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The main documents that you will need when writing tenders will be the Profile and Capacity Document

<P:\PAN - CI - HEAD OFFICE\PAN\COMPANY PROFILE & STRUCTURE\Profiles>

Event Management methodology Doc

<P:\PAN - CI - HEAD OFFICE\PAN\COMPANY PROFILE & STRUCTURE\Profiles\Methodology & Capabilities>

Risk Management and OH & S

OHS & Risk Mgt Systems & Policies Handbook

<P:\PAN - CI - HEAD OFFICE\ADMINISTRATION & MANAGEMENT\SYSTEMS & OPERATIONAL MANUALS\OHS PROCEDURES\OH & S Risk Management Systems & Policies>

Registered Business Name PAN Events Pty Ltd.....
Trading Name PAN Events.....
A.C.N. No. 118 742 180
A.B.N. No. 18 118 742 180.....

Other Business Names	ABN	ACN
PAN Event Entertainment	96 089 913 075	089 913 075
PAN Orama Group (Int) Pty Ltd	97 118 742 199	118742199
PAN Events	18 118 742 180	118 742 180

Registered Business Address 138 Cromwell St, Collingwood, 3066

Bank Details

PAN ORAMA GROUP
BSB: 013 275
ACC: 494 366 749

Who is your organisation's Accountant?	
If internal	Please complete details below
Name	TAXLINE
Telephone Number	+61 (03) 9383-4999
Email	mersal@taxline.com.au
Street number & name	347 Sydney rd
Suburb/Town	Coburg
State	VIC
Postcode	3058

Qualifications	Certified Practising Accountants
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References

Name	Position	Organisation	Tel. No.	Service Details
1. Alison Fraser	Senior Manager, Events & Communications	Department of Premier and Cabinet	03 9651 5175	Australia Day VOYAGES Concert at Federation Square Event Management & Entertainment Programming 2004 – 2009. Contracted until 2012
2. Sandra Margulius	Arts & Cultural Development Officer	City of Yarra	(03) 9205 5109	Fairfield Amphitheatre Summer Concert Series 2006 – 2009. Contracted until 2011 Event Management & Entertainment Programming
3. Jane Sydenham Clarke	Manager - Marketing + Program	Federation Square	(03) 9655 1900	Freestyle@Federation Square (Hip-Hop Festival) Federation Square 2006 – 2009. Ongoing arrangement Event Management & Entertainment Programming
4. Mike Zafiropoulos	Former General Manager	SBS Television	0412 260 709	
5. Dr Alison Richards	Director	Cultural Infusion	0409 365 136	Delivery of National Schools and Touring Program

How many years has your Organisation been in business under your present business name? 10 years

In what other types of business has the tenderer a financial interest? None

Financial Statement

(Provide summary of last three years annual turnover figures).

Year	Turnover \$
2007-08	1,884,164.00
2006-07	1,351,794.00
2005-06	1,290,923.00

How many years experience has the tenderer had in work similar to that required in this Contract?

(a) As a Contractor **20**_____

(b) As a Sub-Contractor **5**_____

(c) As an employee of a Contractor (state name of Contractor) **Certain employees have had more than 35 years experience in the staging of large scale events.**

8. Has the tenderer ever failed to complete a Contract? If so, when and why?
No

Has any Partner/Director of your organisation failed to complete a Contract handled in his name?

None

More References

Date	Name of Client	Details of Work Performed and Cost of Project	Contact Person	Telephone No.

2004 – 2009	Department of Premier and Cabinet	Australia Day Voyages Concert Cost: approximately \$100,000 per year	Alison Fraser	(03) 9651 5175
2006 - 2009	City of Yarra	Fairfield Amphitheatre Summer Concert Series Cost: approximately \$30,000	Sandra Margulius	(03) 9205 5109
2007 - 2009	Federation Square	Freestyle @ Federation Square Cost: approximately \$30,000	Jane Sydenham Clark	(03) 9655 1900
2002	SBS	Opening of SBS at Federation Square Cost: approximately \$80,000	Mike Zafiropolous	0412 260 709
2005 - 2009	Cultural Infusion	Cultural Infusion Schools Program Cost: between \$800,000 - \$1.2 million	Dr Alison Richards	0409 365 136

Tenderer OH&S Management System Questionnaire

Also refer to the **Maroondah Tender** for OH & S answers

		Yes	No
1 OH&S Policy and Management			
1.1 Does your organisation have a written health and safety policy? <i>If yes please provide a copy of the policy with your tender.</i> Appendix 2: Occupational Health and Safety and Risk Management, p 29 - 30	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.2 Does your organisation have an OH&S Manual or Booklet? <i>If yes please provide a copy of the contents page(s)</i> Appendix 2: Occupational Health and Safety and Risk Management, p 4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
1.3 Are specific health and safety responsibilities clearly assigned to	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Yes

No

employees or sub contractors involved with the planning, supervision and execution of works and services.

If yes please provide details or submit the relevant extract from your OH&S documentation

PAN provides new staff with the information, direction and contacts they need, to be able to work in a safe environment. While the extent of safety training & responsibilities vary from area to area, a number of OH&S staff representative members may be involved in many facets of the induction process. It is the responsibility of these trained representatives to ensure current training procedures are ongoing.

The most current OH&S legislation policies and procedures for Victoria are revised in company meetings. Induction procedures and documentation are updated and distributed to all staff if and when the legislations changes. Staff are instructed to report all dangerous and hazardous problems in and around the workplace, which can be found in PAN's Health, Safety & Risk Management Handbook in section 2.3c) Risk/Hazard Identification template.

- 1.4 Do you have a system for the registration and investigation of injuries and incidents?

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If yes please provide details of your reporting and investigation procedures. (or submit a copy of your Standard Incident Report Form)

Incident investigation procedure is outlined in **Appendix 2:** Occupational Health and Safety and Risk Management, p 31

2 Safe Work Practices and Procedures

- 2.1 Has your organisation identified the risks associated with its routine operations and developed standard operating procedures or safe systems of work to minimize or eliminate those risks?

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		Yes	No
	<i>If yes, please provide/attach a summary listing of procedures or work instructions</i>		
	Please see Appendix 3: Event Management Manual which details standard operating procedures for events.		
2.2	Has your organisation previously developed any site specific work method statements or site safety plans? <i>If yes, please provide a sample of a document previously prepared</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Under the section titled Risk Management in PAN's Health, Safety & Risk Management Handbook, all relevant safe work practices and procedure are clearly outlined. Again when PAN is involved in offsite engagements and events PAN staff are instructed to incorporate both company OH&S practices and those practices set out by the venue or governing organization running the event. For an example of a site specific risk assessment please see Appendix 4: Antipodes Festival Risk Assessment		
2.3	Does your organisation have any permit to work systems which will be used on this contract? <i>If yes please provide details of the relevant permits</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.4	Do you always require employees and subcontractors to have a "Red Card" before undertaking construction works at sites under your control? <i>(not applicable for non construction type contracts)</i> <i>If No, please provide details...N/A.....</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.5	Is plant and equipment owned/operated by the company regularly tested, inspected and maintained?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Yes	No
<i>If Yes provide details...N/A.....</i>		
2.6 Is electrical equipment regularly tested, inspected and tagged?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.7 Are there procedures for storing and handling hazardous Substances? <i>(if applicable)</i> If yes, please provide details Handling hazardous substances is outlined in Appendix 2: Health, Safety & Risk Management Handbook p. 21	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3 Occupational Health and Safety Training		
3.1 Have your employees and subcontractors been trained to identify and safely deal with workplace hazards and risks typical to this contract. <i>If yes provide details of training (e.g. Red Card training) or induction programs</i> x p 49, all relevant safe work practices and procedure are clearly outlined. Again when PAN is involved in offsite engagements and events PAN staff are instructed to incorporate both company OH&S practices and those practices set out by the venue or governing organization running the event	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.2 Is a record maintained of all training and induction programs undertaken for employees in your company? <i>If Yes, provide examples of safety training records</i> Staff are thoroughly inducted to onsite and offsite workplaces, records are kept on all staff and contractors files, detailing procedures, personnel and date for the induction took place. Please see Appendix 2: Health, Safety & Risk Management Handbook p 51 for an example training record	<input checked="" type="checkbox"/>	<input type="checkbox"/>

4 Health and Safety Workplace Inspection

4.1 Are regular health & safety inspections undertaken at worksites? ☒ ☐

If Yes, provide details on frequency etc:

OH&S representatives conduct regular onsite inspections
For all offsite event engagements, PAN's OH&S representatives conduct thorough worksite inspections with the governing body of the venue.

Yes

No

4.2 Are standard checklists used for health and safety inspections for

a) the worksite

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b) plant and equipment before use

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Please provide an example of checklists previously used

Please see Appendix 4: Antipodes Festival Risk Assessment for risk management template that outlines

4.3 Is there a procedure by which employees or subcontractors can report hazards at workplaces?

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If Yes, provide details or attach a copy of the standard hazard report form

All staff are instructed to report all hazards to the OH&S representative, as well, In **Appendix 2: Health, Safety & F** Management Handbook on p 13 Risk Management template staff are able to supply detailed information, which is followed up and completed by the OH&S representative.

5 Health and Safety Consultation

5.1 Are employees and subcontractors involved in decision making in relation to OH&S matters?

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If Yes, please provide details

OH&S issues are discussed in regular staff meetings, all staff are encouraged to put forward any suggestions.

5.2 Do you have a OH&S representative that your employees or

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subcontractors can raise OH&S issues with?

PAN has a number of OH&S representatives that are trained across Safety and Medical procedures. PAN's OH&S representative is trained and certified in OH&S & First Aid

6 OHS Performance Monitoring

- 6.1 Do you have a system for recording and analysing health and safety performance statistics?
If Yes provide details:

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All OH & S meetings, incidents and recommendations are recorded and can be then used to create statistics.

- 6.2 Are employees regularly provided with information on company health and safety performance?

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If Yes, provide details

During the initial employment stages, all PAN staff inducted the workplace, are informed of all OH&S procedures. Staff provided with the OH&S manual and are instructed to through the document carefully. Staff are required to review OH&S documents and procedures throughout their engagement and regular safety drills, training and feedback are conducted.

- 6.3 Has the Company, its Directors or Senior Officers ever been convicted of an occupational health and safety offence?
If Yes, provide details...

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7 Company References

7.1 Please provide the following information for the three (3) most recent and relevant contracts completed by the company.

	Contract 1	Contract 2	Contract 3
Contract Description	Fairfield Amphitheatre Summer Concert Series	Australia Day Voyages Concerts	Freestyle@Federation Square
Client	City of Yarra	Department of Premier & Cabinet	Federation Square
Contact Name	Sandra Margulius	Alison Fraser	Jane Sydenham Clarke
Phone No.	(03) 9205 5109	(03) 9651 5175	(03) 9655 1900
Number of lost time injuries	None	None	None
Number of person days on contract	1.5 days per week for three years	1.5 days per week for three years	1 day per week for a year (contract has been renewed for three days)
Total days lost due to injuries	None	None	None
Contract Duration (Weeks)	156 weeks	156 weeks	52 weeks

Signed_____

Name____Emily Kocaj_____

For and on behalf of ____PAN Events_____
(The Tenderer)

Date 20/04/2009

Insurance

This disclosure shall be completed by the Tenderer or the Tenderers authorised representative: -

Provide details of current coverage:

Policy Type	<i>Name of Insurer and Policy No.</i>	Level of Cover \$	Expiry Date	<i>Certificate of Currency Enclosed (Yes / No)</i>
Public Liability	QBE Australia 41A4934BPK	\$20, 000, 000	01/07/2009	Yes
<i>Products Liability</i>	QBE Australia 41A4934BPK	\$20, 000, 000	01/07/2009	Yes
<i>Professional Indemnity</i>				

WorkCover Employer Registration Number 111 563 54.....

Name of Insurer ... CGU Workers Compensation

Expiry Date 30... / ...06... / ...2009.....

Budget Management and Control

1. Devolved Budgets

The basic principle of budget management is that budgets should be devolved to the lowest practicable level. The delegation of budgets gives responsibility to those managers who are close to service delivery and who are most able to identify the needs of the service and manage the use of limited resources to meet the policies and objectives of the Authority. Therefore, the budget hierarchy and levels of delegation will be dependent upon the responsibility of the managers concerned, for example:

Primary level budget holder =front line manager
Secondary level budget holder =service manager
Strategic level budget holder =head of service

Primary level budget holders are responsible for the day-to-day running of a cost centre, and will be first line managers. They will be the manager who is closest to service delivery and who can maximise the use of limited resources allocated to them from their understanding of the operational requirements of the service/establishment. The primary level budget holder has responsibility for the purchase of direct goods and services, and the ordering and certification of invoices relating to their cost centre (budget). Each budget holder is accountable for the budget delegated to them, and a budget holder does not have authority to overspend on any of their budgets. Budget holders are required to monitor the expenditure and income incurred, and any significant variances between the budget and actual spending should be reported to the next level budget holder with a reason for the variance and a possible solution to the problem.

Secondary level budget holders will be service managers who will have a specific range of responsibilities covering a range of cost centers within their service, and are supervisors of the primary level budget holders. This enables the secondary level budget holder to see a wider picture when working with primary level budget holders to identify practical solutions to the problems, which cannot be resolved at a primary budget holder level.

Strategic level budget holders are the budget holders at head of service level. They are responsible for the managerial and strategic direction of the service. The strategic level budget holder will work with his/her management team to ensure resources allocation is in line with the priorities of the department.

2. Reporting Mechanisms

There are a number of reporting mechanisms within the department relating to financial monitoring.

The main report is the financial print from the general ledger, which shows the financial position in respect of transactions processed through the accounts.

The transactions include: invoices paid, payroll transactions and income transactions. The report is provided on a monthly basis at the period end and is normally received by budget holders within 12 days of the month end. The reports are produced on a cost centre basis, which corresponds to cost centers for primary budget managers, or a range of cost centers for other levels. These reports present the profiled budget against actual spend, to date, and give a snapshot position of the current budget spend. Monthly reports are produced for budget managers, and a summary monthly report is prepared for the Adults and Older Peoples Management Team. Overall trends are monitored and the responsible manager investigates any apparent issues raised.

A monthly, summary, financial monitoring report is presented to the Service Management Team (SMT) and divisional reports considered at the respective divisional management teams. These provide an opportunity for the overall budget to be considered, with any variances being identified and explained. SMT also receives regular reports on the progress of budget savings. Monthly reports are prepared for the Corporate management Team. The Accounts Officer also carries out a high level review of spending against budget on a monthly basis and makes a report to senior management identifying any major variances. This acts as a final backstop review covering all PAN's services.

3. Budgetary Control

Budgetary control, carried out throughout the Directorate, highlights those areas where variances are occurring and gives the opportunity to analyse where there are pressure points on the budget and to identify appropriate management action in order to rectify these variance. The action taken may be to use areas of under spends to offset overspends or, where there are significant and unavoidable pressures, to ensure that these are reported through the organization. To support the above process work has taken place with staff to develop greater ownership of budgets and more proactive management of budgets by budget holders, with a greater level of budget training and action to ensure greater involvement if staff through the whole budget process.

Mechanisms in Place to Control Expenditure

The reporting framework in place to identify variances and management action required. This covers all aspects of the Directorate's reporting (*including reporting to Members*).

- Corporate Financial Regulations ('the White Book').
- Services Financial Procedures Manual.
- Monitoring of Virements (*funds transfer*) and Budget Changes by the Finance Section.
- Procedures for changes in Establishment.
- Certifying officer limits and approved signatory arrangements for invoices.
- Internal audit reports and activities.
- Eligibility and Priority Policy.
- Budget Management Arrangements within the directorate.

- Budget estimates. These are based on a post-by-post analysis are built up on a cost centre by cost centre basis in consultation with budget managers.
- Corporate systems and procedures over invoice, payment, debtors, petty cash, etc.

The accounts officer oversees the finances and queries any significant variances, on a monthly basis, as part of the budget monitoring process. It is also necessary to produce a forecast out-turn budget which is reported to Members, and is used to project the overall position.

Good tenders to look at as examples

Subiaco Concert Series

<P:\PAN - CI - HEAD OFFICE\PAN\TENDERS-PROPOSALS-AWARDS\Current Tenders\08 Subiaco Tender>

Australia Day Concert

<P:\PAN - CI - HEAD OFFICE\PAN\TENDERS-PROPOSALS-AWARDS\Current Tenders\Australia Day Tender 2010-2012>

Fairfield Amphitheatre Summer Concert Series

<P:\PAN - CI - HEAD OFFICE\PAN\TENDERS-PROPOSALS-AWARDS\Current Tenders\City of Yarra - 2009 -2011 EOI – Tender>

Maroondah Festival (not successful but a good tender)

<P:\PAN - CI - HEAD OFFICE\PAN\TENDERS-PROPOSALS-AWARDS\Current Tenders\Maroondah Festival>

QLD Cultural Diversity Touring (not successful but a good tender)

<P:\PAN - CI - HEAD OFFICE\PAN\TENDERS-PROPOSALS-AWARDS\Current Tenders\QLD Touring>

File Locations

Staff Bios <P:\PAN - CI - HEAD OFFICE\PAN\COMPANY PROFILE & STRUCTURE\employee bios\Current Bios>

Peter's full bio info <P:\PAN - CI - HEAD OFFICE\PAN\COMPANY PROFILE & STRUCTURE\employee bios\Peter Mousaferiadis>

PAN business plan <P:\PAN - CI - HEAD OFFICE\PAN\COMPANY PROFILE & STRUCTURE\business plans>

Hybrid Org explained <P:\PAN - CI - HEAD OFFICE\PAN\COMPANY PROFILE & STRUCTURE\Organisational Structure for PAN & CI>

Powerpoint presentations <P:\PAN - CI - HEAD OFFICE\PAN\COMPANY PROFILE & STRUCTURE\Powerpoints>

PAN Profiles <P:\PAN - CI - HEAD OFFICE\PAN\COMPANY PROFILE & STRUCTURE\Profiles>

Sponsorship proposals <P:\PAN - CI - HEAD OFFICE\PAN\SPONSORSHIPS>

Tender Proposals <P:\PAN - CI - HEAD OFFICE\PAN\TENDERS-PROPOSALS-AWARDS>

Proposals for corporate clients <P:\PAN - CI - HEAD OFFICE\PAN\EVENTS & CLIENTS\Clients>

Company capabilities and Event Management <P:\PAN - CI - HEAD OFFICE\PAN\COMPANY PROFILE & STRUCTURE\Profiles\Methodology & Capabilities>

Event images <P:\PAN - CI - HEAD OFFICE\IMAGES AUDIO DVDS\EVENTS & TOURS>

All images and some presentations (in various folders) <P:\PAN - CI - HEAD OFFICE\IMAGES AUDIO DVDS>

Stationary and Design (letter heads, logos, staff signatures) <P:\PAN - CI - HEAD OFFICE\ADMINISTRATION & MANAGEMENT\STATIONERY & DESIGN>

Risk Management & OH&S <P:\PAN - CI - HEAD OFFICE\ADMINISTRATION & MANAGEMENT\SYSTEMS & OPERATIONAL MANUALS\Risk Mgt & OHS>

Policies (environmental, equal opportunity & conflict of interest) <P:\PAN - CI - HEAD OFFICE\ADMINISTRATION & MANAGEMENT\SYSTEMS & OPERATIONAL MANUALS\Policies>