

**From:** [CEO.OFFICE](#)  
**To:** [Davis, Glyn](#)  
**Cc:** [rebecca.falkingham@ndis.gov.au](mailto:rebecca.falkingham@ndis.gov.au); [Carmody, Lisa](#); s 22(1)(a)(ii)  
**Subject:** Independent Review of Services Australia and NDIA Procurement and Contracting [SEC=OFFICIAL]  
**Date:** Thursday, 23 March 2023 5:54:08 PM  
**Attachments:** [20230323 PMC Secretary letter.pdf](#)  
[Independent Review of Services Australia and NDIA Procurement and Contracting - Taskforce Report to the Independent Reviewer.pdf](#)  
[Independent Review of Services Australia and NDIA Procurement and Contracting - Independent Reviewer's Report.pdf](#)

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Good afternoon Secretary

Please find attached, correspondence (inc. two enclosures) from Ms Rebecca Skinner PSM, Chief Executive Officer of Services Australia.

The correspondence is regarding *Independent Review of Services Australia and NDIA Procurement and Contracting*.

Regards

s 22(1)(a)(ii), Acting Executive Officer to Ms Rebecca Skinner PSM  
 Phone 02 s 22(1)(a)(ii)  
 Mobile s 22(1)(a)(ii)  
 Office of the Chief Executive Officer

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[servicesaustralia.gov.au](https://servicesaustralia.gov.au)

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Australian Government

Services Australia

Chief Executive Officer  
Rebecca Skinner PSM

Professor Glyn Davis AC  
Secretary  
Department of the Prime Minister and Cabinet  
PO Box 6500  
CANBERRA ACT 2600

Dear Professor Davis

**Independent Review of Services Australia and NDIA Procurement and Contracting**

I write to you regarding the review of Services Australia and NDIA procurement and contracting processes related to matters raised in the media regarding Synergy 360 and associated entities (the Review), jointly established by Rebecca Falkingham PSM and myself. As you know, Dr Ian Watt AC was appointed to lead the Review, supported by a Taskforce with representatives from Services Australia, the NDIA and the Department of Finance.

I understand you consulted with Dr Watt as part of the review process. Thank you for your engagement.

The Review has recently concluded and Dr Watt provided his report, the *Independent Review of Services Australia and NDIA Procurement and Contracting: Independent Reviewer's Report*, to myself and Ms Falkingham. Additionally, we received the Taskforce report, the *Independent Review of Services Australia and NDIA Procurement and Contracting: Taskforce Report to the Independent Reviewer* on this same date.

The Independent Reviewer's Report contains findings and recommendations, with those in Part I drawing on the Taskforce findings and those in Part II from the Reviewer alone.

Ms Falkingham and I would like to provide you a copy of the reports (enclosed).

s 22(1)(a)(ii)

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Dr Watt has indicated he is available to meet with key stakeholders if you wish to discuss any matters with him. If you would like to arrange a meeting, please contact my office or Ms Lisa Carmody, General Manager and Head of the Independent Review Taskforce, on 02 s 22(1)(a)(ii) or [lisa.carmody@servicesaustralia.gov.au](mailto:lisa.carmody@servicesaustralia.gov.au).

Yours sincerely

s 22(1)(a)(ii)

Rebecca Skinner

2 March 2023

**From:** [Davis, Glyn](#)  
**To:** ["Skinner, Rebecca"](#)  
**Subject:** RE: Review into procurements at Services Australia and NDIA [SEC=OFFICIAL]  
**Date:** Wednesday, 7 December 2022 1:56:00 PM  
**Attachments:** [image003.png](#)  
[image001.png](#)

## OFFICIAL

Thanks Rebecca for this advice on the review, which I have shared with colleagues here at PM&C.

Regards,

Glyn

### Professor Glyn Davis AC

Secretary,  
 Department of the Prime Minister and Cabinet  
 e. [glyn.davis@pmc.gov.au](mailto:glyn.davis@pmc.gov.au) | w. [www.pmc.gov.au](http://www.pmc.gov.au)

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The Department acknowledges and pays respect to the past, present and emerging Elders and Traditional Custodians of Country, and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

**From:** Skinner, Rebecca <[Rebecca.Skinner@servicesaustralia.gov.au](mailto:Rebecca.Skinner@servicesaustralia.gov.au)>  
**Sent:** Tuesday, 6 December 2022 8:52 AM  
**To:** Davis, Glyn <[Glyn.Davis@pmc.gov.au](mailto:Glyn.Davis@pmc.gov.au)>  
**Cc:** Williamson, David <[David.Williamson@pmc.gov.au](mailto:David.Williamson@pmc.gov.au)>; [rebecca.falkingham@ndia.gov.au](mailto:rebecca.falkingham@ndia.gov.au);  
[Ray.GRIGGS@dss.gov.au](mailto:Ray.GRIGGS@dss.gov.au); [Jenny.Wilkinson@finance.gov.au](mailto:Jenny.Wilkinson@finance.gov.au);  
[iain.anderson@ombudsman.gov.au](mailto:iain.anderson@ombudsman.gov.au); [Alison.Frame@pmc.gov.au](mailto:Alison.Frame@pmc.gov.au);  
[Katherine.Jones@ag.gov.au](mailto:Katherine.Jones@ag.gov.au); [Smith, Susie](mailto:Smith, Susie)  
[Susie.Smith@servicesaustralia.gov.au](mailto:Susie.Smith@servicesaustralia.gov.au); [Russell.Egan@servicesaustralia.gov.au](mailto:Russell.Egan@servicesaustralia.gov.au);  
[Lisa.Carmody@servicesaustralia.gov.au](mailto:Lisa.Carmody@servicesaustralia.gov.au)  
**Subject:** RE: Review into procurements at Services Australia and NDIA [SEC=OFFICIAL]

Glyn and colleagues,

An update in relation to the review into procurements at Services Australia and NDIA is below.

We have established a taskforce to support Dr Watt to undertake the review. The taskforce will be led by Lisa Carmody. Lisa is Services Australia's General Manager responsible for Enterprise Strategy and Governance and has a background in government legal advising including commercial law.

As foreshadowed earlier, an appropriate officer from the procurement area at the Department of Finance would be helpful – Jenny we will reach out separately to progress this.

The CFOs from Services Australia and the NDIA are preparing relevant contracts and procurement timelines.

I expect draft terms of reference will be shared with you later today.

Rebecca

Rebecca Skinner PSM  
Chief Executive Officer  
Phone 02 s 22(1)(a)(ii)  
Mobile s 22(1)(a)(ii)

EA: s 22(1)(a)(ii) – 02 s 22(1)(a)(ii)

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I acknowledge the Traditional Custodians of the lands we live on. I pay my respects to all Elders, past and present, of all Aboriginal and Torres Strait Islander nations.

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**From:** Davis, Glyn <[Glyn.Davis@pmc.gov.au](mailto:Glyn.Davis@pmc.gov.au)>  
**Sent:** Thursday, 1 December 2022 8:23 PM  
**To:** Skinner, Rebecca <[Rebecca.Skinner@servicesaustralia.gov.au](mailto:Rebecca.Skinner@servicesaustralia.gov.au)>  
**Cc:** Williamson, David <[David.Williamson@pmc.gov.au](mailto:David.Williamson@pmc.gov.au)>; [rebecca.falkingham@ndia.gov.au](mailto:rebecca.falkingham@ndia.gov.au);  
GRIGGS, Ray <[Ray.GRIGGS@dss.gov.au](mailto:Ray.GRIGGS@dss.gov.au)>; Wilkinson, Jenny <[Jenny.Wilkinson@finance.gov.au](mailto:Jenny.Wilkinson@finance.gov.au)>;  
Iain Anderson <[iain.anderson@ombudsman.gov.au](mailto:iain.anderson@ombudsman.gov.au)>; Frame, Alison <[Alison.Frame@pmc.gov.au](mailto:Alison.Frame@pmc.gov.au)>;  
Katherine Jones <[Katherine.Jones@ag.gov.au](mailto:Katherine.Jones@ag.gov.au)>; Smith, Susie  
<[Susie.Smith@servicesaustralia.gov.au](mailto:Susie.Smith@servicesaustralia.gov.au)>; Egan, Russell <[Russell.Egan@servicesaustralia.gov.au](mailto:Russell.Egan@servicesaustralia.gov.au)>  
**Subject:** Re: Review into procurements at Services Australia and NDIA [SEC=OFFICIAL]

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Thank you Rebecca for this timely update, and appreciate you briefing David as I was in transit and then speaking at a CEDA event. I would value being kept in the loop as the review by Dr Watt progresses.

Glyn

Sent from my iPhone

On 1 Dec 2022, at 3:59 pm, Skinner, Rebecca  
<[Rebecca.Skinner@servicesaustralia.gov.au](mailto:Rebecca.Skinner@servicesaustralia.gov.au)> wrote:

Glyn,

I just wanted to update you on the procurement matters that have been in the media related to Synergy360 and its relationships with other ICT vendors and the Member for Fadden, the Hon Stuart Robert.

s 47C  
s 22(1)(a)(ii)  
. Our records indicate  
that Services Australia had 2 small contracts with Synergy360 s 47C  
s 22(1)(a)(ii)  
There are other s 47C contracts associated with the vendors who are claimed to  
work with Synergy 360.

s 47C, the NDIA  
and ourselves will support a joint investigation led by an eminent person. Minister  
Shorten is satisfied with that approach and Dr Ian Watt has agreed to lead the work  
supported by a joint SA/NDIA team. s 47C  
.  
.

I was able to speak briefly with David Williamson as I understand you were travelling.

Regards

Rebecca

**Rebecca Skinner, PSM**  
**Chief Executive Officer**

**Phone** 02 s 22(1)(a)(ii)

**Mobile** s 22(1)(a)(ii)

**EA:** s 22(1)(a)(ii) – 02 s 22(1)(a)(ii)

<image001.jpg>

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**From:** [Davis, Glyn](#)  
**To:** [Skinner, Rebecca](#)  
**Cc:** [de Brouwer, Gordon](#); [Frame, Alison](#); [Williamson, David](#)  
**Subject:** RE: RE: [External] Update –ToR Services Australia and NDIA procurement review [SEC=OFFICIAL]  
**Date:** Thursday, 8 December 2022 1:10:00 PM  
**Attachments:** [Independent Investigation ToRs v0.7.docx](#)  
[image003.png](#)  
[image004.png](#)

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Thank Rebecca – no further comments from PM&C, but we much appreciated being kept in the loop about this timely work.

Glyn

**Professor Glyn Davis AC**

Secretary,  
Department of the Prime Minister and Cabinet  
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s 22(1)(a)(ii)



s 22(1)(a)(ii)

**From:** Skinner, Rebecca <[Rebecca.Skinner@servicesaustralia.gov.au](mailto:Rebecca.Skinner@servicesaustralia.gov.au)>  
**Sent:** Wednesday, 7 December 2022 2:26 PM  
**To:** [Glyn.Davis@pmc.gov.au](mailto:Glyn.Davis@pmc.gov.au); [David.Williamson@pmc.gov.au](mailto:David.Williamson@pmc.gov.au); [rebecca.falkingham@ndia.gov.au](mailto:rebecca.falkingham@ndia.gov.au); [Ray.GRIGGS@dss.gov.au](mailto:Ray.GRIGGS@dss.gov.au); [Jenny.Wilkinson@finance.gov.au](mailto:Jenny.Wilkinson@finance.gov.au); Iain Anderson <[iain.anderson@ombudsman.gov.au](mailto:iain.anderson@ombudsman.gov.au)>; [alison.frame@pmc.gov.au](mailto:alison.frame@pmc.gov.au); Katherine Jones <[Katherine.Jones@ag.gov.au](mailto:Katherine.Jones@ag.gov.au)>  
**Cc:** Carmody, Lisa <[Lisa.Carmody@servicesaustralia.gov.au](mailto:Lisa.Carmody@servicesaustralia.gov.au)>; Smith, Susie <[Susie.Smith@servicesaustralia.gov.au](mailto:Susie.Smith@servicesaustralia.gov.au)>; Egan, Russell <[Russell.Egan@servicesaustralia.gov.au](mailto:Russell.Egan@servicesaustralia.gov.au)>; Diamond, Angela <[Angela.Diamond@servicesaustralia.gov.au](mailto:Angela.Diamond@servicesaustralia.gov.au)>  
**Subject:** [External] Update –ToR Services Australia and NDIA procurement review [SEC=OFFICIAL]

**OFFICIAL**

Glyn and colleagues,

s 47C

We will keep you posted as work progresses, and anticipate further updates to be provided next week.

Can I also thank Jenny for providing a procurement expert.

Regards  
Rebecca

**Rebecca Skinner PSM**  
**Chief Executive Officer**  
**Phone** 02 s 22(1)(a)(ii)  
**Mobile** s 22(1)(a)(ii)

EA: s 22(1)(a)(ii) – 02 s 22(1)(a)(ii)

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