



Australian Government

Department of Communications,
Information Technology and the Arts

ICT SME Joint Industry Government Working Party

Our reference 2005/1327

Senator the Hon Helen Coonan
Minister for Communications, Information Technology and the Arts
Parliament House
CANBERRA ACT 2600

Dear Minister

ICT SME Joint Industry Government Working Party

I am pleased to present the final report of the information and communications technology (ICT) small to medium enterprise (SME) Joint Industry Government Working Party. The report highlights the achievements of the Working Party and identifies activities that are ongoing.

I have also forwarded to you a separate report, prepared by the industry members of the group, which identifies a further range of activities and initiatives which the industry members believe should be considered by Government. These issues were discussed within the Working Party but, in view of their policy implications, it was considered more appropriate to include them as a separate industry report.

Industry members of the Working Party appreciated the opportunity to discuss procurement issues at a working level with Government and are grateful for the resources provided by the Department of Communications, Information Technology and the Arts and the Department of Finance and Administration, including managing a number of consultancies and providing secretariat support.

This final report brings the Working Party's activities to a close. Nevertheless, many of the activities overseen by the Working Party will be ongoing and I look forward to the Government continuing to consult with industry in promoting SME participation in Government ICT contracts.

Yours sincerely

Brand Hoff
Chair
ICT SME Joint Industry Government Working Party

31 March 2005

Final Report
of the
ICT SME Joint Industry Government Working Party
to

Senator the Hon Helen Coonan,
Minister for Communications,
Information Technology and the Arts

March 2005

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Final Report of the ICT SME Joint Industry Government Working Party

Introduction

In June 2002, the then Minister for Communications, Information Technology and the Arts, Senator the Hon Richard Alston, established an ICT SME Joint Industry Government Working Party (the Working Party) as part of a package of measures to simplify the industry development (ID) arrangements for Government procurement of ICT.

The package was the implementation of the Government's 2001 election commitment to progress the ID arrangements for ICT procurement in consultation with the sector. A copy of the package can be found at **Attachment A**, with Senator Alston's media release. The new arrangements eliminated the formal reporting and compliance obligations on multinational companies (MNCs) thereby helping to achieve the Government's objective of creating an attractive and uncomplicated business environment for its ICT suppliers. The Working Party, a collaboration between industry and Government, was established to further enhance SME participation in the Government ICT procurement market.

Legislative and policy framework

A legislative and policy framework applies to Government agencies undertaking ICT purchasing as follows. Section 44 of the *Financial Management and Accountability Act 1997* (the FMA Act) requires Chief Executives of agencies to promote the efficient, effective and ethical uses of resources to the greatest extent possible while complying with relevant laws. The *Financial Management and Accountability Regulations 1997* (the FMA Regulations) provides for the Minister for Finance and Administration to issue guidelines on procurement related matters—the Commonwealth Procurement Guidelines (CPGs). The FMA Regulations also provide for other Government policies to apply to procurement activities.

The CPGs articulate the Government's expectations as to how all departments and agencies subject to the FMA Act will perform their duties in purchasing goods and services, including ICT. The CPGs, while requiring agencies to ensure that SMEs have appropriate opportunity to compete for business, establish that the core principle underpinning Australian Government procurement is the achievement of value for money which includes an analysis of all relevant costs and benefits of each proposal throughout the whole procurement cycle.

Within this procurement policy framework, the Working Party was to act as a central 'clearing house' for activities to help ICT SMEs access a greater share of the Australian Government ICT market, establish alliances with key players in the industry and locate the Government information they require. The Working Party was also to identify solutions and measures to address inhibitors to SME participation in Australian Government contracts and act as a communication channel between industry and Government on Government ICT purchasing issues.

Background

Many of the issues examined by the Working Party have been the subject of a number of inquiries and reviews in previous years. Further background is at **Attachment B**.

On 4 October 2001, Senator Alston released an Action Plan addressing inhibitors to SME participation in Australian Government IT outsourcing contracts. The Action Plan was developed following extensive industry consultation, and forms part of the Government's response to the Humphry Review—*the IT outsourcing industry development requirement*.

It was not the Working Party's intention to go over 'old ground' and it was not tasked to examine these former reports. Rather, its main focus was on further enhancing SME access to the Australian Government ICT market within the existing procurement framework.

1. Working Party operations

Industry membership of the Working Party was drawn from the Australian Computer Society (ACS), the Australian Electrical and Electronic Manufacturers' Association (AEEMA), and the Australian Information Industry Association (AIIA). A list of members of the Working Party, a schedule of meetings held and members' attendance is at **Attachment C**.

The Working Party met 17 times. All meetings were held in Canberra and secretariat support was provided by the Department of Communications, Information Technology and the Arts (DCITA).

A number of consultancies assisted the Working Party. These were:

- Mr Jack Radik, who prepared a working paper identifying major procurement issues and options for action;
- LODESTAR Management Services, who assisted with the drafting of *Selling ICT to Government: A guide for SMEs*; and
- Intermedium, who researched and analysed the extent of SME involvement in Australian Government ICT purchasing contracts.

2. Working Party outcomes

In May 2003, the Working Party reported to Senator Alston on its progress. On 18 September and 4 December 2003 industry members again met Senator Alston and the then Minister, the Hon Daryl Williams MP QC AO, respectively.

The following sections 2.1 to 2.10 below detail main outcomes overseen by the Working Party. In addition, the industry members of the Working Party have identified a further range of activities and initiatives to promote SME participation in Government ICT procurement which the industry members believe should be considered by Government (refer www.acs.org.au <link www.acs.org.au/publication/docs/ICTSMEJWP-IndustryReportFINAL.pdf>). However, while these issues were discussed within the Working Party it was considered, in view of their policy implications, that it would be more appropriate to include them as an industry report which has been provided separately to the Minister.

2.1 ICT SME briefing sessions

The Working Party identified that many SMEs had limited knowledge about current Government purchasing practices, including policy provisions, and limited expertise and experience in how generally to sell ICT to Government agencies. Accordingly, business workshops were tailored to address the current environment in which SMEs operate, including practical tips on selling to Government, agency business opportunities and alliances with multinationals, as well as promoting SME capabilities to purchasing officials.

Five workshops were organised jointly by DCITA and the AIIA:

- alliance formation (Canberra, August 2002—80 participants)
- alliance formation (Sydney, November 2002—50 participants)
- selling to Government (Canberra, February 2003—100 participants)
- selling to Government (Canberra, July 2003—120 participants)
- selling to Government (Canberra, November 2004—90 participants)

These briefings complemented a range of other briefings on these matters provided by government and industry. For example, the theme of ‘Selling to Government’ was included in the *Showcasing Innovation Workshops*, which were delivered nationally by a number of Australian Government agencies in April to June 2004 and were well attended. The AIIA also holds regular industry briefings by Australian Government chief information officers.

It is expected that future workshops and seminars will be undertaken in conjunction with industry associations and state and territory governments depending on industry demand.

2.2 ICT SME selling guide

To supplement the briefings, the Working Party proposed, and oversaw the preparation of, a publication, *Selling ICT to Government: A guide for SMEs*. This publication is aimed primarily at new players entering the Australian Government market and those who are currently operating on a small scale. The guide provides both factual information, such as key elements of the Australian Government procurement framework, and practical information and tips and advice for companies such as on how to sell, vendor’s responsibilities and day-to-day issues involved in dealing with the Australian Government market.

The guide was launched in July 2003 and 3000 hard copies have been distributed throughout industry and government. The guide is also available on the DCITA website <link www.dcita.gov.au/ictsme > and has received more than 3300 website hits. DCITA proposes to revise and reprint the guide in response to continuing industry demand and the changes to Australian Government procurement brought about by the implementation of the Australian United States Free Trade Agreement.

2.3 ICT SME Information Unit

An ICT SME information unit was established within DCITA in June 2002. The unit provides ICT SMEs with a central point, including a website, from which to locate information on Government programs and other useful resources and links and an individual email address (sme@dcita.gov.au). There has been active interest in the website since going 'live' in November 2002.

The unit has produced a brochure, *Australian Government Support for ICT SMEs*, on the range of available Australian Government ICT industry support programs. The brochure is divided into four sections:

- creating new ICT ideas and products
- developing the ICT business—getting advice and capital
- selling ICT to Government
- exporting ICT

The brochure can be downloaded from www.dcita.gov.au/ictsme. More than 10 000 brochures have been distributed via industry associations, and Australian and state and territory government agencies.

2.4 Endorsed Supplier Arrangement (ESA)

ESA is a pre-qualification program for firms selling ICT to the Australian Government and is administered by the Department of Finance and Administration (DOFA). The Government's policy is that agencies operating in accordance with the FMA Act are to purchase from suppliers endorsed under the ESA scheme. The ESA scheme provides for endorsement where a firm meets quality, standards, service and financial viability criteria.

The ESA has been streamlined since 1 January 2005 with the implementation of the Australian United States Free Trade Agreement. Working Party have also suggested improvements to the ESA system through the allocation of a number to endorsed suppliers which could then also be linked to the Gazette Publishing System (GaPS). The Working Party also noted that the ESA could potentially make it difficult for some SMEs to compete for very small contracts as they need to go through the extensive ESA endorsement process even for, say, a \$20 000 contract. DOFA is considering these issues.

2.5 Online tender notification system

AusTender (formally the Commonwealth Electronic Tender System) went 'live' in December 2003. AusTender enables all companies to register and be notified when Australian Government public business opportunities are posted on the AusTender website www.tenders.gov.au. The tender notification system is available 24 hours a day. Tender documents can be downloaded and responses submitted online. The benefit to SMEs include reduced costs of responding to tenders as there are no printing, binding and delivery costs and increased time to bid, as suppliers do not have to wait for documentation to be sent to them.

2.6 ICT SME buying guide

At the suggestion of the Working Party, an 'ICT SME buying guide' for Australian Government is currently being prepared by DOFA and DCITA. The purpose of the buying guide is to assist agencies in complying with the Government's policies (e.g. the CPGs and ESA) associated with the procurement of ICT. There will be a particular focus on making the Government ICT market accessible to SMEs and encouraging purchasing officers to give consideration to SMEs in their purchasing decisions.

The buying guide, directed at purchasing officers, will supplement the selling guide (see above), directed at vendors, as well as the Australian Government Information Management Office (AGIMO) *Guide to ICT Sourcing for Australian Government Agencies*. The buying guide is planned to be launched in the second half of 2005.

2.7 Government Information Technology and Communications (GITC) framework

The GITC provides a standard contracting framework used in government ICT purchasing. The Working Party discussed a number of issues (e.g. insurance requirements, performance guarantees and financial undertakings and unlimited liability) in relation to the framework with DOFA officers. DOFA is undertaking a user analysis of GITC before reviewing it, with a further GITC version planned to be available by July 2005.

2.8 Intellectual Property (IP) in Government contracts

The Australian Government's February 2001 *IT IP Guidelines* encourage Government agencies to take a flexible approach to ownership and use of IP. However, the Working Party noted ICT industry concerns that many agencies do not use this flexibility and that, in practice, IP rights tend to be retained by the Government and commercialisation opportunities may be lost. In discussions on this issue, the Working Party considered that greater use of the flexibility encouraged by the *IT IP Guidelines* could provide substantial benefits to both agencies and vendors. For example, allowing suppliers to retain IP developed as a consequence of ICT procurement contracts rather than vesting the IP with Government agencies procuring the IP, can enable suppliers to capitalise on the IP. This will provide opportunities to benefit from greater value for money in procurement, as well as in ongoing contractual arrangement for maintenance and upgrading of software.

In response to recommendations contained in the Australian National Audit Office report on management of IP by Australian Government agencies, the Attorney-General's Department is working with DCITA, IP Australia and other relevant agencies to develop a whole-of-government approach to IP management. A review of the *IT IP Guidelines* is being undertaken in the context of this work. The Working Party notes the Government's election commitments to ensure that revised *IT IP Guidelines* and revised GITC framework clearly articulate to agencies the importance of consideration of the option of the supplier retaining ownership in IP.

2.9 Liability and insurance in Government ICT contracts

The Working Party noted that, while the current CPGs and GITC allow for agencies to be flexible in their approaches to setting appropriate insurance levels and dealing with liability according to relevant risk management practices, in practice they discourage agencies from capping liability. For example, the GITC provides 'default' or 'starting' points for public liability insurance at \$10 million and provides that the supplier retains all liability for negligence or breach of contract. The Working Party discussed these issues with DOFA officers.

The Working Party noted the AIIA's advocacy that Government agencies more readily agree to cap or limit ICT suppliers liability in government ICT contracting and, in particular, the AIIA publication on this issue, *Better Practice, Better Outcomes*.

The Working Party notes the Government's election commitment to cap liability at appropriate levels when purchasing from ICT suppliers in recognition that a requirement for unlimited liability is an inhibitor to some ICT firms.

DOFA is developing a revised policy on liability in ICT contracts to be published and reflected in the new version of the GITC contracting framework, due by mid 2005.

In parallel, on 12 February 2005, DCITA issued a request for tender to engage a consultant to develop a best practice guide to assist Australian Government purchasing officers in assessing and managing risks in the procurement of ICT goods and services. This guide will include the Australian Government's proposed policy that suppliers' liability in ICT contracts should be capped where this is appropriate.

Tenders closed on 10 March 2005 and a final report is expected in June 2005.

2.10 Information on ICT SME involvement in Government procurement

The Working Party noted that it was currently not possible to fully assess or measure the involvement of SMEs in the Government ICT procurement market over time because of the lack of reliable information.

At the suggestion of the Working Party, DCITA engaged a consultant to develop methodologies and to research and analyse contract data for 2001–02 and 2002–03. The results of the consultancy were not considered by the Working Party and were therefore not endorsed by it.

3. Further collaboration on SME participation in Government ICT procurement

While the Working Party itself has formally concluded its work, Working Party members have indicated a desire that the Government and industry continue to liaise on issues concerning SME involvement in Government ICT procurement.

These issues will continue to be addressed through ongoing dialogue between DCITA, DOFA, other individual Government agencies with industry associations and individual industry members.

Media Release

Attachment A



SENATOR THE HON RICHARD ALSTON
*Minister for Communications, Information Technology and the Arts
Deputy Leader of the Government in the Senate*

SIMPLIFIED ICT PROCUREMENT ARRANGEMENTS TO ASSIST SMEs

Simplification of the industry development arrangements for Federal Government procurement of information and communications technology (ICT) and a facilitation package for small-to-medium sized ICT enterprises (SMEs), were today announced by the Minister for Communications, Information Technology and the Arts, Senator Richard Alston. This announcement fulfils the Coalition Government's election commitment to progress the industry development arrangements for ICT procurement in consultation with the sector.

The new arrangements eliminate the onerous 'red-tape' reporting and compliance obligations of the previous regime- meeting the Government's objective of creating an Australian business environment that is attractive and uncomplicated for multinationals and also maximises the opportunities for SMEs.

However, the Government also considers that multinational corporations have a very important role in fostering innovation in the Australian ICT sector. The ICT Framework for the Future process has already identified the importance to innovation of building strong links between the ICT industry and research and education sectors. Whilst recognising that investment decisions by ICT multinationals are driven by commercial imperatives, the Government will greatly welcome and acknowledge companies that support innovation in the Australian ICT sector with initiatives such as sponsored professorships and fellowships at key research and education institutions.

The new arrangements maintain a central focus on the Government's priority of developing ICT SMEs by facilitating their overall access to the government ICT procurement market and specifying minimum SME participation in large ICT contracts. The regime will generate commercially sustainable industry development outcomes while reducing the barriers to entry through high contracting costs—particularly for SMEs - and maximising alliances between SMEs and multinationals.

The arrangements involve three key elements:

- **Replacement of the Strategic Partnership Industry Development Agreements program by voluntary guidelines (see attached outline) that set out the Government's expectations for strategic industry development activities by its ICT suppliers.** The guidelines reflect the Government's desire to move away from obligation-based company specific outcomes to a self-regulatory approach based on sustainable investment as the preferred approach to achieving industry development objectives. Companies that have already fully or largely met their requirements under the Partnerships for Development program will be formally recognised.
- **Simplified industry development requirements for ICT contracts, thereby reducing the compliance burdens on bidders.** For a contract less than \$20 million, the only requirement for contractors and sub-contractors will be endorsement under the Endorsed Supplier Arrangement. For contracts above \$20 million, the Government will specify minimum SME participation rates determined by the nature of the contract (see attached industry development requirements).
- **A pro-active ICT SME Facilitation Package to enhance the ability of SMEs to lead and participate in government ICT contracts.** This will include improving the flow of

information to and from SMEs about the government ICT marketplace (see the attached outline of the SME Facilitation Package) and facilitating stronger alliances between SMEs and multinationals. The Coalition places a high priority on developing ICT SMEs and, in addition to the ICT SME Facilitation Package announced today, the Government will explore with the sector further avenues to maximise the opportunities for ICT SMEs to participate in the government procurement market. The joint government/industry working group, which has been established to remove SME inhibitors and to work on ways of further enhancing SME participation in the government ICT procurement market, is holding its first meeting today at the AIIA.

These arrangements will lead to more cost-effective and market-driven ICT industry development outcomes from government procurement, and build stronger alliances between multinationals and Australian SMEs. The Coalition acknowledges the assistance of the ICT sector in the development of this new regime.

Media contact: Minister's Office, Sasha Grebe, 02 6277 7480 or 0409 445 246
Website: www.richardalston.dcita.gov.au

134/02

21 June 2002

COMMONWEALTH GOVERNMENT ICT PROCUREMENT AND STRATEGIC INDUSTRY DEVELOPMENT—NEW GUIDELINES FOR SUPPLIERS

The Federal Government encourages mutually beneficial partnerships with its major ICT suppliers to continue the development of the Australian ICT industry. It is important to actively engage major ICT companies in Australia to support the growth and development of Australian ICT SMEs.

The Guidelines set out the principles for such partnerships and provide guidance for companies on the Government's strategic industry development priorities associated with its ICT procurement.

OBJECTIVE

The Commonwealth's objective for the ICT sector is to have a vibrant, globally competitive and internationally recognised ICT industry that can take advantage of international opportunities and contribute to economic growth in Australia. This includes:

- global scale Australian ICT companies, supported by a thriving base of ICT SMEs, which capture a significant proportion of the global ICT market; and
- transnational ICT companies which see Australia as a first tier choice for the location of global scale ICT operations which make use of Australia's competitive strengths to address global markets.

This objective is being supported by a range of major initiatives such as the ICT Centre of Excellence. In addition, the Government is developing long-term shared strategies for the sector through its ICT Framework for the Future.

ROLE OF ICT SUPPLIERS IN INDUSTRY DEVELOPMENT

The Federal Government anticipates that its ICT suppliers will be actively engaged in the Australian industry and, where appropriate and commercially beneficial, will make use of the skills and capabilities of Australian SMEs in the research, development and delivery of ICT products and services. In addition, companies will assist Australian ICT SMEs to access international markets through their global networks.

Companies are encouraged to develop the role that their Australian operations play in achieving the company's global development and to undertake strategic activities in Australia of a scale that takes advantage of commercial opportunities and Australia's competitive strengths to address global and regional market needs.

To support these objectives, the guidelines will encourage Commonwealth Government ICT suppliers to undertake the following types of strategic activities in Australia:

- Research and Development;
- Exports;
- Strategic Investments;
- Venture Capital Investments;
- SME Alliances;
- Technology transfer; and
- Skills Development

The Government will also ensure that the efforts of companies that have fully or largely met their Partnerships for Development requirements are formally recognised.

INDUSTRY DEVELOPMENT REQUIREMENTS FOR MAJOR COMMONWEALTH ICT CONTRACTS

Commonwealth agencies will be required to ensure that tenderers for contracts with a value of \$20 million or more meet minimum SME participation levels set for broad categories of ICT products/services. Tenderers, and their subcontractors, will also continue to be required to meet the conditions of the Endorsed Supplier Arrangement (ESA).

The new industry development arrangements for ICT contracts involve the following:

- All ICT suppliers of ICT products/services to Commonwealth agencies must be endorsed under the ESA;
- There are no specific industry development requirements, other than under ESA, for contracts with a total value below \$20 million;
- For contracts valued at \$20 million or more, Commonwealth agencies are required to ensure that tenders meet the following minimum SME participation levels:
 - 10 per cent of the contract value of hardware purchases, e.g. PCs, network equipment, mainframes, printers, etc.; and
 - 20 per cent of the contract value of services purchases, e.g. systems integration, software development/support, service provision, and consultancies.
- For the purposes of these requirements, an SME is defined as a body corporate incorporated in Australia or New Zealand which, together with its Related Bodies Corporate and Parent Entities, has an average aggregate annual revenue over the last four financial years of less than \$A500 million.

These requirements will be administered flexibly to ensure that tenderers and agencies are not unjustifiably disadvantaged. Exemptions or adjusted levels may be required where significant commercial impediments to achieving the specified SME level exist or the nature of the contract could substantially preclude SME participation, e.g. telecommunications services.

ICT SME FACILITATION PACKAGE

This Federal Government's ICT SME Facilitation Package is aimed at helping small-to-medium sized enterprises (SMEs):

- access a greater share of the Commonwealth information and communications technology (ICT) market;
- establish alliances with key players in the industry; and
- locate the Government information they require.

Joint Industry/Government Working Party - The key driver of the Package will be a Joint Industry/Government Working Party. The Working Party will act as the central "clearing house" for SME facilitation activities. It will meet for the first time in June 2002.

ICT SME Information Unit - DCITA will open a new ICT SME Information Unit to provide SMEs with a central point from which to locate information on Government programs and other useful resources. There will also be an ICT SME information resource on the DCITA website.

Commonwealth Tender Notification System - DCITA will seek to establish a tender notification facility as part of the Commonwealth Electronic Tender System (CETS) – the system that the National Office for the Information Economy is currently developing as the central Commonwealth business opportunities web site. This will provide a company registration and notification facility to alert any SMEs that pre-register to the posting of tenders in nominated areas of interest.

The Government will also be implementing several measures in collaboration with industry, with the assistance of the Australian Information Industry Association (AIIA). These are:

- **SME Briefing on Selling to Government** - a series of briefing sessions for SMEs on selling to Government. These will be held during the period July to September 2002.
- **Briefing on the Forward Plans of Government ICT Buyers** - a series of briefing sessions on the forward ICT purchasing plans of Commonwealth Government Departments and Agencies. These will be of particular interest to SMEs and will be held during the period October to December 2002.
- **Assisting Agencies to get a better understanding of SMEs** - initiatives to help provide agencies with information about SME capabilities and performance. This will assist in raising the profile of individual SME capability and the benefits to agencies of seeking an SME solution that may be more closely tailored to their particular needs.
- **SME Alliances** - initiatives to facilitate SME partnerships with key stakeholders including other SMEs, MNCs and research and development organisations. These will enhance SME capability to produce and deliver globally competitive products and services, to facilitate growth, and where appropriate, to assist with export readiness and the development of channels to export markets.

Australian Government Procurement Inquiries and Reviews

1981—an inquiry into Commonwealth Government Purchasing by the House of Representatives Standing Committee on Expenditure¹;

1994—an inquiry into problems with Australian purchasing policies² by the House of Representatives Standing Committee on Industry, Science and Technology (the Bevis Report);

1994—an inquiry into the purchasing policies of Commonwealth Authorities and Companies³ by the House of Representatives Standing Committee on Industry, Science and Technology;

1995—an independent review by the Information Technology Review Group⁴ (established by the Minister for Finance) presented ideas on how the Government could to take advantage of technological developments;

1997—the Senate Finance and Public Administration References Committee inquired into the contracting out of government services⁵;

1997—a committee of senior Australian Government officials undertook the *Review of Commonwealth Purchasing* which advocated for a devolved approach to purchasing and a centrally developed framework of procurement policies and principles⁶;

1998—the Senate Economics References Committee reported on aspects of Australian industry development⁷;

2000—a Review of the Whole of Government Information Technology (IT) Outsourcing Initiative⁸ (the Humphry Review); and

2001—a review of inhibitors to SME participation in IT outsourcing contracts⁹ by the Department of Communications, Information Technology and the Arts.

¹ House of Representatives Standing Committee on Expenditure, *Commonwealth Government Purchasing*, Parliamentary Paper No. 107/1981, AGPS, Canberra, May 1981.

² House of Representatives Standing Committee on Industry, Science and Technology, *Australian Government Purchasing Policies: Buying our Future*, First Report, AGPS, Canberra; March 1994

³ *Goodbye Bad Buys, Australian Government Purchasing Policies and Commonwealth Authorities and Companies*, Interim Second Report, AGPS, Canberra, November 1995

⁴ *Clients First: The Challenge for Government Information Technology – Report of Minister for Finance’s Information technology Review Group, 1995*

⁵ Senate Finance and Public Administration References Committee, *Contracting out of Government Services, First Report, Information Technology*, Senate Printing Unit, Canberra, November 1997, p. 35.

⁶ Department of Industry, Science and Resources, *Submission*, p. S446.

⁷ Senate Economics References Committee, *Promoting Australian Industry*, Senate Printing Unit, Canberra, July 1998, p. 173

⁸ *Review of the Whole of Government Information Outsourcing Initiative*, Richard Humphry AO, Printed by CanPrint Communications Pty Ltd, Canberra, 2000

⁹ *Inhibitors to Small-To-Medium Sized Enterprise Participation in Commonwealth Government IT Outsourcing Contracts*, October 2001

ICT SME Joint Industry Government Working Party

Membership

As at March 2005, the industry members were:

Brand Hoff (Chairman) Director Immediate Tower Software (from 21/6/02. Elected Chairman 27/03/03)	John Ridge Past President Australian Computer Society (ACS) (from 21/6/02)
David Bennett Managing Director Powerflex Corporation Pty Ltd (from 21/6/02)	Tony Robey Executive Chairman Wizard Information Services Pty Ltd (from 21/6/02)
Murray Rankin Executive Officer The Distillery (from 30/10/03)	Vic Beacham General Manager—Government Lightsource Technologies (AEEMA from 30/10/03)
Rick Bushell Director General FourStreams (from 30/10/03)	James McAdam Manager: Policy & Government Consulting Relations Australian Information Industry Association (AIIA from 28/10/04)

As at March 2005, the Australian Government members of the Working Party were:

Philip Allnutt General Manager ICT Industry Department of Communications, Information Technology and the Arts (from 21/6/02)	Steve Alford General Manager Government Online Australian Government Information Management Office (from 21/6/02)
Ed Lekawski Director Finance and Banking Branch Department of Finance and Administration (DOFA) (from 18/3/04)	

Former members

Nick Cuthbertson (former Chairman)
Managing Director
Protech Australasia Pty Ltd
(retired on 27/3/03)

Laurie Ffrench
Manager - Industry Development
AIIA
(retired on 30/10/03)

Bridget Larsen
Policy Manager
AIIA
(retired on 28/10/04)

Mike Rombouts
Director
Procurement Projects
DOFA
(retired on 7/3/03)

Steve O'Loughlin
Director
Procurement Branch
DOFA
(retired on 18/3/04)

Schedule of meetings

Meeting 1	21 June 2002
Meeting 2	1 August 2002
Meeting 3	12 September 2002
Meeting 4	24 October 2002
Meeting 5	16 December 2002
Meeting 6	27 March 2003
Meeting 7	5 June 2003
Meeting 8	7 August 2003
Meeting 9	8 September 2003
Meeting 10	30 October 2003
Meeting 11	4 December 2003
Meeting 12	5 February 2004
Meeting 13	18 March 2004
Meeting 14	20 May 2004
Meeting 15	26 August 2004
Meeting 16	28 October 2004
Meeting 17	24 February 2005

All meetings were held at DCITA, other than Meeting 1 (AIIA) and Meeting 12 (Wizard Information Services Pty Ltd).

Members' attendance

Member	Available meetings	Meetings attended*
Steve Alford	16	5
Philip Allnut	17	15
Vic Beacham	8	5
David Bennett	17	16
Rick Bushell	8	3
Nick Cuthbertson	5	3
Laurie Ffrench	9	9
Brand Hoff	17	17
Bridget Larsen	6	6
Ed Lekawski	4	4
James McAdam	2	2
Steve O'Loughlin	6	2
Murray Rankin	8	4
John Ridge	17	14
Tony Robey	17	13
Mike Rombouts	7	7

* includes nominee