



Australian Government
Department of Education and Training

Acting Deputy Secretary
Jessie Borthwick

Committee Secretary
Education and Employment – Legislation Committee
Parliament House
CANBERRA ACT 2600

Dear Committee Secretary

I am writing in relation to the Education and Employment – Legislation Committee’s 2015–16 Supplementary Budget Estimates hearing on Wednesday 21 October 2015.

In response to a question on notice from Senator Carr (SQ15-000631 refers), the Department indicated that further documents pertaining to the formation of the Nous contract would be provided in due course.

On 4 February 2016, Senator the Hon Simon Birmingham wrote to the President of the Senate providing further documents relating to Senator Carr’s request. Please refer to the attached documentation.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Jessie Borthwick'.

Jessie Borthwick

9 February 2016

Senate Order (Nous Documentation)

Correspondence to and from Nous and departmental documentation arising from it	1-79
Internal departmental documentation	80-115

Some pages are omitted on public interest grounds, because they are duplicates, or in compliance with the terms of the Senate order.

From: REARDON, Melissa
Sent: Friday, 10 July 2015 5:52 PM
To: HART, James
Cc: HERD, Andrew
Subject: FW: Proposal for consultations on higher education reform [SEC=UNCLASSIFIED]
Attachments: 3_1447.pdf

UNCLASSIFIED

James,

A couple of things to note.

The submission includes discussion around trying to get a sustainable higher education system – we also need to focus on a quality system.

FYI – we should have the option cost information for RG on Monday.

Cheers

Mal
x48409

From: HART, James
Sent: Friday, 10 July 2015 2:06 PM
To: REARDON, Melissa
Subject: FW: Proposal for consultations on higher education reform

For advice pls

-----Original Message-----

From: Robert Griew [Robert.Griew@nousgroup.com.au]
Sent: Friday, July 10, 2015 01:28 PM AUS Eastern Standard Time
To: HART, James; BORTHWICK, Jessie
Cc: Susie Gallo; Emma Wilson
Subject: Proposal for consultations on higher education reform

Hi there
I'm sending this from phone so I hope it works.
Please let me know if you want to discuss.
Cheers
Robert

Sent from my Huawei Mobile

--

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<http://www.mailguard.com.au>

10 July 2015

James Hart

A/g Group Manager
Higher Education Support Group
Department of Education and Training
James.hart@education.gov.au

Dear James,

Re: Independent assessment of stakeholder views on Higher Education Reform

Following my conversation with Ms Jessie Borthwick, A/g Deputy Secretary, Higher Education, Research and International, I understand that the Minister for Education and Training, the Hon Christopher Pyne MP, wishes to commission myself and Nous Group (Nous) to undertake an independent consultation with stakeholders regarding reform to higher education policy and funding policy.

Nous is pleased to offer the Department of Education and Training (the Department) our higher education sector and engagement expertise to undertake this assessment of key stakeholder views. Our aim will be to report objectively to the Minister, through your Department, the views, priority concerns and reform priorities to achieve a sustainable higher education system.

Such a system would be built on the objectives of sustaining the demand driven system, maximising access and support for students in all parts of the higher education system and maximising the quality of the higher education offered. Also fundamental to a sustainable system would be ensuring the affordability of higher education for both students and the taxpayer.

Our proposed approach is framed against the desirability of providing this assessment by early August and for the consultation to be open ended. By this we mean that we will be approaching key stakeholders agreed with you and doing so on the basis that they have the opportunity in our discussions to set the agenda for discussion. We will undoubtedly canvass issues arising from their views on the two reform bills so far considered by the Parliament, but will not attempt to limit them to those issues or options so far canvassed.

The questions that we would put to stakeholders include:

- What would they regard as the governing principles for a sustainable system?
- What possibilities do they regard as potentially meeting those principles?
- What implications do their possible options have for various affected groups or for other principles?
- What implications do their possible options have for the budget?

We will provide a concise and clear synthesis of stakeholder insights, our analysis of areas for possible consensus and the implications of such possible ways forward.

A summary of our proposal is outlined in Table 1 overleaf.

Table 1: Summary of Nous' offer

Timing	3.5 weeks (13 July – 5 August 2015)		
Approach	1. Engage and confirm approach	We will commence the project by confirming the stakeholders to be consulted, key questions for stakeholder consultation and arranging our engagement plan.	
	2. Stakeholder consultation	In the second stage we will collect insights through stakeholder consultations. We will consult with stakeholders agreed, as far as possible face to face. We will provide feedback as we proceed, in an iterative form and test with you a summary of the key themes from stakeholder consultations.	
	3. Report	We will provide you with a summary analysis which integrates feedback and analysis and effectively communicates key insights.	
Our team	Project Director: Robert Griew	Project Manager: Leila Smith	Additional Senior Consultant (TBD)
Our commitment	25 consulting days		
Your investment	Total: \$94,930 GST inclusive , plus travel and sundry expenses charged at cost.		

The total consulting days and daily rates of the proposed members of our team are shown in Table 2.

Table 2: Professional fees by team member

Team member	Role	Consulting days	Cost (ex-GST)	Cost (incl. GST)
Robert Griew	Project Director	10.5	\$52,500	\$57,750
Leila Smith	Project Manager	7.5	\$13,500	\$14,850
Additional	Senior Consultant	7.0	\$20,300	\$22,330
Total		25	\$86,300	\$94,930

*Please note this excludes travel and sundry expenses, which will be on-charged at cost.

James, we hope we have interpreted your needs and expectations for this project well, but would be happy to refine our proposal if necessary. Please do not hesitate to contact me on the numbers below.

Thank you for considering Nous and I look forward to discussing our proposal with you soon.

Yours sincerely,



Robert Griew

Principal

From: Robert Griew <Robert.Griew@nousgroup.com.au>
Sent: Friday, 10 July 2015 10:54 PM
To: HART,James; BORTHWICK,Jessie
Cc: Susie Gallo; Emma Wilson; REARDON,Melissa
Subject: RE: Proposal for consultations on higher education reform [SEC=UNCLASSIFIED]

That's fine James

As long as report is understood not as written volume but rather a very succinct presentation of my conclusions, as described in the current draft.

I'm not entirely sure how I access document on our sharepoint system over weekend (ex senior public servants!!) I'll either get this back to you with ease or on Monday.

Cheers
Robert

Robert Griew
Nous Group | Principal

d: + 61 2 6201 9010 | m: | w: www.nousgroup.com.au

-----Original Message-----

From: HART,James [<mailto:James.Hart@education.gov.au>]
Sent: Friday, 10 July 2015 4:11 PM
To: Robert Griew; BORTHWICK,Jessie
Cc: Susie Gallo; Emma Wilson; REARDON,Melissa
Subject: Proposal for consultations on higher education reform [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Robert

Thanks for this. I have had a quick look and I think it would be useful to add in that on 31 July if you could give a "presentation" to selected people in the department (i.e. Jessie, myself and Mel) on 31 July about the key findings, with the report to follow on 5 August?

How does this work for you?

If I have any other comments, will get back to you on Monday morning.

Cheers
James

James Hart
Acting Group Manager
Higher Education Group
Australian Government Department of Education Phone +61 2 6240 6850 Opportunity through learning

www.education.gov.au

-----Original Message-----

From: Robert Griew [<mailto:Robert.Griew@nousgroup.com.au>]
Sent: Friday, 10 July 2015 13:28
To: HART,James; BORTHWICK,Jessie
Cc: Susie Gallo; Emma Wilson
Subject: Proposal for consultations on higher education reform

Hi there

I'm sending this from phone so I hope it works.
Please let me know if you want to discuss.
Cheers
Robert

Sent from my Huawei Mobile

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From: Robert Griew <Robert.Griew@nousgroup.com.au>
Sent: Friday, 10 July 2015 11:10 PM
To: REARDON, Melissa
Cc: HART, James
Subject: RE: Submission [SEC=UNCLASSIFIED]

Thanks Mel

Robert Griew

Nous Group | Principal
d: + 61 2 6201 9010 | **m:** | **w:** www.nousgroup.com.au

From: REARDON, Melissa [mailto:Melissa.Reardon@education.gov.au]
Sent: Friday, 10 July 2015 8:39 AM
To: Robert Griew
Cc: HART, James
Subject: RE: Submission [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thanks Robert. You too.

We have costs for some but not all. Will get the guys to pull together what we have.

Mel
x48409

From: Robert Griew [mailto:Robert.Griew@nousgroup.com.au]
Sent: Thursday, 9 July 2015 10:19 PM
To: REARDON, Melissa
Cc: HART, James
Subject: RE: Submission [DLM=Sensitive]

Thanks Mel

How nice to be working with you both again!

Leila and I have drafted a proposal letter, which we will refine to reflect the rates specified on the DET Research and Evaluations panel submission from Nous.

Re the list of possible reforms, it will be really useful to have your assessment of the fiscal impact of the options.

What state do you have these in?

Cheers

Robert

Robert Griew

Nous Group | Principal
d: + 61 2 6201 9010 | **m:** | **w:** www.nousgroup.com.au

From: REARDON, Melissa [mailto:Melissa.Reardon@education.gov.au]
Sent: Thursday, 9 July 2015 7:24 PM
To: Robert Griew
Cc: HART, James
Subject: Submission [DLM=Sensitive]

Sensitive

Hi Robert,

Hope you are well.

I have also attached a list of 'options' have been suggested publicly in commentary on the reforms.

Cheers

Mel

Melissa Reardon

Acting Branch Manager

Funding Policy and Legislation Branch | Higher Education Group
Australian Government Department of Education and Training
Phone (02) 6240 8409 | Mobile

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From: HART,James
Sent: Sunday, 12 July 2015 11:17 AM
To: REARDON,Melissa
Subject: FW: [SEC=UNCLASSIFIED]
Attachments: 150710 Final Nous proposal_Higher Ed Reform.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

UNCLASSIFIED

James Hart

Acting Group Manager
Higher Education Group
Australian Government Department of Education
Phone +61 2 6240 6850

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From: Robert Griew [<mailto:Robert.Griew@nousgroup.com.au>]
Sent: Friday, 10 July 2015 23:05
To: HART,James; BORTHWICK,Jessie
Cc: Emma Wilson; Susie Gallo
Subject:

James

I managed it.

How is this?

Cheers

Robert

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<http://www.mailguard.com.au>

10 July 2015

James Hart

A/g Group Manager
Higher Education Support Group
Department of Education and Training
James.hart@education.gov.au

Dear James,

Re: Independent assessment of stakeholder views on Higher Education Reform

Following my conversation with Ms Jessie Borthwick, A/g Deputy Secretary, Higher Education, Research and International, I understand that the Minister for Education and Training, the Hon Christopher Pyne MP, wishes to commission myself and Nous Group (Nous) to undertake an independent consultation with stakeholders regarding reform to higher education policy and funding policy.

Nous is pleased to offer the Department of Education and Training (the Department) our higher education sector and engagement expertise to undertake this assessment of key stakeholder views. Our aim will be to report objectively to the Minister, through your Department, the views, priority concerns and reform priorities to achieve a sustainable higher education system.

Such a system would be built on the objectives of sustaining the demand driven system, maximising access and support for students in all parts of the higher education system and maximising the quality of the higher education offered. Also fundamental to a sustainable system would be ensuring the affordability of higher education for both students and the taxpayer.

Our proposed approach is framed against the desirability of providing this assessment by early August. We envisage a presentation to the Minister, his key advisers and the Department at the end of July and a concise and clear synthesis of stakeholder insights, our analysis of areas for possible consensus and the implications of such possible ways forward by 5 August.

The consultation is to be open in content to the priorities and emphases of stakeholders consulted. By this we mean that we will be approaching key stakeholders agreed with you and doing so on the basis that they have the opportunity in our discussions to set the agenda for discussion. We will undoubtedly canvass issues arising from their views on the two reform bills so far considered by the Parliament, but will not attempt to limit them to those issues or options so far canvassed.

The questions that we would put to stakeholders include:

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	3. Report	We will provide you with a summary analysis which integrates feedback and analysis and effectively communicates key insights.	
Our team	Project Director: Robert Griew	Project Manager: Leila Smith	Additional Senior Consultant (TBD)
Our commitment	25 consulting days		
Your investment	Total: \$94,930 GST inclusive , plus travel and sundry expenses charged at cost.		

The total consulting days and daily rates of the proposed members of our team are shown in Table 2.

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Additional	Senior Consultant	7.0	\$20,300	\$22,330
Total		25	\$86,300	\$94,930

*Please note this excludes travel and sundry expenses, which will be on-charged at cost.

James, we hope we have interpreted your needs and expectations for this project well, but would be happy to refine our proposal if necessary. Please do not hesitate to contact me on the numbers below.

Thank you for considering Nous and I look forward to discussing our proposal with you soon.

Yours sincerely,



Robert Griew

Principal

From: HERD,Andrew
Sent: Monday, 13 July 2015 11:36 AM
To: BLACK,David
Cc: HAWTHORNE,Adam (Isl)
Subject: FW: Nous Group consultancy [SEC=UNCLASSIFIED]
Attachments: FW: [SEC=UNCLASSIFIED]

David – are you able to have a look at this?

I can give you a bit of background if needed. I've started a PGPA expenditure approval form (in this folder - I:\FP&L Branch\Policy and Research Projects Unit\1Admin\Nous Consulting - reform stakeholder engagement), but there are a number of documents we need to prepare.

Instructions around procurements over \$80,000, which this one will be, are here - [http://dnet.hosts.network/ssc/Services/finance/procurement-grants/Pages/Buying-goods-or-services-over-\\$80k.aspx](http://dnet.hosts.network/ssc/Services/finance/procurement-grants/Pages/Buying-goods-or-services-over-$80k.aspx), while information about the Business Improvement Consulting Services Panel 2014-2017 is here - <http://dnet.hosts.network/ssc/Services/finance/procurement-grants/Pages/BICS-Panel.aspx>.

Adam has experience working with panels (i.e. AGA procurement), so he may be able to provide some useful assistance.

Happy to discuss.

Thanks

Andrew Herd

A/g Director

Policy and Analysis | Funding Policy and Legislation Branch
Australian Government Department of Education and Training
Phone (02) 6240 9591 | Mob

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Note – I leave the office at 2.15pm on Tuesdays and Wednesdays

From: REARDON,Melissa
Sent: Monday, 13 July 2015 10:33 AM
To: HERD,Andrew
Subject: FW: Nous Group consultancy [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thought we may have gotten away with not managing this procurement (but alas no).

Can you please look into getting this rolling today?

Cheers

Mel
x48409

From: BIRMINGHAM,Julie
Sent: Monday, 13 July 2015 10:27 AM
To: REARDON,Melissa; MASANI,Deborah
Cc: HART,James
Subject: RE: Nous Group consultancy [SEC=UNCLASSIFIED]

We are happy for you to manage it - makes sense to keep all aspects together. And I suspect you and James will continue to manage the relationship with Robert!

I will ask Deb to send you the cost centre details.

-----Original Message-----

From: REARDON,Melissa
Sent: Monday, July 13, 2015 10:18 AM AUS Eastern Standard Time
To: BIRMINGHAM,Julie; MASANI,Deborah
Cc: HART,James
Subject: RE: Nous Group consultancy [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hey Guys,

Attached is RGs final submission from yesterday. Is this a procurement that you are managing?

Mel
x48409

From: HART,James
Sent: Monday, 13 July 2015 10:11 AM
To: BIRMINGHAM,Julie; REARDON,Melissa
Cc: MASANI,Deborah
Subject: RE: Nous Group consultancy [SEC=UNCLASSIFIED]

UNCLASSIFIED

Can we get the ball rolling on making this happen today please.
Document attached.
Cheers
James

James Hart
Acting Group Manager
Higher Education Group
Australian Government Department of Education
Phone +61 2 6240 6850
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From: MASANI, Deborah
Sent: Tuesday, 7 July 2015 17:13
To: HART, James
Cc: BIRMINGHAM, Julie
Subject: Nous Group consultancy [SEC=UNCLASSIFIED]

Hi James

As requested, I've checked with our procurement area and details are as follows:

1. Nous Group are on the department's Business Improvement Consulting Services Panel 2014-2017 – therefore we do not need to seek three quotes or approach the market via AusTender – this is consistent with the Commonwealth Procurement Guidelines (CPGs).
2. Before we approach Nous Group – we'll need to seek PGPA expenditure approval for the estimated cost and services sought - I'm assuming the contract would be in excess of \$80,000 - as per the attached 'Procurement Plan and PGPA Approval' document.
In this plan, we'll need to give a rationale as to why we are only seeking a quote from the Nous Group – e.g. previous work, experience with stakeholders and specialist/expert knowledge, etc.
3. Once we have delegate approval (from either you or Jessie as you both have to 'the limit of the budget' delegation levels) we can complete the Request for Quote form (also attached) and send this to Nous Group for them to provide a quote for the services/work we require.

Happy to discuss and let me know if you want us to assist.

Cheers

Deb Masani

A/g Branch Manager

Strategy & Implementation Branch

Australian Government Department of Education and Training

P: (02) 6240 8417 M:

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From: Robert Griew <Robert.Griew@nousgroup.com.au>
Sent: Monday, 13 July 2015 5:56 PM
To: HART, James
Cc: Emma Wilson; Leila Smith
Subject: FW: higher education reforms
Attachments: 150714 draft letter re Higher Ed Reform consultations.docx

Hi James,

As discussed – let's talk tomorrow

Cheers

Robert

Robert Griew

Nous Group | Principal

d: + 61 2 6201 9010 | **m:**

| **w:** www.nousgroup.com.au

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<http://www.mailguard.com.au>

From: Robert Griew <Robert.Griew@nousgroup.com.au>
Sent: Tuesday, 14 July 2015 6:08 PM
To: BORTHWICK, Jessie; HART, James
Cc: Emma Wilson
Subject: 150714 draft letter re Higher Ed Reform consultations
Attachments: 150714 draft letter re Higher Ed Reform consultations.docx

Hi there

How is this?

Cheers

Robert

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15 July 2015

[Recipient name]

Dear ,

Re: Independent assessment of stakeholder views on Higher Education Reform

I have been commissioned by the Department of Education and Training to undertake a consultation of key stakeholders to provide an objective mapping for the Minister for Education and Training, the Hon Christopher Pyne MP, of views, priorities and possible ways forward to achieve a sustainable higher education system.

Such a system would be built on the objectives of sustaining the demand driven system, maximising access and support for students in all parts of the higher education system and maximising the quality of the higher education offered. Also important to a sustainable system would be ensuring the affordability of higher education for both students and the taxpayer.

I have been asked to provide this assessment quickly, not to try to resolve a consensus or compromise position but accurately to reflect to the Minister what the priority issues of stakeholders are and what the most important aspects to possibly successful reform might include. This might then assist the Minister engage with key parties as reform is further considered.

My intention is that our discussion be very open. I am keen to start with the questions that are front of your mind.

I am blocking out the next fortnight to travel around to all states and meet people. I would particularly like to sit down with you during this time. Your office may already have received a phone call from my colleague Emma Wilson seeking to make a time that we might talk.

If necessary we can of course talk over the phone but my preference would be to visit you in your home state. Emma's phone number is 02 6201 9020. She will also be back in contact in the next two days to see if we can arrange times.

I look forward to talking to you soon.

Yours sincerely,



Robert Griew

Nous Group | Principal
d: + 61 2 6201 9010 | m:

From: Education - Risk Management
Sent: Tuesday, 14 July 2015 8:38 AM
To: HAWTHORNE,Adam
Subject: RiskActive: Risk management plan 3059 has been approved.

Adam HAWTHORNE,

RiskActive risk management plan 3059 - Independent assessment of stakeholder views on Higher Education Reform has been approved by Andrew HERD.

Approver comments:

No comment entered

If you require assistance, please contact the appropriate risk management team:

Department of Education and Training Risk Management mailbox or hotline: (02) 6121 5011.

Department of Employment Risk mailbox or hotline: (02) 6240 9911.

Thank you.

Note: Please do not reply to this message.

From: REARDON, Melissa
Sent: Wednesday, 15 July 2015 2:00 PM
To: HAWTHORNE, Adam; PENN, Elizabeth; BLACK, David; DINSMORE, Sarah; GOROLAY, Clarity
Cc: PARKER, Madeleine; HERD, Andrew; HART, James; LOMAS, Harold
Subject: FW: this is the text [SEC=UNCLASSIFIED]

UNCLASSIFIED

FYI – below is the text that Robert will be sending to stakeholders to start the conversation on the reforms.

Cheers

Mel
x48409

From: BORTHWICK, Jessie
Sent: Wednesday, 15 July 2015 1:51 PM
To: HART, James; REARDON, Melissa
Subject: FW: this is the text [SEC=UNCLASSIFIED]

UNCLASSIFIED

From: Robert Griew [<mailto:Robert.Griew@nousgroup.com.au>]
Sent: Wednesday, 15 July 2015 12:51 PM
To: Emma Wilson
Cc: BORTHWICK, Jessie
Subject: this is the text

Subject: Request for meeting re higher education reform

Dear Senator / other

Further to a phone call from Emma Wilson in the ACT Nous Group office today, I am emailing to confirm my request for a meeting to discuss higher education.

The Minister for Education and Training, the Hon Christopher Pyne MP, has indicated he will bring introduce higher education reform legislation in the Spring sittings.

I have been commissioned by the Department of Education and Training to undertake a consultation of key stakeholders on the reform of higher education funding. The product of this consultation will be a description of the views canvassed: concerns, priorities and possible ways forward in the thinking of everyone I talk to.

I am blocking out the next fortnight to travel around to all states and meet people. I would particularly like to sit down with you during this time if that is possible.

If necessary we can of course talk over the phone but my preference would be to visit you in your home state. Emma's phone number is 02 6201 9020. She will also be back in contact in the next two days to see if we can arrange times.

Yours sincerely

Robert

Robert Griew

Nous Group | Principal

d: + 61 2 6201 9010 | **m:**

| **w:** www.nousgroup.com.au | [View Robert's profile](#)

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From: GOROLAY,Clarity
Sent: Wednesday, 15 July 2015 5:25 PM
To: HAWTHORNE,Adam
Subject: Approved commitment and Work order - REAP NOUS GROUP [SEC=UNCLASSIFIED]

Hi Adam,

Shopping cart "The NOUS GROUP - FPL151601" with number 1000032838 saved successfully and ready for your review.

Kind Regards

Clarity

Clarity Gorolay

HELP Finance Officer

Policy Analysis | Funding Policy and Legislation Branch | Higher Education Reform Group

Australian Government Department of Education and Training

Phone (02)6240 4943 | Email clarity.gorolay@education.gov.au

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On 23 December 2014, the Department of Education became the Department of Education and Training as a result of Machinery of Government changes.

From: HERD,Andrew
Sent: Monday, 20 July 2015 9:54 AM
To: HAWTHORNE,Adam; BLACK,David; DINSMORE,Sarah
Subject: FW: Consultations [SEC=UNCLASSIFIED]

For info...

-----Original Message-----

From: REARDON,Melissa
Sent: Monday, 20 July 2015 7:28 AM
To: HERD,Andrew
Subject: FW: Consultations [SEC=UNCLASSIFIED]

UNCLASSIFIED

FYI - your options table went to RG yesterday. Below is an update on progress.

Mel
x48409

-----Original Message-----

From: Robert Griew [<mailto:Robert.Griew@nousgroup.com.au>]
Sent: Sunday, 19 July 2015 10:24 PM
To: REARDON,Melissa
Cc: HART,James; BORTHWICK,Jessie
Subject: RE: Consultations [DLM=Sensitive]

Mel

Absolutely. This is completely in the vault. I won't even be prompting with the ideas from this list, let alone mentioning your estimates of impacts.

There are two really terrific uses:

- it helps me recall the kind of variants that are possible. (I obviously did not bring any previous cabinet material with me.)

- when it comes to organising the feedback, one of the things I'm being asked to do is comment (in broad rather than precise terms) on fiscal impact.

So far I have dates with Belinda, Conor, Renee, Adrian, Rod & Senators Wang (WA) and Leyonhjelm (NSW).

so I am starting with his policy adviser tomorrow morning at

their office.

And I haven't attempted to contact 3 other cross bench senators or others. Thinking Tuesday. I am expecting to hear back from Vicki and Caroline and probably from NUS and NTEU but haven't yet.

Cheers
Robert

Robert Griew
Nous Group | Principal

d: + 61 2 6201 9010 | m: | w: www.nousgroup.com.au

-----Original Message-----

From: REARDON,Melissa [<mailto:Melissa.Reardon@education.gov.au>]

Sent: Sunday, 19 July 2015 4:15 PM
To: Robert Griew
Cc: HART,James; BORTHWICK,Jessie
Subject: RE: Consultations [DLM=Sensitive]

Sensitive

Robert,

Sorry for the delay in providing. Please see the info attached.

Obviously this is extremely sensitive and has been provided for your information only. We would appreciate if you would not discuss the specifics of this document with stakeholders without first seeking agreement from the department.

Cheers

Mel

-----Original Message-----

From: Robert Griew [<mailto:Robert.Griew@nousgroup.com.au>]

Sent: Saturday, 18 July 2015 2:04 PM

To: REARDON,Melissa; HART,James; BORTHWICK,Jessie

Subject: Consultations

Starting Monday.

Mel, you were going to get me more on the various alternatives possible.

How quickly is that possible?

Thanks

Sent from my Huawei Mobile

--

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OPTIONS TO AMEND HIGHER EDUCATION REFORM LEGISLATION

1. Amendments moved for Higher Education and Research Reform Amendment Bill 2014 and incorporated into Higher Education and Research Reform Bill 2014 – December 2014

- Indexation pause for primary carers and retain CPI indexation
- Creation of a structural adjustment scheme (\$100 million)
- Correction of preserved funding arrangements
- Correction of provider revenue calculations for the Commonwealth Scholarship Scheme
- Restructure HEPP with an additional scholarship scheme
- Tuition fee requirements for non-Commonwealth supported students
- Do not proceed with bond rate indexation

From: Robert Griew <Robert.Griew@nougrougroup.com.au>
Sent: Tuesday, 28 July 2015 3:43 PM
To: REARDON,Melissa
Cc: HART,James
Subject: Re: Details of the first and second package [DLM=Sensitive]

Thanks Mel!:)

Sent from my Huawei Mobile

----- Original Message -----

Subject: Details of the first and second package [DLM=Sensitive]

From: "REARDON,Melissa"

To: Robert Griew

CC: "HART,James"

Sensitive

Robert,

I understand you are after a plain English explanation of what was included in each of the two forms of the Higher Ed package. Please see attached a document that gives details of the first and second packages of reforms and the total impact of each package at the aggregate.

Happy to discuss if required.

Mel

Melissa Reardon

Acting Branch Manager

Funding Policy and Legislation Branch | Higher Education Group
Australian Government Department of Education and Training
Phone (02) 6240 8409 | Mobile

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Budget Measures (\$m) - Fiscal Balance

	2014-15	2015-16	2016-17	2017-18	Total
2014-15 Budget Package					
Expanding opportunity - expansion of the demand driven system and sharing the cost fairly This measure expands the demand driven funding system to bachelor places at non-university higher education institutions (NUHEIs) and sub-bachelor places at all institutions. It reduces Commonwealth subsidies by 20 per cent on average and removes the maximum student contribution amounts for Commonwealth supported students. All institutions will be required to direct 20 per cent of any additional revenue into a scholarships fund.					
A sustainable Higher Education Loan Program - repayment thresholds and indexation This measure establishes a new minimum HELP repayment threshold from the 2016-17 income year at 90 per cent of the current threshold. A 2.0 per cent repayment rate will apply for those with incomes above this new threshold and up to the current base threshold. It also provides for HECS debts to be indexed by the 10 year Government bond rate capped at 6.0 per cent per annum, rather than the Consumer Price Index (CPI).					
Expanding opportunity - Higher Education Indexation This measure changes the rate of indexation for higher education grants from the Higher Education Grants Index to the CPI.					
A sustainable Higher Education system - Research Training Scheme - student contributions This measure reduces funding for the RTS programme and allows universities to require students to make a modest contribution towards the cost of their degree.					
Expanding opportunity - FEE-HELP and VET FEE-HELP loan fee cessation This measure removes the 25 per cent loan fee for students in fee paying undergraduate places who defer payment of their fees through FEE HELP and the 20 per cent loan fee for full fee paying students receiving VET FEE HELP.					
A sustainable Higher Education Loan Program - HECS-HELP benefit - cessation This measure discontinues the HECS-HELP Benefit which was introduced to encourage graduates to take up employment in early childhood education in regional areas, mathematics and science related occupations, and teaching and nursing professions.					
Upholding quality - Higher Education Information Management System - expansion This measure provides funding to the enhance the Higher Education Information Management System including: - expanding the collection of student, course, and staff data to include higher education providers not listed in the Higher Education Support Act 2003 - streamlining the collection of research, finance and international education data; - creating online analytical processing and interpretation tools; and - creating a new publication functionality, including a publication verification process.					
Upholding quality - Quality Indicators for Learning and Teaching establishment This measure provides funding to independently administer a suite of Government endorsed surveys that cover the student life cycle from commencement to employment					
A sustainable Higher Education system - Australian Research Council - efficiency dividend This measure applies a one-off 3.25 per cent efficiency dividend to the Australian Research Council's administered funding in 2015-16.					
A sustainable Higher Education system - cessation of funding for the HC Coombs Policy Forum This measure ceases funding for the HC Coombs Policy Forum on 30 June 2014					
A sustainable Higher Education system - Higher Education Reward Funding - cessation This measure ceases Higher Education Reward Funding.					
Boosting Dementia Research This measure provides funding to accelerate fundamental and applied research into dementia.					
Expanding opportunity - a more effective Higher Education Participation Programme This measure reduces funding for the Higher Education Participation Programme and provides for simplified administration requirements and reduced reporting requirements.					

Investing in research excellence - Antarctic Gateway Partnership This measure reprioritises funding within the Australian Research Council to support the Antarctic Gateway Partnership as part of the strategy to consolidate Tasmania's position as the hub for Antarctic research and industry.					
Investing in research excellence - Australian Institute of Tropical Health and Medicine This measure reprioritises funding within the Australian Research Council to expand the research capacity of the Australian Institute for Tropical Health and Medicine at James Cook University, which will help support research into tropical diseases such as dengue fever and elephantitis.					
Investing in research excellence - digitisation of Indigenous cultural resources This measure provides funding in 2014-15 for the continuation of the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) programme to preserve important Indigenous artefacts in digital form.					
Investing in research excellence - mid career Future Fellowships scheme continuation This measure provides four years of funding to continue the Australian Research Council's Future Fellowships Scheme. The Scheme will award 100 four-year fellowships each year from 2015					
Investing in research excellence - National Collaborative Research Infrastructure Strategy continuation This measure provides funding in 2015-16 to continue the National Collaborative Research Infrastructure Strategy (NCRIS), to ensure ongoing support for national scale infrastructure that will continue to foster collaboration between the research sector, industry and government in Australia to conduct work-class research.					
Upholding quality - Tertiary Education Quality and Standards Agency revised funding arrangements This measure provides for TEQSA to implement further efficiencies in its processes following the Government's direction to TEQSA to focus on its core activities of registration and accreditation and conduct its activities in keeping with the principles of necessary, proportionate and risk-based regulation.					
Education Grants Saving - Quality Initiatives - Enhancing the Training of Mathematics and Science Teachers programme This measure ceases the Enhancing the Training of Mathematics and Science Teachers programme.					
Total Impact of package at 2014-15 Budget	334.4	718.7	1,213.9	1,644.0	3,911.1
Amendments subsequent to the initial 2014-15 Budget package					
NUHEIs to be funded at 70% of the rate of universities for bachelor and sub bachelor courses This measure provides for NUHEIs to be funded at 70 per cent of the rate for universities for bachelor and sub-bachelor courses. The 70 per cent funding rate recognises that research activities and the provision of community services are critical to the mission of all universities and are partly supported through Commonwealth Grant Scheme funding.					
Indexation of HECS debts reverts to CPI This measure reverses the 2014-15 Budget measure to index HELP debts at the Treasury 10 year bond rate. HELP debts would continue to be indexed by CPI.					
Market adjustment fund This measure provides funding to assist universities to transition to a more competitive market, particularly those in regional areas.					
HEPP - new scholarships fund This measure amends the HEPP to provide for a dedicated funding stream for scholarships.					
Higher education information campaign This measure provides funding for an information campaign to raise awareness about the operation of the higher education system including setting the scene for the reforms.					
HECS indexation freeze principal carer of newborn - 5 years This measure freezes the HECS debts of primary carers of children under five who earned at or below the minimum repayment income in the previous financial year.					
Total Impact of package at March 2015	-79.8	-16.4	257.6	481.0	642.4

From: HAWTHORNE,Adam
Sent: Thursday, 6 August 2015 5:23 PM
To: REARDON,Melissa
Cc: HERD,Andrew (lwop); BLACK,David
Subject: Publishing contract details for the NOUS Group on Austender [SEC=UNCLASSIFIED]

Hi Mel,

The contract for the NOUS Group was published on AusTender on 20 July 2015. Click on the link to view the Contract Notice.

<https://www.tenders.gov.au/?event=public.cn.view&CNUUID=9A0F2062-CDFC-B0F3-3B6A200CC655B392>

Regards
Adam

From: Robert Griew <Robert.Griew@nousgroup.com.au>
Sent: Wednesday, 12 August 2015 5:07 PM
To: HERD,Andrew
Subject: Re: Work order for consultations [SEC=UNCLASSIFIED]

Categories: David, Adam

Hi there
Talked to Jessie earlier. We should make it end August.
Cheers
Robert

Sent from my Huawei Mobile

----- Original Message -----

Subject: RE: Work order for consultations [SEC=UNCLASSIFIED]
From: "HERD,Andrew"
To: Robert Griew
CC:

Robert, just in relation to the contract, we were thinking that there might be sense in doing a contract variation, mainly around the end date (September is being mentioned) and the timing of the various reports etc.

I just wanted to get your view on this and whether there was anything else you thought should be varied?

Happy to discuss if needed (noting I'm out of the office at the moment and on Thursday, but will be around tomorrow).

Thanks

Andrew Herd
A/g Director
Policy and Analysis | Funding Policy and Legislation Branch

Ph. 02 6240 9591 | Mob.

-----Original Message-----

From: Robert Griew [Robert.Griew@nousgroup.com.au]
Sent: Wednesday, July 22, 2015 07:44 AM AUS Eastern Standard Time
To: HERD,Andrew
Subject: Re: Work order for consultations [SEC=UNCLASSIFIED]

Thanks Andrew
My oversight. 13/7 fine.
Must catch up some time. Hope you're going well.
Cheers, Robert

Sent from my Huawei Mobile

----- Original Message -----

Subject: Work order for consultations [SEC=UNCLASSIFIED]

From: "HERD,Andrew"

To: Robert Griew

CC:

Hi Robert,

Thanks for returning the signed work order for the consultations. I noticed when I received it that you had not dated it, so I was just wondering whether it should be dated 13 July 2015 or not – I don't want to include the wrong date. Please let me know if you're happy for it to be dated 13 July 2015.

Hope all is going well.

Thanks

Andrew Herd

A/g Director

Policy and Analysis | Funding Policy and Legislation Branch
Australian Government Department of Education and Training

Phone (02) 6240 9591 | Mob

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Note – I leave the office at 2.15pm on Tuesdays and Wednesdays

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From: REARDON,Melissa
Sent: Wednesday, 12 August 2015 4:41 PM
To: BORTHWICK,Jessie
Cc: HART,James; HERD,Andrew; BLACK,David
Subject: RE: Work order for consultations [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Jessie,

Just checking that there was no additional context following your discussion with Robert?

If nothing more, we will just progress with the contract variation and get it back to Robert tomorrow.

Mel
x48409

From: BORTHWICK,Jessie
Sent: Wednesday, 12 August 2015 9:54 AM
To: REARDON,Melissa
Cc: HART,James; HERD,Andrew
Subject: RE: Work order for consultations [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Mel
Yes that's what I suggested we do when I spoke to James on Monday. The contract needs to reflect that it has taken longer to talk to stakeholders and finalise report. So needs variation to extend at least two weeks. I will let you know if any variation following today's discussion.
Thx
Jessie

From: REARDON,Melissa
Sent: Wednesday, 12 August 2015 9:51 AM
To: BORTHWICK,Jessie
Cc: HART,James; HERD,Andrew
Subject: FW: Work order for consultations [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Jessie,

Just a heads up on your meeting with Robert today (?). We were thinking that we should vary the contract to reflect that we have yet to receive the final report. The MO has been saying to the media that Robert would be engaged until September. Robert is less inclined – but was going to bring it up with you.

Current work order says the term of the contract is from 13 July to 5 August.

Mel

From: Robert Griew [<mailto:Robert.Griew@nousgroup.com.au>]
Sent: Wednesday, 12 August 2015 9:28 AM
To: HERD,Andrew
Subject: RE: Work order for consultations [SEC=UNCLASSIFIED]

Hi Andrew

I'm not sure we need to vary the date. I am steaming on to finish by end of week / early next week.

I am seeing Jessie shortly. Maybe I'll check in with her.
cheers
Robert

Robert Griew
Nous Group | Principal
d: + 61 2 6201 9010 | **m:** | **w:** www.nousgroup.com.au

From: HERD,Andrew [<mailto:Andrew.Herd@education.gov.au>]
Sent: Tuesday, 11 August 2015 5:23 PM
To: Robert Griew
Subject: RE: Work order for consultations [SEC=UNCLASSIFIED]

Robert, just in relation to the contract, we were thinking that there might be sense in doing a contract variation, mainly around the end date (September is being mentioned) and the timing of the various reports etc.

I just wanted to get your view on this and whether there was anything else you thought should be varied?

Happy to discuss if needed (noting I'm out of the office at the moment and on Thursday, but will be around tomorrow).

Thanks

Andrew Herd
A/g Director
Policy and Analysis | Funding Policy and Legislation Branch

Ph. 02 6240 9591 | Mob.

-----Original Message-----

From: Robert Griew [Robert.Griew@nousgroup.com.au]
Sent: Wednesday, July 22, 2015 07:44 AM AUS Eastern Standard Time
To: HERD,Andrew
Subject: Re: Work order for consultations [SEC=UNCLASSIFIED]

Thanks Andrew
My oversight. 13/7 fine.
Must catch up some time. Hope you're going well.
Cheers, Robert

Sent from my Huawei Mobile

----- Original Message -----

Subject: Work order for consultations [SEC=UNCLASSIFIED]
From: "HERD,Andrew"
To: Robert Griew
CC:

Hi Robert,

Thanks for returning the signed work order for the consultations. I noticed when I received it that you had not dated it, so I was just wondering whether it should be dated 13 July 2015 or not – I don't want to include the wrong date. Please let me know if you're happy for it to be dated 13 July 2015.

Hope all is going well.

Thanks

Andrew Herd

A/g Director

Policy and Analysis | Funding Policy and Legislation Branch
Australian Government Department of Education and Training
Phone (02) 6240 9591 | Mob

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From: HERD,Andrew
Sent: Monday, 17 August 2015 9:10 AM
To: BLACK,David; HAWTHORNE,Adam; PARKER ,Madeleine; DINSMORE,Sarah
Subject: FW: 150816 Higher Education consultations Final report [DLM=Sensitive]
Attachments: 150816 Higher Education consultations Final report.docx

Sensitive

For info....

From: REARDON,Melissa
Sent: Sunday, 16 August 2015 4:49 PM
To: HERD,Andrew; LOMAS,Harold
Subject: FW: 150816 Higher Education consultations Final report

FYI and any comments

-----Original Message-----

From: HART,James
Sent: Sunday, August 16, 2015 04:44 PM AUS Eastern Standard Time
To: REARDON,Melissa
Subject: FW: 150816 Higher Education consultations Final report

-----Original Message-----

From: Robert Griew [Robert.Griew@nousgroup.com.au]
Sent: Sunday, August 16, 2015 04:39 PM AUS Eastern Standard Time
To: BORTHWICK,Jessie; HART,James
Subject: 150816 Higher Education consultations Final report

Hi there

Sorry bit later than intended. I had to re-do a lot of changes.

It is still a draft but gives you an idea.

- Overall want to read through. Things in mind while I do include:
- The attachments need good work up.

- There are things still happening. EG the ANU forum last Thursday had public interventions from Philips, Schmidt. Sen Wang's people want to see me again.
- We will need to do a close read for what is capitalised and not – eg Bill vs bill – when acronyms first appear and which we use – eg CGS, CSP etc. Quite a few references too.

Any views gratefully received. We will be working on this tomorrow before handing to MO.

Cheers for now

Robert

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From: Robert Griew <Robert.Griew@nousgroup.com.au>
Sent: Monday, 17 August 2015 4:16 PM
To: BORTHWICK, Jessie; REARDON, Melissa
Cc: HART, James; HERD, Andrew (lwop)
Subject: RE: 150816 Higher Education consultations Final report [SEC=UNCLASSIFIED]

Thanks so much

I'm just going to go through again and make these and some other, not too difficult changes.

Thoughtful questions from Mel and Andrew, thanks

Robert

Robert Griew

Nous Group | Principal

d: + 61 2 6201 9010 | **m:**

| **w:** www.nousgroup.com.au

From: BORTHWICK, Jessie [mailto:Jessie.Borthwick@education.gov.au]
Sent: Monday, 17 August 2015 4:11 PM
To: REARDON, Melissa; Robert Griew
Cc: HART, James; HERD, Andrew
Subject: RE: 150816 Higher Education consultations Final report [SEC=UNCLASSIFIED]

UNCLASSIFIED

Will expect final following below which I will forward to MO.

thx

From: REARDON, Melissa
Sent: Monday, 17 August 2015 3:22 PM
To: Robert Griew
Cc: HART, James; BORTHWICK, Jessie; HERD, Andrew
Subject: FW: 150816 Higher Education consultations Final report [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Robert,

See attached our comments. Please note that Jessie has not had an opportunity to look at this as yet – so if there is anything further I will send it through.

Mel
x48409

-----Original Message-----

From: Robert Griew [Robert.Griew@nousgroup.com.au]
Sent: Sunday, August 16, 2015 04:39 PM AUS Eastern Standard Time
To: BORTHWICK,Jessie; HART,James
Subject: 150816 Higher Education consultations Final report

Hi there

Sorry bit later than intended. I had to re-do a lot of changes.

It is still a draft but gives you an idea.

- Overall want to read through. Things in mind while I do include:
 - The attachments need good work up.
-
- There are things still happening. EG the ANU forum last Thursday had public interventions from Philips, Schmidt. Sen Wang's people want to see me again.
 - We will need to do a close read for what is capitalised and not – eg Bill vs bill – when acronyms first appear and which we use – eg CGS, CSP etc. Quite a few references too.

Any views gratefully received. We will be working on this tomorrow before handing to MO.

Cheers for now

Robert

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From: Robert Griew <Robert.Griew@nousgroup.com.au>
Sent: Monday, 17 August 2015 6:06 PM
To: BORTHWICK, Jessie; HART, James; REARDON, Melissa
Cc: Leila Smith
Subject: 150817 Higher Education consultations draft report
Attachments: 150817 Higher Education consultations draft report.docx

Attached is draft report.

Comment welcome. I still have a couple of people responding to seek meetings this week and will include their names in relevant Attachment as well as individuals I have spoken to but not yet included.

Cheers

Robert

Robert Griew

Nous Group | Principal

d: + 61 2 6201 9010 | **m:**

| **w:** www.nousgroup.com.au | [View Robert's profile](#)

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From: Robert Griew <Robert.Griew@nousgroup.com.au>
Sent: Monday, 17 August 2015 6:36 PM
To: BORTHWICK, Jessie; HART, James; REARDON, Melissa
Subject: 150817 Higher Education consultations draft report
Attachments: 150817 Higher Education consultations draft report.docx

Slightly revised draft, with list of stakeholders more complete.

Cheers

Robert

Robert Griew

Nous Group | Principal

d: + 61 2 6201 9010 | **m:**

| **w:** www.nousgroup.com.au | [View Robert's profile](#)

'Winner: Best management consulting firm, Australia' | *Financial Review Client Choice Awards 2015*

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From: HERD,Andrew
Sent: Tuesday, 18 August 2015 8:59 AM
To: BLACK,David; PARKER ,Madeleine; DINSMORE,Sarah; MORROW,Peter
Subject: FW: Stakeholder perspectives on higher education reform (2).docx [SEC=UNCLASSIFIED]
Attachments: Stakeholder perspectives on higher education reform (2).docx; 150817 Higher Education consultations draft report

Hi guys – for info. Robert’s still making some amendments, so this isn’t final, but would be getting close.

Andrew Herd

A/g Director

Policy and Analysis | Funding Policy and Legislation Branch
Australian Government Department of Education and Training
Phone (02) 6240 9591 | Mob

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Note – I leave the office at 2.15pm on Tuesdays and Wednesdays

From: REARDON,Melissa
Sent: Tuesday, 18 August 2015 8:24 AM
To: HERD,Andrew; LOMAS,Harold
Subject: FW: Stakeholder perspectives on higher education reform (2).docx [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Guys,

So, the revised Nous report came in last night and a one pager was prepared for the MO (presumably for them to share with the cross bench). See both attached.

Mel
x48409

From: REARDON,Melissa
Sent: Tuesday, 10 November 2015 4:21 PM
To: BLACK,David
Subject: FW: Report [SEC=UNCLASSIFIED]
Attachments: image002.jpg

UNCLASSIFIED

From: Robert Griew [<mailto:Robert.Griew@nousgroup.com.au>]
Sent: Thursday, 20 August 2015 11:56 AM
To: REARDON,Melissa
Subject: Re: Report [SEC=UNCLASSIFIED]

Let's talk, also re timing and other inputs still coming.
I'm in meeting for next hour.
After?
R

Sent from my Huawei Mobile

----- Original Message -----
Subject: Report [SEC=UNCLASSIFIED]
From: "REARDON,Melissa"
To: Robert Griew
CC:

UNCLASSIFIED

Hi Robert,

Might be easier for me to put my question in an email – but happy for you to call and discuss if that's easier (noting I'm relatively free this arvo – but on a plane from 4pm).

Melissa Reardon
Acting Branch Manager
Funding Policy and Legislation Branch
Higher Education Group

Australian Government Department of Education and Training
Phone (02) 6240 8409 | Mobile

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From: HAWTHORNE,Adam
Sent: Friday, 21 August 2015 5:12 PM
To: HERD,Andrew
Cc: BLACK,David
Subject: FW: Nous contract [SEC=UNCLASSIFIED]

Andrew - We'll need to update Connect / Austender. Clarity can help with this. Do you have the signed contract variation?

From: HERD,Andrew
Sent: Tuesday, 11 August 2015 5:42 PM
To: HART,James; REARDON,Melissa; BLACK,David
Cc: HAWTHORNE,Adam
Subject: RE: Nous contract [SEC=UNCLASSIFIED]

Mel talked to me about this the other day. I've emailed Robert to get his view about what needs to change, I've noted the end date and the timing of the reports.

Hopefully I should get something from him tomorrow.

Andrew Herd
A/g Director
Policy and Analysis | Funding Policy and Legislation Branch

Ph. 02 6240 9591 | Mob.

-----Original Message-----

From: HART,James
Sent: Tuesday, August 11, 2015 05:40 PM AUS Eastern Standard Time
To: REARDON,Melissa; BLACK,David
Cc: HERD,Andrew; HAWTHORNE,Adam
Subject: RE: Nous contract [SEC=UNCLASSIFIED]

We also need a contract variation which align with the actual milestones ASAP too.
Cheers
James

-----Original Message-----

From: REARDON,Melissa
Sent: Tuesday, August 11, 2015 05:14 PM AUS Eastern Standard Time
To: BLACK,David
Cc: HERD,Andrew; HAWTHORNE,Adam; HART,James
Subject: Nous contract [SEC=UNCLASSIFIED]

UNCLASSIFIED

Melissa Reardon

Acting Branch Manager

Funding Policy and Legislation Branch | Higher Education Group
Australian Government Department of Education and Training
Phone (02) 6240 8409 | Mobile

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From: REARDON, Melissa
Sent: Monday, 24 August 2015 3:38 PM
To: LOMAS, Harold; HERD, Andrew; MORROW, Peter; LAWLER, Katerina
Cc: BLACK, David
Subject: FW: final higher education consultation report [SEC=UNCLASSIFIED]
Attachments: 150824 Higher Education consultations Final report.pdf

UNCLASSIFIED

FYI

Mel
x48409

From: Robert Griew [<mailto:Robert.Griew@nousgroup.com.au>]
Sent: Monday, 24 August 2015 2:59 PM
To: REARDON, Melissa; HART, James
Cc: BORTHWICK, Jessie; Leila Smith
Subject: FW: final higher education consultation report

Mel and James

Attached is report.

Cheers

Robert

Robert Griew

Nous Group | Principal

d: + 61 2 6201 9010 | **m:**

| **w:** www.nousgroup.com.au

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From: GOROLAY,Clarity
Sent: Wednesday, 26 August 2015 11:49 AM
To: GOULD,Christopher
Cc: GOROLAY,Clarity
Subject: The Nous Group - Work order extended to 31 Aug 2015 [SEC=UNCLASSIFIED]
Attachments: The Nous Group - WO Variation completed 25 08 2015.pdf; The Nous Group - WO variation request.pdf

Hi Chris,

The Nous Group work order extension approved by James is entered into "Connect" system and is awaiting approval from James. (See attached work order docs)

Contract number is **4400021731**. As this is work order variation, approval process in Connect might be little bit different. If there are any technical difficulties, David Eves from Procurement team will be able to assist. David can be contacted on extension 49209.

Could you let me know when the approval process is complete and/or if there are any issues that I can help with?

Kind Regards

Clarity

Clarity Gorolay

HELP Finance Officer

Legislation Strategy and HELP Policy | Funding Policy and Legislation Branch | Higher Education Group

Australian Government Department of Education and Training

Phone (02)6240 4943 | Email clarity.gorolay@education.gov.au

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From: GOROLAY,Clarity
Sent: Tuesday, 25 August 2015 1:51 PM
To: BLACK,David
Cc: HAWTHORNE,Adam; HERD,Andrew
Subject: RE: Variation work order [SEC=UNCLASSIFIED]

Hi David,

I have now completed work order no FPL151601 variation i.e. extending completion date from 5 August 2015 to 31 August 2015.

Attached is a copy for your reference.

Kind Regards,

Clarity

From: GOROLAY,Clarity
Sent: Tuesday, 25 August 2015 12:01 PM
To: BLACK,David
Cc: HAWTHORNE,Adam; HERD,Andrew
Subject: RE: Variation work order [SEC=UNCLASSIFIED]

Hi David,

Do you have a Trim file number for this project and/or for this procurement? The work order variation requires TRIM reference number. If you have a Trim number, let me know.

Thanks.

Clarity

From: BLACK,David
Sent: Tuesday, 25 August 2015 9:33 AM
To: GOROLAY,Clarity
Cc: HAWTHORNE,Adam
Subject: FW: Variation work order [SEC=UNCLASSIFIED]

Hi Clarity, attached is the work order variation for the Nous contract. Could you organise for the variation to be uploaded to Austender please?

Thanks,

David.

From: GOULD,Christopher
Sent: Friday, 21 August 2015 4:50 PM
To: BLACK,David
Subject: FW: Variation work order [SEC=UNCLASSIFIED]

From: Emma Wilson [<mailto:Emma.Wilson@nousgroup.com.au>]
Sent: Friday, 21 August 2015 4:48 PM
To: GOULD,Christopher
Subject: RE: Variation work order [SEC=UNCLASSIFIED]

Hi Chris,

Now with the signed version!

Cheers,
Emma

Emma Wilson

Nous Group | Executive Assistant

d: + 61 2 6201 9020 | **m:**

| **w:** www.nousgroup.com.au

From: GOULD,Christopher [mailto:Christopher.Gould@education.gov.au]
Sent: Friday, 21 August 2015 4:45 PM
To: Emma Wilson
Subject: RE: Variation work order [SEC=UNCLASSIFIED]

Hi Emma

I think you have attached the unsigned version. Can you please resend.

Many thanks

C

Chris Gould
Executive Assistant to A/g Group Manager James Hart
Higher Education Group
Australian Government Department of Education and Training
Phone (02) 6240 9734 | Mobile

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From: Emma Wilson [mailto:Emma.Wilson@nousgroup.com.au] **On Behalf Of** Robert Griew
Sent: Friday, 21 August 2015 4:41 PM
To: GOULD,Christopher
Cc: Emma Wilson
Subject: RE: Variation work order [SEC=UNCLASSIFIED]

Hi Chris,

Please find attached the signed work order.

If you need anything else, please let me know.

Have a great weekend!

Cheers,
Emma

Emma Wilson
Nous Group | Executive Assistant
d: + 61 2 6201 9020 | **m:** | **w:** www.nousgroup.com.au

From: GOULD,Christopher [mailto:Christopher.Gould@education.gov.au]
Sent: Friday, 14 August 2015 4:13 PM
To: Robert Griew
Subject: Variation work order [SEC=UNCLASSIFIED]

Hi Robert

I have attached the variation work order for your signature. Can you please sign and return to myself or James Hart.

Many thanks

C

Chris Gould

Executive Assistant to A/g Group Manager James Hart
Higher Education Group
Australian Government Department of Education and Training
Phone (02) 6240 9734 | Mobile

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Schedule 4 – Work Order Form

Item 1 Work Order

Work Order Number – FPL151601		
This Work Order is issued in accordance with clause 3.4 of the Deed of Standing Offer for Services entered into between the Commonwealth of Australia as represented by Department of Education and Training (Customer) and Nous Group (Contractor) dated 1 July 2014 (Deed) and comprises this Work Order and any attached annexure.		
1.	Branch/Division/Section	Funding Policy and Legislation Branch
2.	Contractor	Nous Group
3.	Date of Work Order	13 July 2015
4.	Defined Terms and Conditions	As defined in the Deed
5.	Term of Contract	13 July 2015 – 5 August 2015
6.	Transition Requirements	N/A
7.	Invoicing	Invoices must be submitted in accordance with the requirements set out in clause 12.5 of the Deed.
8.	Services to be Provided	<p>Consultation with stakeholders as agreed with Customer regarding reform to higher education policy and funding policy, with the view to achieving a sustainable higher education system.</p> <p>Presentation to the Minister for Education, Hon Christopher Pyne MP, his key advisers and the Customer on this topic by the end of July 2015.</p> <p>Delivery of written summary of stakeholder insights, analysis of areas for possible consensus and implications of possible ways forward by 5 August 2015.</p>
9.	Fees	\$94,930 (incl. GST) plus travel and sundry expenses charged at cost.
10.	Other Requirements	N/A
11.	Contract Manager	James Hart
12.	The Customer's Address for Notices	Department of Education and Training GPO Box 9880 Canberra ACT 2601 Ph: 1300 566 046
13.	Contractor Representative	Robert Griew

14.	Contractor's Address for Service	Level 35, 60 Margaret St Sydney NSW 2000 Ph: 02 8281 8000 Fax: 02 8281 8011
15.	Insurance Policies	N/A
16.	Specified Personnel	Robert Griew – Project Director Leila Smith – Project Manager One additional senior consultant
17.	Personal Information	<p>In relation to Personal Information received, created or held by the Contractor for the purposes of this Contract, the Contractor agrees:</p> <ul style="list-style-type: none"> (a) not to use or disclose Personal Information to or engage in any practice that would breach section 16F of the Privacy Act, unless the use or disclosure is necessary to meet (directly or indirectly) an obligation under this Contract; (b) not to transfer Personal Information outside Australia, or to allow parties outside Australia to have access to it, without the prior written approval of the Contract Manager; (c) to co-operate with reasonable demands or inquiries made by the Information Commissioner or the Contract Manager in relation to the management of Personal Information; (d) to ensure that any person who the Contractor allows to access Personal Information is made aware of, and undertakes in writing, to observe the Australian Privacy Principles; (e) to comply with policy guidelines laid down by the Customer or issued by the Information Commissioner from time to time relating to the handling of Personal Information; (f) if requested by the Customer, at the end of this Contract, to return all records relevant to this Contract and containing Personal Information to the Contract Manager, or delete or destroy those records in the presence of a person authorised by the Contract Manager; (g) to the Contractor's name being published in reports by the Information Commissioner; and <p>The Contractor must immediately notify the Contract Manager if it becomes aware:</p>

		<ul style="list-style-type: none">(a) of a breach of its obligations under clause 17;(b) that a disclosure of Personal Information may be required by law; or(c) of an approach to it by the Information Commissioner or by a person claiming that their privacy has been interfered with.
--	--	--

EXECUTION OF THE WORK ORDER:

Signed for and on behalf of Department of Education and Training by its duly authorised representative in the presence of

Andrew Herd

Signature of witness

Andrew Herd

Name of witness (print)

13/7/2015

Date

James Hart

Signature of representative

JAMES HART

Name of representative (print)

A/g GROUP MANAGER

Position of representative (print)

HIGHER EDUCATION

Signed, sealed and delivered Nous Group in accordance with Section 127 of the Corporations Act 2001 (Cth) in the presence of

Robert Griew

Signature of director ~~Principal~~

Robert Griew

Name of director (print)

Camilla Lonsdale

Signature of witness

Camilla Lonsdale

Name of witness (print)

13/7/2015

Date

Item 1 Work Order Variation Form

Work Order Number – FPL151601	
This Work Order Variation Form is issued in accordance with clause 7.4(a) of the Deed of Standing Offer for Services between the Commonwealth of Australia as represented by Department of Education and Training (Customer) and Nous Group executed on 24/7/2014 and serves to vary the Contract formed under Work Order number FPL151601 in accordance with the terms set out below.	
<i>Unless specifically stated in this Work Order Variation Form, all other terms and conditions of the Contract continue unaffected.</i>	
Implementation date	13 July 2015
Changes to completion date	Change from 5 August 2015 to 31 August 2015
Changes to the Services (attach additional pages if required)	Delivery of written summary of stakeholder insights to be delivered by 31 August 2015
Changes to Fees	None
Changes to documentation	None
Other relevant matters (eg, any transitional aspects)	None

EXECUTION OF THE VARIATION FORM:

Signed for and on behalf of the Department of Education and Training by its duly authorised representative in the presence of



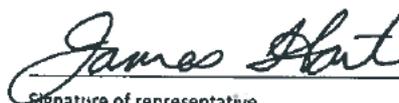
Signature of witness

MELISSA REARDON

Name of witness (print)

14/8/15

Date



Signature of representative

JAMES HART

Name of representative (print)

A/G GROUP MANAGER

Position of representative (print)

Signed for and on behalf of **Nous Group** by
its duly authorised representative in the
presence of

Amber

Signature of witness

Emma Wilson

Name of witness (print)

21/8/15

Date

Robert Curren

Signature of representative

Robert Curren

Name of representative (print)

Principal

Position of representative (print)

From: Leila Smith <Leila.Smith@nousgroup.com.au>
Sent: Wednesday, 23 September 2015 11:12 AM
To: REARDON,Melissa; Robert Griew
Cc: MORROW,Peter; HART,James; BLACK,David
Subject: RE: Finalisation of contract [SEC=UNCLASSIFIED]

Thanks Melissa, an invoice will be sent through today.

Best regards

Leila

Leila Smith

Nous Group | Consultant

d: + 61 2 6201 9023 | **m:**

| **w:** www.nousgroup.com.au

From: REARDON,Melissa [<mailto:Melissa.Reardon@education.gov.au>]
Sent: Wednesday, 23 September 2015 10:54 AM
To: Robert Griew
Cc: Leila Smith; MORROW,Peter; HART,James; BLACK,David
Subject: Finalisation of contract [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Robert,

We are hoping to finalise the Nous consultancy contract as soon as possible, but note that we have yet to receive any invoices from you on which to pay.

Could you please arrange for these invoices to be sent through this week?

I've attached the work order and the work order variation for your information.

Cheers

Mel

Melissa Reardon

Acting Branch Manager

Funding Policy and Legislation Branch

Higher Education Group

Australian Government Department of Education and Training

Phone (02) 6240 8409 | Mobile

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From: REARDON,Melissa
Sent: Thursday, 24 September 2015 2:37 PM
To: BLACK,David
Cc: MORROW,Peter
Subject: RE: Invoice for Nous Consultancy work [SEC=UNCLASSIFIED]

UNCLASSIFIED

Fabulous. Thanks David.

Mel
x48409

From: BLACK,David
Sent: Thursday, 24 September 2015 2:23 PM
To: REARDON,Melissa
Cc: MORROW,Peter
Subject: RE: Invoice for Nous Consultancy work [SEC=UNCLASSIFIED]

Hi Mel,
the Nous Group payment has now gone out to accounts payable.

Thanks,

Dr. David Black
Analysis and Research | Funding Policy and Legislation Branch
Australian Government Department of Education and Training
(02) 6240 9635

From: REARDON,Melissa
Sent: Wednesday, 23 September 2015 4:39 PM
To: Emma Wilson
Cc: Leila Smith; HART,James; BLACK,David; MORROW,Peter
Subject: RE: Invoice for Nous Consultancy work [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thanks Emma,

Appreciate your quick response. We will work to get this paid ASAP.

Cheers

Mel
x48409

From: Emma Wilson [<mailto:Emma.Wilson@nousgroup.com.au>]
Sent: Wednesday, 23 September 2015 4:32 PM

To: REARDON,Melissa
Cc: Leila Smith; HART,James; BLACK,David; MORROW,Peter
Subject: RE: Invoice for Nous Consultancy work [SEC=UNCLASSIFIED]

Hi Melissa,

Please find attached amended invoice to reflect fees specified in the work order of \$94,930 incl. GST plus travel and expenses.

The invoice had picked up some additional time invested in the project as a result of the change to the completion date in the work order variation. Apologies for this.

Please let me know if you have any further questions.

Cheers,

Emma

Emma Wilson

Nous Group | Executive Assistant

d: + 61 2 6201 9020 | **m:** | **w:** www.nousgroup.com.au

From: Emma Wilson
Sent: Wednesday, 23 September 2015 4:00 PM
To: 'REARDON,Melissa'
Cc: Leila Smith; HART,James; BLACK,David; MORROW,Peter
Subject: RE: Invoice for Nous Consultancy work [SEC=UNCLASSIFIED]

Hi Melissa,

I will investigate and get back to you.

Cheers,

Emma

Emma Wilson

Nous Group | Executive Assistant

d: + 61 2 6201 9020 | **m:** | **w:** www.nousgroup.com.au

From: REARDON,Melissa [<mailto:Melissa.Reardon@education.gov.au>]
Sent: Wednesday, 23 September 2015 3:57 PM
To: Emma Wilson
Cc: Leila Smith; HART,James; BLACK,David; MORROW,Peter
Subject: FW: Invoice for Nous Consultancy work [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Emma,

There seems to be an anomaly in the invoice. The agreement (as reflected in the attached work order signed by both Nous and the Department) was for the consulting fee to be \$94,930 including GST with travel and sundry costs to be included in top of this.

Your invoice has consulting fees of \$105,781.50 with additional for travel etc.

Can you please advise why the difference?

Mel
x48409

From: Emma Wilson [<mailto:Emma.Wilson@nousgroup.com.au>]
Sent: Wednesday, 23 September 2015 3:42 PM
To: REARDON,Melissa; HART,James
Cc: Leila Smith
Subject: Invoice for Nous Consultancy work

Hi Melissa,

Thank you for your email this morning.

Please find attached our invoice for the Higher Education work carried out by Robert Griew and Leila Smith.

If there are any questions please don't hesitate to contact us or our Accounts department.

Kind Regards,

Emma

Emma Wilson

Nous Group | Executive Assistant

d: + 61 2 6201 9020 | **m:**

| **w:** www.nousgroup.com.au

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<http://www.mailguard.com.au>



Tax invoice

Nous Group

P.O Box 13069
Melbourne Law Courts
Victoria 8010

Tel: +61 3 8602 6200
Fax: +61 3 8602 6299
ABN: 66 086 210 344

Invoice: 7630DEW41

Invoice date: 23/09/2015

Our reference: 15494.02/DEW41

PO number:



Commonwealth Dept of Education & Training

James Hart

james.hart@education.gov.au

Leila Smith

Professional fees for consultation work for the Higher Education Reform discussion	\$ 86,300.00
--	--------------

Total professional services	\$ 86,300.00
------------------------------------	--------------

GST on professional services	\$ 8,630.00
-------------------------------------	-------------

Subtotal professional services	\$ 94,930.00
---------------------------------------	--------------

Flights and accommodation for interstate travel	\$ 3,896.78
---	-------------

Subtotal expenses (GST inclusive)	\$ 3,896.78
--	-------------

Contract NO: 4400021731
Work order: FPL151601
Supplier NO: 307219
Shopping Cart NO: 10000032838
PO NO: 4500096242
Confirmation: 39797 GRN: 5000216020

Total GST included in this invoice	\$ 8,984.25	Total due (AUD)	\$ 98,826.78
---	-------------	------------------------	--------------

Terms: 14 days

Payment Details

Nous Group Pty Ltd
083-646
87-021-8644
NATAAU3303M

Please forward remittance advice to accounts@nousgroup.com.au or fax to +61 3 8602 6299

Nous Group

P.O Box 13069
Melbourne Law Courts
Victoria 8010

Tel: +61 3 8602 6200
Fax: +61 3 8602 6299
ABN: 66 086 210 344

Invoice: 7630DEW41

Invoice date: 23/09/2015

Our reference: 15494.02/DEW41

PO number:

Client Name:	Commonwealth Dept of Education & Training
Client Address:	
Client Contact:	James Hart
Client Email:	james.hart@education.gov.au
Client Representative:	Leila Smith

Professional fees for consultation work for the Higher Education Reform discussion	\$	86,300.00
Total professional services	\$	86,300.00
GST on professional services	\$	8,630.00
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Subtotal expenses (GST inclusive)	\$	3,896.78
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Total due (AUD)	\$	98,826.78

Terms: 14 days

Payment Details

Account Name:	Nous Group Pty Ltd
BSB:	083-646
Account Number:	87-021-8644
SWIFT Code:	NATAAU3303M

Please forward remittance advice to accounts@nousgroup.com.au or fax to +61 3 8602 6299

From: REARDON,Melissa
Sent: Wednesday, 14 October 2015 10:53 AM
To: BLACK,David
Subject: RE: Cost centre for Nous [SEC=UNCLASSIFIED]

UNCLASSIFIED

Perfect. Thanks.

Mel
x48409

From: BLACK,David
Sent: Wednesday, 14 October 2015 10:53 AM
To: REARDON,Melissa
Subject: RE: Cost centre for Nous [SEC=UNCLASSIFIED]

Hi Mel,

It's F1544 (Policy & Budget Coord) in Julie's branch.

Best,

Dr. David Black
Analysis and Research | Funding Policy and Legislation Branch
Australian Government Department of Education and Training
(02) 6240 9635

From: REARDON,Melissa
Sent: Wednesday, 14 October 2015 8:37 AM
To: BLACK,David
Cc: PARKER ,Madeleine
Subject: Cost centre for Nous [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi David,

Can I please check which cost centre you used for the Nous payment? Was it one of ours or was it one from Julie?

Melissa Reardon
Acting Branch Manager
Funding Policy and Legislation Branch
Higher Education Group
Australian Government Department of Education and Training
Phone (02) 6240 8409 | Mobile

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www.education.gov.au

The Department of Education and Training acknowledges the traditional owners and custodians of country throughout Australia and their continuing connection to land, waters and community. We pay our respect to them and their cultures, and elders past, present and future.



Company
 THE NOUS GROUP
 NOUS GROUP PTY LTD
 PO BOX 13069
 MELBOURNE LAW COURTS VIC 8010
 AUSTRALIA

Shipping address:

Central contract	
Description:	WO 1 - The NOUS GROUP - FPL151601
Contract number:	4400021731
Date:	15.07.2015
Timeframe:	13.07.2015 to 31.08.2015
Contact person:	Gorolay
Telephone:	
Fax:	
E-mail:	

PREVIEW

Terms of payment:
 Payable 14 days from issue date

Item	Product	Description	Supplier product number
Target quantity	Unit	Product category	Target value
1	C556	Research programs	
150,000.00	EA	Research programs	150,000.00 AUD

Item type:

External catalog ID: EDU-SRM-MDM_CATALOG



Approval of commitment or expenditure of relevant money

When to use this form? *This form can be used for essentially any proposal to commit or expend relevant money. This form's primary purpose is to assist officials document the necessary accountabilities in the approval of the commitment (spending) of money and the entering, varying or administering of an agreement. Officials must exercise the power to commit or expend relevant money consistently with their duties under section 25 to 29 of the PGPA Act (General Duties of Officials)¹, the Secretary Instructions (SIs) and with the terms of the delegation or authorisation.*

Requesting officer details

Name:	Andrew Herd	Branch:	Funding Policy and Legislation	Phone Ext.	49591
-------	-------------	---------	--------------------------------	------------	-------

Details of the proposed commitment or expenditure of relevant money

Brief description of commitment or expenditure of relevant money	Independent consultation with stakeholders regarding reform to higher education policy and funding policy. Upon finalisation of this consultation, a report will be prepared that outlines the views of stakeholders and their priorities to achieve a sustainable higher education system.				
Total value of the spending proposal (GST Exclusive)	2014-15 (Current year)	2015-16 (Budget Year)	2016-17 (FE1)	2017-18 (FE2)	2018-19 (FE3)
	\$	\$150,000	\$	\$	\$
(GST Inclusive)	\$	\$	\$	\$	\$
Proposed date arrangement/contract will be entered into ² : 13 July 2015					
Proposed funding source: Departmental funds					
Is this request replacing or amending an existing arrangement?					No <input checked="" type="checkbox"/>
Key justifications for the commitment or expenditure of relevant money: The Government is intending to bring back legislation to implement its higher education reforms in the Spring 2015 sittings of Parliament. To provide the greatest chance of legislative passage, it is important for the Government to understand the views of stakeholders. To achieve this, such consultation needs to be undertaken by early August 2015.					
Have the current Commonwealth Procurement Rules or Commonwealth Grants Rules and Guidelines been complied with?					Yes <input checked="" type="checkbox"/>
Has Accountable Authority Instruction 3.1 Approving commitments of relevant money and entering into arrangements been complied with?					Yes <input checked="" type="checkbox"/>
Is the amount of relevant money within the delegate's limit as set out in the Financial Delegations Instrument?					Yes <input checked="" type="checkbox"/>
Does this proposal involve a commitment or expenditure of relevant money that might become payable for which there is insufficient Appropriation (outside of current year expenditure)?					No <input checked="" type="checkbox"/>
If yes, has the CAU confirmed that expenditure is within the outcome's forward year forecast and recorded the expenditure in the commitments register					No <input checked="" type="checkbox"/>

¹ Further information can be found on the intranet or contact financialreporting@education.gov.au

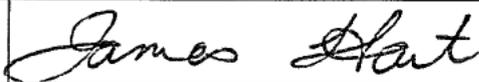
² Approval for commitment and expenditure proposal must be obtained prior to entering into contracts or funding agreements. If approval is not obtained prior to entering into the arrangement this should be reported as a breach of PGPA Act section 23 on the department's Certificate of Compliance report.

<p>Have you undertaken a risk assessment and sought legal advice from Legal and Compliance Group?</p> <p style="text-align: right;">Yes <input checked="" type="checkbox"/></p>	
<p>1. Legal advice is required where either the commitment has a value of \$1 million or more (GST inclusive), standard terms and conditions are <u>not</u> being used, or a contingent liability is included.</p> <p>2. A Risk assessment must be completed in RiskActive for any contract containing contingent liabilities; or with a value of \$80,000 or more which are not subject to an established contract monitoring framework such as one specified in programme guidelines.</p> <p>Please provide details where relevant.</p> <p>Note: While a risk assessment has been undertaken, I have not sought legal advice as the commitment does not have a value of \$1 million or more, standard terms and conditions are being used, and no contingent liability is included.</p>	
<p>Does the proposed contract involve the grant of an indemnity, guarantee or warranty (i.e. a contingent liability)?</p> <p style="text-align: right;">No <input checked="" type="checkbox"/></p> <p>If yes, then you will need to seek Legal advice before written endorsement by your relevant section 60 Delegate. Please attach your section 60 delegate's approval, or where section 23 section delegate is also the section 60 delegate, ensure section 60 check box is checked below.</p> <p>If this is unknown at the time of the initial commitment or expenditure of relevant money, a further approval is required.</p>	

Delegate Approval

I am satisfied that this proposal promotes the proper use and management of public resources, achievement of the purpose of the department and promotes financial sustainability of the department. I approve the commitment to spend relevant money in my capacity as a delegate under section 23 of the PGPA Act. The approval is subject to the limits and conditions specified in the fourth column of Schedule 1 of department's current financial delegations.

<p>For the purpose of entering into, varying or administering the arrangement, I approve the spending proposal in my capacity as a delegate of:</p> <p><i>Public Governance, Performance and Accountability Act</i> <input type="checkbox"/></p> <p>Check appropriate box <input checked="" type="checkbox"/> above, noting FFSP Act will be relevant for grant programmes listed in Schedules 1AA and 1AB of the FFSP Regulations.</p>	
--	--

Name	James Hart	
Position	A/g Group Manager, Higher Education Group	
Signature		Date 13/7/15
<p>Conditions for entering into arrangements: delegate may approve a proposal to spend money subject to conditions which must be complied with by those who subsequently enter into an arrangement e.g. by signing a contract or agreement.</p>		



▶ EPR (210) 

EPRASAP068

From: BLACK,David
Sent: Tuesday, 14 July 2015 2:44 PM
To: GOULD,Christopher
Subject: Nous Group work order [SEC=UNCLASSIFIED]
Attachments: Work Order - FPL151601.pdf

Hi Chris,

The attached is for Robert Griew (Robert.griew@nousgroup.com.au). Can you email it to him please and ask him to sign and return it to James at earliest convenience.

Thanks,

Dr. David Black
Policy and Analysis | Funding Policy and Legislation Branch
Australian Government Department of Education and Training
(02) 6240 9635

From: BLACK,David
Sent: Monday, 20 July 2015 5:02 PM
To: HERD,Andrew (twop)
Subject: Nous Group standard words [SEC=UNCLASSIFIED]

\\epnas003\51005000\FP&L Branch\Shared\Stakeholder Liaison\Nous Group\nous standard words.docx

Best,

Dr. David Black
Policy and Analysis | Funding Policy and Legislation Branch
Australian Government Department of Education and Training
(02) 6240 9635

From: REARDON,Melissa
Sent: Tuesday, 28 July 2015 1:10 PM
To: BLACK,David
Cc: HERD,Andrew (lwop)
Subject: FW: FAA: Minute to JessieB, to seek your approval of standard words in response to the enquiries about the departments contract with NOUS group [SEC=UNCLASSIFIED]
Attachments: 150728Minute to JB_seeking approval of standard words_NOUS Group.pdf

UNCLASSIFIED

Hi David - can you please action Jessie's change in the attached and then send it back to me with a cover email that I can send to Comms to seek their input?

Cheers

Mal
x48409

From: HART,James
Sent: Tuesday, 28 July 2015 1:08 PM
To: REARDON,Melissa
Subject: FW: FAA: Minute to JessieB, to seek your approval of standard words in response to the enquiries about the departments contract with NOUS group [SEC=UNCLASSIFIED]

UNCLASSIFIED

Pls action.

James Hart
Acting Group Manager
Higher Education Group
Australian Government Department of Education
Phone +61 2 6240 6850
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From: TOBLER,Sylvia
Sent: Tuesday, 28 July 2015 13:07
To: HART,James
Cc: LEAHY,Kerrie
Subject: FAA: Minute to JessieB, to seek your approval of standard words in response to the enquiries about the departments contract with NOUS group [SEC=UNCLASSIFIED]

James

Please find enclosed for your action.
Cleared by Jessie.

Kind Regards

Sylvia Tobler

Executive Assistant to Jessie Borthwick

A/g Deputy Secretary

Higher Education, Research and International Cluster

Australian Government Department of Education and Training

Ph: 02 6240 8246

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On 23 December 2014, the Department of Education became the Department of Education and Training as a result of Machinery of Government changes.

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Australian Government
Department of Education and Training

Minute to the A/g Deputy Secretary

To:	Jessie Borthwick	Deadline for response and reason:	30/07/2015
From:	Andrew Herd	Contact officer:	Andrew Herd
Through:	Mel Reardon & James Hart	Phone:	(02) 6240 9515
Date:	28/07/2015	Location:	Level 7, 50 Marcus Clarke St

Subject / Purpose

To seek your approval of standard words in response to enquiries about the Department's contract with Nous Group.

Recommendation

That you:

- Approve the standard words at Attachment A

Background

On 13 July 2015 the Department entered into a contract with Nous Group for a consultation on higher education policy and possible ways forward for the reform package. The responsible staff, led by Mr Robert Griew, are currently conducting interviews with stakeholders across the higher education sector, including vice-chancellors, peak body representatives and members of parliament. These activities may lead to media interest, given the sensitivities around the higher education reforms and the fact that Mr Griew was until recently employed by the Department.

On 15 July 2015 you requested that Funding Policy and Legislation Branch prepare for possible media enquiries in relation to Mr Griew's letter to stakeholders. In response, the acting Branch Manager requested that standard words be prepared in readiness. The Department will also seek clearance of the standard words from the Minister's Office.

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Attachment A**Nous Group Consultation on Higher Education Reform and Future Policy Direction****What is the purpose of this consultation?**

The Department of Education and Training has commissioned Nous Group, a leading international consulting firm, to conduct a consultation with key stakeholders in the higher education sector. Nous Group will be seeking views on how to achieve a high quality and sustainable sector, identifying areas of consensus and reporting to the Department on concerns, priorities and possible ways forward for higher education reform.

What will the consultation achieve?

The Government will be bringing back its higher education reform bill for Parliament to consider during the Spring sitting. The insights from the consultation will inform the design of the bill and ensure that these vital reforms have the best chance of passing the Senate.

When did the Department commission the consultation?

The work order for the procurement was signed on 13 July 2015. The procurement process was conducted in compliance with all relevant legislative requirements, including the provisions of the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Procurement Rules.

Why is the Department commissioning the consultation?

This consultation is seeking the views of key stakeholders about how to achieve a high-quality and sustainable higher education sector. Insights from this process will be valuable in shaping the Department's thinking on the future direction of higher education policy in Australia. It is therefore entirely appropriate for the Department to commission this consultation.

What is the cost of the consultation?

Details of the contract will be published on AusTender in the usual way within one month of the contract being signed.

Why is this consultation needed when stakeholders across the higher education sector have already made their views clear?

The public debate on the Government's higher education reforms has generated a good deal of controversy that has not always been beneficial to an informed understanding of the Government's reforms and objectives. By conducting an independent consultation, Nous Group will be able to obtain candid insights into the concerns and priorities of influential stakeholders and ensure that the reintroduced bill has the best chance of success.

Who is conducting the consultation?

The work will be led by Mr Robert Griew, a Principal with Nous Group.

Is it appropriate for Nous Group to be awarded the contract so soon after Mr Griew left the Department?

Mr Griew has had a distinguished career in public service and possesses an unrivalled knowledge of the higher education sector through his service as Associate Secretary for Higher Education, Research and International. As such, Mr Griew is the ideal candidate to lead this consultation and the Department looks forward to working with him and with Nous Group.

How can I be part of the consultation?

The extent of stakeholder consultations is a decision for Nous Group.

When will the consultation report be released?

Decisions on the distribution of the report will be made when it is delivered to the Department.

Nous Group Consultation on Higher Education Reform and Future Policy Direction

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What is the cost of the consultation?

Details of the contract are available on Austender (CN3277481).

<https://www.tenders.gov.au/?event=public.cn.view&CNUUID=9A0F2062-CDFC-B0F3-3B6A200CC655B392>

What is the difference between Nous Group's quote for \$94,930 and the \$150,000 contract value given on AusTender?

The Nous Group quote of 10 July 2015 was for \$94,930 (incl. GST) for 25 consulting days by three team members, plus travel and sundry expenses charged at cost. The Department estimated a total cost of \$150,000 once travel and sundries were taken into account. The precise total cost will be known when the Department approves Nous Group's invoices. As noted above,

- A) Dept pays for no costs beyond 5 august b) dept pays travel costs to early sep c) dept pays anything up to \$150k

Why is this consultation needed when stakeholders across the higher education sector have already made their views clear?

The public debate on the Government's higher education reforms has generated a good deal of controversy that has not always been beneficial to an informed understanding of the Government's reforms and objectives. By conducting an independent consultation, Nous Group will be able to obtain candid insights into the concerns and priorities of influential stakeholders and ensure that the reintroduced bill has the best chance of success.

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Mr Griew has had a distinguished career in public service and possesses an unrivalled knowledge of the higher education sector through his service as Associate Secretary for Higher Education, Research and International. As such, Mr Griew is the ideal candidate to lead this consultation and the Department looks forward to receiving the report.

How can I be part of the consultation?

The extent of stakeholder consultations is a decision for Nous Group.

When will the consultation report be released?

Decisions on the distribution of the report will be made when it is delivered to the Department.

From: REARDON,Melissa
Sent: Tuesday, 28 July 2015 8:41 PM
To: GLEESON,Jacqueline; DOOLAN,Greg
Cc: HART,James; BLACK,David; HERD,Andrew (lwop)
Subject: RE: Nous standard words [SEC=UNCLASSIFIED]

Don and Meredith both aware - but we haven't shared this doc with them yet (looking for your feedback first) and yes - will feed back through Jessie.

Mel

-----Original Message-----

From: GLEESON,Jacqueline
Sent: Tuesday, July 28, 2015 07:41 PM AUS Eastern Standard Time
To: REARDON,Melissa; DOOLAN,Greg
Cc: HART,James; BLACK,David; HERD,Andrew
Subject: RE: Nous standard words [SEC=UNCLASSIFIED]

Thanks Mel - I've included our Media Director, Greg Doolan, on this email so he/the team can look over this and discuss with Andrew.

Yes, agree with you there is potential for some adverse media on this.

Who - if anyone - in the Office have you briefed on this? Am I right in thinking you'll share our advice back through to Jessie and relevant policy adviser (Don?).

Grateful your advice.

Cheers, Jackie

-----Original Message-----

From: REARDON,Melissa
Sent: Tuesday, July 28, 2015 06:49 PM AUS Eastern Standard Time
To: GLEESON,Jacqueline
Cc: HART,James; BLACK,David; HERD,Andrew
Subject: FW: Nous standard words [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Jackie,

On 13 July, the Department commissioned Nous Group to conduct a consultation with the higher education sector on possible ways forward for the Government's reform agenda. As part of this process, Nous is seeking the views of influential stakeholders including vice-chancellors, peak body representatives and members of parliament. Nous is expected to provide a final report to the Department by 5 August.

The Department has not publicly announced the consultation, but it will be listed on AusTender in the next few weeks. Given the sensitivities around the reforms, it is possible that there will be media interest in the consultation, particularly around the procurement process, timing and cost. The consultation is also being led by Robert Griew, (now a principal with Nous Group), so there could also be sensitivity around the choice of provider.

At the request of Jessie Borthwick, HERI has prepared standard words that would be suitable for media responses. We'd be grateful for your input on the responses and any additional questions that should be addressed.

Please note that I am away with regional consultations tomorrow and Thursday – so if you have any further questions on this, please contact Andrew Herd.

Cheers

Mel

Melissa Reardon

Acting Branch Manager

Funding Policy and Legislation Branch | Higher Education Group
Australian Government Department of Education and Training
Phone (02) 6240 8409 | Mobile

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Nous Consultation Talking Points

- On 14 October 2015, members of the Senate successfully moved a motion requiring the Minister to table a Nous Group report commissioned by the Department of Education and Training.
- Nous Group had conducted a consultation with key stakeholders on how to achieve a high quality and sustainable higher education system, and reported to the department in August 2015 on priorities and possible ways forward for the Australian higher education sector.
- On 15 October 2015 the Minister wrote to the President of the Senate, advising him that he would not table the report at this time.
- The Government remains committed to pursuing higher education reform and has indicated that it will consult further on reforms with the higher education sector and other stakeholders. The Government will talk to students, their parents, institutions, employers, Senators, and other stakeholders to find a fair and sustainable way to fund an adaptive, world-class higher education system, with equitable access for students.
- The report was commissioned as a deliberative document for the department and the Government in connection with the policy development process. It is one of many inputs that contribute to the Government's and Cabinet's deliberations through this consultation process, and its premature release may prejudice consultation outcomes.
- It would not be in the public interest to release the report while the consultation process is ongoing.
- The Senate motion also required the Minister to table the associated contract between Nous Group and the department, and all correspondence between Nous Group, the Minister and the department on the consultation.
- The Minister has provided the President of the Senate with copies of the contract documents. The correspondence will however not be released, as it is of a deliberative nature.

From: DOOLAN, Greg
Sent: Thursday, 6 August 2015 5:42 PM
To: BORTHWICK, Jessie; LEAHY, Kerrie; GLEESON, Jacqueline; REARDON, Melissa; HERD, Andrew
Cc: Education - Media
Subject: FW: The Australian request [SEC=UNCLASSIFIED]
Importance: High

The Australian contacted Minister Pyne's office earlier this evening re Nous Group and Robert Griew. The minister's office responded as follows (red text)...

I will monitor for any further media contact tonight and look for stories published on The Australian online.

Regards, Greg Doolan

From: HOWARD, Adam
Sent: Thursday, 6 August 2015 5:01 PM
To: 'lewisr@theaustralian.com.au'
Subject: FW: The Australian request [SEC=UNCLASSIFIED]
Importance: High

Howdy, please quote a spokesperson:

From: Lewis, Rosie [<mailto:lewisr@theaustralian.com.au>]
Sent: Thursday, 6 August 2015 2:45 PM
To: Pyne Media; HOWARD, Adam; GRANT, Rory
Subject: The Australian request

Hi there,

I'm writing up a story for tomorrow about Robert Griew's talks with some on the crossbench. Could whoever's best available please give me a buzz when you're free? Questions I'm interested in are below. Deadline is 5.30pm. Let me know what suits. Thanks very much! Rosie

What is the point of hiring Robert Griew to talk to the crossbench?

Why Griew?

Robert Griew served the Department of Education and Training with distinction and has unparalleled knowledge of higher education and related sectors. Mr Griew is now an independent consultant and has been engaged to test the broad range of ideas currently being put forward by various stakeholders, including Senators and Members.

In what format has he been employed? Paid/unpaid?

Mr Griew has been employed by the Department of Education and Training as a consultant.

Will Griew provide a report to the Minister or simply report back on the talks?

Mr Griew will provide advice to the Government.

How long will he be employed to talk to the crossbench?

He will be engaged until early September.

Are all options – universities opting in/out of fee deregulation, root and branch review etc – on the table?

The Minister has expressed repeatedly that he is open to constructive ideas, however the Government does not intend to have a further review.

Is this a way of preparing the higher education policy for the next election?

No.

Will you bring the legislation back to the Senate in coming weeks?

The Bill will be brought back this year in the Spring sittings.

And just for background:

Up until how long ago was Griew working in your office (was he even in your office)? For how long was he associate secretary in the Department?

He was working for the Department, not in our office. He was in charge of the Higher Education cluster since 2011 – 2015.

Lisa

ROSIE LEWIS
Journalist

Press Gallery Parliament House Suite 117 Canberra ACT 2600
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From: DOOLAN, Greg
Sent: Thursday, 6 August 2015 5:34 PM
To: REARDON, Melissa
Cc: HERD, Andrew; GLEESON, Jacqueline
Subject: RE: The Australian request [SEC=UNCLASSIFIED]

My mistake. Kerrie said they had been run by MO. Given the questions in the journalists email and working from the existing talking points, I've prepared the following...

Why has Nous Group / Robert Griew been hired to talk to the crossbench?

The Department of Education and Training commissioned Nous Group, a leading international consulting firm, to consult with key stakeholders in the higher education sector.

Nous Group will be seeking views on how to achieve a high quality and sustainable sector, identifying areas of consensus and reporting to the Department on concerns, priorities and possible ways forward for higher education reform.

What do you hope to achieve from the talks?

This consultation is seeking the views of key stakeholders about how to achieve a high-quality and sustainable higher education sector. Insights from this process will be valuable in shaping the Department's thinking on the future direction of higher education policy in Australia. It is therefore entirely appropriate for the Department to commission this consultation.

How was Nous engaged?

The work order for the procurement was signed on 13 July 2015. The procurement process was conducted in compliance with all relevant legislative requirements, including the provisions of the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Procurement Rules.

If pressed... Details of the contract will be published on AusTender in the usual way within one month of the contract being signed.

Will the consultation report be released?

Decisions on the distribution of the report will be made when it is delivered to the Department.

Who has Robert Griew spoken to so far (would I be right in saying David Leyonhjelm and Zhenya Wang)?

The extent of stakeholder consultations is a decision for Nous Group.

Will Nous / Robert Griew only be talking to members of Parliament or consulting more broadly?

The extent of stakeholder consultations is a decision for Nous Group.

Regards, Greg Doolan

From: REARDON, Melissa
Sent: Thursday, 6 August 2015 5:31 PM
To: DOOLAN, Greg
Cc: HERD, Andrew
Subject: RE: The Australian request [SEC=UNCLASSIFIED]

Greg - we had not sent them to the MO, we were still awaiting your comments.

Mel

-----Original Message-----

From: DOOLAN, Greg
Sent: Thursday, August 06, 2015 05:20 PM AUS Eastern Standard Time
To: Pyne Media
Cc: GLEESON, Jacqueline; LEAHY, Kerrie; REARDON, Melissa
Subject: FW: The Australian request [SEC=UNCLASSIFIED]

Adam / Rory

We are expecting to be contacted by The Australian's Rosie Lewis in relation to a consultancy contract with the Nous Group for stakeholder discussions in relation to higher education policy. I understand the department has agreed for any questions to Nous to be referred through to our media unit.

I understand from Jessie Borthwick that standard words in relation to Nous have already been drafted in consultation with your office. Our response to any questions will be based on those prepared lines.

Happy to discuss further.

Regards, Greg Doolan

From: GLEESON, Jacqueline
Sent: Thursday, 6 August 2015 4:07 PM
To: BORTHWICK, Jessie; DOOLAN, Greg
Subject: RE: The Australian request [SEC=UNCLASSIFIED]

For sure Jessie, I'll ask Greg Doolan to make contact with you (?) in the first instance this afternoon. Cheers, Jackie

From: Lewis, Rosie [<mailto:lewisr@theaustralian.com.au>]
Sent: Thursday, 6 August 2015 3:28 PM
To: Robert Griew
Subject: The Australian request

Hi Robert,

I'm a journalist with The Australian newspaper and have learnt of your talks with some of the Senate crossbenchers. I'm working on a story for tomorrow and am very keen to ask you a few questions if you have a spare two minutes. Best number is my landline below. If you could please give me a buzz that'd be most appreciated. Thanks very much, Rosie

The sorts of questions I'm interested in include:

Why have you been hired to talk to the crossbench?

What do you hope to achieve from the talks?

Who have you spoken to so far (would I be right in saying David Leyonhjelm and Zhenya Wang)?

Will you provide a report back to the Minister or simply report back on the talks?

Over what period will you be talking to the crossbench?

--

ROSIE LEWIS

Journalist

Press Gallery Parliament House Suite 117 Canberra ACT 2600

T +61 2 8114 8658 M

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From: BLACK,David
Sent: Friday, 7 August 2015 2:34 PM
To: REARDON,Melissa
Cc: HERD,Andrew
Subject: RE: SENATOR KIM CARR - MEDIA RELEASE - PYNE SPENDS \$150,000 TO TRY AND GET HIS PACKAGE UP - FRIDAY, 7 AUGUST 2015 [SEC=UNCLASSIFIED]

<http://www.theguardian.com/australia-news/2015/aug/07/coalition-paying-150000-to-outsource-higher-education-negotiations>

From: REARDON,Melissa
Sent: Friday, 7 August 2015 1:11 PM
To: DOOLAN,Greg; GLEESON,Jacqueline; BORTHWICK,Jessie; LEAHY,Kerrie
Cc: HERD,Andrew; HAWTHORNE,Adam; BLACK,David
Subject: RE: SENATOR KIM CARR - MEDIA RELEASE - PYNE SPENDS \$150,000 TO TRY AND GET HIS PACKAGE UP - FRIDAY, 7 AUGUST 2015 [SEC=UNCLASSIFIED]

UNCLASSIFIED

FYI – the \$150,000 comes from Austender:

<https://www.tenders.gov.au/?event=public.cn.view&CNUUID=9A0F2062-CDFC-B0F3-3B6A200CC655B392>

\$150,000 was chosen because the contract was for \$94,930 plus travel and sundry expenses charged at cost. We presume the final cost will be less than \$150,000 but have yet to receive any invoices from Nous.

Mel
x48409

From: DOOLAN,Greg
Sent: Friday, 7 August 2015 1:08 PM
To: GLEESON,Jacqueline; BORTHWICK,Jessie; LEAHY,Kerrie; REARDON,Melissa
Subject: FW: SENATOR KIM CARR - MEDIA RELEASE - PYNE SPENDS \$150,000 TO TRY AND GET HIS PACKAGE UP - FRIDAY, 7 AUGUST 2015 [SEC=UNCLASSIFIED]

For your information...

From: Blair Morris [<mailto:Blair.Morris@isentia.com>]
Sent: Friday, 7 August 2015 12:52 PM
To: Education - Media
Subject: SENATOR KIM CARR - MEDIA RELEASE - PYNE SPENDS \$150,000 TO TRY AND GET HIS PACKAGE UP - FRIDAY, 7 AUGUST 2015

From: Anson, Andrew (B. Shorten, MP) [<mailto:Andrew.Ansong@aph.gov.au>]
Sent: Friday, 7 August 2015 12:50 PM
To: andrew.anson
Subject: SENATOR KIM CARR - MEDIA RELEASE - PYNE SPENDS \$150,000 TO TRY AND GET HIS PACKAGE UP - FRIDAY, 7 AUGUST 2015



MEDIA RELEASE

SENATOR KIM CARR SHADOW MINISTER FOR HIGHER EDUCATION, RESEARCH, INNOVATION AND INDUSTRY SENATOR FOR VICTORIA

PYNE SPENDS \$150,000 TO TRY AND GET HIS PACKAGE UP

AusTender documents reveal that Christopher Pyne is spending \$150,000 on consultants to try and negotiate his unfair and unnecessary plan for \$100,000 degrees through the Senate.

Splashing more than \$30,000 a week on lobbying will not help Christopher Pyne find a way out of his deregulation disaster as cross-benchers have publicly stated they are unchanged in their opposition to Mr Pyne's package.

It is time for Mr Pyne to stop wasting the Senate's time and either put up or shut up.

Mr Pyne has already spent \$15 million of taxpayers' money on a misleading ad campaign that saw more Australians opposed to his package after the campaign than before it.

Throwing more money at his defunct package will not see the Senate accept the unacceptable and pass it on the third attempt, after being voted down twice already.

In January, Australians were told the changes would be dumped if the Senate did not pass the legislation by the end of March.

When March came and the Senate rejected the plan, we were told that the Parliament would see the bill again in its winter sitting.

That didn't happen, and now it has been pushed back to the spring sitting in which is set to begin on Monday.

The Abbott Government needs to admit that burdening Australian students with a life time of debt has been a bad idea from the very beginning.

There will be no third-time-lucky for Mr Pyne's defunct package.

It is now time for the Abbott Government to repair the damage and deliver certainty to Australian universities and students.

Labor remains committed to a fair, sustainable, high quality university system that ensures young Australians get a degree, not a debt sentence.

FRIDAY, 7 AUGUST 2015

From: BLACK,David
Sent: Friday, 14 August 2015 3:47 PM
To: GOULD,Christopher
Subject: Nous Group WO variation [SEC=UNCLASSIFIED]
Attachments: WO variation.pdf

Hi Chris, as discussed, can you please send this to Robert Griew (Robert.griew@nousgroup.com.au) for his signature.

Thanks,

Dr. David Black
Policy and Analysis | Funding Policy and Legislation Branch
Australian Government Department of Education and Training
(02) 6240 9635

From: HAWTHORNE,Adam
Sent: Friday, 21 August 2015 5:12 PM
To: HERD,Andrew
Cc: BLACK,David
Subject: FW: Nous contract [SEC=UNCLASSIFIED]

Andrew - We'll need to update Connect / Austender. Clarity can help with this. Do you have the signed contract variation?

From: HERD,Andrew
Sent: Tuesday, 11 August 2015 5:42 PM
To: HART,James; REARDON,Melissa; BLACK,David
Cc: HAWTHORNE,Adam
Subject: RE: Nous contract [SEC=UNCLASSIFIED]

Mel talked to me about this the other day. I've emailed Robert to get his view about what needs to change, I've noted the end date and the timing of the reports.

Hopefully I should get something from him tomorrow.

Andrew Herd
A/g Director
Policy and Analysis | Funding Policy and Legislation Branch

Ph. 02 6240 9591 | Mob

-----Original Message-----

From: HART,James
Sent: Tuesday, August 11, 2015 05:40 PM AUS Eastern Standard Time
To: REARDON,Melissa; BLACK,David
Cc: HERD,Andrew; HAWTHORNE,Adam
Subject: RE: Nous contract [SEC=UNCLASSIFIED]

We also need a contract variation which align with the actual milestones ASAP too.
Cheers
James

-----Original Message-----

From: REARDON,Melissa
Sent: Tuesday, August 11, 2015 05:14 PM AUS Eastern Standard Time
To: BLACK,David
Cc: HERD,Andrew; HAWTHORNE,Adam; HART,James
Subject: Nous contract [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi David,

Given the current media attention on the Nous contract – can you please beef up the QAs with the following, which will form the basis of the Senate Estimates brief later in the year:

1. A timeline of contact i.e. when did the department approach Nous, when did Nous provide their first project plan, when was the work order signed and what did it say, when did it go up on Austender and what did it say – and any other relevant info (including details of the contract variation once we have that sorted). We will also eventually have to include exact details of any invoices we received including when received, what for and when paid. Etc etc.
2. What is the difference between the contracted amount of \$98,000 ish and the \$150,000 on Austender
3. Rebuttal to the line saying that there was some form of overlap between when RG was still with the department and consideration of a stakeholder consultancy
4. Anything else that has been in the media that we may need to rebut.

Cheers

Mel

Melissa Reardon

Acting Branch Manager

Funding Policy and Legislation Branch | Higher Education Group
Australian Government Department of Education and Training
Phone (02) 6240 8409 | Mobile

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Subject: Nous consultancy [SEC=UNCLASSIFIED]
Location: Mel's office
Start: Tue 25/08/2015 10:00 AM
End: Tue 25/08/2015 10:30 AM
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: REARDON, Melissa
Required Attendees: BLACK, David; HERD, Andrew; MORROW, Peter

What do we need to get our ducks in a line for Estimates on this consultancy?

David to lead discussion

Mel

From: REARDON, Melissa
Sent: Wednesday, 2 September 2015 5:34 PM
To: BLACK, David
Cc: HERD, Andrew (Iwop); MORROW, Peter
Subject: FW: Senate Estimates preparation [SEC=UNCLASSIFIED]
Attachments: Senate Estimates_Nous Consultation.docx

Categories: Red Category

UNCLASSIFIED

Hey David,

Along with your timeframe doc that we discussed last week – James is keen to put together a QA style document as well. Can you please use this format when drafting the brief?

Mel
 x48409

From: HART, James
Sent: Wednesday, 2 September 2015 5:25 PM
To: REARDON, Melissa; GOULD, Christopher
Cc: BORTHWICK, Jessie
Subject: Senate Estimates preparation [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Mel

Please see attached a Q and A style doc that I am thinking of having for estimates on key issues. The attached one is on the Nous Consultancy, which will need updating based on the current circumstances. In addition to comments in the attached, I think we should also consider the following issues and include, as appropriate, as Q and A in the doc.

- Did the department not provide a list of suggested stakeholders? Senators may point out that they refused to meet with Nous so how many people were actually consulted and what was the value of the process?
- Why wasn't the "community" consulted more broadly?
- What are some of the ideas that you expect (from the report) to be reflected in the Bill?
- Isn't it too short a time to incorporate feedback from the report into the Bill and expect it to be passed?
- Has the department costed any of the proposals from the report?

Responses to some of the above may still be "that is a matter for the Government", but I would still like to tease out these questions as part of the prep for estimates, as the group will have quite a few "hot issues".

Happy to discuss

Jessie, just FYI.

Cheers

James

James Hart

Acting Group Manager

Higher Education Group

Australian Government Department of Education and Training

Phone +61 2 6240 6850; Mobile

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The Department of Education and Training acknowledges the traditional owners and custodians of country throughout Australia and their continuing connection to land, waters and community. We pay our respects to all Aboriginal and Torres Strait Islander peoples and their cultures, and elders past, present and future.



From: BARNARD,Charles
Sent: Friday, 9 October 2015 10:47 AM
To: MORROW,Peter
Cc: BLACK,David
Subject: RE: Nous Group brief [SEC=UNCLASSIFIED]
Attachments: Back Pocket Brief - Nous.docx

Hi Peter. Thank you for sending me a copy of your Nous brief. We have, however, been asked to provide briefs in the format attached. I've knocked one up using your brief. Could you please take a look at it and call me on ext. 48867 when you get a moment?

Thanks,

Charles

Charles Barnard
Assistant Director, HERI Cluster & Group Support (Finance & HR)
Australian Government Department of Education and Training
Phone (02) 6240 8867 | Email: charles.barnard@education.gov.au

From: BLACK,David
Sent: Friday, 9 October 2015 9:36 AM
To: BARNARD,Charles
Cc: MORROW,Peter
Subject: Nous Group brief [SEC=UNCLASSIFIED]

Charles,

Please find attached the brief on the Nous Group consultation. It hasn't gone to Parliamentary yet, but it's with Jessie for clearance.

Best,

Dr. David Black
Analysis and Research | Funding Policy and Legislation Branch
Australian Government Department of Education and Training
(02) 6240 9635

**SENATE STANDING COMMITTEE ON
EDUCATION, EMPLOYMENT AND WORKPLACE RELATIONS
BUDGET ESTIMATES OCTOBER 2015
CONTRACT BRIEF**

OUTCOME	CROSS PORTFOLIO
GROUP	Higher Education Group
Contract no./Name	CN4400021731 Assessment of Stakeholder Views – Higher Education
Supplier Name	Nous Group
Procurement Method	Procurement Panel - Business Improvement Consulting Services Panel 2014-2017
Consultancy	Yes
Confidentiality	Yes
Contract Start and End:	13 July 2015 – 05 August 2015 Extended to 31 August 2015
Contract Value(GST inc.)	\$150,000
Contract Expenditure	\$ 98,827 (including GST)
Description of Expenditure	Consultation with key stakeholders in the higher education sector for report to the department on priorities and possible ways forward for the Australian higher education sector.
Published on time	Yes – 20 July 2015
Department has used this vendor before?	Yes – Functional and Efficiency Review of the department
Contract requires a report to be provided?	Yes – Provided to department on 17 August 2015.

KEY POINTS

- Nous Group conducted a seven-week consultation process with key stakeholders in the higher education sector. Nous Group then provided the department with a detailed report on stakeholder views and policy options that might receive broad support.
- The report was submitted to the department on 17 August 2015. There are no plans to release the report at this time as it may have implications for the consultation process.
- The department and the Government are using the report to inform policy development and wider sector consultations.

From: BLACK,David
Sent: Friday, 9 October 2015 2:30 PM
To: MORROW,Peter
Subject: RE: Estimates briefs [SEC=UNCLASSIFIED]
Attachments: Nous Group Brief.docx

Peter, I transposed attachments D and E so they're ordered consecutively by first reference. Otherwise it's fine.

Best,

David.

From: MORROW,Peter
Sent: Friday, 9 October 2015 2:01 PM
To: BLACK,David
Subject: FW: Estimates briefs [SEC=UNCLASSIFIED]

Hi David

Thanks. I've suggested moving some of the points into the background and attaching the Q&As as an attachment rather than background. This has changed ordering of the Attachments. See what you think – happy for you to move points back up if you're concerned they're lost in the background

Peter

From: BLACK,David
Sent: Friday, 9 October 2015 12:40 PM
To: MORROW,Peter
Subject: RE: Estimates briefs [SEC=UNCLASSIFIED]

Peter, attached is a draft in the new format.

Best,

David.

From: MORROW,Peter
Sent: Friday, 9 October 2015 10:50 AM
To: BLACK,David
Subject: FW: Estimates briefs [SEC=UNCLASSIFIED]

David

Sorry – Can you translate this across to the template. I think we could usefully retain the Q&A's. come and discuss

Peter

From: MORROW, Peter
Sent: Wednesday, 14 October 2015 9:55 AM
To: BLACK, David; PARKER, Madeleine
Subject: FW: Request for Back Pocket Briefs for upcoming Senate Estimate [SEC=UNCLASSIFIED]

Maddy, David

Could you please follow up this request for the Nous brief

From: JENNINGS, Bruce <Bruce.Jennings@education.gov.au>
Date: 14 October 2015 at 7:20:33 AM AEST
To: NOLAN, Peter <Peter.Nolan@education.gov.au>, MORROW, Peter <Peter.Morrow@education.gov.au>
Cc: BARNARD, Charles <Charles.Barnard@education.gov.au>
Subject: FW: Request for Back Pocket Briefs for upcoming Senate Estimate [SEC=UNCLASSIFIED]

Dear Peter and Peter,

Have you completed these briefs as requested? If not they are extremely late and I have concerned SES contacting me.

How close are you you?

Happy to discuss.

Bruce

From: BARNARD, Charles
Sent: Friday, 9 October 2015 11:27 AM
To: Education - HERI - COORD; Education - HERI - PDMS
Cc: CLAVIN, Ann; MCLENNAN, Deidre; GOULD, Christopher
Subject: RE: Request for Back Pocket Briefs for upcoming Senate Estimate [SEC=UNCLASSIFIED]

Hi Bruce,

The brief for contracts 1 and 2 is with Peter Nolan's team. Felix Pirie says it'll go up for International Group GM clearance today.

The brief for contract 3 is with Peter Morrow's team. He's sending it for Higher Ed GM clearance as we speak.

Charles

Charles Barnard
Assistant Director, HERI Cluster & Group Support (Finance & HR)
Australian Government Department of Education and Training
Phone (02) 6240 8867 | Email: charles.barnard@education.gov.au

From: GOULD, Christopher
Sent: Friday, 9 October 2015 10:04 AM
To: BARNARD, Charles

Cc: CLAVIN,Ann; MCLENNAN,Deidre

Subject: FW: Request for Back Pocket Briefs for upcoming Senate Estimate [SEC=UNCLASSIFIED]

Hi Charles

Can you please let Bruce know where this is at.

Thanks

C

From: Education - HERI - PDMS

Sent: Friday, 9 October 2015 9:59 AM

To: MCLENNAN,Deidre; GOULD,Christopher; CLAVIN,Ann

Cc: OLIVER,Lianne; Education - HERI - PDMS; PETERSON,Rhonda

Subject: FW: Request for Back Pocket Briefs for upcoming Senate Estimate [SEC=UNCLASSIFIED]

Dear All,

Would you kindly let me know when do you think that these backpocket briefs will be completed. – due COB yesterday.

Bruce

From: Education - HERI - COORD

Sent: Thursday, 8 October 2015 9:26 AM

To: GOULD,Christopher; CLAVIN,Ann; OLIVER,Lianne

Cc: Education - HERI - PDMS

Subject: Request for Back Pocket Briefs for upcoming Senate Estimate [SEC=UNCLASSIFIED]

Dear All,

Reminder that these are due by COB today.

Regards

Bruce

From: Education - HERI - PDMS

Sent: Thursday, 1 October 2015 5:00 PM

To: GOULD,Christopher; CLAVIN,Ann; OLIVER,Lianne

Cc: JENNINGS,Bruce; Education - HERI - COORD

Subject: FW: Request for Back Pocket Briefs for upcoming Senate Estimate [SEC=UNCLASSIFIED]

Hi all,

Please see email below from Dinesh Kumar Procurement and Grants Support Team requesting back pocket briefs GM cleared.

Please note due date to Reporting and Coordination Inbox by COB 8 October.

Thanks Joyce

HERI Cluster**Executive Support Team – Parliamentary**

Joyce Hotchkis x46822

HERI-PDMS@education.gov.au*PS: Please use our inbox for business matters***From:****Sent:** Thursday, 1 October 2015 4:39 PM**To:** Education - HERI - COORD**Cc:** SSC - Reporting and Coordination Inbox; STEWART,Janelle; LATTA,Robert; INNES,Ross**Subject:** Request for Back Pocket Briefs for upcoming Senate Estimate [SEC=UNCLASSIFIED]

Hi

Education Parliamentary has requested SSC coordinate back pocket briefs on the following contracts belonging to HERI cluster.

CN ID	Gazettal Description	Contract No	Vendor	Contract Start Date	Contract End Date	Contract Val
2 CN3191622	FACILITATION OF ROUND TABLE - JUNE 2015	4400021017	THE NOUS GROUP	16.06.2015	30.06.2015	21,120
7 CN3286155	FACILITATION OF ROUNDTABLE (AUGUST 2015)	4400022476	THE NOUS GROUP	12.08.2015	27.08.2015	34,870
5 CN3277481	ASSESSMENT OF STAKEHOLDER VIEWS - HIGHER EDUCATION	4400021731	THE NOUS GROUP	13.07.2015	31.08.2015	150,000

Please disseminate the attached contracts detail to the respective GAU's requesting the responsible area prepare back pocket briefs for the contract(s) identified for the upcoming senate estimates. Attached is the Education Back Pocket Brief template.

The brief needs to be cleared by the Group Manager and cleared version returned to Reporting and Coordination Inbox by COB 8 October.

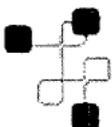
Please contact Dinesh Kumar on 65331 if you require any clarification.

contact Dinesh Kumar

Thanks

Dinesh

Procurement and Grants Support Team.



People and Business Services Branch

Shared Services Centre

Department of Education | Department of Employment

Higher education reform – Fee deregulation and alternative policies

QTB No: QB15-000050

Last Updated by Department: 7 September 2015

Last Updated by Adviser: 10 August 2015

Nous Group Consultation on higher education reform

- On 13 July 2015, the Department of Education and Training commissioned Nous Group to conduct a consultation with key stakeholders in the higher education sector and deliver a report on possible ways forward for higher education reform. The consultation was led by Mr Robert Griew, who until June 2015 was an Associate Secretary of the department. The estimated cost of the report is \$150,000.
- Nous Group conducted interviews with crossbenchers, university administrators and peak body representatives and delivered its final report to the department in late August 2015. The report is being used to inform discussion regarding the reform bill that will be introduced in the spring sitting.
- The consultation has attracted media interest for its cost and Mr Griew's previous association with the department (e.g. Lenore Taylor, 'Crossbench senators refuse to meet Christopher Pyne's education negotiator', *The Guardian*, 26 August 2015).

Higher education reform – Legislation status

If asked about the ~~Nous Consultancy~~ consultancy:

- The Government commissioned Nous Group, a leading international consulting firm, to conduct a consultation with key stakeholders in the higher education sector.
- Nous Group ~~will be seeking~~ sought views on how to achieve a high quality and sustainable sector, identifying areas of consensus and reporting on concerns, priorities and possible ways forward for higher education reform.
- A final version of the report was provided on 24 August 2015 and the Department is currently ~~giving consideration to~~ considering its findings.

Higher education reform – Legislation status

If asked about the Nous Consultancy:

- The Government has commissioned Nous Group, a leading international consulting firm, to conduct a consultation with key stakeholders in the higher education sector.

Minister for Education and Training**QTB No: QB15-000052**

Last Updated by Department: 7 August 2015

Last Updated by Adviser: XX Month 2015

- Nous Group will be seeking views on how to achieve a high quality and sustainable sector, identifying areas of consensus and reporting on concerns, priorities and possible ways forward for higher education reform.
- The work is being led by Mr Robert Griew, a Principal with Nous Group.
- Mr Griew previously served the Department of Education and Training with distinction and has unparalleled knowledge of higher education and related sectors. He is now an independent consultant and has been engaged to test the broad range of ideas currently being put forward by various stakeholders, including Senators and Members.

Minister for Education and Training**QTB No: QB15-000052**

Last Updated by Department: 7 August 2015

Last Updated by Adviser: XX Month 2015

Nous Consultancy

The Department of Education and Training has commissioned Nous Group to conduct a consultation with key stakeholders in the higher education sector. Nous Group will be seeking views on how to achieve a high quality and sustainable sector, identifying areas of consensus and reporting to the Department on concerns, priorities and possible ways forward for higher education reform.

The work is being led by Mr Robert Griew, a Principal with Nous Group and former Associate Secretary for Higher Education, Research and International in the Department of Education and Training.

The work order for the procurement was signed on 13 July 2015, with details of the contract on AusTender on 20 July 2015. AusTender notes that the contract value is \$150,000. The quote from Nous Group was for \$94,930 plus travel and sundry expenses charged at cost. The Department is yet to receive any invoices from Nous.