



Ernst & Young
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www.ey.com/au

ABN 75 288 172 749
Tax Invoice

Comm Dept of Communications

Attention: § 22

C/O Department of Communications
and the Arts

2 Phillip Law Street
CANBERRA ACT 2601

22 June 2018

Tax Invoice No. § 47G

Recipient ABN 51 491 646 726

No receipt will be issued unless requested

Memorandum of Fees

Total bill for the agreed fixed fee amount for EY's work as part of project enhance, focused on accounting and risk management frameworks. As included in the statement of work signed for on behalf of the Department of Communications and the Arts by Andrew Madsen on 30/05/18:

140,000.00

§ 47G

Total

140,000.00

GST applied 140,000.00 at 10.00%

14,000.00

Total amount payable

AUD \$154,000.00

With Compliments

Terms: payment on this notice within 14 days

Our Ref: § 47G



Remittance Copy

Comm Dept of Communications
Attention: s 22
C/O Department of Communications
and the Arts
2 Phillip Law Street
CANBERRA ACT 2601

22 June 2018

Tax Invoice No. s 47G

Debtor No s 47G

Fee for services rendered

AUD \$154,000.00

Amount paid

\$ _____

Payment options:

... by Direct Deposit, Bank Transfer or Domestic Internet Transfer please remit to:

s 47G

Please complete Amount being paid and fax to:

Accounts Receivable +61 2 9248-5451

Or e-mail all payment details to:

Accounts.Receivable@au.ey.com

... by Mail please make cheque payable to "Ernst & Young", attach to this page and mail to:

Ernst & Young
GPO Box 2646
SYDNEY NSW 2001

If paying multiple invoices please attach full details

From: § 22
To: § 22
Cc: [Madsen, Andrew](#); § 22
Subject: RE: Draft Scope discussed [DLM=Sensitive]
Date: Thursday, 31 May 2018 12:04:00 PM
Attachments: [Signed Schedule 3 - Official Order.pdf](#)
[Signed Schedule 4 - Notice of Inclusion.pdf](#)
[image001.png](#)

~~Sensitive~~

Hi § 22,

Please see attached EY and DoCA signed versions of both the Notice of Inclusion and Work Order for your records.

Regards

§ 22

Assistant Director / NBN Shareholder / Broadband Implementation
 Department of Communications and the Arts

P § 22

Email: § 22 communications.gov.au

2 Phillip Law Street, Canberra ACT 2601
 GPO Box 2154 Canberra, ACT 2601

communications.gov.au / [@CommsAu](#)

arts.gov.au / [@artsculturegov](#)

I would like to acknowledge the traditional custodians of this land on which we meet, work and live. I recognise and respect their continuing connection to the land, waters and communities. I pay my respect to Elders past and present and to all Aboriginal and Torres Strait Islanders.

From: Ashurst, Jason
Sent: Thursday, 31 May 2018 10:45 AM
To: § 22 [@au.ey.com](mailto:§ 22@au.ey.com)>
Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; § 22
 § 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

~~Sensitive~~

Hi § 22

This time is suitable for a teleconf with us at our offices, however if we were to videoconf in from your Canberra offices then 1pm – 2pm or 1.15pm – 2.15pm would be more suitable for us.

Regards, Jason.

From: § 22 [redacted] <[redacted]@au.ey.com>

Sent: Thursday, 31 May 2018 9:37 AM

To: § 22 [redacted] <[redacted]@communications.gov.au>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; § 22 [redacted]

§ 22 [redacted]

Subject: RE: Draft Scope discussed [DLM=Sensitive]

Hi Jason

Thanks for your response.

We can do **Monday 1.30pm – 2.30pm** if that suits? Please let me know and I'll circulate invites.

Our Canberra office is located at **121 Marcus Clarke St, Canberra** and our Sydney office at **Level 34, 200 George Street, Sydney**.

Many thanks

§ 22 [redacted]

Manager | Transaction Advisory Services

Ernst & Young

Direct: § 22 [redacted] <[redacted]@au.ey.com>

EY Transaction Advisory Services tops *Mergermarket's* Accountancy Advisor league tables, advising on highest value and volume of deals in Oceania in 2014, 2015, 2016 and 2017

Advisory Excellence Winner, Infrastructure Partnerships Australia's 2017 National Infrastructure Awards

From: Ashurst, Jason [mailto:Jason.Ashurst@communications.gov.au]

Sent: Wednesday, May 30, 2018 5:10 PM

To: § 22 [redacted] <[redacted]@au.ey.com>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; § 22 [redacted]

§ 22 [redacted]

Subject: RE: Draft Scope discussed [DLM=Sensitive]

§ 22 [redacted]

Hi § 22 [redacted]

Many thanks for sending the documents through and we will expedite our signing process.

I appreciate your advice in relation to a Friday meeting – we have also developed a clash in parallel.

Andrew Madsen is free **before 2:30pm** and **after 4:30pm** on Monday, and I'm keen for him to attend our kick-off meeting. Let me know if either time suits your team?

Could you please also send me the addresses for your Canberra and Sydney offices thanks.

Cheers, Jason.

From: s 22 [redacted] <[redacted]@au.ey.com>

Sent: Wednesday, 30 May 2018 5:01 PM

To: Ashurst, Jason <Jason.Ashurst@communications.gov.au>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22 [redacted]

s 22 [redacted]

Subject: RE: Draft Scope discussed [DLM=Sensitive]

Hi Jason

Thank you for the amended form. Please see attached signed versions of both the Notice of Inclusion and Work Order. If you can send me DoCA's signed counterpart for our records that would be appreciated.

Unfortunately some of our team are unable to meet on Friday morning. Are you available Monday afternoon instead for a videoconference? If it is convenient for your team to attend our Canberra office, we can arrange a videoconference to our Sydney office – otherwise we can arrange dial-in details. Please let me know.

We will revert tomorrow with our initial Request for Information.

Kind regards

s 22 [redacted]

Transaction Advisory Services

Ernst & Young

Direct: s 22 [redacted] <[redacted]@au.ey.com>

EY Transaction Advisory Services tops *Mergermarket's* Accountancy Advisor league tables, advising on highest value and volume of deals in Oceania in 2014, 2015, 2016 and 2017

Advisory Excellence Winner, Infrastructure Partnerships Australia's 2017 National Infrastructure Awards

From: Ashurst, Jason [<mailto:Jason.Ashurst@communications.gov.au>]

Sent: Wednesday, May 30, 2018 12:30 PM

To: s 22 [redacted] <[redacted]@au.ey.com>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22 [redacted]

s 22 [redacted]

s 22

Subject: FW: Draft Scope discussed [DLM=Sensitive]

~~Sensitive~~

Hi s 22

Thanks for the update request – I note that you had already included most of the contact information. I've added Andrew's email address as the appropriate, formal level contact (for Schedule purposes), however the key day to day contact is likely to be s 22 who's cc'd to this email.

Maybe 'Project Assure' is a better name?

Best regards,
Jason.

From: s 22 [mailto:s 22@au.ey.com]

Sent: Wednesday, 30 May 2018 12:13 PM

To: Ashurst, Jason <Jason.Ashurst@communications.gov.au>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22

s 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

Hi Jason

As discussed, would you please mind inserting/confirming details in the highlighted section on page 3 of the Notice of Inclusion and send back.

We will then be in a position to execute the forms.

Thank you

s 22

s 22 Partner | Transaction Advisory Services

Ernst & Young

Mobile: s 22 [mailto:s 22@au.ey.com]

*You may have received this email outside of your normal working hours – I might be working flexibly or travelling.
Please do not feel compelled to respond at this time if it is after hours for you.*

From: Ashurst, Jason [mailto:Jason.Ashurst@communications.gov.au]

Sent: Tuesday, May 29, 2018 5:43 PM

To: s 22 @au.ey.com>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22

s 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

~~Sensitive~~

Hi s 22

We've run this engagement process through our procurement area and they have advised it would be more appropriate to proceed through the existing Deed of Standing Offer that EY have with the Commonwealth. This would facilitate our tight timeframes which could otherwise take up to a week to process. Engaging through the Deed reduces the risk profile and avoids the need for the Department to develop additional assessment documents for significant procurements as required under the Commonwealth Procurement Rules.

EY should be familiar with engagements through the Deed. We have been advised that the attached [Schedule 3: Official Order \(work order\)](#) will need sign-off between DoCA and EY. The work order has been filled in from our end, having extracted all relevant information from the engagement letter from the start of Appendix A up to the "Information Requirements" (excluded), as we consider the remaining sections would be covered under the Deed (the exceptions being the Conflicts of Interest and Additional Terms and Conditions sections which have been included in the work order). Appendix B (supplementary) and C (covered through the Deed) have also been excluded.

We have also been advised that [Schedule 4: Notice of Inclusion Form](#) should be completed to confirm DoCA as one of the recipient parties using the Deed (as opposed to the Deed's representative, the Department of Finance). This has also been filled in our end.

The work order and notice of inclusion form have been attached for your review and sign-off. Note that highlighted areas will need to be updated on your end. The Deed has also been attached for your reference.

Apologies for the late change in approach. Happy to discuss this further.

Subject to signing by both EY and DoCA, this will allow the work to commence this week and we can provide EY with our initial set of documents. Current suggestion for the project name is 'Project Enhance' unless you have a better idea?

Best regards
Jason.



Jason Ashurst

Director / Broadband Implementation
Department of Communications and the Arts

§ 22

Email: jason.ashurst@communications.gov.au

From: § 22 [@au.ey.com](mailto:§ 22@au.ey.com)

Sent: Friday, 25 May 2018 4:09 PM

To: Ashurst, Jason <Jason.Ashurst@communications.gov.au>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; § 22

§ 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

Hi Jason - we are turning around the EL but probably won't get this through until later today. Amendments per below are ok.

I am also keen to understand your expectations on kick off timing next week as we're just trying to manage resource commitments from our end.

Thanks

§ 22

From: Ashurst, Jason <Jason.Ashurst@communications.gov.au>

Date: 25 May 2018 at 3:38:30 pm AEST

To: § 22 [@au.ey.com](mailto:§ 22@au.ey.com)

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; § 22

§ 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

Sensitive

Hi § 22

I was just wondering about your timing for the full EL as we have a public holiday here in the ACT on Monday?

Best regards,
Jason.

From: Ashurst, Jason

Sent: Thursday, 24 May 2018 4:38 PM

To: s 22 <[REDACTED]@au.ey.com>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22

s 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

~~**Sensitive**~~

Hi s 22

Apologies again for not responding sooner.

s 47C

Otherwise we are comfortable for you to proceed to a full EL for our consideration. We would hope to commence early next week, subject to our internal processes, and we are compiling the necessary documentation.

Regards, Jason.



Jason Ashurst

Director / Broadband Implementation

Department of Communications and the Arts

s 22

Email: jason.ashurst@communications.gov.au

From: s 22 <[REDACTED]@au.ey.com>

Sent: Monday, 21 May 2018 10:00 PM

To: Ashurst, Jason <Jason.Ashurst@communications.gov.au>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22

s 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

Hi Jason

Thank you for your comments and feedback on the proposal. See below responses in red as well as a marked up version of our statement of work attached.

If you're comfortable with the attached, we can proceed to a full EL for your consideration. Are you able to provide an indicative start date as well just to manage our resourcing requirements?

Kind regards

s 22

s 22 | Partner | Transaction Advisory Services

Ernst & Young

Mobile: s 22 @au.ey.com

You may have received this email outside of your normal working hours – I might be working flexibly or travelling. Please do not feel compelled to respond at this time if it is after hours for you.

From: Ashurst, Jason [<mailto:Jason.Ashurst@communications.gov.au>]

Sent: Friday, May 18, 2018 6:10 PM

To: s 22 @au.ey.com>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22

s 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

~~Sensitive~~

Hi s 22

s 47C, s 47G

Happy to discuss. If you are able to address these comments either in the engagement letter or a return email, we can then consider your full engagement letter to us.

Best regards, Jason.

From: s 22 [redacted] <[redacted]@au.ey.com>

Sent: Monday, 14 May 2018 8:51 PM

To: Ashurst, Jason <Jason.Ashurst@communications.gov.au>

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22 [redacted]

s 22 [redacted]

Subject: RE: Draft Scope discussed [DLM=Sensitive]

Dear Jason

Thank you for considering EY to provide assistance to DoCA in relation to the Financial Assurance

and Risk Management Framework. Based on our discussions, I have provided an extract of proposed Statement of Work which considers scope, approach, team, fee estimate, deliverables etc and CVs for the proposed team. In the event you wish to proceed, we can convert this into an engagement letter for you.

§ 47C, § 47G

we have proposed a fee of \$140k (exc GST). § 47C, § 47G

We look forward to hearing from you.

Kind regards

§ 22

§ 22 | Partner | Transaction Advisory Services

Ernst & Young

Mobile: § 22 [@au.ey.com](mailto:§ 22@au.ey.com)

*You may have received this email outside of your normal working hours – I might be working flexibly or travelling.
Please do not feel compelled to respond at this time if it is after hours for you.*

From: Ashurst, Jason [<mailto:Jason.Ashurst@communications.gov.au>]

Sent: Thursday, May 10, 2018 5:00 PM

To: § 22 [@au.ey.com](mailto:§ 22@au.ey.com); § 22

§ 22

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; § 22

§ 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

Sensitive

Hi § 22

§ 47C, § 47G

Jason.

From: s 22 [redacted] <[redacted]@au.ey.com>

Sent: Thursday, 10 May 2018 4:00 PM

To: Ashurst, Jason <Jason.Ashurst@communications.gov.au>; s 22 [redacted]
s 22 [redacted]

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22 [redacted]
s 22 [redacted]

Subject: RE: Draft Scope discussed [DLM=Sensitive]

Hi Jason – thanks for your email and clarification on our discussion points.
For the avoidance of doubt, could you please send me the tender process document that you refer to below so that I make sure we are in compliance.

Many thanks

s 22 [redacted]

s 22 [redacted] | Partner | Transaction Advisory Services

Ernst & Young

Mobile: s 22 [redacted] <[\[redacted\]@au.ey.com](mailto:[redacted]@au.ey.com)>

*You may have received this email outside of your normal working hours – I might be working flexibly or travelling.
Please do not feel compelled to respond at this time if it is after hours for you.*

From: Ashurst, Jason [<mailto:Jason.Ashurst@communications.gov.au>]

Sent: Thursday, May 10, 2018 1:31 PM

To: s 22 [redacted] <[\[redacted\]@au.ey.com](mailto:[redacted]@au.ey.com)>; s 22 [redacted]
s 22 [redacted]

Cc: Madsen, Andrew <Andrew.Madsen@communications.gov.au>; s 22 [redacted]
[redacted]
[redacted]
[redacted]

Subject: RE: Draft Scope discussed [DLM=Sensitive]

~~Sensitive~~

Hi s 22 [redacted]

Thank you for your phone call yesterday evening in relation to the financial assurance framework tender.

s 47C, s 47G [redacted]

§ 47C, § 47G

I understand you will have a proposal for us on Friday. Thank you.

Best regards,
Jason.



Jason Ashurst

Director / Broadband Implementation
Department of Communications and the Arts

§ 22

Email: jason.ashurst@communications.gov.au

From: § 22
Sent: Friday, 4 May 2018 1:45 PM

To: § 22
§ 22 Ashurst, Jason
<Jason.Ashurst@communications.gov.au>; § 22

Subject: RE: Draft Scope discussed [DLM=Sensitive]

~~**Sensitive**~~

Hi § 22

Yes 11am on Tuesday looks ok for us, the invitees from our end for the meeting are as follows:

Ashurst, Jason Jason.Ashurst@communications.gov.au

§ 22 [@communications.gov.au](mailto:§ 22@communications.gov.au)

§ 22 [@communications.gov.au](mailto:§ 22@communications.gov.au)

Happy for the meeting to be 30 minutes or longer depending on the questions you may have to better understand the scope of work.

Regards

s 22



s 22

Director, Financial Accounting / Financial Services Branch
Department of Communications and the Arts

s 22

s 22 [@communications.gov.au](mailto:s22@communications.gov.au)

2 Phillip Law Street, Canberra ACT 2601
GPO Box 2154 Canberra, ACT 2601

communications.gov.au / [@CommsAu](https://twitter.com/CommsAu)
arts.gov.au / [@artsculturegov](https://twitter.com/artsculturegov)

I would like to acknowledge the traditional custodians of this land on which we meet, work and live. I recognise and respect their continuing connection to the land, waters and communities. I pay my respect to Elders past and present and to all Aboriginal and Torres Strait Islanders.

From: s 22 [@au.ey.com](mailto:s22@au.ey.com)
Sent: Friday, 4 May 2018 1:17 PM
To: s 22 [@communications.gov.au](mailto:s22@communications.gov.au)>
Cc: s 22 [@au.ey.com](mailto:s22@au.ey.com)>
Subject: RE: Draft Scope discussed [DLM=Sensitive]

Hi s 22

Hope you are well and many thanks for your call.
How does between 11 am and 1.30 pm or 3.30 pm to 5 pm sound on Tuesday of next week work with you and your team?
If you can get back to me today I will organise some invites.
Regards

s 22

s 22 | Partner | Valuation & Business Modelling

EY

Mobile: s 22 s 22 [@au.ey.com](mailto:s22@au.ey.com)

No.1 in Australia: EY Transaction Advisory Services tops *Mergermarket's* Accountancy Advisor league tables for three years running on highest value and volume of deals – FY15, FY16 and FY17
2017 Advisory Excellence Winner, Infrastructure Partnerships Australia's annual National Infrastructure Awards

From: s 22 [redacted] <s22@communications.gov.au>
Sent: Thursday, April 26, 2018 12:26 PM
To: s 22 [redacted] <s22@au.ey.com>
Subject: Draft Scope discussed [DLM=Sensitive]

~~**Sensitive**~~

Hi s 22 [redacted]

As discussed, below is the draft scope of potential work we would like on managing the loan:

s 47C, s 47G



Look forward to hearing from you.

Regards

s 22 [redacted]



s 22 [redacted]

Director, Financial Accounting / Financial Services Branch
Department of Communications and the Arts

s 22 [redacted]

s 22 [redacted] <s22@communications.gov.au>

2 Phillip Law Street, Canberra ACT 2601
GPO Box 2154 Canberra, ACT 2601

communications.gov.au / [@CommsAu](https://twitter.com/CommsAu)

arts.gov.au / [@artsculturegov](https://twitter.com/artsculturegov)

I would like to acknowledge the traditional custodians of this land on which we meet, work and live. I recognise and respect their continuing connection to the land, waters and communities. I pay my respect to Elders past and present and to all Aboriginal and Torres Strait Islanders.

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This message has been content scanned by the Axway MailGate.

SCHEDULE 3 OFFICIAL ORDER

Official Order number DCON/18/79

1. Context

This Official Order is issued and agreed pursuant to and subject to the terms and conditions of the Deed between Finance and Ernst & Young (EY) dated 11 November 2015 (the Deed).

References in the Official Order to:

- a. "we" are deemed references to EY; and
- b. "you" or "Client" are deemed references to the Department of Communications and the Arts (DoCA)

We will provide you with a report addressing the scope items above (the "Report"), subject to the limitations outlined in this Agreement and the Deed.

Informal oral comments made in discussions with you or presentations to you about any Report will not have any greater significance than explanations or other material contained in the Report and reliance should only be placed on information and comments set out in the final Report. Our role is to provide you with advice and observations for your consideration. We will not perform any management functions or make any management decisions.

During the course of this assignment, we may provide status reports or show drafts of our Report to you (including your internal accounting teams where appropriate). This is done on the basis that they are provided to inform you of progress and significant findings identified to date, and to seek confirmation of the facts contained within it. Any draft Reports provided are subject to revision and alteration as further work is performed or further information received. No reliance should be placed on any draft document without our prior written consent. You acknowledge and agree that in the event that such a reliance letter is entered into, the limitations on our liability under the terms of this Engagement Agreement (including those set out in the attached General Terms and Conditions) will apply to the addressee of this Engagement Agreement and all parties entering into the reliance letter.

As the engagement progresses, you may decide that you wish to vary the scope of work. We will discuss such matters with you and any changes to the scope of work will be agreed between us in writing. Should you wish to discuss this additional scope with you, we would be happy to provide a scope and fee quote at that time.

2. Ordered Services

The results of our work will be used by DoCA solely for the purpose of assisting DoCA to implement appropriate controls with respect to its interest in nbn in

order to manage risks and compliance with the required Australian Accounting Standards and will not be provided to any unrelated third parties.

Our scope of work is to prepare a gap analysis of the current risk management framework against our observations of general industry practices associated with a financial institution. Our report will provide recommendations and an implementation roadmap to support closure of the identified gaps. We will also prepare a gap analysis of the governance framework in place to achieve compliance with respective accounting standards. Both of these will be undertaken with respect to DoCA's interest in nbn to inform development of appropriate controls to manage risks, and compliance with the required Australian Accounting Standards in order to assist DoCA in satisfying audit expectations.

In assessing the risk management and accounting frameworks we will consider (at a minimum) the following items:

- a. the current approach to identification of key strategic and operational risks, and processes to monitor these risks;
- b. roles and responsibilities between key stakeholders, authorisation chain at key decision points, and recommendations on staff restructuring;
- c. approach to compliance management, including controls around key decision points, compliance frameworks, performance measures, and covenant compliance associated with the Loan Agreement;
- d. the risk register;
- e. the current risk framework supporting management of financial risks;
- f. other risk management practices undertaken (e.g. governance and reporting); and
- g. the current approach to which the DoCA's interest in nbn is assessed for impairment against the relevant accounting standards (AASB 139 and AASB 9 at a minimum).

3. Policies, Standards and Guidelines

In accordance with the Deed.

4. Required Contract Material

EY agrees to negotiate in good faith with you any about any additional requirements or obligations of confidentiality that need to be added to this agreement as an addendum due to requirements if any third party whom you obtain information from to be disclosed to EY for the purposes of providing the Services. EY undertakes that we will, at the request of you at any time, return, destroy or permanently erase (to the extent technically practicable) all documents and other materials in the possession of EY containing confidential information (whether or not such documents were provided by you) and EY

undertakes not to retain copies or replicas of any such documents or materials or any working papers or similar documents of yours that incorporate the Confidential Information except to the extent that it may be kept for any legal or regulatory purposes or where required by any judicial, governmental or regulatory body or in order to comply with EY's professional obligations.

5. Commencement and Time frame

Contract Commencement Date:

We will commence work immediately on confirmation from you that the terms of the assignment as set out in this letter are accepted and we will aim to report no later than 4 weeks from receipt of all pertinent information.

Time frame:

A summary of our work plan is as follows:

In order to meet this timetable we will need timely access to the relevant DoCA resources and the receipt from you of the necessary information. We will provide an information request to you prior to commencement.

Week 1	Document review and meetings with stakeholders
▶	Review existing documentation (policies, frameworks, reports) and any assessments undertaken (e.g. internal audit)
▶	Allows us to understand current state practices and have meaningful conversations with stakeholders
Week 2	Stakeholder meetings and assessment
▶	Validate current practices based on documentation review and key challenges
▶	Understand end state objectives and potential challenges in implementation
▶	The stakeholder meetings allow for the development of meaningful recommendations, as we can consider how industry practices apply to you and recommend relevant actions to remediate gaps
Week 3	Report writing
▶	Document findings and recommendations for DoCA
▶	Provide an implementation roadmap to support you to deploy the recommendations
Week 4	Socialisation of Report and Roadmap
▶	Hold workshops with key stakeholders to present and discuss our observations and recommendations, and provide knowledge transfer to you

We will notify you as soon as practicable if it appears likely that there will be any significant delays in the above timetable.

6. Specified Personnel

s 22

Role in the engagement
Engagement Partner
Review Partner
Project Lead and Risk Advisory Lead
Risk Advisory and day-to-day contact
Risk Advisory
Risk Advisory
Financial Accounting Advisory Lead
Financial Accounting Advisory

We may use EY resources in our talent hubs, based in India but under our supervision, to perform limited administrative tasks including data entry and basic analysis which supplements the Services performed by our local team. We alone will be responsible to you for the performance of the Services and our other obligations under this Agreement.

7. Fees, allowances and costs

An invoice must be submitted within 14 Business Days of completing the Ordered Services.

Whilst it is difficult to be too precise about our costs, based on a preliminary assessment of the work to be performed and the conditions expected to be found, we are prepared to offer you a fixed fee of \$140,000 exclusive of GST (\$154,000 inclusive of GST), inclusive of an estimate for travel expenses.

	Hours	Excl. GST	Incl. GST
--	-------	-----------	-----------

s 47G

Fixed fee	140,000	154,000
-----------	---------	---------

Our fixed fee is based on the hourly rates set out below and an estimate of the actual hours incurred by the various personnel and includes an estimate for travel expenses. This is in line with the panel rates set out in the Deed of Standing Offer for Business Advisory Services between EY and the

The fixed fee is based on the following assumptions:

s 47G

s 47G

8. Existing Material

9. Commonwealth Material

10. Security and privacy

Deed of standing offer in relation to business advisory services

11. Service Provider's Confidential Information

(a) Contract Provisions/Schedules/Attachments

Item	Period of Confidentiality
none specified	

(b) Contract-related material

Item	Period of Confidentiality
none specified	

12. Special Conditions

Condition	Clause of Deed Affected (if any)
none specified	

Signed for and on behalf of the Commonwealth of Australia, represented by the Department of Communications and the Arts by:

Andrew Madsen
Communications Representative

s 22

Signature

30/5/18

Date

Signed for and on behalf of Ernst & Young by:

s 22

Partner, Ernst & Young

s 22

Signature

30/5/18

Date

s 22

Partner, Ernst & Young

s 22

Signature

30/5/18

Date

SCHEDULE 4 NOTICE OF INCLUSION FORM

Deed of Standing Offer
between
Department of Communications and the Arts
and
Ernst & Young

To:

Ernst & Young
200 George Street
Sydney NSW 2000

Parties

1. *The Department of Communication's and the Arts, ABN 51 491 646 726 (the Additional Agency)*
2. *Ernst & Young, ABN 75 288 172 749 (the Service Provider)*

Context

- A. The Department of Finance (the **Agency**) and the Service Provider entered into a Deed of Standing Offer dated 11 November 2015 (**Original Deed of Standing Offer**) for the Service Provider to provide Services to the Agency.
- B. Under the Original Deed of Standing Offer, the Service Provider offers to provide Services to Additional Agencies.
- C. The Additional Agency wishes to acquire Services from the Service Provider as it requires from time to time on the same terms as the Original Deed of Standing Offer and this Notice of Inclusion.

Defined Terms

Terms that are used in this Notice of Inclusion that are defined in the Original Deed of Standing Offer have the meaning given in the Original Deed of Standing Offer.

Notice of Inclusion

The Additional Agency issues this Notice of Inclusion to the Service Provider pursuant to clause 2.5 of the Original Deed of Standing Offer.

Upon execution of this Notice of Inclusion by the Service Provider and the Additional Agency a separate Deed is created between the Additional Agency and the Service Provider which is on the same terms as the Original Deed of Standing Offer, as amended by:

- a. clause 2.5.3 of the Original Deed of Standing Offer; and
- b. attachment A to this Notice of Inclusion.

SIGNED, SEALED AND DELIVERED
for and on behalf of Department of
Communications and the Arts by:

Andrew Madsen

Name of signatory

s 22

Signature

In the presence of:

s 22

Name of witness

Signature of witness

SIGNED SEALED AND DELIVERED
by Ernst & Young (ABN 75 288 172
749) in accordance with the
requirements of section 127 of the
Corporations Act 2001 (Cth) in the
presence of:

s 22

and by:

s 22

s 22

Signature

s 22

Signature

Attachment A to Notice of Inclusion

Schedule 1 of the Original Deed of Standing Offer is amended insofar as it is applicable to the Deed between the Additional Agency and the Service Provider formed by this Notice of Inclusion:

Items 3, 5 and 6 of Schedule 1 is supplemented with the following:

3. Invoices and Payment

An invoice must be submitted within 14 Business Days of completing the Ordered Services.

5. Additional Agency's Representative

The Additional Agency's Representative is the person for the time being holding, occupying or performing the duties of *Assistant Secretary, Broadband Implementation Branch, Department of Communications and the Arts*.

6. Additional Agency's Address for Notices

Physical address	Department of Communications and the Arts 2 Phillip Law Street Canberra ACT 2601
Postal address	Department of Communications and the Arts GPO Box 2154 Canberra ACT 2601
Email	Andrew.Madsen@communications.gov.au

From: s 22
To: [Madsen, Andrew](#); s 22
Cc: s 22
Subject: Project Enhance
Date: Monday, 2 July 2018 5:17:22 PM
Attachments: [image001.gif](#)
[Project enhance report DRAFT 20180702.pdf](#)

Andrew and team,

Following our update last week and as agreed, please find attached the draft report for Project Enhance for your initial review. The accounting piece will follow.

We understand that you are available this Thursday between 1.30 and 2.45 to run through the report and cover any initial feedback. We have arranged a video conference in the EY Canberra Office. Can you please confirm this time remains suitable for you.

In the interim, if you do have any specific questions, please let us know.

Kind regards

s 22



s 22
 Senior Manager | Financial Services Risk
 Ernst & Young
 200 George Street, Sydney, NSW 2000, Australia
 Office: s 22 [@au.ey.com](#)
 Mobile: [http://www.ey.com](#)
 Website: [http://www.ey.com](#)

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FOI 31-1819 Document 4

Attachment to email exempt in full s 47C, and part s 47.

From: [REDACTED]
Sent: Friday, 20 July 2018 3:28 PM
To: [REDACTED]
Subject: FW: Project Enhance [SEC=UNCLASSIFIED]
Attachments: Project enhance report DoCA Comments clean 20180720.pdf; Project enhance report DoCA Comments 20180720.pdf

From: [REDACTED]@au.ey.com]
Sent: Friday, 20 July 2018 2:40 PM
To: Madsen, Andrew <Andrew.Madsen@communications.gov.au>
Cc: [REDACTED]
Subject: RE: Project Enhance [SEC=UNCLASSIFIED]

Andrew,

Per the below, please find attached an updated draft report for your review (both track changes and clean versions).

We have sought to take account of your comments to provide more specific recommendations for DoCA. We have incorporated this mostly through building out specific activities in the roadmap.

We are happy to arrange a time to talk through observations. Let me know your preferred timing and we can make the necessary arrangements.

Kind regards

[REDACTED]
 Senior Manager | Financial Services Risk
 Ernst & Young
 Office: [REDACTED]@au.ey.com

From: Madsen, Andrew [mailto:Andrew.Madsen@communications.gov.au]
Sent: Thursday, July 19, 2018 6:51 PM
To: [REDACTED]@au.ey.com>
Cc: [REDACTED]
Subject: RE: Project Enhance [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi [REDACTED]
 That's great.

Thanks for the update.

Regards

Andrew



Andrew Madsen


Assistant Secretary / Broadband Implementation Branch
Department of Communications and the Arts

P s 22


M

2 Phillip Law Street, Canberra ACT 2601
GPO Box 2154 Canberra ACT 2601

communications.gov.au

 [@CommsAu](https://twitter.com/CommsAu)

arts.gov.au

 [@artsculturegov](https://twitter.com/artsculturegov)

I would like to acknowledge the traditional custodians of this land on which we meet, work and live. I recognise and respect their continuing connection to the land, waters and communities. I pay my respect to Elders past and present and to all Aboriginal and Torres Strait Islanders.

From: s 22 [@au.ey.com](mailto:s22@au.ey.com)

Sent: Thursday, 19 July 2018 4:25 PM

To: Madsen, Andrew <Andrew.Madsen@communications.gov.au>

Cc: s 22

Subject: Project Enhance

Andrew

Following your feedback, we are in the final stages of updating the report and expect to have it back with you late this evening or tomorrow morning.

Kind regards

s 22

Senior Manager | Financial Services Risk



Ernst & Young

200 George Street, Sydney, NSW 2000, Australia

Office: s 22

[@au.ey.com](mailto:s22@au.ey.com)

Mobile:

Website: <http://www.ey.com>

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Attachment to email exempt in full s 47C, and part s 47.