

s 22

From: s 47F
Sent: Wednesday, 8 April 2026 9:42 AM
To: s 47F ; s 47F ; s 47F
Cc: s 47F ; s 47F ; s 47F ; Assurance; Audit
Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Thanks s 47F

s 47F | **Chief Audit Executive**

Chief Operating Officer Group
Australian Electoral Commission

T: s 47F | M: s 47F | s 47F



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Australian Electoral Commission

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 The AEC acknowledges the Traditional Owners of country throughout Australia and recognises their continuing connection to land, waters, culture and community. We pay our respects to Elders, past and present.

From: s 47F
Sent: Thursday, 2 April 2026 3:34 PM
To: s 47F ; s 47F ; s 47F
Cc: s 47F ; s 47F ; s 47F ; Assurance ; Audit
Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Thanks all – I have added the below footnote to both the EP and TP for that sample/INDIGO line:

Note: For the INDIGO sample contract, an AEC Assurance team member will act as an intermediary for the Audit Team for any contract documentation.

Have also added in the markings of agreement by all FACs from the meetings into the signature blocks. So good for Kath approval / use in commencing fieldwork at this stage.

Kind regards,

s 47F

From: s 47F
Sent: Thursday, 2 April 2026 12:32 PM
To: s 47F ; s 47F
Cc: s 47F ; s 47F ; s 47F ; Assurance
s 47E ; Audit s 47E
Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Hello everyone,

We've discussed this internally, and decided that I'll be the intermediary that [REDACTED] requested for the Indigo division. Please let me know how you want to approach any document requests with the Indigo area, and I will be happy to help facilitate them.

Kind regards,

[REDACTED] | Assurance Officer

Chief Audit Executive Section | Chief Operating Officer Group

Australian Electoral Commission

E: [REDACTED]

T: [REDACTED]



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From: [REDACTED]

Sent: Thursday, 2 April 2026 10:02 AM

To: [REDACTED]; Assurance [REDACTED]

Cc: [REDACTED]; [REDACTED]; [REDACTED]

[REDACTED]; [REDACTED]; Assurance

[REDACTED]; Audit [REDACTED]

Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Thank you [REDACTED], I'm comfortable with this approach.

Regards

[REDACTED]

From: [REDACTED]

Sent: Thursday, 2 April 2026 9:33 AM

To: Assurance [REDACTED]

Cc: [REDACTED]; [REDACTED]; [REDACTED]

[REDACTED]; [REDACTED]; Assurance [REDACTED]

[REDACTED]; Audit [REDACTED]

Subject: Re: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Thank you, those strategies are appropriate, with any sensitive pricing or commercial information to be handled by AEC personnel only. Please ensure this is updated in EP/TP and the business area are advised when requesting information. As a safeguard, could a member of the AEC team please act as an intermediary for any documentation to avoid any errors in judgement from the business area.

Kind regards

[REDACTED]

Chief Audit Executive
Chief Operating Officer Division
Australian Electoral Commission

From: Assurance s 47E
Sent: Wednesday, April 1, 2026 5:20:11 PM
To: s 47F
Cc: s 47F ; s 47F ; s 47F ; s 47F
; s 47F ; Assurance s 47E ; s 47F
; Audit s 47E
Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Thanks s 47F.

Regarding contract 004514, the SRC reference is SRC004591. Based on our records, I understand that KPMG decided not to pursue the procurement opportunity at the time.

Contract	Description	Parties	Contract Status	Start Date	End Date
004131	s 22				
004514	s 22				

For Action

I have updated the sample table information to capture the information on the sample including my notes on the procurement activity.

s 47F, seeking your guidance on next steps regarding the sample selection for Indigo, noting s 47F's comments on mitigation strategies.

Please do not hesitate to contact me if I can be of any assistance.

Kind regards,

s 47F | Assistant Director, Audit & Assurance
Chief Audit Executive Section | Chief Operating Officer Group
Australian Electoral Commission

T: s 47F

Please note – I work flexible hours, so please feel free to respond to this email at a time that is convenient for you.



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From: s 47F

Sent: Wednesday, 1 April 2026 4:55 PM

To: Assurance s 47E ; s 47F ; Audit

s 47E

Cc: s 47F ; s 47F ; s 47F ; s 47F

Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Hi s 47F,

The only other alternative sample for INDIGO is the Ernst and Young one included in that same email to Karen Redhead (004514 - s 22). If we have not bid for that one, then we would still also advise that we do not need to see the pricing information/details for that one.

I suggest we keep the current contract, and implement the following mitigations for the INDIGO sample contract:

- This is a contract management not a procurement audit (we will only need to review the ongoing management aspects of the contract)
- We do not need to sight any sensitive pricing information (this can be redacted from version of the contract that gets shared with us by business area/AEC or just provide us the extracts/pages that we need to see only)
- The team members for this audit are not the KPMG personnel that would have bid for the engagement (access to contract documents for that contract can be restricted just to our specific audit team members if need)
- Happy for a member of your team to help be the middle-person to sight the original contract/provide extracts of the contract for that specific sample to the audit team (this is not needed for all the other sample contracts)

Please advise if you are happy with the above approach and which contract you want.

Kind regards,

s 47F

From: Assurance s 47E

Sent: Wednesday, 1 April 2026 1:50 PM

To: s 47F ; s 47F ; Audit s 47E ; s 47F

Cc: Assurance s 47E ; s 47F ; s 47F ; s 47F

Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Importance: High

Thanks s 47F.

@Audit, I wanted to quickly flag a concern regarding the proposed sample being considered to replace Indigo (004131 - Program and Technical Assurance Services for Indigo) – email attached

I note that the KPMG team previously submitted a bid for SRC004202 (004131 - Program and Technical Assurance Services for Indigo), and as such, it would not be suitable for KPMG to review this contract due to a conflict of interest.

Could the team consider how to proceed with this and provide an update to s 47F?

If there are no alternatives, the area will need to be removed from scope, or the audit will need to be delivered co-sourced with a member of our team reviewing the contract.

Please do not hesitate to contact me if I can be of any assistance.

Kind regards,

s 47F | Assistant Director, Audit & Assurance
Chief Audit Executive Section | Chief Operating Officer Group
Australian Electoral Commission

T: s 47F

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From: s 47F

Sent: Wednesday, 1 April 2026 1:29 PM

To: s 47F

Cc: Assurance s 47E ; s 47F ; s 47F

s 47F ; s 47F ; Audit s 47E

Subject: Re: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Thank you, I am comfortable with these.

s 47F

Chief Audit Executive
Chief Operating Officer Division
Australian Electoral Commission

From: s 47F

Sent: Wednesday, April 1, 2026 12:21:15 PM

To: s 47F

Cc: Assurance s 47E ; s 47F ; s 47F
; s 47F ; s 47F
; Audit s 47E

Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Hi s 47F,

Following both Commencement Meetings for Contract Management, please find the updated [2025-26.07 Contract Management - Engagement Plan DRAFT \(A7249298\)](#) and [2024-25.07 Contract Management - Test Plan DRAFT \(A7249299\)](#). As noted, you have previously approved both documents, and we are now seeking your approval of the updated milestones and for the two CIOD contracts that Toby has agreed on.

Once we have your approval of the updated milestones in the EP, we will also reflect the dates in the SharePoint version of the EP [2025-26.07 Contract Management - Engagement Plan DRAFT \(A7249298\).docx](#) and the milestone tracker.

Thank you, and please let us know if you would like any further details .

Kind regards,

s 47F | AEC Internal Audit (KPMG)
Chief Audit Executive Section | Chief Operating Officer Group
Australian Electoral Commission

From: Toby Randell-Sly s 47F
Sent: Monday, 30 March 2026 2:04 PM
To: Audit s 47E
Cc: Assurance s 47E ; s 47F ; s 47F ; s 47F
; s 47F ; s 47F
Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Hi s 47F,

Happy for these to be used for the audit.

Regards,

Toby Randell-Sly | a/g First Assistant Commissioner and Chief Information Officer (he/him)
Chief Information Officer Division | Enterprise Transformation Group
Australian Electoral Commission

T: s 47F | M: s 47F
E: s 47F

EA: s 47F
EO: s 47F



From: Audit s 47E

Sent: Monday, 30 March 2026 1:34 PM

To: Toby Randell-Sly s 47F

Cc: Assurance s 47E ; s 47F ; s 47F

; s 47F

; Audit s 47E

; s 47F

; s 47F

Subject: RE: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Good Afternoon Toby,

I hope you are well. During the Contract Management Internal Audit Commencement Meeting on 20 March 2026, it was noted that the two contracts initially identified as part of sample for the Chief Information Officer Division may need to be amended. As part of our audit process, we have outlined two potential contracts that are relevant to the scope of this audit. At this stage, these options are provisional and remain subject to review and clearance by the CAE (s 47F).

Contract	Description	Parties	Contract Status	Start Date	End Date
s 22					

Could you please advise whether there are any issues with selecting both contracts? If neither options are appropriate, we would appreciate your guidance on why these contracts should not be selected.

Please let us know if any further discussion is required.

Kind regards,

s 47F | AEC Internal Audit (KPMG)

Chief Audit Executive Section | Chief Operating Officer Group

Australian Electoral Commission

From: Audit **s 47E**

Sent: Wednesday, 18 March 2026 2:40 PM

To: Natasha Scandrett s 47F ; Toby Randell-Sly s 47F ;

Rachael Spalding **s 47F**; Michael Lynch **s 47F**; Karen

Redhead **s 47F** ; Kath Gleeson **s 47F**

Cc: Audit;s 47E;s 47F;s 47F; Sally So;s 47F;

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Subject: For consideration: Draft Engagement Plan — Contract Management [SEC=OFFICIAL]

Good afternoon,

As part of the [Strategic-Internal-Audit-Program-2026-29](#), an internal audit on *Contract Management* is scheduled to commence shortly. This internal audit will be delivered by KPMG, who are the AEC's internal auditors and partner with the Chief Audit Executive for delivery of the Internal Audit function.

Objective: The objective is to assess the effectiveness of performance management arrangements for a sample of key contracts.

We have prepared a draft Engagement Plan (EP): [2025-26.07 Contract Management - Engagement Plan DRAFT \(A7249298\).docx](#) for your consideration ahead of the commencement meeting. **As per discussion with the CAE, for this specific audit there are multiple FACs included as Co-Sponsors, which have been determined based on the relevant FAC for the area that a sample contract belongs to – refer to page 5 of the linked engagement plan.** As a FAC you are receiving this email and an invite to the completion meeting (details below) as you have been identified as a Co-Sponsor for this audit.

Upcoming completion meeting: Please note due to difficulties in finding one time that works for all required attendees (FACs), we have set up two meetings (Friday 20 March, 3:30pm – 4:00pm and Wednesday 25 March, 3:00pm – 3:30pm) in consultation with your EAs for you to attend one per your respective availabilities. There will be no difference in the discussion topics or expected outcomes between them. *(For Kath Gleeson - s 47F and the Internal Audit team will reach out separately at a later date to seek Kath's feedback and agreement on the engagement).*

The plan guides how the engagement will be delivered by outlining the objective, scope, approach, key stakeholders and timelines.

Purpose of the commencement meeting: To seek your agreement on the draft engagement plan, including on:

- objective and scope of the engagement
- commencement date and duration of the engagement
- stakeholders to be consulted
- risks and any relevant information to be mindful of when undertaking the engagement
- discussion on the key responsibilities for the conduct of the engagement

Internal Audit Guidance

For further information the [Internal Audit Guide](#) provides advice on what to expect from the internal audit process, the stages we will go through and expectations from those involved.

We look forward to the discussion at the commencement meeting.

Please don't hesitate to contact **s 47F** or **s 47F** **s 47E** or **s 47F** if you would like to discuss this engagement further.

Kind Regards,

s 47F

AEC Internal Audit

Chief Audit Executive Section | Chief Operating Officer Group
Australian Electoral Commission