



Management Advisory Services Panel Scope of Services

October 2024

Panel Scope of Services

Services are provided under three Service Areas which are Financial, Corporate and Commercial. A detailed overview of the Scope of Services, including service descriptors, is available at the end of this Guide.

The Services provided under the Panel are for Management Advisory Services, commonly known as consultancies.

Services procured by a Commonwealth entity under the Panel must meet the definition of a consultancy as set out in [Resource Management Guide No 423: Procurement Publishing and Reporting Obligations \(RMG 423\)](#).¹

The Panel does not include the following non-consultancy services:

- contractor services performed under the supervision of an entity, except where this is an [Associated Output](#); or
- recruitment or labour hire services.

The Panel cannot be used to purchase services that fall outside the Scope of Services.

Entities may issue a Request for Quotation (RFQ) or Order for Services at the Service Subcategory level. The Service descriptors provided under each Service Subcategory are a broad indication of the types of Services available under that Service Subcategory. These service descriptors are not intended to be definitive or exhaustive, and should be interpreted as a general guide as to the types of services under each Service Subcategory.

The Service Categories and Service Subcategories can be viewed at the end of this guide or on the Management Advisory Services Panel website Scope of Services or Search Tool pages. For any questions regarding the scope of these services please contact the MAS Panel Contract Management Team by phone: (02) 6215 3399 or email: MASPanel@finance.gov.au.

Structure of Panel Services

The Panel Scope of Services is structured into three Service Areas, with each Service Area containing Categories, Subcategories and Service Descriptors. When seeking quotes or ordering services from the Panel, the Subcategory should be used to identify the services required and the Service Providers able to deliver those services.

The Service Descriptors provided under each Service Subcategory are a broad indication of the types of Management Advisory Services required under that Service Subcategory. They are not intended to be definitive or exhaustive.

¹ Management Advisory Services is a term defined in clause 1.1 of the Head Agreement

The following example identifies the structure of the services offered under the Financial Management Advisory Service Area:

Service Area:	Financial Management Advisory Services
Service Category:	Accounting
Service Subcategory:	Accounting Advisory
Service descriptors:	<ul style="list-style-type: none"> • Preparation and evaluation of financial statements and other financial information • Accounting policies and procedures • Chart of accounts analysis • Best practice application • Compliance

Associated Output

At an entity's discretion, the Services may also include the delivery of a limited amount of contractor services, termed an 'Associated Output'².

The Head Agreement defines an Associated Output as:

'the delivery of services that are (in the view of the Agency) consequential to and/or necessary for facilitating the Management Advisory Services required by the Agency in a Contract, and where these services are described in a Contract.'

Any Associated Output must be identified prior to entering into a contract. The RFQ template should include detailed description of the Services required and any Associated Outputs in the 'Detailed Statement of Work' section.

Services not in scope of the Panel

The Services available under the Panel do not include:

- contractor (non-consultancy) services performed under the supervision of an entity (except where this is an Associated Output identified prior to entering into a contract);
- recruitment or labour hire services;
- services available under other Whole of Australian Government arrangements such as legal services;
- services that are unique to information and communication technology, and property consultancy services;
- environmental management and assessments;
- delivery of training;
- the engagement of an 'eminent person'³ or prominent individual appointed by an Agency to provide particular services; and
- specialist consultancy services that are unique to Agencies that are not provided through the Service Categories.

² Associated Output is a term defined in clause 1.1 of the Head Agreement

³ Eminent person has the meaning given under the Commonwealth Procurement Rules Appendix B: Definitions where eminent individual is given as an example of a type of contract for labour hire as an appointment of a person or persons to a special role by an Accountable Authority. An example is given of someone appointed to a governance committee, and does not include the engagement of consultants.



Contact Us

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Financial Management Advisory Services

Accounting

Budgets

- Budget development
- Budget allocation
- Budget forecasting
- Capital budgeting
- Budget analysis, measurement and review
- Budget remediation
- Budget performance reporting

Accounting Advisory

- Preparation and evaluation of financial statements and other financial information
- Accounting policies and procedures
- Chart of accounts analysis
- Best practice application
- Compliance

Taxation

- Taxation advisory
- Compliance and taxation obligations

Financial Advisory

Technical Financial

- Capital structuring and markets
- Credit and risk assessments
- Quantitative and financial modelling
- Structured financing
- Investment proposals
- Institutional structure management
- Merger and acquisition arrangements
- Accounting policy
- Project finance
- Treasury policy and advisory
- Funding structures and leasing
- Asset advisory and sales

Financial and Economic Analysis

- Benchmarking, economic, econometric, mathematical and financial modelling and analysis
- Competition and market analysis
- Economic advice
- Regulatory and policy analysis
- Data analytics
- Business cases and cost benefit analysis
- Supply and demand management and forecasting

Financial Assessments

- Financial ratio analysis
- Financial risk assessment and management
- Analysis of corporate structures
- Financial due diligence
- Financial viability assessments
- Financial processes and capability

Valuation Services

- Business valuations
- Valuation of assets and liabilities
- Measurement of assets and liabilities

Investment Banking Services

- Acquisitions or partial acquisitions
- Structured or tailored loan, hybrids, guarantees, underwriting or equity / quasi-equity solutions for investment proposals
- Investigation, restructuring or rescue finance or support for corporates or projects
- Asset recycling, Government Business Enterprise (GBE) capital optimisation or options, and GBE rating advice
- Assessment of proposals to Government including financial and commercial structures
- Divestment, exit or restructuring from prior Government support packages
- General investment banking advice including involving commercial third party negotiations

Financial Audit

Financial and Performance Audits

- Audit of financial statements in accordance with professional auditing and assurance standards
- Audit planning
- Performance audits and assurance

Forensic Accountancy Audits and Investigations

- Processes and procedures which facilitate forensic advisory or accounting investigation
- Expert witness services

Actuarial

Actuarial Services

- Benchmarking and analytics
- Modelling services
- Maturity assessments
- Pricing services
- Financial risk management
- Asset and liability reviews

Corporate Management Advisory Services

Organisational planning and development

Business strategy and improvement

- Processes, systems and mapping
- Design, reengineering, risk and controls
- Strategic analysis and plans
- Organisational design, objectives, resourcing and delivery strategies
- Benchmarking and intelligence
- Capability and service delivery reform

Change Management

- Strategies and best practices
- Impact assessments and change resistance
- Communication strategies and stakeholder engagement
- Workforce culture and change

Business performance reviews

- Performance measures and strategies
- Measurement and reporting of efficiency and effectiveness
- Quantitative and qualitative analysis

Business continuity

- Identifying critical business operations
- Emergency management
- Disaster recovery strategies and plans
- Disaster recovery testing
- Evaluation and performance monitoring

Human Resources

Capability and performance

- Framework design, development and analysis
- Human resource strategy
- Workforce planning
- Performance analysis and systems
- Diversity programs and strategies

Workforce management

- Employment legislation and relations
- Job classification reviews, remuneration and succession planning
- Structure analysis
- Health and safety policy and reporting
- Human Resource policy advice, development and review
- Analysis of administrative policies and processes

Corporate Governance

Governance structures and performance

- Board, committee and CEO performance evaluations
- Procedure and process reviews
- Strategic directions and objectives analysis
- Corporate governance best practice standards
- Policy and procedure compliance reviews
- Skills mix analysis

Compliance and fraud

- Investigations and reviews
- Control programs, strategies and plans

Internal Audit

Audit and assurance

- Prepare and review of audit policies and plans
- Undertake internal audits in accordance with professional auditing standards
- Assurance reviews

Commercial Management Advisory Services

Government Policy

Policy development and analysis

- Design, modelling and formulation
- Stakeholder engagement
- Review and analysis
- Define policy problem
- Identify policy instruments
- Implementation requirements
- Monitoring and reporting
- Design and review of guides, frameworks and procedures

Legislation (non-legal)

- Design, modelling and development
- Review and analysis
- Stakeholder engagement
- Allocation of functions and responsibilities
- Regulatory compliance frameworks
- Regulatory impact statements and analysis
- Machinery of government changes

Privacy advice and assurance (non-legal)

- *Privacy Act 1988* compliance strategies
- Privacy impact assessments
- Compliance assessments
- Public assurance statement advice
- Data security assurance
- Privacy and data protection health checks

Programs and Projects

Program/Project development and design

- Contestability reviews
- Business cases (including scoping studies)
- Define scope and objectives
- Cost modelling and analysis
- Resource analysis and strategies
- Design and mapping
- Evaluation strategies and methodologies
- Stakeholder engagement
- Current and future state analysis
- Business process mapping/analysis
- Governance

Program/Project management

- Performance and quality management
- Benefits management and monitoring
- Stakeholder engagement
- Implementation, reviews and assurance
- Management frameworks and guidelines

Program/Project evaluation

- Review and analysis
- Stakeholder engagement
- Monitoring frameworks and strategies
- Benefits realisation
- Compliance and assurance
- Lessons learned

Procurement and Probity

Strategic procurement advice

- Analysis of markets and supply chains
- Procurement strategies, methodologies, planning and management
- Stakeholder engagement
- Cost modelling and analysis
- Contract payment mechanisms and performance frameworks
- Procurement evaluation frameworks and reports
- Contract documentation (non-legal) service levels and key performance indicators
- Negotiation planning and offer definition planning
- Advice on debriefing and complaints management
- Procurement process review

Probity Advisory Services (non-legal)

- Conflict of interest and risk management strategies
- Probity briefings and documentation
- Review and advice on procurement documentation
- Evaluation and negotiation advice
- Policy compliance and assurance
- Review and analysis to minimise and manage probity risks
- Assessment of probity related matters

Probity Auditing Services (non-legal)

- Audit of compliance with procurement policies and processes
- Assessment of probity issue management

Risk

Strategic Risk Management

- Risk program design and systems
- Risk identification and management strategies
- Independent review and assurance
- Risk monitoring and reporting
- Strategies for continuous improvement

Research*

Research and data collection

- Research strategies, research and reviews
- Data collection and management strategies
- Data synthesis, analysis and review
- User experience research
- Focus group testing and modelling
- Survey strategies, design, analysis and review
- Stakeholder engagement
- Compliance with relevant standards and guidelines
- Quality assurance and peer review strategies

*excludes research for campaign advertising