

# Professional Advisory Services State Purchase Contract

## User Guide

August 2020



Treasury  
and Finance

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# 1. General Overview

The Professional Advisory Services State Purchase Contract (PAS SPC) provides the following service categories of professional advice:

- Commercial and Financial Advisory Services (CAFAS);
- Tax Advisory Services (TAS);
- Financial Assessment Services (FAS); and
- Probity Services

The objective of the PAS SPC is to achieve best value for money for professional services through a fit for purpose, whole of Victorian government (WoVG) arrangement.

The use of this SPC is mandatory (except for the Auditing and Assurance subcategory) and precludes mandated government departments and entities from using any other type of procurement methods to obtain these services.

The Department of Treasury and Finance (DTF) as the Lead Department does not make any guarantee of the volume (if any) of engagement of service providers under the SPC.

This is an interim guide that will be updated periodically within the first months of the PAS SPC.

## 1.1 Purpose of the user guide

The user guide is a single information resource that provides comprehensive instructions and guidelines for government users (purchasers) on how to use the SPC.

## 1.2 Background to the PAS

DTF established the PAS SPC for use by all Victorian Government departments and entities listed within the Victorian Government Directory. Local councils, government owned entities and government supported organisations will also have access to this SPC.

The PAS SPC is established as a preferred supplier panel for an initial contract term of three years with two one-year extension options commencing 1 September 2020.

This SPC consists of qualified professional advisory service providers, approved to provide a wide range of services. It includes sole traders, small to medium enterprises and larger corporates.

## 1.3 PAS SPC service categories

The PAS SPC has four service categories that are listed in Table 1, which have their own service subcategories. Detailed descriptions of these categories can be found in Appendix A.

**Table 1: PAS service categories and sub-services categories**

Service Categories		Service Sub Categories Description
CAFAS	CA-1	Strategic Policy Review, Reform and Project Development (incorporating service need analysis, service planning, feasibility studies and strategic assessments)
	CA-2	Business Case Preparation and Development
	CA-3	Market Engagement and Implementation
	CA-4	Commercial Contract Management
	CA-5	Project, Program and Business Review, Evaluation and Assurance(incorporating business re-organisation reviews)
	CA-6	Economic Advisory Services
	CA-7	Auditing and Investigation (Non-Mandatory)
	CA-8	General Commercial Advice
TAS	TA-1	Goods and Services Tax (GST) and Luxury Car Tax
	TA-2	Employment Taxes – including Fringe Benefits Tax (FBT) and Pay As You Go (PAYG)
	TA-3	State Taxes – including Payroll Tax, Stamp Duty, Land Tax and Congestion Levy
	TA-4	Superannuation Guarantee (SG)
	TA-5	National Tax Equivalent Regime (NTER)/Income (Corporate) Tax
	TA-6	Excise – including Fuel Tax Credits Scheme (FTCS) and Customs Duty
	TA-7	International Taxes
	TA-8	Other – including Petroleum Resources Rental Tax and Film Concessions
FAS	FA-1	Prequalification Assessment
	FA-2	Tender Assessment
	FA-3	Monitoring Specific Contracts in progress
	FA-4	Adhoc – Specialised Assessment
Probity Services	PR-1	Probity Advisory Services
	PR-2	Probity Auditing Services

### Exclusions (out of scope)

Services classified as out of scope include those that currently fall within other Victorian Government SPC arrangements. These include but are not limited to, services that fall under the:

- eServices Register
- Construction Supplier Register
- Staffing Services
- Marketing Services Register

PAS engagements may include an element of technical expertise e.g. architectural, engineering, I.T input. Under these circumstances, the 80/20 rule should apply, and a State Purchasing Entity is required to use its good judgement to determine whether the engagement is predominantly

technical and therefore should not be engaged via PAS and consider whether the engagement corresponds better with other SPCs such as the Construction Supplier Register or eServices Register.

## 1.4 Who can use the PAS SPC?

The use of the PAS SPC is mandatory for all Victorian Government departments and entities subject to Victorian Government Purchasing Board (VGPB) policies.

Government entities not subject to VGPB policies also have the ability to access this SPC. These include:

- local councils;
- government owned entities; and
- government supported organisations.

For a detailed description of these entities, please refer to the [Buying for Victoria](#) web site.

Access to the PAS SPC by purchasers is governed by the terms of use of the panel. All government entities (mandated agencies, government-owned entities, local government councils and government-supported organisations) can request access to the panel via the Buyer Registration link to [VendorPanel](#). By registering to [VendorPanel](#), you have agreed to the panel's terms of use.

## 1.5 Contract arrangements of the PAS SPC

Each PAS SPC service provider has entered into a Master Supply Agreement (MSA) with DTF as on behalf of the State. This is the head agreement for the PAS SPC. This contract contains all the terms and conditions such as indemnities, confidentiality, intellectual property etc.

A generic version of the MSA is available on [VendorPanel](#).

A generic purchase order (PO) has been produced for PAS engagements. The terms and conditions of the head agreement shall take precedence over the terms and conditions of any PO. However, additional conditions in a PO which are not inconsistent with the head agreement, may be agreed by a purchaser and a service provider. The PAS SPC can only be used for procuring services within the scope of the arrangement.

## 1.6 Insurance levels

Each service provider is required to maintain the following insurances in accordance with the terms of the PAS SPC. The insurance coverage provided is detailed below.

Type of coverage	Amount (AUD)
Public liability insurance	\$10 million per claim or any occurrence giving rise to a claim in any 12 month policy period and \$20 million in the aggregate during that period
Professional indemnity insurance	\$2 million per claim or any occurrence giving rise to a claim in any 12 month policy period and \$10 million in the aggregate during that period

## 1.7 Benefits of the PAS SPC

The SPC provides the following benefits to both purchasers and service providers:

	Benefits
Purchasers	<ul style="list-style-type: none"> <li>• improved contract terms and overall ceiling rates as compared to the previous panel;</li> <li>• improved central oversight and management of the SPC, data reporting and visibility of procurement activity through the implementation and use of a procurement system;</li> <li>• increased buyer awareness through active management of key suppliers;</li> <li>• access to a large and varied mix of suppliers, including opportunities for social benefit suppliers, small to medium enterprises and large corporates;</li> <li>• streamlined and standardised engagement and purchase order process through the provision of a master supply agreement;</li> <li>• continuous improvement and innovation through and category management initiatives including a planned approach for consistency and the enduring transfer of skills and knowledge sharing;</li> <li>• support in achieving government objectives on labour hire and professional services engagements, as well as social procurement; and</li> <li>• support in achieving broader government objectives that will benefit the State, through prescribed key performance indicators that target value-add initiatives.</li> </ul>
Service providers	<ul style="list-style-type: none"> <li>• streamlined engagement processes as service providers do not need to repeatedly negotiate a contract for each individual engagement.</li> <li>• increased business profile and marketing opportunities for the service providers with the State.</li> <li>• greater opportunities to develop strong partnerships with government entities.</li> <li>• increased opportunities to accumulate experience and expertise in relation to the government's infrastructure and capital asset, and commercial transaction requirements.</li> <li>• increased opportunity for service providers to showcase work undertaken through the SPC.</li> </ul>

## 1.8 How to access information about the PAS SPC

Purchasers and PAS SPC service providers can access relevant SPC information via **VendorPanel**.

## 2. Purchaser Guidelines

### Step 1 - Read this user guide.

Read this user guide for important information about this contract. Buyers will need to register for access to the panel via the buyer registration link to **VendorPanel**. All relevant contract information is available via **VendorPanel**.

### Step 2 - Work out the services you need.

A supplier can only be chosen for the service category they have been qualified for.

The number of quotes required will depend on agency procurement policy.

For complex or high-value services, consider requesting quotations from a wider range of suppliers. More information on assessing the complexity and capability of a service is available at Complexity and capability assessment policy and guides.



### Step 3 – Get approval to send a request for proposal (RFP)

Seek Agency approval before organising a request for proposal.

Find your department procurement contact via [BuyingforVic](#) website.

### Step 4 - Create an RFP

Log in to VendorPanel to create and issue a request for proposal.

Buyers should:

- define the scope of work
- develop evaluation criteria to evaluate offers
- seek a cost breakdown of the total fees proposed

The evaluation criteria describe how the supplier will be:

- evaluated
- how those criteria are ranked in order of relevance

To better evaluate value for money, the evaluation criteria should have both:

- qualitative evaluation criteria
- quantitative evaluation criteria

The following policies apply to quotations made under this register:

- Local Jobs First - Victorian Industry Participation Policy
- Social Procurement Framework

Ensure that the requirements of these policies are included in the request for proposal and the evaluation criteria.

Download and complete the request for proposal template available in VendorPanel.

VendorPanel provides a unique reference ID for each RFP, however you may also choose to provide an internal reference number (If applicable).

### Step 5 - Send the request for proposal and choose a supplier

Issue the request for proposal in VendorPanel.

When the quotation period closes, login to VendorPanel to review the offers submitted.

Evaluate each offer based on the evaluation criteria outlined in the request for proposal. Buyers may conduct the evaluation via VendorPanel or offline.

Select a supplier based on a value for money assessment.

Rates listed in VendorPanel are ceiling rates. Buyers should:

- verify that quoted rates are not higher than the ceiling rate
- negotiate lower rates for each engagement. If a fixed fee is offered, buyers should request a breakdown to assess if the offer is cost efficient.

Extract from VendorPanel copies of the following documents and file them in accordance with records management policies:

- request for proposal
- supplier questions and clarifications issued, if any

- all offer documents received from the supplier

## Step 6 - Get internal approval

Seek and obtain approval before sending a purchase order. Suppliers must sign a confidentiality deed and conflict of interest form before any work begins.

See if the Agency has these forms or use the standard goods and services forms. Declared conflicts of interest are to be recorded in the purchase order.

## Step 7 - Send a purchase order

Complete a purchase order using the professional advisory services purchase order template also available in VendorPanel. Ensure to include agreement engagement details in the purchase order e.g. service deliverables, delivery dates, negotiated rates and total project costs.

Finalise the RFP on VendorPanel ensuring that the successful supplier is awarded on the system and the agreed quote is recorded.

Inform unsuccessful suppliers and provide feedback on how they can improve for next time.

More information is available in the [supplier feedback guide](#).

## Step 8 - Manage the engagement

Buyers must follow the rules of use when engaging the supplier.

### Payment

Upon receipt of an invoice, buyers must check invoice details (including a breakdown of the total fees). Verify the costs against what was agreed to in the professional advisory service Purchase Order. Once verified, buyers must pay the invoice within 25 days as specified by the Master Supply Agreement.

### Disputes

Buyers are responsible for managing any disputes. (Resolution processes are outlined in Clause 27 of the contract.)

Buyers must inform the Department of Treasury and Finance of any possible disputes.

### Evaluate performance after the contract

Assist with improvement and complete the ([click on this link](#)) **survey**. Answers are confidential, so buyers should feel free to provide open and honest feedback about their supplier experience. The survey will take around 5 minutes to complete.

## 3. Exemption Process

The Victorian Government is committed to encouraging open, equitable and effective competition between suppliers with the objective of obtaining value for money and enhancing opportunities for local business. Use of the mandatory PAS SPC to source appropriate suppliers and conduct RFT processes helps ensure this objective. However, there will be occasions when this requirement may not be the optimal sourcing strategy. Exemptions from using the PAS SPC may be granted, however the party granting an exemption must be satisfied that the exemption is based on exceptional circumstances and

not for the purposes of avoiding the PAS obligations, and that the integrity of the procurement process is maintained. To obtain a copy of the exemption form, please contact your department procurement contact.

### **Market Engagement Process - Exemption**

An entity may be exempt from complying with use of the mandatory PAS SPC where it can be demonstrated that one or more of the following factors or other factors not listed that have relevance to the proposed procurement apply. Consideration should still be given to sourcing the requirement from the PAS SPC if appropriate:

- SPC does not provide value for money
- SPC does not meet requirements
- Services or goods are not required
- Specialist expertise is required and not available through the SPC
- Significant social procurement opportunity that cannot be met by the SPC
- Any other genuine reasons why the SPC cannot be utilised.

Any engagement under an exemption must still reflect relevant procurement principles, practices and policies.

In addition to the general criteria, considerations to assess exemptions under SPC panel arrangements are:

- Where ownership of an asset, such as intellectual copyright, limits the services provided by suppliers on a panel
- Panel suppliers are all faced with a conflict of interest and unable to provide the required services.

The unavailability of a key person is not in itself sufficient to apply a SPC exemption.

### **Responsibility for Granting Exemptions**

Exemptions should be initially sought through your internal procurement unit. The Accountable Officer or an appropriate financial delegate is responsible for approving an exemption for usage of the PAS SPC. The exemption request must be approved by the Accountable Officer being the Chief Procurement Officer to the Professional Advisory Services Category Manager for review and approval.

Granting of any SPC exemption does not preclude the Departmental buyer from complying with other mandatory government policy and from seeking necessary procurement related approvals. The Departmental buyer must ensure the approved exemption documentation is appropriately maintained as part of the procurement related documentation.

### **DEFINITIONS**

**Accountable Officer** means the Chief Procurement Officer of the Department or a named delegate.

**Exemptions Form** means a form that must be completed and sent to the Procurement Advisory team to seek an Exemption from the use of the PAS SPC.

## **Appendix A - PAS Subcategory Definition**

**Table 1: CAFAS Services Categories**

Service Categories	Specifications
<p>CA-1</p> <p>Strategic Policy Review, Reform and Project Development (incorporating service need analysis, service planning, feasibility studies and strategic assessments)</p>	<p>These Services include the provision of:</p> <ul style="list-style-type: none"> <li>• Strategic needs analysis;</li> <li>• Identification and prioritisation of service needs, risks and options;</li> <li>• Development of service reform implementation plans;</li> <li>• Commercial policy advice;</li> <li>• Feasibility studies;</li> <li>• Assessment of preliminary project delivery options, e.g. Design and Construct (D&amp;C), <i>Partnerships Victoria</i> (Public Private Partnership or Private Finance Initiatives), Project Alliancing, facilities management etc.;</li> <li>• Development and evaluation of project delivery options and options analysis;</li> <li>• Preliminary cost benefit analysis;</li> <li>• Preliminary project costing, whole of life costing (including benchmarking and risk valuation);</li> <li>• Preliminary market analysis, due diligence and assessment, possibly including preliminary market soundings; and</li> <li>• Risk management identification and mitigation strategies.</li> </ul>
<p>CA-2</p> <p>Business Case Preparation and Development</p>	<p>These Services include:</p> <ul style="list-style-type: none"> <li>• Preparation of business cases, including developing and/or coordinating input on: <ul style="list-style-type: none"> <li>- Stakeholder identification, consultation and issues analysis;</li> <li>- Service and project opportunities and constraints</li> <li>- Clear identification of project scope (reference project);</li> <li>- Critical project assumptions;</li> <li>- Project Management, project governance structures and project and implementation costs;</li> <li>- Analysis of social and environmental factors influencing the project including costing where necessary;</li> <li>- Financial and economic analysis, including detailed project costing and pricing studies, cost benefit analysis and financial modelling;</li> <li>- Detailed market sounding;</li> <li>- Risk identification, analysis and valuation (including risk mitigation strategy formulation); and</li> <li>- Investigation and evaluation of funding models/options and project options.</li> </ul> </li> <li>• Preparation of procurement strategies, including developing and/or coordinating input on: <ul style="list-style-type: none"> <li>- Analysis of the full range of potential procurement options, including: <ul style="list-style-type: none"> <li>- Reviewing the features, benefits and risks of identified procurement methods in the context of the options proposed in the business case;</li> <li>- Detailed analysis of market capability and appetite, including an assessment of third party revenue opportunities (possibly involving market soundings);</li> <li>- Identification of optimal project risk allocation between the public and</li> </ul> </li> </ul> </li> </ul>

Service Categories	Specifications
	<p>private sector; and</p> <ul style="list-style-type: none"> <li>- Assessment of procurement options to identify the preferred procurement method and delivery options;</li> <li>- Project implementation strategies and timeframes;</li> <li>- Public interest issues including media plan;</li> <li>- Development of a preliminary Public Sector Comparator or an equivalent financial benchmark; and,</li> <li>- Development of a Project Alliancing strategy, Project Alliance governance structure, preliminary target outturn costs and other Project Alliancing related performance targets.</li> </ul>
<p>CA-3</p> <p>Market Engagement and Implementation</p>	<p>These Services include:</p> <ul style="list-style-type: none"> <li>• Development and management of tendering strategies addressing good commercial and government policy and practice;</li> <li>• Development of project tender documentation, including Invitations for Expression of Interest, Requests for Proposals, Tenders and/or Quotes, Project Briefs and Service Agreements, incorporating: <ul style="list-style-type: none"> <li>- Clear and measurable output specifications;</li> <li>- Performance standards and performance management requirements;</li> <li>- Development of Commercial Principles, and input into the drafting of contractual documentation;</li> <li>- Robust payment mechanisms that provide performance incentives and match the value for money drivers;</li> <li>- Strategic and technical input to the development of contractual structures (in conjunction with separate legal advisors);</li> <li>- Development of a Public Sector Comparator or equivalent financial benchmark; and</li> <li>- Development of a Project Alliancing strategy and target outturn costs, and other Project Alliancing related performance targets.</li> </ul> </li> <li>• Advice on and/or management of Tender processes including: <ul style="list-style-type: none"> <li>- Development of selection/project evaluation criteria; and</li> <li>- Tender processes and evaluations (may include interactive tender processes and workshops);</li> </ul> </li> <li>• Due diligence and financial monitoring, including in relation to the financial viability and stability of entities; and</li> <li>• Background investigations of identified relevant persons including: <ul style="list-style-type: none"> <li>- Assessment and evaluations of private sector proposals;</li> <li>- Negotiation strategies; and</li> <li>- Stakeholder and community engagement strategies and plans.</li> </ul> </li> </ul>
<p>CA-4</p> <p>Commercial Contract Management</p>	<p>These Services include:</p> <ul style="list-style-type: none"> <li>• Development and implementation of contract management plans, tools and processes for major commercial and project contracts;</li> <li>• Commissioning plans, including readiness for service activities; and</li> <li>• Development and implementation strategies for conducting supplier performance reviews, audits and identification of measures to increase efficiencies and maximise returns.</li> </ul>

Service Categories	Specifications
CA-5  Project, program and Business Review, Evaluation and Assurance (incorporating business re-organisation reviews)	These Services include: <ul style="list-style-type: none"> <li>• Project / program evaluation, including delivery, operations and benefits evaluation;</li> <li>• Project / program reporting, audit and compliance requirements; and</li> <li>• Business and re-organisation reviews, including efficiency and effectiveness reviews of related commercial and financial advisory services.</li> <li>• Assurance reviews are designed to strengthen governance and assurance practices and assists to successfully deliver major programs and projects.</li> </ul>
CA-6  Economic Advisory Services	General Economic Advice - including forecasting, modelling, review and analytics <ul style="list-style-type: none"> <li>• Developing models for price monitoring;</li> <li>• Establishing market model for price forecasting;</li> <li>• Undertaking economic cost benefit analysis;</li> <li>• Providing economic advice relating to regulatory frameworks, including incentive-based regulatory frameworks;</li> <li>• Undertaking comparative analysis of regulatory frameworks and methodologies (including interjurisdictional);</li> <li>• Undertaking comparative analysis of pricing models (including interjurisdictional);</li> <li>• Reviewing and providing recommendations for continuous improvement to regulatory frameworks;</li> <li>• Undertaking economic analysis of pricing structures; issues impacting regulatory frameworks, i.e. tariff structures, price control, methodology for assessing revenue and demand forecasting;</li> <li>• Developing or reviewing methodology for evaluating efficiency, productivity and benchmarking;</li> <li>• Undertaking benefits realisation of regulatory regimes; and</li> <li>• Developing frameworks and principles for commercial resolution of disputes</li> </ul>
CA-7  Auditing and Investigation	Auditing <ul style="list-style-type: none"> <li>• Independent audit and assurance services</li> <li>• External Audit services include audits, in accordance with specific laws or rules, of the financial statements of a company, government entity, other legal entity, or organization, and is independent of the entity being audited. Users of these entities' financial information, such as investors, government agencies, and the general public, may rely on the auditor to present an unbiased and independent audit report.</li> <li>• Internal auditing services including independent, objective assurance and consulting activities designed to add value and improve a department's operations. Services include advice to assist a department to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes</li> </ul> Investigation <ul style="list-style-type: none"> <li>• conducting both preliminary and full investigations;</li> <li>• computer forensic analysis and data analytics;</li> <li>• writing investigation reports,</li> <li>• recommendations on reporting incidents in accordance with relevant legislative requirements;</li> <li>• making recommendations on strengthening controls to prevent further incidences of fraud or corrupt activities; and</li> <li>• forensic risk management, including fraud and corruption prevention activities and</li> </ul>

Service Categories	Specifications
	risk assessments.
CA-8 General Commercial Advice	<p>These Services include the provision of:</p> <ul style="list-style-type: none"> <li>• Commercial risk identification, assessment, scoping and valuation;</li> <li>• Optimal risk allocation;</li> <li>• Financial modelling;</li> <li>• Commercial project finance structuring;</li> <li>• Development of commercial risk mitigation strategies, including advising/management of contractual issues and dispute resolutions;</li> <li>• Project governance issues, operational strategies, business planning; and</li> <li>• Commercial negotiation strategies.</li> </ul>

**Table 2: TAS Services Categories**

Service Categories	Specifications
TA-1 Goods and Services Tax (GST) and Luxury Car Tax	<ul style="list-style-type: none"> <li>• Preparation and / or Review of Business Activity Statements (BASs)</li> <li>• Technical advice in relation to complex tax issues.</li> <li>• Interpretation of taxation legislation in relation to GST and Luxury Car Tax (LCT)</li> <li>• Understanding of the GST issues as they relate to the Government</li> </ul>
TA-2 Employment Taxes – including <ul style="list-style-type: none"> <li>• Fringe Benefits Tax (FBT); and</li> <li>• Pay As You Go (PAYG)</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation and / or Review of Employment Taxes statements and forms – including Fringe Benefits Tax (FBT) Returns and Pay As You Go (PAYG) Statements</li> <li>• Technical advice in relation to complex tax issues</li> <li>• Interpretation of taxation legislation in relation to Employment Taxes – including FBT and Pay As You Go (PAYG)</li> <li>• Understanding of the Employment Taxes – including FBT and PAYG issues as they relate to the Government</li> </ul>
TA-3 State Taxes including Payroll Tax, Stamp Duty, Land Tax and Congestion Levy	<ul style="list-style-type: none"> <li>• Preparation and / or Review of State Taxes statements and forms – including Payroll Tax, Stamp Duty, Land Tax and Congestion Levy</li> <li>• Technical advice in relation to complex tax issues</li> <li>• Interpretation of taxation legislation in relation to State Taxes – including Payroll Tax, Stamp Duty, Land Tax and Congestion Levy</li> <li>• Understanding of the State Taxes – including Payroll Tax, Stamp Duty, Land Tax and Congestion Levy issues as they relate to the Government</li> </ul>
TA-4 Superannuation Guarantee (SG)	<ul style="list-style-type: none"> <li>• Preparation and / or Review of State Taxes statements and forms – including Superannuation Guarantee (SG)</li> <li>• Technical advice in relation to complex tax issues</li> <li>• Interpretation of taxation legislation in relation to SG</li> <li>• Understanding of the SG issues as they relate to the Government</li> </ul>
TA-5 National Tax Equivalents Regime (NTER) Income (Corporate) Tax	<ul style="list-style-type: none"> <li>• Preparation and / or Review of National Tax Equivalents Regime (NTER) Income (Corporate) Tax statements and forms</li> <li>• Technical advice in relation to complex tax issues</li> <li>• Interpretation of taxation legislation in relation to NTER Income (Corporate) Tax</li> <li>• Understanding of the NTER Income (Corporate) Tax issues as they relate to the Government</li> </ul>
TA-6 Excise including Fuel Tax Credits Scheme (FTCS) and	<ul style="list-style-type: none"> <li>• Preparation and / or Review of Excise statements and forms – including Fuel Tax Credits Scheme (FTCS) and Customs Duty</li> <li>• Technical advice in relation to complex tax issues</li> <li>• Interpretation of taxation legislation in relation to Excise – including FTCS and</li> </ul>

Service Categories	Specifications
Customs Duty	<p>Customs Duty</p> <ul style="list-style-type: none"> <li>Understanding of the Excise – including FTCS and Customs Duty issues as they relate to the Government</li> </ul>
TA-7 International Taxes	<ul style="list-style-type: none"> <li>Preparation and / or Review of International Taxes statements and forms</li> <li>Technical advice in relation to complex tax issues</li> <li>Interpretation of taxation legislation in relation to International Taxes</li> <li>Understanding of the International Taxes issues as they relate to the Government</li> </ul>
TA-8 Other including Petroleum Resources Rental Tax and Film Concessions	<ul style="list-style-type: none"> <li>Preparation and / or Review of Other statements and forms – including Petroleum Resources Rental Tax and Film Concessions</li> <li>Technical advice in relation to complex tax issues</li> <li>Interpretation of taxation legislation in relation to Other – including Petroleum Resources Rental Tax and Film Concessions</li> <li>Understanding of the Other – including Petroleum Resources Rental Tax and Film Concessions issues as they relate to the Government</li> </ul>

**Table 3: FAS Services Categories**

Service Categories	Specifications
FA-1 Prequalification Assessment	<ul style="list-style-type: none"> <li>Financial assessment where a department is developing a list of potential contractors or suppliers that have satisfied a range of evaluation criteria including financial viability; and</li> <li>Financial assessment where a department is determining a shortlist of service provider responses before moving into the evaluation stage.</li> </ul>
FA-2 Service provider Assessment	<ul style="list-style-type: none"> <li>Financial assessment as part of a due diligence process to assess the financial viability and capacity of short listed or preferred service providers</li> </ul>
FA-3 Monitoring Specific Contract In Progress	<ul style="list-style-type: none"> <li>Financial assessment to determine the on-going financial viability of a contractor or supplier to complete a contract; and</li> <li>Financial assessment to provide an early warning or an alert of any financial issues relating to a contractor or a supplier.</li> </ul>
FA-4 Adhoc – Specialised Assessment	<ul style="list-style-type: none"> <li>FAS Service may be required to provide a range of adhoc and specialised assessments e.g. assess the solvency of an existing contractor following a public announcement of a major financial loss to that organisation, or to assess the financial elements of an existing legal process following a court claim.</li> </ul>

**Table 4: Probity Services Categories**

Service Categories	Specifications
PR-1 Probity Advisory Services	<p>General Probity Advisory Services, these Services include:</p> <ul style="list-style-type: none"> <li>Independent assessment and/or advice throughout the duration of the Project as to whether processes are being: <ul style="list-style-type: none"> <li>developed consistent with relevant VGPB and State Government procurement policies, Departmental policies and relevant State and Commonwealth legislation;</li> <li>managed according to the documented PCP; and</li> <li>completed according to the published market engagement requirements such as the tender requirements.</li> </ul> </li> </ul>



Service Categories	Specifications
	<ul style="list-style-type: none"> <li>• Ongoing independent advice on probity matters and issues, including but not limited to: <ul style="list-style-type: none"> <li>- reviewing, from a probity perspective, the proposed market engagement documentation (e.g. RFT documentation) relating to the process conduct for the project;</li> <li>- reviewing internal documents (e.g. the PCP or the Evaluation Plan) relating to the process conduct for the project;</li> <li>- attending meetings where necessary; and</li> <li>- providing report(s) as required by the authorised representative or their delegate.</li> </ul> </li> <li>• Throughout the project, working as an independent, trusted member of the project team, preparing or endorsing PCPs, designing strategies to address anticipated probity issues, conducting probity briefings as required, confirming that conflict of interest and confidentiality arrangements have been established and put in place, advising on matters as they arise, and briefing governance bodies on compliance and project performance.</li> <li>• Oversight of the evaluation process (including review of the final evaluation report); assistance if required with reviewing market requests for clarification; assistance with debriefs of unsuccessful suppliers or tenderers; assistance as required with any audit review; and oversight of Contract negotiations.</li> </ul> <p>2. Specific Probity Advisory Service These Services include:</p> <ul style="list-style-type: none"> <li>• Establishing a process to monitor and identify any conflicts of interest;</li> <li>• Reviewing and advising on important project documentation such as terms of reference, the project conduct plan, tender evaluation plan, security arrangements, confidentiality documentation, administrative processes and plans and other procurement documentation;</li> <li>• Providing probity related training to staff including briefings to staff outlining probity requirements for the project;</li> <li>• Providing mentoring services to Victorian public servants that may take on the role of an internal probity adviser including the provision of advice from time to time;</li> <li>• Providing quality, strategic and timely advice on probity issues that may arise during the course of the project;</li> <li>• Understanding relevant legislation and case law involved with probity issues in government procurement;</li> <li>• Contributing to the development of a PCP in accordance with the Victorian Government policies and guidelines;</li> <li>• Proactively monitoring the progress of the project for probity and providing advice to assist in maintaining the integrity of the project process;</li> <li>• Immediately reporting any potential breach of probity to the appropriate level of management;</li> <li>• Providing information to establish the probity requirements and obligations on all levels of staff in relation to the project;</li> <li>• Providing advice and guidance in the event of issues and disputes arising from the Project process;</li> <li>• Contributing to, monitoring and reviewing risk mitigation strategies to ensure that no breaches of relevant legislation or policies including Victorian government policies and guidelines occur;</li> </ul>

Service Categories	Specifications
	<ul style="list-style-type: none"> <li>- Attending briefing and debriefing sessions with tenderers, suppliers or bidders;</li> <li>- Observing, negotiations with tenderers, suppliers or bidders;</li> <li>- Providing a signed report detailing the work completed by the probity adviser, including confirmation that the necessary probity requirements have been met and an explanation as to how the probity adviser reached any conclusion expressed in the report; and</li> </ul> <ul style="list-style-type: none"> <li>• Providing a lessons learned assessment, either as a written report or an oral report.</li> </ul> <p>Desirable Probity Services, these Services include:</p> <ul style="list-style-type: none"> <li>• Contributing to the probity component of business cases or similar document in accordance with Victorian government policies and guidelines;</li> <li>• Contributing to the probity component of building and construction procurement processes in accordance with Victorian government policies and guidelines and other relevant State Government policies and legislation;</li> <li>• Contributing to the probity component of pre-procurement and procurement processes relating to areas of government such as public-private partnerships (PPPs), Project Alliancing and Partnership Victoria procurements.</li> </ul>
<p>PR-2 Probity Auditing Services</p>	<p>General Probity Auditing Services, these Services include:</p> <ul style="list-style-type: none"> <li>• Audit verification and sign-off on whether the adopted project processes are consistent with public sector requirements including but not limited to VGPB policy requirements on probity and whether these processes have actually been complied with.</li> <li>• Independent audit and appropriate sign-off at the conclusion of the Project whether the processes that was conducted: <ul style="list-style-type: none"> <li>- actually fulfilled the requirements of the project process and the PCP; and</li> <li>- were within the terms of prescribed Victorian government policies, rules and guidelines.</li> </ul> </li> <li>• Confirmation that the PCP and the probity evaluation plans for the Project have been followed and that the evaluation reports have been prepared in accordance with the evaluation plan;</li> <li>• Confirmation as to whether appropriate arrangements were put in place to manage conflicts of interest and all confidential information;</li> <li>• Provision of signed report detailing the work completed by the probity auditor and confirmation that the necessary probity requirements have been met; and</li> <li>• Response to specific challenges about how the project or part of a project was conducted.</li> </ul> <p>2. Specific Probity Auditing Services, these Services include:</p> <ul style="list-style-type: none"> <li>• Proactively audit compliance with processes established to identify conflicts of interest;</li> <li>• Proactively investigating and reporting on conflicts of interest and any other probity issues;</li> <li>• Proactively audit adherence to internal project documents including the PCP and the evaluation plan;</li> <li>• Proactively review adequacy of staff training involved in any market engagement (i.e. Tender) probity requirements;</li> <li>• Proactively checking completeness of registers and records of meetings and communications with suppliers, tenderers, bidders and/or offerers;</li> <li>• Reporting any acts or omissions in any engagement process i.e. tender process that</li> </ul>

Service Categories	Specifications
	<p>affects or risks to affect the probity integrity;</p> <ul style="list-style-type: none"> <li>• Understanding relevant legislation and case law involved with probity issues in government;</li> <li>• Providing assurance in relation to the integrity of the market engagement process;</li> <li>• Providing required probity sign offs and reports at different stages of the process that provide an explanation as to how the probity auditor reached any conclusion expressed in the reports; and</li> <li>• Furnishing a final probity clearance report at the conclusion of the project.</li> </ul>

## Appendix B - Job Role Definitions

While it is understood that every organisation differs in the way they define their internal resources and organisational structure, the defined job roles are purposely built to set the State's expectations on each of these roles. This will provide some consistency in comparing rates for each role.

Job Role Title	Definition
Senior Partner	<p>15+ years of extensive professional experience in a diverse range of a professional advisory services.</p> <p>Has ultimate accountability for the firm and alongside the Partner and leads the strategic decision making and direction of the firm.</p> <p>Recognised at the highest level as a trusted adviser to ministers and/or senior executive teams.</p> <p>Holds high levels of recognised and relevant tertiary or equivalent qualifications.</p>
Partner	<p>12+ years of extensive professional experience in a diverse range of a professional advisory services.</p> <p>Responsible for leading service offerings, defining and executing the strategy for the firm.</p> <p>An industry leader and key influencer and relied on for their professional proficiency and knowledge.</p> <p>Recognised as a trusted adviser to ministers and/or senior executive teams.</p> <p>Holds high levels of recognised and relevant tertiary or equivalent qualifications.</p>
Director	<p>10+ years of extensive professional experience in a diverse range of a professional advisory services.</p> <p>Acts as the senior responsible person on major client engagements. Able to be accountable for leading complex projects.</p> <p>Responsible for leading a high performing team of professionals, including the coaching administration of Managers, Consultants and Analysts.</p> <p>Holds high levels of recognised and relevant tertiary or equivalent qualifications.</p>
Senior Manager	<p>7-10 years of substantial professional experience in their specialised field in a professional advisory services role.</p> <p>Strong theoretical base in subject area, with ability to apply best practice principles to the subject matter context.</p> <p>A senior team leader with the ability to deputise for the senior responsible person and coach and mentor more junior staff.</p> <p>Ability to coordinate contributions of other specialists to complete a joint project</p> <p>Can engage with clients at strategic/management level if required</p> <p>Holds high levels of recognised and relevant tertiary qualifications or equivalent qualifications.</p>
Manager	<p>5-7 years of substantial professional experience in their specialised field in a professional advisory services role.</p> <p>Strong theoretical base in subject area, with ability to apply best practice principles to the subject matter context.</p> <p>A team leader with the ability to deputise for the senior responsible person and coach and mentor more junior staff.</p> <p>Ability to coordinate contributions of other specialists to complete a joint project</p>

	<p>Can engage with clients at management level.</p> <p>Holds appropriate levels of recognised and relevant tertiary or equivalent qualifications.</p>
Senior Consultant	<p>A Senior Consultant leads individual projects and are primarily responsible for interacting with the client on a day to day basis.</p> <p>3-5 years of notable professional experience in their specialised field in a professional advisory services role.</p> <p>A trusted performer on a wide range of client-facing consultancy projects in both private and public sectors.</p> <p>Thorough knowledge of functional area, combining a broad grasp of relevant best practice principles.</p> <p>Ability to participate in multi-disciplinary teams and to work independently (with limited supervision).</p> <p>Performance a professional level analysis requiring technical skills and independent initiative within a well-defined program of work.</p> <p>Contacts with clients predominantly at the working level.</p> <p>Holds appropriate levels of recognised and relevant tertiary or equivalent qualifications.</p>
Consultant	<p>2-3 years of demonstrable professional experience in their specialised field in a professional advisory services role.</p> <p>Previous experience on a range of client-facing consultancy projects, preferably in both the private and public sectors.</p> <p>Has a theoretical base in subject area, possibly supplemented through recent study with the ability to translate theory into practice.</p> <p>Performance a variety of analytical tasks requiring independent initiative and knowledge</p> <p>Interacts with clients predominately at the working level.</p> <p>Holds appropriate levels of recognised and relevant tertiary or equivalent qualifications.</p>
Senior Analyst	<p>1-2 years of demonstrable professional experience in a professional advisory services environment.</p> <p>Evidence of prior contributions to professional advisory engagements.</p> <p>Performs a range of administrative and analytical tasks for larger/complex projects that includes client interaction.</p> <p>Work is performed under the guidance of colleagues at Managers, Consultant level.</p>
Analyst	<p>0-1 year of relevant experience in a professional advisory services environment.</p> <p>Performs a range of administrative and analytical; tasks to support the wider team.</p> <p>Work is performed under the guidance of colleagues at Managers, Consultants and Senior Analysts level.</p>

## Appendix C - PAS Service Levels

The following service levels have been constructed to manage and measure the performance of the Suppliers against the agreed requirements of the PAS SPC.

### State Service Levels – Category Management Service Levels

No	Service Element Key	Key Performance Indicator	Target	Applicable to	Frequency
1	Compliance with Rates	Rates charged by the Supplier must not exceed the Ceiling Rates	100% compliance	All Suppliers	Quarterly
2	Reporting	The Supplier will be required to provide reports as per Reporting requirements described in Schedule 1.	100% compliance	All Suppliers	Quarterly
3	Utilisation and maintenance of procurement system data	The Supplier will be required to use the procurement system for all RFP responses and maintain all required procurement system data e.g. compliance items such as insurances and ensuring that all organisational information is current and accurate.	100% compliance	All Suppliers	Quarterly
4	Customer Satisfaction Survey	Receive an average score of 80% on Customer Satisfaction Surveys issued to the State & State Purchasing Entities.	100% compliance	All Suppliers	Annually
5	Performance Reviews	Attendance and participation at meetings with the State Purchasing Entity.	100% compliance	Key Suppliers only	Quarterly
6	Introduction of Process Improvements or Value-Add Initiative	Continuously review processes and provide DTF with a minimum of one process improvement or value-add suggestion annually. The process improvement/value add should provide a quantifiable savings benefit to the Victorian Government.	1 per year	Key Suppliers only	Annually
7	Social Procurement Pro bono services to social benefit suppliers	Delivering quality pro bono services that will benefit social benefit suppliers via social procurement intermediaries (e.g. Social Traders, Kinaway, Supply Nation, BuyAbility). Quality	1 day of quality pro bono services per job role level	Key suppliers only	Annually

No	Service Element Key	Key Performance Indicator	Target	Applicable to	Frequency
		defined as high calibre resources and achieving the desired outcome of the project scope			

**State Purchasing Entity Service Levels – Operational Service Levels**

No	Service Element Key	Key Performance Indicator	Target	Frequency
1	Invoicing Accuracy	Accurate invoices are submitted that reflect a full breakdown of the total fees. This may include but not limited to rates per resource and hours engaged.	100% accuracy	As required
2	Executed Purchase Order to Invoice Accuracy	Final invoice to reflect the executed purchase order. Any cost variations must be agreed to in writing by the State Purchasing Entity prior to commencement.	100% compliance	As required
3	Provision of Agreed Services	Services provided by the Supplier are in accordance with the State Purchasing Entity requirements as set out in its RFP and Purchase Order.	100% compliance	As required
4	Reporting	The Supplier will be required to provide Reports as per requirements in Schedule 1	100% compliance	As required

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