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**1. Definitions and Abbreviations**

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| Aggregated Purchasing Contract | A contract established by the Council, government or a nominated agent for the benefit of numerous state, federal and/or local government entities that achieves best value by leveraging combined economies of scale. |
| Best Practice | As defined in the Local Government Best Practice Guidelines or any other document specified by Council. |
| Circular Economy | Application of the principles of designing out waste and pollution. keeping products and materials in use, and regenerating natural systems |
| Emergency | A sudden or unexpected event requiring immediate action including the occurrence of a natural disaster, flooding or fire event at a Council property; the unforeseen cessation of trading of a core service provider; any other situation which is liable to constitute a risk to life or property. |
| Local Supplier | A commercial business with an operational premise that is physically located within the municipal borders of the 11 South East Regional Councils, perform the majority of their manufacturing in this region. |
| Material breach | Any breach of this policy that may also represent a breach of legislation such as procurement thresholds, fraud or corruption, and occupational health and safety. |
| Probity | Probity is the evidence of ethical behaviour, and can be defined as complete and confirmed integrity, uprightness and honesty in a particular process.Probity is a defensible process which is able to withstand internal and external scrutiny, which achieves both accountability and transparency, providing respondents with fair and equitable treatment. |
| Procurement | Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract. It also includes the organisational and governance frameworks that underpin the procurement function. |
| Reasonably practicable | That which is, or was at a particular time, reasonably able to be done in relation to ensuring health and safety, taking into account and weighing up all relevant matters. |
| South East Regional Group of Councils (SERGC) | The SERGC comprises of 11 Councils including the metropolitan Councils of Bayside, Boroondara, Casey, Dandenong, Frankston, Glen Eira, Kingston, Port Phillip, Stonnington, and shires of Cardinia and Mornington Peninsula. |
| Total Contract Sum | The potential total value of the contract including: * costs for the full term of the contract, including any options for either party to extend the contract
* applicable goods and services tax (GST)
* anticipated contingency allowances or variations
* all other known, anticipated and reasonably foreseeable costs.
 |
| Value for Money (VFM) | Value for Money in procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including:* contribution to the advancement of Council’s priorities
* non-cost factors such as fitness for purpose, quality, service and support
* cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.
 |

1. **Purpose**

The Council purchases goods, services and works to support service delivery and the maintenance and development of infrastructure. The Council is required under sections 108 and 109 of the *Local Government Act 2020* (the Act) to prepare, adopt and comply with its procurement policy. In accordance with the Act, this policy sets out the key principles, processes and procedures applied to all purchases of goods, services and works by Council.

1. **Applicability**

This Policy has been developed for the South Eastern Regional Group of Councils and will apply to Councils party to this policy. This Policy applies to all contracting and procurement activities conducted at each Council and is applicable to all Councillors, Council Staff and other persons undertaking procurement on Council’s behalf.

It is recognised this will enhance achievement of each Council’s objectives such as sustainable and socially responsible procurement, supporting local economies and obtaining Value for Money, leading to a better result in the provision of services for the community.

This Procurement Policy provides direction on the conduct of procurement activities throughout the sourcing, management and disposal phases. It also covers the general procurement framework but does not extend to the related accounts payable processes.

Each Council must comply with this Procurement Policy before entering into a contract for the purchase of goods or services or the carrying out of works.

1. **Guiding Principles**

Council's procurement processes shall be based on the following principles, irrespective of the value and complexity of that procurement:

4.1 Strategic Procurement

Council’s procurement processes will be based on the principles of Strategic Procurement. Planning for an individual procurement exercise will include consideration of aggregation opportunities, access to suppliers under existing contracts and analysis of alternative contract models. Guidance and procurement planning templates are available from the Procurement Unit.

4.2 Value for Money

Council will weigh the benefits of the procurement against the costs necessary for the optimum result for Council and the local community. While Council is not required to accept the lowest price, it is required to take into account issues of quality, cost, accessibility of the service and other factors relevant to both the overall objectives and the Act. Value for Money may not mean the lowest price. In terms of the contracting process, Value for Money requires Council to apply appropriate weighting for quality and price with as much transparency as is reasonably achievable. In this context, price should take into account the whole life cost of the provision as far as is practicable.

To achieve Value for Money for the community, Council will look beyond upfront costs to make purchasing decisions based on the entire life cycle of goods and services or works, and take into account related costs, environmental/circular economy and social risks and benefits, and broader social and environmental implications.

Council will seek to conduct sustainable procurement through measures including, but not limited to:

1. adopting strategies to avoid unnecessary consumption and manage demand;
2. giving consideration to the purchase of goods and infrastructure that can be reused, repaired and recycled, and that include recycled content;
3. giving consideration to the purchase of goods, services or works that benefit local suppliers or social enterprises;
4. minimising environmental impacts over the life of the goods and services by choosing products or services that have lower adverse impacts associated with their production, use or disposal;
5. fostering innovation in sustainable products and services through the design and implementation of procurements;
6. ensuring that fair and ethical sourcing practices are applied and that suppliers are complying with socially responsible practices, including legislative obligations to employees.

Achieving Value for Money shall be the basis of all procurement decisions within Council.

4.3 Assessing the Evaluation Criteria - Value for Money

Council’s procurement activities will be carried out on the basis of obtaining Value for Money consistent with acceptable quality, reliability and delivery considerations. Value for Money in Council procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including:

1. contribution to the advancement of Council’s priorities and objectives;
2. non-cost factors such as fitness for purpose, quality, social and environmental impacts, service and support; and
3. cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.

Value for Money is best achieved by:

1. developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the procurement lifecycle;
2. aggregating purchasing whenever possible; and
3. undertaking competitive procurement processes.

Council may include the following evaluation criteria categories to determine whether a proposed contract provides Value for Money:

* Mandatory Compliance criteria (e.g. ABN registration, Fair Work Act).
* Tendered price.
* Capacity of the Tenderer to provide the Goods and/or Services and/or Works.
* Capability of the Tenderer to provide the Goods and/or Services and/or Works.
* Demonstration of Sustainable Procurement Impact.
1. **Council Policy**

5.1 Procurement Structure, Processes, Procedures and Systems

Council maintains a procurement function responsible for:

1. Maintaining the Procurement Policy and associated guidelines, processes and procedures;
2. Maintaining appropriate purchasing, procurement and contract management systems and tools;
3. Providing procurement-related advice and support to the organisation as required;
4. Building organisational procurement and contract management capability (including
5. delivery of training and provision of guidance materials);
6. Promoting awareness of and monitoring compliance with this Policy and all relevant
7. legislation and reporting breaches and corrective actions in a timely manner;
8. Collaborating with other councils and organisations to identify best practice in and
9. achieve better value from procurement.

Councillors, staff and persons undertaking procurement on Council’s behalf are responsible for complying with this Policy.

Council will maintain Procurement Procedures document detailing the processes, procedures and systems related to procurement.

Council will maintain details of tendered contracts.

Whenever practicable, Council must give effective and substantial preference to contracts for the purchase of goods, machinery or material manufactured or produced in Australia or New Zealand.

5.2 Probity, Accountability and Transparency

All people undertaking procurement activities on Council’s behalf are responsible for the actions and decisions they take in relation to Procurement and for the resulting outcomes.

Therefore, the processes by which all Procurement activities are conducted will be in accordance with the Council’s procurement policies and procedures as set out in this Policy and related, relevant Council policies and procedures. Where a third-party agent is engaged to procure goods, services or works on behalf of Council, they must ensure they are compliant with the relevant legislation including the Act.

1. **Probity**

Council has a responsibility to obtain Value for Money and this must be achieved by acting with probity. Procurement probity is a defensible process, able to withstand internal and external scrutiny, one which achieves accountability, transparency and provides tenderers with fair and equitable treatment. Probity is about ensuring the procedural integrity of the procurement process, guarding against collusion and fraud and anti-competitive conduct, and not receiving personal gain.

1. **Risk Management**

The principles of risk management are to be appropriately applied at all stages of Procurement activities, which will be properly planned and carried out in a manner that will protect and enhance the Council’s capability to prevent, withstand and recover from personal injury, property damage, reputational loss, financial exposure and interruption to the supply of goods, services and works.

The provision of goods, services and works by a supplier or contractor potentially exposes Council to risk. The Council will minimise its risk exposure through measures including, but not limited to:

1. providing sufficient planning and lead-time for Procurement preparation and consideration;
2. using appropriate Council standard-form contracts provided by Council’s Procurement Unit or Australian Standard contracts which include current, relevant clauses to mitigate risk to Council;
3. all contract departures will be reviewed and negotiated by Council’s Procurement Unit prior to the award of the contract. Copies of all communication between Procurement Unit and the preferred contractor or supplier will be saved in the Information Management system as evidence of review and approval of non-standard contracts;
4. Procurement Unit will review all non-standard contracts, as well as standard contracts that have agreed departures included, prior to the contract being disseminated for execution;
5. requiring security deposits where appropriate;
6. referring specifications to relevant experts;
7. all Contracts must be executed and a copy provided to the Procurement Unit before allowing the commencement of Procurement of any goods, services or work;
8. ongoing and timely Contract management; and
9. effectively managing the contract including monitoring and enforcing performance.

Council shall have in place consistent strategies for managing risks associated with all procurement processes.

5.3 Procurement Methods

The standard methods for procurement will be:

1. Credit card
2. Purchase order following a quotation process
3. Purchase order under contract following a tender process
4. Under approved purchasing schemes (Panel contracts)
5. Under an arrangement approved by the Minister

The source of funds must be identified and the procurement authorised in accordance with the Council’s financial delegations of authority, before any commitment to purchase is made.

More than one person will be involved in, and responsible for, each transaction with appropriate authorisations obtained and documented.

Council may seek Expressions of Interest where:

1. there are likely to be many tenderers; and/or
2. tendering will be costly, or the procurement is complex and Council does not wish to impose the costs of preparing full tenders on all tenderers; and/or
3. there is uncertainty as to the willingness and/or interest of vendors to offer the required procurement; and/or
4. Council requires advice from the market regarding how best to address a particular need.

All Expressions of Interest and public Tenders invited by Council will be published via Council’s eTendering Portal.

Information regarding Current Tenders will be published on Council’s website.

The Panel Contracts include Bayside City Council Panel contracts, eligible State Government Panel contracts including the Construction Supplier Register, and approved schemes including MAV Procurement and Procurement Australia.

For procurements where there is an existing Panel Contract, staff are required to:

1. Obtain the relevant number of quotes from suitable Panel members, in line with this Policy;
2. Raise a purchase order including the relevant information.

Council will identify and actively investigate relevant collaborative procurement opportunities, where the procurement objectives are focussed on programmed collaboration, and shared services that align within the public tender thresholds amongst the SERGC.

5.4 Collaborative Procurement

In accordance with Section 108 (c) of *the* *Act*, the Council will seek to collaborate with other Councils, especially the SERGC and public bodies in the procurement of goods, services and works in order to take advantage of economies of scale.

Council staff must consider any opportunities for collaborative procurement in relation to a procurement process undertaken by Council. Any Council report that recommends entering into a procurement arrangement must set out information relating to opportunities for collaborative procurement, including:

1. the nature of those opportunities, if any, and the councils or public bodies with which they are available; and
2. why Council did, or did not, pursue the identified opportunities for collaboration in relation that procurement process.

Furthermore, Council may collaborate with other Councils to procure goods or services, or utilise MAV Procurement, State Government and Procurement Australia contracts for the procurement of goods, services or works established through a public tender process where it provides an advantageous, Value for Money outcome for the Council.

5.5 Procurement Processes, Thresholds and Competition

Section 108 of the Act details that each Council will set the public tender threshold circumstances when tenders for contracts must be publicly invited. Guidelines will be determined from time to time for minimum spend thresholds associated with Council's procurement activities. These will be decided by analysing the historical size and complexity of the procurement activity and of proposed procurement activities.

Council will invite tenders, proposals, quotes and expressions of interest from the supply market for goods, services, building and construction works in accordance within the thresholds listed below to ensure compliance with the Act. These thresholds will only be varied with approval from Council. The thresholds must represent the estimated value of the whole of term of the contract i.e. the initial term plus any options to extend the initial contract term, and are to be inclusive of GST.

|  |  |  |
| --- | --- | --- |
| **Level** | **Threshold >** | **Notes/Explanation** |
| Tender Threshold | $300,000 | Public Tender issued by Procurement Unit |
| Selective Tender/Quote | $50,000 | Formal Quotes/ Selective and Open Tenders issued by Procurement. |
| 3 Quotes | $15,000 | Informal Quotes/ Selective and Open Tenders process Procurement assisted. |
| 1 Written Quote | $5,000 |   |
| New Procurement Initiative | Any Value | Initial Risk Assessment via Procurement for any new initiative involving any external contractors. Not included in this is one off or minor or incidental Procurement. |

Procurement transactions will not be split to circumvent the above thresholds. Obtaining sufficient quotations can sometimes be difficult, e.g. if there are few suppliers for the goods, services or building and construction works being sought or where the work is highly specialised. In such a case a Director may waive the requirement to request three quotations.

The options for a procurement process compliant with the public tendering requirements contained in the Act include:

1. Council running its own publicly advertised tender process, a variety of advertising mediums may be chosen from, including national newspapers, local newspapers and web based forums;
2. Council participating in collaborative tender processes for similar services in conjunction with other councils, including councils in local procurement networks;
3. Council appointing an external agent to run a tender process on its behalf. Organisations such as Procurement Australia and Municipal Association of Victoria (MAV) Procurement are active in this area;
4. Council accessing Victorian State Government contracts (e.g. State Purchase Contracts, Whole‑of‑Government contracts) that have been made available to Local Government and which Local Government can access without the need to comply with the requirements of Division 2 Section 108 (1) of the Act; or
5. Council accessing contracts for panels of suppliers where those panels have been put in place through a compliant tender process. For example, these panel contracts may have been put in place through a Council-run tender process, a tender process run for Council by an external agent or be a Victorian State Government panel made available to Local Government.
6. Seek an exemption as outlined in section 108 3 (d) of the Act (refer to section 5.10 of this Policy).

5.6 Procurement Principles

Council will apply the following fundamental best practice principles to procurement, irrespective of the value and complexity of that procurement:

* Value for Money
* sustainability (social, economic and environmental)
* open and fair competition
* accountability
* risk management
* probity and transparency

5.7 Tender Evaluation and Negotiation

Late tenders will not be accepted.

The tender selection criteria and weighting for each criterion will be documented prior to the requesting of tenders.

An appropriately qualified and briefed Evaluation Panel will be established to evaluate each tender submission against the tender selection criteria.

External representatives may be part of, or an advisor to, the panel to ensure appropriate skills, experience and/or probity.

The evaluation process must be robust, transparent and unbiased.

A Tender Evaluation and Probity Plan must be developed for all high value and/or high-risk procurements.

Contract Negotiations can be conducted to obtain the best outcome for Council, providing negotiations remain within the intent and scope of the tender.

Council may conduct a shortlisting process. Shortlisted tenderers may be invited by the Council to submit a Best and Final Offer.

To ensure value for money, assessment of the best price, subject to an agreed variance will be used. The tolerances will be set in the supporting procedures.

The results of the Tender Evaluation and demonstration of the robustness of the process must be documented in a Tender Evaluation Report approved by the relevant delegate.

The Tender Evaluation process should take into consideration Whole of Life Cost.

5.8 Corporate Social Responsibility (Sustainable and Ethical Procurement)

Council will support sustainable and ethical procurement through its purchasing activity, by prioritising purchases which provide environmental and social sustainability benefits.

Council aspires to demonstrate to the community that its purchasing decisions endeavour to enhance sustainability and improve markets for sustainable products.

Value for Money purchasing decisions made by Council are made based on whole-of-life cost and non-price factors, including the contribution to Council’s sustainability objectives.

Council prefers to purchase sustainable products and services whenever they achieve the same function or better, as well as Value for Money outcomes.

Council will support products and new industries which provide environmental and social sustainability benefits, and contribute to a ‘Circular Economy’.

Council will show preference to suppliers who actively adopt sustainable practices, through the use of tender and procurement evaluation criteria.

Where practical and operationally efficient, Council will integrate the following sustainable purchasing practices into its operations and encourage its suppliers and contractors to adopt the same:

5.9 Advancing Economic, Environmental and Social Sustainability Objectives

Council will seek to advance economic, environmental and social objectives to benefit the community: directly, by purchasing from for-social benefit entities; and indirectly, by including social sustainability clauses in its contracts with private sector providers and screening supply chains for ethical considerations.

At its discretion, Council may apply a preference of up to 10% in the evaluation of proposals that:

1. are from Social Enterprises or include Social Enterprises in their supply chain; and/or
2. are from Indigenous Suppliers or include Indigenous Suppliers in their supply chain.

Council may spend more for products that provide environmentally sustainable benefits. Council will also give regard to the following elements when making procurement decisions:

1. **Environmental Sustainability** - Council declared a Climate Emergency in December 2019 and has committed to reducing its impact on the environment.

As such, Council seeks to make procurement decisions that:

* Use resources, energy and water efficiently
* Reduce greenhouse gas emissions;
* Reduce waste to landfill and increase of the use of recycled materials;
* Reduce potable water consumption and the improve of water management;
* Improve environmental management in Council’s supply chain;
* Have minimal effect on the depletion of natural resources and biodiversity; and
* Improve adaptability to climate change.

This action also means encouraging suppliers of products and services to Council to adopt good environmental practices, to minimise the environmental ‘footprint’ of Council’s extended activities.

1. **Economic Sustainability** - Council supports local businesses and economic diversity by encouraging purchases that:
* Are made from local suppliers and Small to Medium Enterprises;
* Generate local employment; and
* Consider the cost vs life cycle/durability of purchases.
1. **Social Sustainability** - Council seeks to address disadvantage by encouraging diversity, acceptance, fairness, compassion, inclusiveness and access for people of all abilities in its purchasing by seeking to:
* Create new jobs and opportunities for people who may be struggling to find work;
* Target cohorts that may be experiencing economic exclusion;
* Reinvigorate depressed or marginalised communities; and
* Improve equity of access to opportunities.

5.10 Exemptions and Breaches

The following circumstances are exempt from the general tender, proposal, quotation and expression of interest requirements. Use of any exemption must be endorsed in accordance with the approved Financial Delegations.

| **Exemption Name** | **Explanation, Limitations, Responsibilities and Approvals** |
| --- | --- |
| A contract made because of genuine emergency or hardship | Where the Council has resolved that the contract must be entered into because of an emergency (e.g. to provide immediate response to a natural disaster) |
| A contract made with, or a purchase from a contract made by, another government entity, government-owned entity or other approved third party | This general exemption allows engagements with another government entity or government owned entity. For example, Federal, State or Local Government or an entity owned by the Federal, State or Local Government.Contracts and arrangements established by another government entity, local authority or local government group purchasing scheme, Municipal Association of Victoria (MAV) or National Procurement network members (e.g. Local Buy), Procurement Australia (PA). |
| Exemption from Public Tendering | Where the contract is entered into in accordance with arrangements approved by the Minister where Council must demonstrate to the Minister for Local Government that it is not a viable option to undertake a public tender. |
| Extension of contracts while Council is at market | Allows Council to extend an existing contract where the procurement process to replace the contract has commenced, and where the tender process or negotiations will take or have taken longer than expected.This exemption may be used when the establishment of an interim short-term arrangement is considered not to be in the public interest, as it may be cost prohibitive and/or present a risk in the delivery of critical public services to the municipality. |
| Professional services unsuitable for tendering | Legal Services, Utilities |
| Novated Contracts | Where the initial contract was entered into in compliance with the Act and due diligence has been undertaken in respect to the new party. |
| Information technology resellers and software developers | Allows Council to renew software licenses and maintenance and support, or upgrade existing systems, where there is only one supplier of the software, who holds the intellectual property rights to the software.  |
| Regional Waste Management Groups  | Situations where a Regional Waste Management Group constituted under section 50F of the Environment Protection Act 1970 had already conducted a public tender for and on behalf of its member councils. |
| Statutory Compulsory Monopoly Insurance Schemes | Motor vehicle compulsory third party.WorkCover. |
| Operating Leases | Where a lessor leases an asset (generally a vehicle or plant and equipment) to the Council and assumes the residual value risk of the vehicle. |
| Variations under contract | Where a variation occurs the delegation is not defined by the value of the variation, but by the value of the whole contract. An officer with a sub-delegation from the Chief Executive Officer or Council may vary a contract to the limit in the delegation.Approved budget must be available for all variations. |
| Exceptional circumstances | the CEO may approve ad-hoc exemptions in exceptional circumstances where it can be demonstrated that it is in the best interests of the community to do so. |

Spend breaches will be reported to Executive Leadership Team on a quarterly basis as part of the Procurement Update and the Business Unit specific to the breach is to sign off on the deviations to say they meet Value for Money principles.

Emergency and post emergency procurement should meet all requirements of the Disaster Recovery Funding Arrangements. In addition the Value for Money principals will still be applicable.

Where Council expenditure is funded from State or Federal Government grant monies the requirement to comply with Division 2 Section 108 of the Act remains unless there are grant conditions which provide alternative arrangements.

Should the nature of the requirement and the characteristics of the market be such that it is considered a public tender process is not possible, an exemption as outlined in Section 108 3 (d) may be sought from Council.

If a state of emergency/disaster/pandemic is in place within Victoria, this exemption can be approved by the Chief Executive Officer.

The Public Tender Threshold and related exemptions also apply to collaborative procurements.

5.11 Sole or Select Sourcing

Supply of goods, services or works can be sought from one supplier (sole sourcing) or a restricted group of suppliers (select sourcing) without tenders, expressions of interest, proposals or quotes where it is consistent with this Procurement Policy and either:

1. it is in the public interest;
2. marketplace is restricted by statement of license or third-party ownership of an asset (including when utility authorities are required to undertake work on their assets); or
3. Council is party to a joint arrangement where Council jointly owns the IP with a third party provider.

If there is a current procurement or disposal process in place, that process must be terminated prior to sole sourcing being implemented.

Sole sourcing is subject to existing delegations.

Select sourcing is subject to endorsement by the appropriate Financial Delegate or the CEO.

1. **Relevant Legislation, Policy And Other Documents**

The Council’s procurement activities shall be carried out to the professional standards in accordance with best practice and in compliance with the Act and applicable policies and procedures including Codes of Conduct for Councillors, Council staff and Others.

Compliance will be monitored by the Council’s Procurement Team and minor issues will be appropriately addressed by Council staff in leadership positions. Where required, serious compliance issues will be reported by the CEO to the Audit and Risk Committee and Council.

All Council policies comply with the Victorian Charter of Human Rights and Responsibilities.

This policy has clear linkages to a range of codes, charters, legislation and Council documents including:

1. Local Government Act 2020
2. The relevant provisions of the Competition and Consumer Act 2010 (Cth)
3. Procurement procedures and guidelines
4. Purchasing and accounts payable manuals
5. Codes of Conduct and associated policies
6. Contract management guidelines
7. Working with Children Act 2005 and Working with Children Regulation 2016
8. Occupational Health and Safety Act 2004
9. Other relevant Australian Standards

1. **Monitoring Review and Audit**

The Procurement Unit will monitor procurement activity on an ongoing basis with respect to annual procurement activity and compliance with key internal controls. Performance reporting will be undertaken to the Executive Team and Audit and Risk Committee as required including procurement spend, variations; and reduction of negative impacts on environment. The Procurement Procedures will specify the detail of this performance reporting.

Council is committed to continuous improvement and will review the Policy in accordance with the requirements of the Act to ensure that it continues to meet its wider strategic objectives.

This Policy is subject to amendment at any time if required and is to be reviewed at least once in every four (4) year Council term as required by the Act.

This Policy is to be reviewed annually by the Audit and Risk Committee.

**Responsible officer:** Procurement Lead

**Department:** Commercial Services

**Procurement Policy Enquiries and Contact Details**

For further information on the policy, please contact the individual Council Procurement Teams as detailed in the table below.

| **Council** | **Email address** | **Phone** |
| --- | --- | --- |
| Bayside City Council | baysidecontracts@bayside.vic.gov.au | (03) 9599 4342 |

Please note: This policy is current as at the date of approval. Refer to Council’s website ([www.bayside.vic.gov.au](http://www.bayside.vic.gov.au)) to ensure this is the latest version.

*Policy developed in partnership with the following Councils: Bayside City Council, Boroondara City Council, Cardinia Shire Council, Dandenong City Council, Frankston City Council, Glen Eira City Council,*

*Kingston City Council, Mornington Peninsula Shire Council, Port Phillip City Council, Stonnington City Council*