of Defence (Cth)
- Department of Local Government, Housing and Sport (NT)
- Department of Community Development (NT)
- Department of Family and Communities (SA)
- Department of Family and Community Services (NSW)
- Department of Housing (QLD)

Paxon has experience providing the full spectrum of program reviews, from development of the assessment frameworks through to assessment of the results and impacts of implemented programs. Our key offerings include:

- **Viability assessment** of programs proposed and implemented
- **Performance frameworks**, including key metrics and ratios, that can be applied to assess proposed programs and provide an overall value for money framework
- Program goals and **strategic alignment reviews**
- **Efficiency and effectiveness** of programs against the status quo position
- **Assessment of program** impact on State finances and affordability

- **Economic impact assessment** of programs
- **Financial model tools** for program assessments. This includes:
 - All capital and recurrent cash flows
 - NPV impacts to the State
 - Impact on State Finances, and
 - Sensitivity to key market assumptions.

Industry Certifications and/or Qualifications Relevant to the Category

Our staff bring a diverse set of skills, experience and qualifications to our clients. All have degree level education and industry certifications including:

- Bachelor of Commerce / Economics / Engineering / Nursing / Law / Science
- Masters of Business Administration (MBA)
- Masters of Applied Finance (MAppFin)
- Master of Finance (MFin)
- Diploma of Financial Markets
- Graduate Diploma of Applied Finance and Investment
- Certified Practising Accountant (CPA)
- Chartered Accountant (CA)
- Chartered Financial Analyst (CFA)
- Chartered Institute of Internal Auditor (CIIA)
- Chartered Financial Analysts Society
- Australian Institute of Project Management (AIPM).

Industry Partners or Affiliations

Paxon partners and staff enjoy membership and affiliations with a significant number of industry bodies and professional associations. Some relevant to this category include:

- Financial Services Institute of Australasia (FINSIA)
- Australian Institute of Management
- Australian Institute of Public Accountants
- Chartered Accountants Australia and New Zealand (CA ANZ)
- Chartered Association of Certified Accountants
- Committee for Economic Development of Australia (CEDA)
- Property Council of Australia (PCA).



Contact Name	ABN
Michelle Tremain Tricia Tebbutt Nicola Lynch (Health related contacts)	52 780 433 757
Phone	Address
08 9238 3403 08 9238 3000 08 9238 3064 (Nicola)	Level 15, Brookfield Place, 125 St Georges Terrace, PERTH WA 6000
Email	Website
wagovernment@au.pwc.com Nicola.p.lynch@pwc.com	www.pwc.com.au

About Us

Public sector organisations face many complex issues. They are dealing with unprecedented change driven by factors including the shift in global economic power, generational changes, an ageing population, the digital economy and the emergence of global players disrupting traditional sectors. The public sector is constantly challenged to deliver the services people need, in the most efficient way.

Program reviews are key to assessing and redesigning how services can meet both the changing needs of users and the changing context in which the service operates. We combine a deep understanding of regulatory and economic conditions with domestic and international expertise to work with the public sector to evaluate, design and deliver innovative programs.

Skills, Experience and Services

PwC's Perth staff have extensive experience in employing a wide range of methodologies for program reviews, utilising both industry practice and internally developed processes. Our expertise covers a range of review types including Value for Money, Performance and Organisational reviews and Program Evaluation, spanning a number of competencies including Audit, Operations, Economics and Policy and Forensics. In addition to our local expertise, PwC's global network provides an unrivalled resource of international expertise for our clients to draw on.

Industry Certifications and/or Qualifications Relevant to the Category

IPAA - Corporate membership, Institute for Internal Auditors, Australian Institute of Management, CPA Australia



Contact Name	ACN	ABN
Adam Christou	108 473 909	27 108 473 909
Phone	Address	
0410 311 263	Level 19 St Martin's Tower, 44 St George's Tce PERTH WA 6000	
Email	Website	
Adam.Christou@protiviti.com.au	www.protiviti.com.au	

About Us

Protiviti is a global consulting firm that helps companies solve problems in finance, technology, operations, governance, risk and internal audit, and has served more than 60 percent of FORTUNE 1000® and 35% of FORTUNE Global 500® companies. Protiviti and its independently owned Member Firms serve clients through a network of more than 70 locations in over 20 countries. In Australia Protiviti is a significant supplier to all Australian and State Governments. The firm also works with smaller, growing companies, including those looking to go public, as well as with government agencies.

Protiviti is a wholly owned subsidiary of Robert Half (NYSE: RHI). Founded in 1948, Robert Half is a member of the S&P 500 index.

We are the largest firm dedicated exclusively to providing independent risk consulting and internal audit services. At Protiviti, internal audit and risk consulting are our business, our primary focus, and our core competency.

We bring highly configurable solutions to our clients. Our clients tell us that what sets us apart is our ability and willingness to structure resourcing solutions specifically to their needs. We bring a combination of dedicated full-time risk professionals, contract talent and global resources to bring cost efficient and highly effective solutions.

Our global network is all part of a single organisation under one ownership structure. This gives us the ability to collaborate, communicate and respond quickly and seamlessly to our clients.

Protiviti has achieved phenomenal success in our 10+ years of business. This has been driven by our focus on being value partners with our clients. We proactively work with management teams to assess, design, and execute risk plans related to their business. When you need us we are there. We share ideas. We tap into our firm-wide resources to bring forward the best solutions.

Skills, Expertise and Services

Protiviti have the skills and expertise to offer a full suite of professional services under CUA AFA2018. This includes:

- Internal Audits
- Information Systems Audits
- Investigations / Forensic Audits
- Corporate Governance Reviews
- Project Assurance and Advice
- Data Analytics
- Risk Assessments, Risk Management Plans and Risk Reviews
- Business process re-engineering and improvement advice
- Probity Audits and Advice
- Procurement, Tendering and Commercial Advice

- Development of Policies and Procedures
- Preparation of Financial Statements and Annual Reports
- Financial Statements Analysis
- Financial Assessment Services

Industry Certifications and/or Qualifications Relevant to the Category

Our professional staff hold a range of relevant industry certifications and qualifications, including:

- Certified Internal Auditor
- Certified Practising Accountant – CPA Australia
- Chartered Accountant – Institute of Chartered Accountants
- Graduate of the Australian Institute of Company Directors
- Fellow of the Governance Institute of Australia
- Risk Management Institution of Australasia

Industry Partners or Affiliations

Protiviti is one of only 10 Principal Partners of the Institute of Internal Auditors globally.

Quantum Consulting Australia



Contact Name	ACN	ABN
Simon Hood	113 145 636	53 113 145 636
Phone	Address	
0400 127 252 08 9325 3233	Level 11 251 Adelaide Terrace PERTH WA 6000	
Email	Website	
shood@quantumconsulting.net.au	www.quantumconsulting.net.au	

About Us

Quantum Consulting Australia is an advisory firm that specialising in providing consulting services to government and commercial organisations in Australia and focuses on organisational reviews, evaluations and financial due diligence reviews.

Quantum Consulting Australia has been providing professional services for over 12 years (the firm was established March 2005)

We specialise in assessing the enablers and barriers associated with government and industry partnerships.

Our clients are predominately Government Agencies and Departments (Commonwealth, State and Local Government) throughout Australia, financial institutions and educational institutions.

Skills, Expertise and Services

The firm is registered on the Australasian Evaluation Society website and focuses on:

- organisational and financial reviews
- performance assessment
- governance
- financial due diligence reviews.

A strong skill base is available to undertake statistical analysis of review data together with economic impact assessments.

We have particular experience with large scale evaluations (both at the Commonwealth and State level)

Examples of our experience include the following:

1. Project Name: Evaluation of the Kids Health Link Service
Client: Western Australian Country Health Service
2. Project Name: Evaluation of the Road Trauma Support Service
Client: Road Safety Commission
3. Project Name: Review of the Community Protection (Offender Reporting) Act
Client: Department of Police and Emergency Services (Tas)

Industry Certifications and/or Qualifications Relevant to the Category

The nominated Project Manager holds the following:

- Member of the Australasian Evaluation Society
- Fellow of the CAANZ
- Fellow of the Australian Institute of Management
- Member of the Australian Institute of Company Directors

RSM Australia Pty Ltd



Contact Name		ACN	ABN
Amit Kabra		009 321 377	33 009 321 377
Phone	Fax	Address	
0411 674 167 08 9261 9594	08 9261 9111	Level 32 2 The Esplanade PERTH WA 6000	
Email		Website	
Amit.Kabra@rsm.com.au		www.rsm.global/australia	

About Us

RSM is the largest mid-tier accounting firm in Australia, with 32 offices, over 80 partners and 1,100 staff. We are part of the RSM International network, the sixth largest audit, tax and consulting network in the world, with approximately 41,000 people in 800 offices, across 120 countries.

Skills, Experience and Services

Our program audits assess the processes required for achievement of set objectives in a program, and the key performance measures used to inform decision making.

This involves gaining an understanding of the public sector agency and its operations to identify factors that could potentially improve performance. Efficiency, effectiveness and governance are key matters that we address.

Industry Certifications and/or Qualifications Relevant to the Category

Fellow/Associate of the Institute of Chartered Accountants Australia & New Zealand (FCA/ACA), Certified Practising Accountant (CPA), Member of Institute of Internal Auditors (IIA), Member of Australian Institute of Company Directors (AICD).

Industry Partners or Affiliations

Institute of Chartered Accountants Australia & New Zealand (CAANZ), Certified Practising Accountants Australia (CPAA), Institute of Internal Auditors (IIA), Australian Institute of Company Directors (AICD).

Sapere Research Group



Contact Name		ARBN
Dr Vijaya Ramamurthy		096 242 581
Phone	Fax	Address
0439 860 700 08 6186 1410	02 9234 0201	PO Box 1210 BOORAGOON WA 6954 Level 14, 68 Pitt Street SYDNEY NSW 2000
Email		Website
panels@srgexpert.com		www.srgexpert.com

About Us

Sapere Research Group (Sapere) is a professional services and consulting firm that has been successfully operating for over twenty years. Our consultants work across Australasia, and we are looking to grow our presence in Western Australia. All our projects are led by recognised experts, many of whom are former public sector leaders, government officials and front-line operational managers. Our senior team have a hands-on understanding and experience of public sector processes and requirements and are supported by a permanent pool of specialist economists, modellers, financial and data analysts, program evaluators, social scientists and industry or sector specialists. Sapere's expert consulting model has a high proportion of senior to more junior staff – a key contributor to the quality of our work. Our professionals work together to develop innovative and practical responses to strategic challenges, drawing from better practice knowledge. We stake our professional reputation on the advice and reports we develop.

The high calibre skill sets of our experts and specialists allows us to probe beyond the superficial or most obvious conclusions – by asking the deeper questions and exploring supporting evidence, we offer clients a truly comprehensive end product. We are also committed to knowledge translation and helping clients to improve their ongoing processes, systems and staff capabilities after a project has ended, including the development of supporting tools and resources.

We have expertise across most public sector portfolios and have successfully delivered reviews and evaluations of the:

- effectiveness and economic impact of the WA Government's New Industries Fund programs;
- governance and effectiveness of the WA Defence Science Research Centre;
- WA climate risk identification, assessment, management and reporting framework;
- budget development processes and framework of a key WA regional development agency;
- Victorian Government's Investment Attraction Grant Program;
- Victorian Government's ICT Trade Event and Export Assistance Program;
- programs of the Victorian Endowment for Science, Knowledge and Innovation;
- core operations and programs of a leading NSW tourism sector agency;
- effectiveness of national Commonwealth-funded aged care programs for older people experiencing, or at risk of homelessness; and
- New Zealand Government's bowel screening program.

Sapere is also a member of a number of significant advisory panels including the WA Treasury's *Commercial and Economic Advisory Services Panel*, equivalent state government-wide panels in

Victoria and New South Wales, and various Commonwealth consultancy and business services panels.

Skills, Experience and Services

Sapere Research Group has conducted many forms of single or multi-year reviews and evaluations, including policy and program reviews, annual, mid-term and post implementation reviews, outcome and impact reviews, participatory evaluations and developmental evaluations. We have extensive experience in independent program reviews and evaluations, across a broad range of sectors and industries, and involving multiple stakeholders. Our clients have included state and federal government departments in Western Australia, Victoria, New South Wales, Queensland and Canberra.

We have expertise in portfolios such as health, aged care, child protection, disability services, housing, energy, climate change, water, science and innovation, transport, police and emergency services, justice, agriculture, industry development, regional development, natural resources, public sector regulation, administration and finance. Our consultants are competent in a range of qualitative and quantitative methodologies such as:

- Literature review, environmental scanning and desktop document analysis
- Surveys
- Interviews and focus groups
- Stakeholder engagement and workshop facilitation
- Feasibility and needs assessment
- Governance and implementation reviews
- Regulatory impact analysis
- Financial and service performance analysis
- Cost effectiveness, cost benefit and statistical analysis
- Economic and social policy analysis
- Meta-analysis
- Quantitative data analysis, advanced modelling, data visualisation techniques
- Quantifying “hard to measure” intangible social, economic and cultural impacts
- Data linkage

Sapere consultants are personally driven to remain at the cutting edge and stay on top of leading practice, and our clients can be assured that they will bring contemporary knowledge and innovative thinking and ideas to any assignment.

Industry Certifications and/or Qualifications Relevant to the Category

Many of Sapere’s consultants hold post-graduate qualifications in their areas of expertise, and a number of them also complement their work with academic research to stay current with better practice concepts and methods. Many of our consultants are Prince2 qualified and members of the Australasian Evaluation Society, Economic Society of Australia, CPA Australia, and Institute of Public Administration Australia.

Industry Partners or Affiliations

Sapere adopts a collaborative approach in meeting client needs and we routinely partner with firms and consultants in specialist fields such as science and innovation, health and aged care, housing and homelessness, infrastructure planning, clinical services and Indigenous engagement. For example, we have successfully completed projects in partnership with academics at Curtin University, University of Western Australia, Swinburne University of Technology, University of New South Wales and Flinders University. Our partnerships and collaborations enable us to deliver a comprehensive solution and to ensure value for money. We select our partners for their attitude as well as experience. We look for partners who are driven to succeed, curious and passionate about what they do, and who are committed to our core values of independence, integrity and objectivity.

Stantons



Contact Name		ACN	ABN
James Cottrill		144 581 519	84 144 581 519
Phone	Fax	Address	
08 9481 3188	08 9321 1204	Level 2 40 kings Park Road WEST PERTH WA 6005	
Email		Website	
jcottrill@stantons.com.au		www.stantons.com.au	

About Us

The Program Reviews area of Stantons offers services that are unique to a Tier 2 Accounting firm but which provide value-adding advice and cost efficiency outcomes to our public and private sector clients. Our established record in the provision of program outcomes advice and benefits realisation assessments has established us a key provider in the field, supporting complex and high value decisions.

Stantons has provided program reviews to Federal, State and Local government agencies in Australia and to International agencies such as AusAID (now DFAT), the World Bank and the Asia Development Bank. Our program review tasks have included some of the some key Western Australian projects including assessing the technical viability of continuing the Oracle Financials based Shared Services facility as looking at some Royalties for Regions projects in the Pilbara. We have also been involved with the Fiona Stanley Hospital project including spending six months assessing a component of security as part of a program review.

Skills, Experience and Services

Under the leadership of our Principal, IT Audit and Risk Consulting/Internal Audit, Mr James Cottrill, Stantons is able to call upon a diverse range of skills and experience in providing program review, particularly to complex, high-value and high-risk IT technical projects. James has over thirty years' experience in the fields of accounting, information technology and auditing. He worked on the review of the Office of Shared Services to ascertain the technical viability of upgrading Oracle Financials to a more "vanilla flavoured" and more current version.

Stantons has also provided program reviews to a variety of WA state agencies including the Economic Regulation Authority, the Department of Regional Development and the Department of Health. Of note we were involved in a program review over the firewall security mechanisms being implemented at Fiona Stanley Hospital prior to its opening and were instrumental in providing advice for a "go" "no-go" decision over core security infrastructure prior to "going-live".

We are experienced in the core project management methodologies including PMBOK (Project Management Body of Knowledge) and Prince2. We are also familiar with IT service delivery standards such as ITIL (Information Technology Information Library). For program governance over IT projects we are also very familiar with COBIT 5.0 (Control Objectives for Information and related Technologies).

Industry Certifications and/or Qualifications Relevant to the Category

Stantons is a Chartered Accountant-certified organisation, which demonstrates a level of general rigour in our internal process and internal quality assurance (QA) processes. In addition to the organisational certification, across the personnel in the IT Audit and Risk Consulting area that is responsible for program reviews and at SI the following relevant certifications and qualifications are represented:

- Senior Member Certified Professional Australian Computer Society
- Certified Internal Auditor (Institute of Internal Auditors Australia)
- Certified Information Systems Auditor
- Certified Practising Accountant (CPA Australia)
- Chartered Accountant
- Master of Economics
- Bachelor of Business
- Master of Business Administration
- Post Graduate Diploma in Management
- Graduate Diploma in Business (Computing Studies)
- Bachelor of Commerce
- Bachelor of Business Administration.

Industry Partners or Affiliations

Stantons is an affiliate of the Russell Bedford International (RBI) group of companies, which is a global network of accounting/auditing firms, and tax and business advisors. In Australia, specialist divisions, the Forensic Audit Division; Stanton-CDMIS and the Tax and financial planners affiliate; Marsden-Stantons form part of the unique Stantons collaborative structure. At an international level, the network is represented by some 290 offices in more than 100 countries, including offices in each State in mainland Australia.

Through the RBI network, Stantons shares and has access to a national and international network of expertise, training materials and resources. Stantons actively participates in the network through regular representation and delivery of presentations at national and international RBI conferences and training sessions. Stantons also has a strategic partnership with the RBI affiliate based in Adelaide, Lee Green and Associates, including a collaborative partnership between the organisations based in Darwin.

The Nexus Network



Contact Name		ACN	ABN
Catherine Sambell		087 263 509	86 087 263 509
Phone	Fax	Address	
0438 510 053	08 9293 5062	142 Bradford Street YOKINE WA 6060	
Email		Website	
Catherine.sambell@nexusnetwork.com.au		www.nexusnetwork.com.au	

About Us

The Nexus Network is a network of highly skilled, experienced consultants specialising in helping organisations think and act strategically. Our consultants have been working with the WA Public Sector for more than 20 years, in that time consulting with over 40 State Government agencies. Nexus consultants have a deep appreciation of, and commitment to, the public sector, having worked in various government agencies prior to joining Nexus.

Our consultants work with you to deliver the outcomes you want by providing independent expert services and advice.

Nexus consultants have expertise in a range of audit and review services. Our consultants have extensive experience in the WA Public Sector oversight sector providing independent program review services to a range of government agencies. Our consultants have personally designed and delivered programs within the WA State Government and have an excellent understanding of stakeholders and government program imperatives including the role of government agencies in supporting the government of the day.

Nexus a long history of successful specialist appraisals and evaluation projects of varying sizes and scopes.

Skills, Experience and Services

Nexus is committed to working in partnership with organisations to deliver business outcomes important to our clients.

We have a demonstrated track record of successfully matching the skills of our consultants to specific assignments and have the capacity to manage major consultancies as well as shorter term, more focused projects.

Nexus consultants have successfully delivered program reviews to:

- determine the effectiveness of services in achieving objectives and consistency of government priorities and other government requirements;
- provide recommendations for continuous improvement;
- identify efficiency and outcomes (impact efficacy). Such reviews have subsequently been used to support agency strategic planning processes;
- determine compliance such as with the acquittal of funding;
- evaluate and overhaul complex funding mechanisms;

- evaluate procedures and models involving collection and analysis of qualitative and quantitative data against effectiveness criteria and legislative compliance as well as the development of recommendations for system improvement; and
- appraise and assess policy outcomes and identify improvements for associated programs.

Industry Certifications and/or Qualifications Relevant to the Category

- Masters of Psychology (Community), Edith Cowan University, 2009
- Post Graduate Diploma in Psychology, Edith Cowan University, 2004
- Master of Business Administration, University of Western Australia, 1984
- Bachelor of Education, University of Melbourne, 1975
- Bachelor of Science (Hons), University of New South Wales, 1970
- Diploma of Education, University of Western Australia, 1993
- Graduate Certificate in Management, Curtin University, 2005
- Graduate Certificate in Integrity Studies, University of Wollongong (2012)
- Master of Leadership and Management (Policing), Charles Sturt University (2009)
- Associate Degree of Social Science (Policing), Edith Cowan University (2004)
- Bachelor of Social Work, University of Western Australia, 1978
- Master of Business Administration, University of Western Australia, 2005
- Graduate of the Australian Institute of Company Directors, 2011

Industry Partners or Affiliations

- Institute of Public Administration Australia (WA)
- Australian and New Zealand School of Government (Fellow)
- Industrial Relations Society of Australia (previous President)
- Western Australian Industrial Relations Society (previous President)
- Independent Assessor (under the Children and Community Services Act 2004), Department of Communities Secure Care and Residential Facilities
- Australian Health Practitioner Regulation Agency
- Recent membership:
 - Organising Committee Member, Australian Public Sector Anti-Corruption Conference 2015
 - WA Public Sector Integrity Coordinating Group Working Group

Ubique Partners



Contact Name	ACN	ABN
Luke Parsons	27 602 781 653	27 602 781 653
Phone	Address	
0417 045 520	Level 2, Suite 14, 23 Railway Road SUBIACO WA 6008	
Email	Website	
luke@ubiquepartners.com	www.ubiquepartners.com	

About Us

Ubique Partners is a multidisciplinary advisory practice with a focus on strategy, commercial and financial advisory and assisting clients solve their complex problems. The Ubique Partners team also has significant experience advising on capital projects, transactions and business improvement.

The core expertise of the Ubique Partners team lies advising public sector clients or, where the engagement is a transaction (e.g. a PPP), advising private sector clients on complex public sector projects.

We are drawn from ‘top tier’ professional advisory backgrounds spanning:

- Partner and director level positions in ‘big 4’ advisory firms
- Director level positions in leading investment banks, and
- Partner and senior associate level positions in top tier law firms.

Our team also brings relevant experience working in senior positions in the public sector and leading global corporate enterprises.

Unique Partners team members and business partners have significant experience in innovation and managing disruptive change from emerging technologies. This is one of our key differentiators and innovation in professional services is a core objective for Ubique Partners.

Skills, Experience and Services

Ubique Partners is imminently qualified to provide Procurement Advisory Services and has market leaders in Procurement Advisory that have acted for both public and private sector clients. Importantly for Government and Government Trading Enterprises, Ubique Partners brings deep private sector insights and understands private sector drivers and commercial frameworks.

Ubique team members offer the following Procurement Advisory Services:

Business Cases

- Problem identification and definition; Market soundings – informal and formal
- Options definition and selection – using a multi-criteria selection approach
- Financial, commercial and legal analysis / structuring
- Business case drafting
- Overall project management and management of other consultants
- Subsequent project definition assistance
- Stakeholder management and communications.

Procurement strategy development

- Procurement and funding options assessment
- Development of Procurement Plans
- Market soundings – informal and formal.

Procurement process support

- Lead advisory – transaction, commercial, financial and legal
- Bidder identification and approach
- Drafting transaction documents - Expressions of Interest, Request for Tender and commercial and financial input into Project Agreements / Contracts
- Transaction management – bidder engagement, due diligence, management presentations
- Development of evaluation criteria and evaluation plans.
- Bid evaluation; stakeholder management and report
- Support from origination through to financial close, including development of negotiating strategies and support through contractual negotiations.

Key clients served include: WA Port Authorities; WA Universities; Department of Transport; Department of Treasury; Private sector investors and developers – Brookfield Multiplex, Cappella Capital and other large corporates; Western Power; Other Australian governments.

Industry Certifications and/or Qualifications Relevant to the Category

- Relevant Ubique Partner team members hold the Chartered Accountant certification from the Institute of Chartered Accountants. Team members are also certified by or affiliated with Senior Certified Professional, Australian Computer Society and the Information Systems Audit and Control Association.
- Ubique Partners team members hold a combination of bachelor and master levels degrees in commerce, economics, public infrastructure and law and many have completed their MBAs and the Company Directors course (AICD).

Industry Partners or Affiliations

Refer associations above.

William Buck

Contact Name		ACN	ABN
Conley Manifis		125 178 734	74 125 178 734
Phone	Fax	Address	
08 6436 2888	08 9436 2889	Level 3 15 Labouchere Road SOUTH PERTH WA 6951	
Email		Website	
conley.manifis@williambuck.com		www.williambuck.com	

About Us

William Buck is a leading consulting firm with a proud 120 year history. While we are a firm of Chartered Accountants we have a growing reputation for delivering value driven audit and assurance engagements across the private and public sector.

We invest heavily in our people and have a team of public sector audit experts to ensure we provide the best possible services to our WA State and Local Government clients.

While we are part of a National network and we have the ability to draw upon the knowledge and experience of team members throughout Australasia, William Buck Consulting (WA) Pty Ltd, based in South Perth would be responsible for delivering services under CUA AFA2018. The Directors of William Buck Consulting (WA) Pty Ltd have established a governance framework that promotes our strategic objectives and our focus on “changing lives”. This allows our business units to share knowledge, skills and experience, maximising our capacity to respond to our client’s needs.

Program Reviews

Our Audit and Assurance team provides program review through our internal audit function to a range of State and Local Government entities.

Skills, Experience and Services

William Buck delivers a range of Program Reviews to its State and Local Government clients. These can be incorporated in a three-year rolling strategic internal audit plan or as one-off business improvement reviews.

Program reviews completed by William Buck in the past include evaluations of Events Management and Environmental Management Programs for a large Metropolitan Council as well as reviews of Medical Safeguards and Drug Administration Programs, Capital Works Programs, Training and Supervision Programs, Community Education and Substantive Equality Programs and Childcare Legislation Compliance Monitoring Programs for a range of State Government clients.

Our highly experienced internal audit team are responsible for planning, delivering and reporting on all our Program Review engagements. We take a risk based approach, focussing on our clients’ key risks, issues and concerns. To do this we analyse the following aspects of each Program:

- Program Governance.
- Establishment and communication of Program objectives and alignment with organisational objectives.
- Defining and approving Program budgets.

- Defining roles and responsibilities for Program delivery.
- Procurement and acquittals relating to Program activities.
- Allocation of costs to Program budgets.
- Risk management.
- Establishing performance measures and analysing Program outcomes.
- Performance and progress reporting.

Our program reviews focus on helping our clients achieve their business objectives in a more efficient and effective way.

We take a consultative approach and engage with management throughout the process to ensure recommendations are practical and achievable. Our no-surprises approach ensures greater management buy-in and helps ensure our recommendations make a genuine difference to our clients' day to day business.

Industry Certifications and/or Qualifications Relevant to the Category

- Our Director Audit and Assurance is a Registered Company Auditor, has a Bachelor of Commerce and is a Chartered Accountant (Institute of Chartered Accountants Australia and New Zealand) and Fellow Governance Institute of Australia.
- Our two Internal Audit Managers are both Chartered Accountants (Institute of Chartered Accountants Australia and New Zealand) and are members of the Institute of Internal Auditors.
- Our External Audit Manager and Supervisors are Chartered Accountants (Institute of Chartered Accountants Australia and New Zealand).

Industry Partners or Affiliations

- Institute of Chartered Accountants Australia and New Zealand (ICAAANZ).
- Certified Practising Accountants (CPA) Australia.
- Association of Chartered Certified Accountants
- Institute of Internal Auditors.
- Governance Institute of Australia

Zed Management Consulting Australia



Contact Name	ACN	ABN
Pam Zervas	613 859 699	20 613 859 699
Phone	Address	
0438 143 729	43a Fullarton Road KENT TOWN SA 5067	
Email	Website	
pam.zervas@zedmc.com.au	www.zedmc.com.au	

About Us

ZED has extensive experience and expertise in the review of Government policy and programs which are brought about to improve operational performance. We understand the complexities of managing change and driving efficiencies and improvements in Government to deliver the greatest return for investment to the public.

ZED has hands-on experience in the development and implementation of government policy and programs, bringing a unique skillset to the evaluation and review of policy and programs. ZED has been involved in the review of high profile government policy where our findings and recommendations have driven whole of government and legislative reform. Further, ZED has reviewed many large and small-scale programs across state and commonwealth government, with a particular focus in health. It is a testament to our team that in the vast majority of instances, review recommendations we have made are ultimately implemented by our clients. In this context we pride ourselves on the development of proposed strategies and initiatives that are practical and implementable.

ZED is also regularly engaged to perform outcome and impact evaluations for public and private sector organisations providing an independent assessment of the effectiveness of programs. A pragmatic approach underpins outcome and impact evaluations that ZED undertakes to cut through complexities ensuring only meaningful information is captured and examined. Not only is this approach in line with ZED's commitment to deliver value for money, but it also ensures adoption of a rigorous process that clearly identifies any relationship that can be drawn between programs and outcomes.

In undertaking post-implementation reviews ZED applies industry standard methodologies and ensures that these are tailored to meet the specific requirements of each client. Given that we have been on the receiving end of reviews in our capacity as senior leaders in government, we are empathetic in how we approach our reviews and ensure key stakeholders and staff are brought along on the review journey. We recognise that often it is the staff and key stakeholders that we engage with during the review process who will ultimately be accountable for implementing any review recommendations that are made.

ZED has also undertaken many process and implementation evaluations across government. Again, ZED applies an industry standard evaluation framework that is tailored to meet specific requirements to deliver outcomes that are implementable by our clients.

ZED puts enormous effort into detailed analytics as part of process and implementation evaluations and in addition comprehensive stakeholder engagement to ensure our clients are provided with the capacity to implement any evaluation recommendations ultimately made. Furthermore, our

approach to the evaluations we undertake is based on informed business process modelling and trends analysis to deliver optimal results.

Clients which ZED has assisted with program reviews and other review and evaluations include: SA Health, NT Health, Victoria Health, Queensland Health, TAFE SA, SA Department for Education and Child development, NT Department of Business and the NT Department of Sports and Recreation.

Skills, Experience and Services

Program review, program analysis, program evaluation, policy review, post-implementation review, evaluation framework development, process improvement, outcome and impact evaluation, trend analysis.

Industry Certifications and/or Qualifications Relevant to the Category

- Graduate Diploma of Legal Practice, Law Society of South Australia
- Certified Lean Six Sigma Green Belt, Ecole Centrale Paris
- Certificate IV in Project Management