SEC Newgate Pty Ltd
ABN 38 162 366 056
Level 15, 167 Macquarie Street
Sydney NSW 2000
Phone +61 2 9232 9500
www.secnewgate.com.au

15 December 2025

s47F

Chief of Staff, Office of the Interim Vice Chancellor

The Australian National University

Acton, Canberra, ACT 2601

Via email: s47F

Dear s47F

Engagement of SEC Newgate

As per our proposal dated 12 December 2025, this letter confirms the engagement of SEC Newgate Pty Ltd (SEC Newgate) by The Australian National University (ANU) for the provision of communications advice and support (the Services).

The attachment to this letter records the terms of the engagement between SEC Newgate and ANU in relation to the Services. SEC Newgate looks forward to working with ANU in accordance with the agreed scope.

The Services will be provided in accordance with the scope, fees, and terms set out in the proposal dated 12 December 2025 and the attached schedule.

Please confirm ANU's acceptance of this agreement by signing and returning the enclosed copy of this letter, and the attachment.

Yours sincerely,

s47F

s47F SEC Newgate

Authorised by:

s47F

s47F

Chief of Staff, Office of the Interim Vice Chancellor

The Australian National University

cc: [Name/s]

Attachment

Our obligations

We will ensure that all of the Services, associated guidance and assistance that we provide shall be undertaken to the best of our abilities and professionalism. We will notify you if we believe that we have a conflict of interest with you in relation to the Services. You accept that we are entitled to provide services to anyone else, as long as there is no such conflict of interest.

Your obligations

You also agree to provide us with any information or assistance we will require to effectively undertake the Services.

Fees and disbursements

The fee for providing the Services will be calculated on hourly rates as follows:

Rates effective 30th June 2025

s47 [redacted]

These costs are valid for 6 months from the date of this proposal.

Outsourced third party costs incurred on your behalf including but not limited to airfares, accommodation, graphic design, print, production and mail house services, outsourced media monitoring and distribution, media training, venue hire, etc. will be charged at cost. Charges incurred by outsourced third party providers approved by the client will be charged direct to the client.

A Goods and Services Tax (GST) of 10% will be charged in addition to the fees and disbursements, unless otherwise exempted by the GST legislation.

Tax Invoice

We will provide you with a tax invoice for GST purposes and you will not be required to pay any amount of GST until you receive a tax invoice, with the tax invoice to be paid within 14 days of receipt by you.

Confidential Information

We understand in order to supply the Services to you, you may disclose to us certain information that you reasonably consider to be confidential. We confirm that we have no right to use, copy or disclose the confidential information in whole or in part, either directly or indirectly except solely for purposes of providing the Services, or as authorised by you. We agree that any right, title and interest in and to the confidential information shall remain your property.

We shall take all appropriate and responsible action, as instructed by you, to ensure the protection, confidentiality, and security of the confidential information. We agree that our obligations with respect to the confidentiality and security of the confidential information continue after the engagement ends.

FIT Scheme

The *Foreign Influence Transparency Scheme Act 2018* (Cth) (*FITS*) came into force in December 2018. At SEC Newgate we act in accordance with all Australian Government laws and regulations at all times. As a result, we may require your assistance to ensure we report appropriately under FITS.

Foreign Influence Transparency Scheme Act

The Scheme was introduced to provide transparency about the forms and source of foreign influence in Australia and to ensure foreign interests are promoted before government in a lawful and open way.

The FITS establishes registration requirements for entities who have arrangements with, or undertake certain activities on behalf of, foreign principals.

The forms and source of foreign influence are held by government in a publicly available register. The register contains information about the nature of a person's relationship with a foreign principal, and the activities undertaken pursuant to that relationship.

Liability

SEC Newgate shall not be responsible to you for any direct or indirect losses, costs, damages, claims expenses or suits which may be brought against or suffered by you, either directly or indirectly in connection with the Services, unless the Services have been provided negligently or in breach of the terms of the engagement.

Termination

Each party can end this agreement at any time by giving one month's written notice to the other.

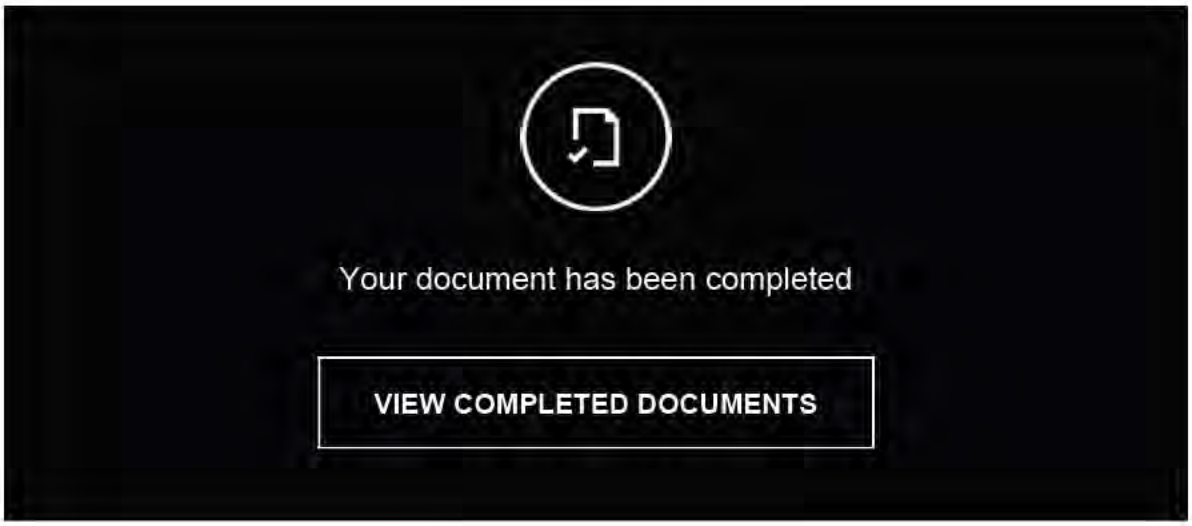
Entire Agreement

This agreement represents the entire agreement between SEC Newgate and you and supersedes all other agreements, understandings and representations and may only be varied by a written letter or other document signed by authorised representatives of both parties.

s22

From: DocuSign AU System <dse@aumail.docusign.net> on behalf of s47F via Docusign <dse@aumail.docusign.net>
Sent: Thursday, 15 January 2026 5:32 PM
To: Rebekah Brown
Subject: Completed: Complete with Docusign: Memo IVC Approval for Consultancy.docx, Crisis communication review Pro...
Attachments: Memo IVC Approval for Consultancy.docx.pdf; Crisis communication review Procurement Ex_JL_260115.docx.pdf; Summary.pdf

Australian National University



s47F

All parties have completed Complete with Docusign: Memo IVC Approval for Consultancy.docx, Crisis communication review Pro....

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Docusign Envelope ID: 59A308CA-8BBD-4713-A307-1A265C7CC18B

Australian National University

University Procurement and Contracts Office (UPCO)
procurement.office@anu.edu.au

Request for Exemption from Tender/Quote Process

Before you start:

- Prior to completing this form please review the Online Procurement Guide. In particular; pages 11-14, 16-18 and 36-37.
- Please also review the current ANU wide contractual arrangements which are already in place and ready to use.

Completing this form:

✓ Please send this completed form, any declared Conflict of Interest forms, the proposed contract (or in the absence of a contract the relevant supplier pricing/quote), and supporting documents to: procurement.office@anu.edu.au

✓ **Ensure all fields up to and including Part 4 are completed and supporting documents are provided.**

✓ 462 Delegation approvals for Exemptions differ depending on $ amount. For part 5 of the form, the Procurement team will delete unnecessary lines during their review process.

Request for Exemption from Tender/Quote Process

RFx Number: *(If you do not have the ability to create an RFx # the procurement team will create one for you after you have completed this form)*	ANUXX-XXX
Name of Procurement: *(Please note that the name of your procurement should describe what you are procuring, it should not include a supplier name)*	Crisis communication review

Part 1: Requestor information			
First Name:	Joan	Last Name:	Leach
Position Title:	A/g Interim Vice-Chancellor	Uni ID:	s47F
College:	Not applicable	Portfolio:	VC - Office of Vice-Chancellor
Financial Delegate (220)			
Name:	Joan Leach	Position Title:	A/g Interim Vice-Chancellor

Part 2: Background Information	
2.1 - Cost in AUD: *(GST exclusive)*	$ 150,000
2.2 – Please indicate if this cost is confirmed or estimated: *(Please note if the estimated price varies by more than 10% of contracted $ amount please get in touch with the procurement team to see if this form should be resubmitted.)*	Confirmed ☐ Estimated ☒
2.3 – Total Length of contract/engagement: *(Include options i.e. 2 years plus 1 year option): 1 year with 1 year option*	3 – 6 months
16 January 2026	16/01/2026
2.5 - Intended contract end date: 16 January 2027	16/01/2027
2.6 - Contract type: fee for service	**Vendor/Supplier Terms (Contract)**
2.7 If 'Other' was selected above, please provide details:	
2.8 – Contract provided or reviewed by ANU legal office: Legal.Office@anu.edu.au *(For any exemption over $50k)*	Yes ☐ No ☒

Part 3: Procurement details & approach

3.1 - Statement of Requirements (SOR):

(Explain in detail exactly what you need. This should be very clear and as detailed as possible. Would someone with no prior knowledge of the ANU or your areas operations/requirements be able to understand what you would like to procure?)

The University is seeking to engage a provider for advice and support to design our approach to crisis communications in light of the findings relevant to the reputation and revenue of the University.

We require a review of our past communications to our community, and future communication planning to address changes in context. This will include planning for our engagement with key stakeholders, and our messaging.

3.2 – Legal Entity name, ABN or DUNS number, and address of preferred/recommended supplier(s): *Please complete all details – do not leave blank.*

SEC Newgate
ABN 38 162 366 056
Level 3, National Circuit Barton ACT 2600

3.3 - If this exemption is to extend an existing service, goods or works, please also include the procurement history:
(Along with relevant signed documents (i.e. exemption form, evaluation report and RFx #) from the last approach to market)

Not applicable.

3.4 - Have all team members involved in this purchase filled out their Conflict of Interest Declaration form ? If no, why? *(Note: A COI declaration must be completed by any staff member partaking in this procurement activity).* Yes.	Yes ☒ No ☐
3.5 - Were there any conflicts declared that have not been resolved? *(If any declarations are made, please send to Procurement.Office@anu.edu.au prior to submitting this exemption form.)*	Yes ☐ No ☒

Part 4: Exemption justification

4.1 - Exemption justification:	Niche market or sole supplier market

4.2 - Please provide summary of justification for Exemption:
(For example: Provide information as to why you can only obtain these services from this provider (simply stating we have used them before or it's an extension to an existing contract may not suffice. Explain how you have determined there are no other suitable provider. Provide information of any cost-savings and/or efficiencies that will be gained. Detail what the impact on the University will be if the exemption is not approved (financially, operationally, research/program impacts). Advise of any confidentiality requirements (if applicable).

In Q1 2026, s42 [redacted] among other internal and external investigations being undertaken in the first quarter of calendar year 2026.

An exemption is sought on the basis of genuine urgency, based on the natural timing of the pending crises and swift and proactive measures to administer response during a period of limited staffing resources. Accordingly, there is insufficient time to run a competitive market approach. It is noted also that the estimated value of the contract falls below the $250k threshold for open tender.

There is a strong a need for a supplier with considerable exposure to the Sector and regulatory framework for this type of work to ensure careful consideration of the spectrum of issues and impacts. There is insufficient time to achieve onboarding and familiarisation of a generalist supplier.

The proposed supplier, SEC Newgate s42 who have undertaken detailed market research based on the University's needs to support this. SEC Newgate has demonstrated, s47G to maintain their reputation and revenue while they work to address findings of diverse investigations. It is submitted, based on this market research that no other supplier has the capability and capacity to ensure the University's preparedness for crisis within the required timeframe.

SEC Newgate, having also provided a briefing document on their credentials and have shown strong experience in the University sector. SEC Newgate have regularly advised and supported Australian universities on complex matters, including members from the Group of 8.

Should this exemption not be approved it would increase the potential reputational and revenue risks to the University, and it comes at a time when we do not have the strategic crisis communications ability within the organisation.

Part 5: Endorsement & Approval

Procurement Team Review

Reviewed ☐

Name:		Position:	
Signature:		Date:	

Comments:

Division/College 220 Financial Delegate Endorsement

I endorse the Exemption from Tender for this purchase, the process of which is undertaken with due care and diligence, in good faith and for proper purpose, as required under the *Public Governance, Performance and Accountability Act 2013* and the ANU Procurement Policy.

Name:	Joan Leach	Position: Deputy Vice- Chancellor (Academic)	
Signature:	s47F	Date: 15/01/2026	

Please provide comments supporting your endorsement:

s47F (approval up to $100k)

Name:	s47F	Signature:	s47F
Date:	15/1/2026 | 5:23 PM AEDT		

Please provide comments supporting your endorsement:

Agreed noting genuine urgency and limited market.

Director, Commercial Management & Procurement (approval: $100k-$250k)

Name:		Signature:
Date:		

Please provide comments supporting your endorsement:

Chief Financial Officer (Acting) (approval: $250k-$2m)

Name:	[redacted]	Signature:
Date:		

Please provide comments supporting your endorsement:

Chief Operations Officer (approval: $2m-$5m)

Name:	Michael Lonergan	Signature: [redacted] s47F
Date:	15/1/2026 | 5:24 PM AEDT	

Please provide comments supporting your endorsement:

Approved.

Vice Chancellor (approval: $5m-$10m)

Name:		Signature:
Date:		

Please provide comments supporting your endorsement:

s22

From: Deputy Vice-Chancellor (Academic)
Sent: Tuesday, 23 December 2025 3:28 PM
To: VC Chief of Staff
Subject: FW: Draft | Procurement Exemption form

Hello s47F
s47F have undertaken to start the form for the procurement of crisis comms. This is as far as they have gotten, but I know we have more information. I am happy to discuss and finish the form.

Kind regards,
Joan

Get Outlook for Mac

From: DVCA Senior Advisor <sa.dvca@anu.edu.au>
Date: Tuesday, 23 December 2025 at 12:25 pm
To: Deputy Vice-Chancellor (Academic) <dvc.academic@anu.edu.au>
Subject: Draft | Procurement Exemption form

Dear Joan,

Below is the first draft Procurement Exemption in relation to crisis communications. s47F has filled in as much information as we have, it is not a lot and I do not believe at this stage there is enough to justify an exemption. As discussed, I do not have any oversight of the reviews that are currently underway, or why SEC Newgate would be a preferred provided and considered under procurement exemption. I am not sure if you are able to add any additional content.

Crisis communication review Procurement Ex((Unsaved-3122483423264111136)).asd.docx

I note, under the PGPA Act, there is a requirement for 'all team members involved' to complete a conflict of interest form. No one has undertaken this. s42 – I expect there would be a number of people who would need to complete this step.

For your initial review, I expect we will need to wait until IVC Office can have more input and progress this early in the New Year.

Kind regards,
s47F

From: Office of the Deputy Vice-Chancellor (Academic) <office.dvca@anu.edu.au>
Sent: Monday, 22 December 2025 3:57 PM
To: DVCA Senior Advisor <sa.dvca@anu.edu.au>
Subject: Draft | Procurement Exemption form

Hi s47F

As discussed.

Best,

s47F

s47F
The Australian National University
office.dvca@anu.edu.au
s47F anu.edu.au
TEQSA Provider ID: PRV12002 | CRICOS Provider Code: 00120C

The Australian National University acknowledges, celebrates and pays our respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.

s22

From: VC Chief of Staff
Sent: Tuesday, 23 December 2025 3:37 PM
To: Vice-Chancellor EO
Cc: DVCA Senior Advisor; Deputy Vice-Chancellor (Academic)
Subject: FW: Draft | Procurement Exemption form

Hi s47F

Can you please sort this out as a priority when you are back on 5th Jan please.

Thanks
s47F

From: Deputy Vice-Chancellor (Academic) <dvc.academic@anu.edu.au>
Sent: Tuesday, 23 December 2025 3:28 PM
To: VC Chief of Staff <cos.vc@anu.edu.au>
Subject: FW: Draft | Procurement Exemption form

Hello s47F have undertaken to start the form for the procurement of crisis comms. This is as far as they have gotten, but I know we have more information. I am happy to discuss and finish the form.

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Joan

Get Outlook for Mac

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Date: Tuesday, 23 December 2025 at 12:25 pm
To: Deputy Vice-Chancellor (Academic) <dvc.academic@anu.edu.au>
Subject: Draft | Procurement Exemption form

Dear Joan,

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Crisis communication review Procurement Ex((Unsaved-312248342326411136)).asd.docx

I note, under the PGPA Act, there is a requirement for 'all team members involved' to complete a conflict of interest form. No one has undertaken this. s42 – I expect there would be a number of people who would need to complete this step.

For your initial review, I expect we will need to wait until IVC Office can have more input and progress this early in the New Year.

Kind regards,
s47F

From: Office of the Deputy Vice-Chancellor (Academic) <office.dvca@anu.edu.au>
Sent: Monday, 22 December 2025 3:57 PM
To: DVCA Senior Advisor <sa.dvca@anu.edu.au>
Subject: Draft | Procurement Exemption form

Hi s47F

As discussed.

Best,

s47F

The Australian National University
office.dvca@anu.edu.au
s47F @anu.edu.au
TEQSA Provider ID: PRV12002 | CRICOS Provider Code: 00120C

The Australian National University acknowledges, celebrates and pays our respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.

Docusign Envelope ID: 59A308CA-8BBD-4713-A307-1A265C7CC18B

Australian National University

Memo - VC pre-approval for Consultancy Services

SUBJECT	467 Financial Delegation Approval to approach the market for Consultancy over $50,000
TO	Professor Rebekah Brown, Interim Vice-Chancellor and President
THROUGH	Michael Lonergan, Acting Chief Operating Officer *or* Rebekah Brown, Provost and Senior Vice President David Moran, Associate Director Procurement and Contract
FROM	Professor Joan Leach, Interim Deputy Vice-Chancellor (Academic)
CC	
DATE	15/01/2027

Dear Vice -Chancellor,

You have requested to approve all consultancy related procurements over $50,000 (GST exclusive) before engaging the market under Financial Delegation 467.

Purpose

To seek your approval to approach the market to engage a consultant for the provision of of crisis management consultancy services.

The University is seeking to engage a provider for advice and support to design our approach to crisis communications in light of the findings relevant to the reputation and revenue of the University.

We require a review of our past communications to our community, and future communication planning to address changes in context. This will include planning for our engagement with key stakeholders, and our messaging.

The approach to market is proposed as an Exemption for the following reasons:

1) Genuine urgency, based on the natural timing of the pending crises and swift and proactive measures to administer response during a period of limited staffing resources. Accordingly, there is insufficient time to run a competitive market approach. It is noted also that the estimated value of the contract falls below the $250k threshold for open tender.
2) There is a strong a need for a supplier with considerable exposure to the Sector and regulatory framework for this type of work to ensure careful consideration of the spectrum of issues and impacts. There is insufficient time to achieve onboarding and familiarisation of a generalist supplier.

Docusign Envelope ID: 59A308CA-8BBD-4713-A307-1A265C7CC18B

3) The proposed supplier, SEC Newgate, s42 [redacted] who have undertaken detailed market research based on the University's needs to support this. SEC Newgate has demonstrated, s47G [redacted] while they work to address findings of diverse investigations. It is submitted, based on this market research that no other supplier has the capability and capacity to ensure the University's preparedness for crisis within the required timeframe.

Background

In Q1 2026, s42 [redacted] among other internal and external investigations being undertaken in the first quarter of calendar year 2026. A requirement exists for services to prepare the University for a measured response to the related findings, media and further enquiries.

Requirement for Consultancy

The works to be undertaken are highly specialised, strategic in nature and have a strong advisory component. The skills and expertise to perform the required activities do not exist within the ANU community and the marketplace for this type of expertise is very limited.

Should this exemption not be approved it would increase the potential reputational and revenue risks to the University, and it comes at a time when we do not have the strategic crisis communications ability within the organisation.

It is proposed to engage a successful supplier, subject to performance and satisfaction with the service by the Supplier. The maximum budget available for this engagement is $150,000 (GST exclusive) for a period of 3 – 6 months,

To minimise any risk for the University, the contract is deliverable in stages which can be terminated at any time.

Recommendation

It is recommended that you approve this memo applying your Financial Delegation 467 to approach the market to engage a consultant.

Future approvals of this process will be signed by the appropriate Financial Delegate and only forwarded to you for approval should the value increase by 10% or greater.

Sincerely,

Professor Joan Leach

Deputy Vice-Chancellor (Academic)

☒ Endorsed ☐ Not Endorsed s47F [redacted] Name s47F [redacted] Title: [redacted]	☒ Endorsed ☐ Not Endorsed s47F [redacted] Name: Michael Lonergan Title: Acting Chief Operating Office

Date: 15/1/2026 | 5:23 PM AEDT Comments: Agree it meets consultancy definition	Date: 15/1/2026 | 5:24 PM AEDT Comments: Approved.

☒ Approved

☐ Not Approved

s47F [redacted]

Name: Professor Rebekah Brown

Title: Interim Vice-Chancellor and President

Date: 15/1/2026 | 5:32 PM AEDT

Comments:

Approved

s22

From: Office of the Vice-Chancellor <ovc@anu.edu.au>
Sent: Thursday, 4 June 2026 10:39 AM
To: ANU Government Relations
Subject: Newgate Exemption
Attachments: Completed_ Complete with Docusign_ Memo IVC Approval for Consultancy.docx, Crisis communication review Pro....msg

Hi s47F

As discussed, please see attached IVC Pre-Approval for Consultancy for Newgate.

Kind regards,

s47F

Office of the Interim Vice-Chancellor
The Australian National University
Chancelry Building, 10 East Road Acton ACT 2601

E: ovc@anu.edu.au





I am a member of the ANU LGBTIQA+ Ally Network.

s22

From: DVCA Senior Advisor
Sent: Wednesday, 7 January 2026 2:26 PM
To: s47F
Cc: Vice-Chancellor EO
Subject: Procurement Form - As discussed
Attachments: Crisis communication review Procurement Ex((Unsaved-312248342326411136)).asd.docx

Dear s47F

Thank you for your time today to discuss the attached draft request for Procurement Exemption.

As discussed there will be further details required, best provided directly from Joan. Progressing this request is a priority for Joan and the IVC.

Once you have reviewed the attached, please let me know best next steps to progress finalising the details. I expect that will likely be a meeting for yourself and Joan to discuss, but happy to be lead by you in the first instance.

Thanks again for your time,

Kind regards,

s47F

s47F

Office of the Vice-Chancellor | Chancelry 10 East Road | The Australian National University | Canberra ACT 2601

s47F

CRICOS Provider #00120C

s22 [redacted]

From: Jo Collins s47F [redacted]
Sent: Friday, 12 December 2025 6:22 PM
To: s47F [redacted]
Cc:
Subject: RE: Next steps
Attachments: SEC Newgate Credentials for ANU_12 December 2025.pdf

Hi s47F [redacted]
Please see attached a copy of our credentials in the higher education sector and a proposed approach and high-level scope of work to support ANU.
Thank you for providing some indicative dates for the workshop. We are trying to align these with the availability of our Chairman Brian Tyson who we are proposing to be Strategic Counsel for this brief. Could I double check whether there is any possibility of other dates?
Otherwise s47F [redacted] ould potentially attend the workshop, and Brian could provide strategic counsel thereafter. Either way, we understand the urgency of this brief you and we can make it work for you.
Please let us know if you have any questions.
Best regards,
Jo.

Jo Collins
Partner, Communications
M s47F [redacted]

SECNewgate Australia

From: s47F [redacted]
Sent: Friday, 12 December 2025 12:55 PM
To: Jo Collins s47F [redacted]
Cc: [redacted]
Subject: RE: Next steps

You don't often get email from bhavani.balakishnan@anu.edu.au. Learn why this is important

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Hi Jo,

Thank you for following up. Rebekah's diary is extremely tight next week we may have some wriggle room on the afternoon of Friday 19th Dec and the morning of 22nd is clear at the moment.

Once we receive the proposal, I will have a chat to Rebekah and come back to you.

Thanks

s47F

From: Jo Collins s47F
Sent: Friday, 12 December 2025 11:49 AM
To: s47F
Cc:
Subject: Next steps

Hi s47F
It was lovely to meet you both. We would be delighted to support you and ANU on the issues we discussed. We will get a proposal across to you ASAP and, should we be engaged, we can put an NDA in place immediately. Ideally, we would like to have a ~ 3-hour workshop with you mid next week to get across the issues and gather enough information to start putting a plan in place. Let's talk again once you have the proposal.
Best regards,
Jo.

Jo Collins
Partner, Communications
s47F

SECNewgate Australia



www.secnewgate.com.au
Level 15, 167 Macquarie Street
Sydney NSW 2000

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s22 [redacted]

From: s47F [redacted]
Sent: Monday, 15 December 2025 10:46 AM
To: Jo Collins; s47F [redacted]
Cc: [redacted]
Subject: RE: Next steps
Attachments: ANU_LOE December 2025.pdf

Dear Jo,

Thank you for your prompt action. Please see signed LOE. Will send through other relevant information shortly.

Thanks
s47F [redacted]

From: Jo Collins < s47F [redacted]
Sent: Monday, 15 December 2025 10:22 AM
To: s47F [redacted]
Cc: [redacted]
Subject: RE: Next steps

Morning s47F [redacted]
It was good to talk to you just now and confirm we are set for the workshop on Wednesday 2pm-5pm with myself, s47F [redacted] attending in-person and our Chairman Brian Tyson attending virtually.
If it's easier for you, SEC Newgate can circulate an invitation - including yourself and s47F [redacted] nd everyone from SEC Newgate. We can add the interim VC's details once we have them and any others you would like to include.
As discussed, attached is our standard letter of engagement for the proposed scope of work outlined in our proposal to you on Friday, noting this letter covers off on confidentiality.
I will circulate an invitation shortly for you, s47F [redacted] and I to discuss the workshop agenda today.
We are looking forward to supporting you and the team. Thanks again for the opportunity.
Best regards,
Jo.

Jo Collins
Partner, Communications
M s47F [redacted]

SECNewgate Australia

From: s47F [redacted]
Sent: Sunday, 14 December 2025 8:22 PM
To: Jo Collins
Cc: s47F [redacted]
Subject: RE: Next steps

Caution: This is an external email and may be malicious. Please take care when clicking links or opening attachments.

Hi Jo,

Any chance we could do the workshop on Wednesday 17th 2pm – 5pm?

Thanks
s47F

From: Jo Collins s47F
Sent: Friday, 12 December 2025 6:22 PM
To: s47F
Cc:
Subject: RE: Next steps

Hi s47F
Please see attached a copy of our credentials in the higher education sector and a proposed approach and high-level scope of work to support ANU.
Thank you for providing some indicative dates for the workshop. We are trying to align these with the availability of our Chairman Brian Tyson who we are proposing to be Strategic Counsel for this brief. Could I double check whether there is any possibility of other dates?
Otherwise, s47F ould potentially attend the workshop, and Brian could provide strategic counsel thereafter. Either way, we understand the urgency of this brief you and we can make it work for you.
Please let us know if you have any questions.
Best regards,
Jo.

Jo Collins
Partner, Communications
M s47F

SECNewgate Australia

From: s47F
Sent: Friday, 12 December 2025 12:55 PM
To: Jo Collins s47F
Cc:
Subject: RE: Next steps

You don't often get email from bhavani.balakishnan@anu.edu.au. Learn why this is important

Caution: This is an external email and may be malicious. Please take care when clicking links or opening attachments.

Hi Jo,

Thank you for following up. Rebekah's diary is extremely tight next week we may have some wriggle room on the afternoon of Friday 19th Dec and the morning of 22nd is clear at the moment.

Once we receive the proposal, I will have a chat to Rebekah and come back to you.

Thanks
s47F

From: Jo Collins s47F
Sent: Friday, 12 December 2025 11:49 AM
To: s47F
Cc:
Subject: Next steps

Hi s47F
It was lovely to meet you both. We would be delighted to support you and ANU on the issues we discussed. We will get a proposal across to you ASAP and, should we be engaged, we can put an NDA in place immediately. Ideally, we would like to have a ~ 3-hour workshop with you mid next week to get across the issues and gather enough information to start putting a plan in place. Let's talk again once you have the proposal.
Best regards,
Jo.

Jo Collins
Partner, Communications
M s47F

SECNewgate Australia

PRovoke Media SABRE AWARDS WINNER
• 2023 Global Corporate / Public Affairs **Agency of the Year**
• 2023 Asia-Pacific Corporate **Consultancy of the Year**

www.secnewgate.com.au
Level 15, 167 Macquarie Street
Sydney NSW 2000

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s22 [redacted]

From: Vice-Chancellor EO
Sent: Thursday, 15 January 2026 8:30 PM
To: VC Chief of Staff
Subject: RE: Welcome back!

Hi s47F [redacted]

An update on the below items in red.

There are also a number of other FOIs that are in the eo inbox and other matters, which I've done my best to work through but a number of matters are still outstanding.

Thanks,
s47F [redacted]

s47F [redacted]
Office of the Interim Vice-Chancellor & President
Office of the Provost & Senior Vice-President

Level 3, Chancelry Building 10
The Australian National University
Canberra ACT 2600

E: eo.vc@anu.edu.au | s47F [redacted]

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code: 00120C

IMPORTANT: The contents of this email message and any document attached to it may be privileged and confidential. Any unauthorised use is strictly prohibited. If you receive this email in error, please accept my apologies and delete it. Thank you.

ANU is working towards making all our communication accessible.
Please let us know if you require this in an alternative format.

From: VC Chief of Staff <cos.vc@anu.edu.au>
Sent: Wednesday, 24 December 2025 4:51 PM
To: Vice-Chancellor EO <eo.vc@anu.edu.au>
Subject: Welcome back!

Hi s47F [redacted]

Hope you had a restful break. I know you have your list of things to action but if possible could we get the following sorted over the first 2 weeks

In order of priority –

Procurement

1. Exemption for engagement of Newgate (VERY HIGH IMPORTANCE) – please email that Joan has fwded from s47F [redacted] in the EO inbox. Procurement s47F [redacted] is working with Joan and team to progress this through to IVC for approval. It has been slow moving due to the sensitivities.

s22 [redacted]

s22

[redacted]

Thanks

s47F

s47F

Office of the Interim Vice-Chancellor

The Australian National University
Chancelry Building, 10 East Road Acton ACT 2601
The Australian National University, Canberra | CRICOS Provider: 00120C | ABN: 52 234 063 906



SECNewgate Australia



SEC Newgate Australia Credentials

Higher Education

Prepared for ANU | 12 December 2025

Dear s47F

Thank you for the opportunity to introduce SEC Newgate Australia and outline our credentials and how we can support ANU.

SEC Newgate is Australia's largest, full-service strategic communications firm.

Our consultants have been trusted for decades to advise on some of Australia's most complex and challenging corporate and government matters, and to help our clients get cut through.

We have a breadth of experience advising Australian universities – both Go8 and regional - on high-stakes issues and crises, working in partnership with their communications teams, right up to the offices of the Vice-Chancellor and Chancellor.

Our team also has unparalleled experience and impeccable networks across business and industry, media, parliaments and government agencies at a Federal and State level.

We have a national team of 120-plus professionals working from our offices in Sydney, Melbourne, Adelaide, Brisbane, Perth and Canberra, who we can draw on and mobilise quickly as needed.

We would be delighted to support ANU and look forward to discussing this opportunity with you further.

Yours sincerely,

s47F

Jo Collins
Partner



SECNewgate Australia

Why SEC Newgate?

Breadth of experience in higher education

We have extensive experience with Go8 and regional universities on a range of high-stakes issues. We understand the unique and influential nature of their internal stakeholders and the broad range of external stakeholders critical to their reputation and day-to-day operations, from political and regulatory stakeholders, to the media, and broader community.

Crises and reputation management

We have unrivalled experience in crisis preparedness and response, and in reputation management with a proven track record drawn from some of Australia's most high-profile crises and high-stakes issues that have unfolded in the full glare of media and political scrutiny, including in the higher education sector.

Partnership-style

We work seamlessly with our clients, whether providing 'arms and legs' support to their communications or corporate affairs teams, strategic counsel at a board/executive level, or project management. We can scale our team up or down to suit your needs and draw on additional expertise within our business if required.

Impeccable networks

Our consultants are among Australia's most experienced practitioners with backgrounds in politics, the media and corporate affairs. We can leverage these networks to help manage issues and help ensure you are well positioned.

Bi-partisan networks, intelligence and insights

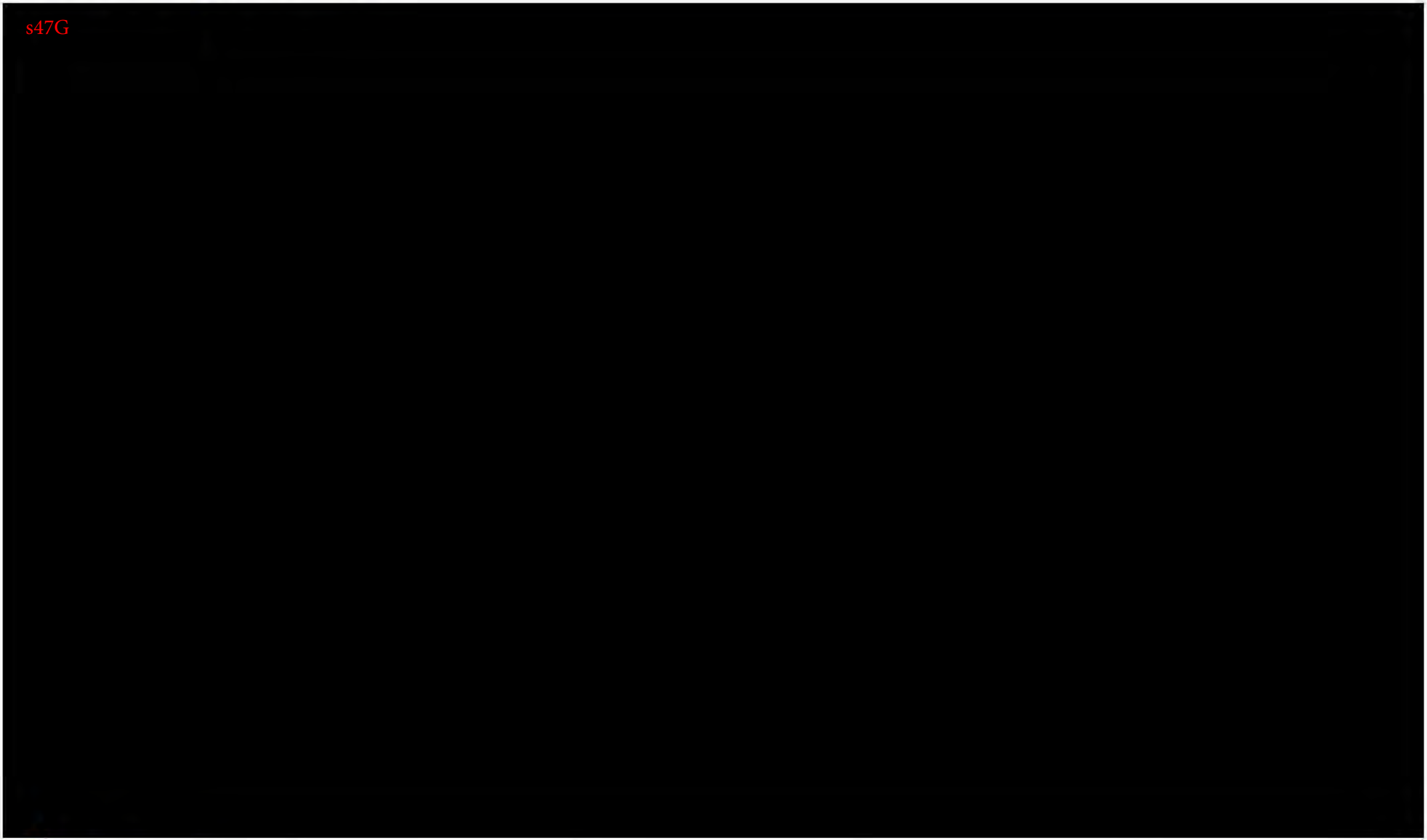
We are a bi-partisan firm with consultants drawn from the senior ranks of both sides of politics at state and federal levels, from senior ministerial offices where the decisions of executive government are made through to roles in the public service.

Integrated offering

SEC Newgate's integrated offering across corporate affairs, financial communications, public affairs, community engagement and research enables us to bring a holistic approach, grounded in evidence, to any brief or issue whether building and protecting organisational reputation, campaigning or advocating for change, or positioning an organisation and its people as thought leaders.

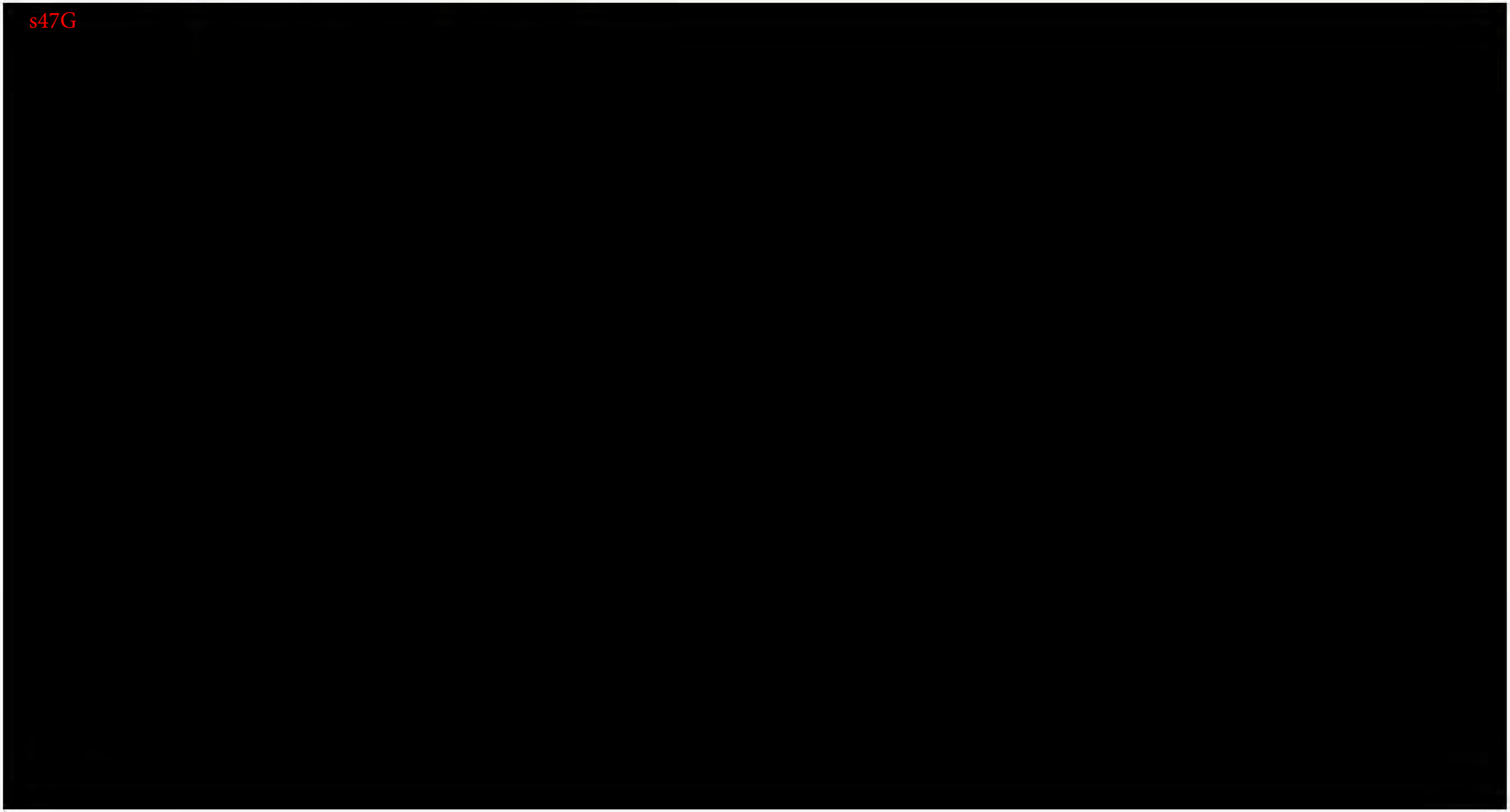
Our Experience

s47G



Our Experience (cont.)

s47G





3. Proposed approach & fees

s47

s47



4. Your team

Your team

Project Team



Jo Collins
Partner
Project Lead



Kieran Phillips
Associate Partner
Canberra Lead



Catriona Uliana
Account Director
Project Support & Implementation

Strategic Counsel



Brian Tyson
Chairman
Strategic Counsel



Angus Trigg
Managing Partner
Strategic Counsel

Full biographies of our team follow this slide.

Your team



Jo Collins

Partner

Project Lead

Jo has more than 30 years' experience working in the media and communications and is a trusted advisor to Group of Eight and regional universities.

Jo specialises in day-to-day media and high-stakes issues management and crisis preparation and response.

She has advised universities on highly confidential briefs and high-profile issues from ICAC matters involving Vice-Chancellors, underpayment of staff, EBA negotiations and regulatory issues, working in partnership with university communications teams and providing counsel to Chancellors and Vice-Chancellors.

Jo has also worked extensively with ASX-listed companies providing counsel to boards and executive teams on a range of matters from ESG-related issues, shareholder activism, corporate collapses, product recalls, class actions, allegations of sexual assault and harassment, and CEO departures and succession planning.

Jo was a journalist for 14 years prior to joining SEC Newgate including five years as a correspondent for Reuters news agency in South East Asia, covering the IMF-led bailout of Indonesia; the Bali terrorist attacks and East Timor's separation from Indonesia.



Kieran Phillips

Associate Partner

Canberra Lead

Kieran is a strategy, communications, and public policy professional with over 20 years' experience in politics, government, and the not-for-profit sector.

He has extensive experience in directing strategy, policy, communications, and campaigns at the highest levels of Government, having worked across both State and Federal government agencies in advisory and policy positions.

This includes working as the Director of Policy and Strategy in the Northern Territory's Office of Water Security, and as Senior Advisor for the Minister for Renewables, Energy and Essential Services.

Kieran has led and managed large communications teams and campaigns end-to-end.

His expertise in policy writing, communication, and implementation and evaluation spans the areas of environmental regulation, water, renewable energy and climate change.

Your team



Brian Tyson

Chairman

Strategic Counsel

Brian is the Chairman of SEC Newgate Australia, having previously served as its founding Managing Partner since it's establishment in 2013. He is head of APAC region and Global Deputy Chief Executive Officer of SEC Newgate S.p.A, the parent company of SEC Newgate Australia. He is also a co-founder of SEC Newgate Research.

In a consulting career spanning over two decades, Brian has come to be regarded as one of Australia's leading communications practitioners with expertise in strategic crisis and issues management, financial transactions, government relations, media management and community campaigns.

Brian has led several high profile and complex crisis and public affairs campaigns and financial transactions in the infrastructure, transport, banking, energy, agriculture, arts, media, and sports sectors.

Brian is a Director of AFL Club the Sydney Swans, the Committee for Sydney, SEC Newgate S.p.A and the Clontarf Foundation, which supports educational opportunities for young Indigenous Australians.

Prior to consulting, Brian was a political adviser to the New South Wales Government. He started his career as a journalist with The Land newspaper.



Angus Trigg

Managing Partner

Strategic Counsel

Angus has 25 years' experience advising non-executive directors and senior executives on the management of complex crises and high-profile public affairs issues. He has held senior corporate affairs roles at GrainCorp Ltd and Insurance Australia Group, and has experience working in broader commercial roles, including in operational excellence, change management and small business management.

His crisis experience includes major corporate insolvencies; responding to a significant chemical spill environmental incident; managing a substantial data breach for a major service provider to community organisations; and acting for a major insurer responding to the Queensland floods and Christchurch earthquakes.

He has built his approach on clarity, trust and authenticity, placing a strong emphasis on understanding the unique mix of circumstances and stakeholders around an issue, prior to developing and implementing effective campaigns for his clients.

Angus specialises in issues and crisis management, corporate communications, public affairs, internal communications and change management, M&A, demergers and government relations. In addition, Angus brings a broader perspective, with experience working in disciplines outside corporate affairs / strategic communications, including in operational excellence, change management and small business management.

Your team



Catriona Uliana

Account Director

Day-to-day Project Support and Implementation

Catriona is a strategic communications and public affairs professional who helps clients navigate complex issues, build trust, and position their organisations for the future.

Her expertise spans government relations, corporate positioning, and issues management, with experience across a wide range of sectors, from hospitality to financial and professional services, to major infrastructure. She has supported clients such as Westpac, Resolution Life Australasia, and GrainCorp.

Catriona brings a calm, considered approach to complex and high stakes matters and quickly distils what matters most to her client and their stakeholders. She has a strong focus on social license and believes that clear, authentic engagement is key to building trust, particularly when working with local communities or navigating sensitive policy or regulatory environments.

Catriona has firsthand experience navigating government processes, gained through her previous position as a Policy Advisor to a NSW Government Minister.

She holds a Bachelor of Science majoring in Psychology and Marketing from the University of Sydney and is currently completing postgraduate studies in Advanced Psychology at the University of Technology Sydney.

SECNewgate Australia

We look forward to hearing from you

Thank you for the opportunity to provide our credentials. Should you wish for any more information or a tailored response for a project, please do not hesitate to contact me at the details below.

Jo Collins

Partner, Communications
SEC Newgate Australia

s47F

Sydney
Level 15
167 Macquarie Street
Sydney NSW 2000
T +61 2 9232 9500

Melbourne
Level 17
35 Collins Street
Melbourne VIC 3000
T +61 3 9611 1800

Canberra
Level 3
6 National Circuit
Barton ACT 2600
T +61 2 9232 9500

Brisbane
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Waterfront Place
1 Eagle Street
Brisbane QLD 4000
T +61 7 3009 9000

Perth
Level 21
140 St Georges Terrace
Perth WA 6000
T +61 8 9428 8000

Adelaide
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45 Pirie Street
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T +61 8 9428 8000

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Michael Lonergan s47F Acting Chief Operating Officer Security Level: Email, Account Authentication (None), Login with SSO	s47F Signature Adoption: Pre-selected Style s47E(c)	Sent: 1/15/2026 5:23:32 PM Viewed: 1/15/2026 5:24:12 PM Signed: 1/15/2026 5:24:34 PM
Electronic Record and Signature Disclosure: Not Offered via Docusign		
Rebekah Brown s47F Interim Vice-Chancellor & President THE AUSTRALIAN NATIONAL UNIVERSITY Delegate Of: Rebekah Brown s47F Security Level: Email, Account Authentication (None), Login with SSO	s47F Signature Adoption: Pre-selected Style s47E(c)	Sent: 1/15/2026 5:24:36 PM Viewed: 1/15/2026 5:25:27 PM Signed: 1/15/2026 5:32:19 PM
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In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	1/15/2026 5:20:52 PM
Certified Delivered	Security Checked	1/15/2026 5:25:27 PM
Signing Complete	Security Checked	1/15/2026 5:32:19 PM
Completed	Security Checked	1/15/2026 5:32:19 PM

Payment Events	Status	Timestamps

s22

From: VC Chief of Staff
Sent: Wednesday, 24 December 2025 4:51 PM
To: Vice-Chancellor EO
Subject: Welcome back!

Hi s47F

Hope you had a restful break. I know you have your list of things to action but if possible could we get the following sorted over the first 2 weeks

In order of priority –

Procurement

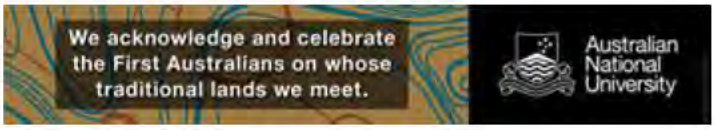
1. Exemption for engagement of Newgate (VERY HIGH IMPORTANCE) – please email that Joan has fwded from s47F n the EO inbox.

s22

Thanks
s47F

s47F
Office of the Interim Vice-Chancellor

The Australian National University
Chancelry Building, 10 East Road Acton ACT 2601
The Australian National University, Canberra | CRICOS Provider: 00120C | ABN: 52 234 063 906



Australian National University

University Procurement and Contracts Office (UPCO)
procurement.office@anu.edu.au

Request for Exemption from Tender/Quote Process

Before you start:

- Prior to completing this form please review the Online Procurement Guide. In particular; pages 11-14, 16-18 and 36-37.
- Please also review the current ANU wide contractual arrangements which are already in place and ready to use.

Completing this form:

- ✓ Please send this completed form, any declared Conflict of Interest forms, the proposed contract (or in the absence of a contract the relevant supplier pricing/quote), and supporting documents to: procurement.office@anu.edu.au
- ✓ Ensure all fields up to and including Part 4 are completed and supporting documents are provided.
- ✓ 462 Delegation approvals for Exemptions differ depending on $ amount. For part 5 of the form, the Procurement team will delete unnecessary lines during their review process.

Request for Exemption from Tender/Quote Process

RFx Number: *(If you do not have the ability to create an RFx # the procurement team will create one for you after you have completed this form)*	ANUXX-XXX
Name of Procurement: *(Please note that the name of your procurement should describe what you are procuring, it should not include a supplier name)*	Crisis communication review

Part 1: Requestor information			
First Name:	Joan	Last Name:	Leach
Position Title:	A/g Interim Vice-Chancellor	Uni ID:	s47F
College:	Not applicable	Portfolio:	VC - Office of Vice-Chancellor
Financial Delegate (220)			
Name:	Joan Leach	Position Title:	A/g Interim Vice-Chancellor

Part 2: Background Information	
2.1 - Cost in AUD: *(GST exclusive)*	$ xxxx
2.2 – Please indicate if this cost is confirmed or estimated: *(Please note if the estimated price varies by more than 10% of contracted $ amount please get in touch with the procurement team to see if this form should be resubmitted.)*	Confirmed ☐ Estimated ☒
2.3 – Total Length of contract/engagement: *(Include options i.e. 2 years plus 1 year option): 1 year with 1 year option*	3 – 6 months
16 January 2026	15/01/2025
2.5 - Intended contract end date: 16 January 2027	DD/MM/YYYY
2.6 - Contract type: fee for service	Vendor/Supplier Terms (Contract)
2.7 If 'Other' was selected above, please provide details:	
2.8 – Contract provided or reviewed by ANU legal office: Legal.Office@anu.edu.au *(For any exemption over $50k)*	Yes ☐ No ☐

Part 3: Procurement details & approach
3.1 - Statement of Requirements (SOR): *(Explain in detail exactly what you need. This should be very clear and as detailed as possible. Would someone with no prior knowledge of the ANU or your areas operations/requirements be able to understand what you would like to procure?)*

s47F

Commented [redacted] Doesn't have to be exact - but at least a close ballpark/estimate

s47F

Commented [redacted] Estimate - is this reasonable?

Commented [redacted] Assuming ASAP?

s47F

The University is seeking to engage a provider for advice and support to design our approach to crisis communications in light of the findings relevant to the reputation and revenue of the University.

We require a review of our past communications to our community, and future communication planning to address changes in context. This will include planning for our engagement with key stakeholders, and our messaging.

3.2 – Legal Entity name, ABN or DUNS number, and address of preferred/recommended supplier(s): *Please complete all details – do not leave blank.*

SEC Newgate
ABN 38 162 366 056
Level 3, National Circuit Barton ACT 2600

3.3 - If this exemption is to extend an existing service, goods or works, please also include the procurement history:
(Along with relevant signed documents (i.e. exemption form, evaluation report and RFx #) from the last approach to market)

Not applicable.

3.4 - Have all team members involved in this purchase filled out their Conflict of Interest Declaration form ? If no, why? *(Note: A COI declaration must be completed by any staff member partaking in this procurement activity).* Yes.	Yes ☐ No ☐
3.5 - Were there any conflicts declared that have not been resolved? *(If any declarations are made, please send to Procurement.Office@anu.edu.au prior to submitting this exemption form.)*	Yes ☐ No ☒

s47F

Commented [redacted] Required under PGPA - appears even in "nothing to declare" declaration a instances.

Part 4: Exemption justification

4.1 - Exemption justification:	Niche market or sole supplier market

4.2 - Please provide summary of justification for Exemption:
(For example: Provide information as to why you can only obtain these services from this provider (simply stating we have used them before or it's an extension to an existing contract may not suffice. Explain how you have determined there are no other suitable provider. Provide information of any cost-savings and/or efficiencies that will be gained. Detail what the impact on the University will be if the exemption is not approved (financially, operationally, research/program impacts). Advise of any confidentiality requirements (if applicable).

In Q1 2026, s42 [redacted] among other internal and external investigations. SEC Newgate has s47G [redacted] to maintain their reputation and revenue while they work to address findings of diverse investigations.

The proposed supplier, SEC Newgate s42 [redacted] following an assessment of ANU needs.

SEC Newgate, having provided a briefing document on their credentials and have shown strong experience in the University sector. SEC Newgate have advised and supported Australian universities on complex matters, including members from the Group of 8.

Should this exemption not be approved it would increase the potential reputational and revenue risks to the University, and it comes at a time when we do not have the strategic crisis communications ability within the organisation.

s47F

Commented [redacted] This is not a strong case for exemption, fo we want to appoint this group particularly. Additional details are needed here: Do they have more expertise dealing with Universities; Are they specialised in crisis communication etc?

Part 5: Endorsement & Approval

Procurement Team Review

Reviewed ☐

Name:		Position:	
Signature:		Date:	

Comments:

Division/College 220 Financial Delegate Endorsement

I endorse the Exemption from Tender for this purchase, the process of which is undertaken with due care and diligence, in good faith and for proper purpose, as required under the *Public Governance, Performance and Accountability Act 2013* and the ANU Procurement Policy.

Name:		Position:	
Signature:		Date:	

Please provide comments supporting your endorsement:

Associate Director, Procurement and Contracts (approval up to $100k)

Name:		Signature:	
Date:			

Please provide comments supporting your endorsement:

Director, Commercial Management & Procurement (approval: $100k-$250k)		
Name:		Signature:
Date:		
Please provide comments supporting your endorsement:		

Chief Financial Officer (approval: $250k-$2m)		
Name:		Signature:
Date:		
Please provide comments supporting your endorsement:		

Chief Operations Officer (approval: $2m-$5m)		
Name:		Signature:
Date:		
Please provide comments supporting your endorsement:		

Vice Chancellor (approval: $5m-$10m)		
Name:		Signature:
Date:		
Please provide comments supporting your endorsement:		