



Name of Policy	Procurement Policy
Description of policy	
Policy applies to	<input checked="" type="checkbox"/> Corporation-wide <input type="checkbox"/> Specific (<i>outline</i>)
Policy status	<input type="checkbox"/> New policy <input checked="" type="checkbox"/> Revision of existing policy

Approval Authority	<input checked="" type="checkbox"/> Wimmera Regional Library Board <input type="checkbox"/> Chief Executive Officer
Responsible Officer	Chief Executive Officer

Approval date	
Effective date	14 September 2018

Date of last revision	September 2018
Nature of revision* <i>* A brief description of changes including details of section/s</i>	
Date of policy review* <i>*Unless otherwise indicated, this policy will still apply beyond the review date.</i>	September 2020

Related Documents:	
- Policies	
- Procedures	WRLC Board Code of Conduct WRLC Staff Code of Conduct
- Guidelines	
- Legislation	<i>Local Government Act 1989 Protected Disclosures Act 2012 Trade Practices Act Goods Act Competition and Consumer Act 2010 Environmental Protection Act Victorian Charter of Human Rights and Responsibilities Act 2006</i>

Documents superseded by this policy	
--------------------------------------------	--

Contents

1. Policy Statement	4
1.1 Statement.....	4
1.2 Statement	4
1.3 Definitions.....	4
1.4 Treatment of GST.....	5
1.5 Purchase Order Exemptions.....	5
2. Principles.....	6
2.1 Ethics and Probity	6
2.2 Conduct of WRLC Board Members and Staff.....	6
2.3 Members of Professional Bodies	6
2.4 Tender Processes	6
2.5 Conflict of Interest	6
2.6 Fair and Honest Dealing.....	7
2.7 Gifts and Hospitality.....	7
2.8 Disclosure of Information.....	7
2.9 Fraudulent and Corrupt Procurement	8
3. Governance.....	8
3.1 Structure	8
3.2 Standards	9
3.3 Methods	9
3.4 Responsible Financial Management	9
4 Procurement Thresholds and Competition.....	10
4.1 Principles to be applied to the Procurement Process.....	10
4.2 WRLC Purchasing Thresholds	11

4.3 Tenders.....	12
4.4 Exemptions from Quote/Tender Process	12
5 Delegations	13
5.1 WRLC Staff.....	13
5.2 Delegations Reserved for the Board	13
5.3 Internal Controls	13
5.4 Risk Management	14
5.5 Contract Terms.....	14
5.6 Dispute Resolution	14
5.7 Contract Management.....	14
6. Demonstrating Sustained Value.....	15
6.1 Integration with WRLC Strategy.....	15
6.2 Achieving Best Value	15
6.3 Corporate Social Responsibility.....	16
6.4 Sustainable Procurement.....	17
6.5 Diversity	17
6.6 Support of Local Business	17
7. Apply a Consistent and Standard Approach	18
7.1 Standard Processes	18
7.2 Performance Indicators.....	18
7.3 Build and Maintain Supply Relationships.....	18
7.4 Developing and Managing Suppliers.....	19
7.5 Relationship Management.....	19
7.6 Review Process.....	19
8. Communication.....	19

1. Policy Statement

This Procurement Policy is made under Section 186A of the *Local Government Act 1989*.

Section 186A requires Wimmera Regional Library Corporation (WRLC) to prepare, approve and comply with a procurement policy encompassing the principles, processes and procedures applied to all purchase of goods and services by WRLC.

1.1 Statement

The purpose of this policy is to ensure that all purchases:

- Achieve value for money and continuous improvement in the provision of library services for the community;
- Ensure that WRLC resources are used efficiently and effectively; and
- Incorporate broad principles covering ethics, responsibilities and accountabilities in a professional approach.

1.2 Statement

This policy applies to all contracting and procurement activities of WRLC and is binding upon Library Board members, staff, temporary employees, contractors and consultants while engaged by WRLC.

The Act and the Procurement Policy of WRLC is the primary reference point for how all procurement should be performed.

1.3 Definitions

Act: *Local Government Act 1989*

Best Value: Best Value in Procurement is about selecting the supply of goods and services considering both cost and non-cost factors including:

- Contribution to the advancement of WRLC'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 and services.

CEO: Chief Executive Officer of Wimmera Regional Library Corporation.

Commercial in Confidence: Information that, if released, may prejudice the business dealings of a party e.g. prices, discounts, rebates, profits, methodologies and process information.

Contract Management: The process that ensures both parties to a contract that fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business

and operational objectives required from the contract and, to provide value for money.

Corporate Social Responsibility: Is about taking positive action to demonstrate WRLC's commitment to the local community and environment on which it impacts.

Expression of Interest (EOI): An invitation for persons to submit an EOI for the provision of the goods and/or services generally set out in the overview of requirements contained in the document. This invitation is not an offer or a contract.

Library Staff: Includes full-time and part-time library officers, and temporary employees, contractors and consultants while engaged by WRLC.

Probity: The uprightness, honesty, proper and ethical conduct and propriety in dealings. Clear procedures that are consistent with the Corporations' policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.

Procurement: 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.

Social Procurement: Uses procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works.

Standing Offer Arrangements: A contract that sets out rates for goods and services which are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services.

Sustainability: Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.

Tender Process: The process of inviting parties to submit a quote by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.

1.4 Treatment of GST

All monetary values stated in this policy **include** GST, except where specifically stated otherwise.

1.5 Purchase Order Exemptions

Purchases not requiring a purchase order are listed in Appendix A. This is owing to the nature of the purchases.

2. Principles

2.1 Ethics and Probity

WRLC's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible scrutiny. Ethics and probity considerations should also consider the WRLC Board Code of Conduct and the WRLC Staff Code of Conduct.

2.2 Conduct of WRLC Board Members and Staff

WRLC Board members and staff shall always conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will:

- Treat potential and existing suppliers with equality and fairness;
- Not seek or receive personal gain;
- Maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;
- Present the highest standards of professionalism and probity;
- Comply with the respective codes of conduct;
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest;
- Provide all suppliers and tenderers with the same information and equal opportunity; and
- To be able to account for all decisions and provide feedback on them.

WRLC staff responsible for managing or supervising contracts are prohibited from performing any works in a private capacity under the contract they are supervising.

2.3 Members of Professional Bodies

WRLC Board members and staff belonging to professional organisations shall, in addition to the obligations detailed in this policy, ensure that they adhere to any code of ethics or professional standards required by that body.

2.4 Tender Processes

All tender processes shall be conducted in accordance with the requirements of this policy and any associated guidelines and procedures, relevant legislation, relevant Australian Standards and the Act.

2.5 Conflict of Interest

Board Members and WRLC staff shall always avoid situations in which private interest conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their library duties.

Board Members and WRLC staff involved in the procurement process, preparing tender documentation, including writing tender specifications, tender opening, and tender evaluation panels shall not participate where that person or any member of their immediate family has a significant interest, or holds a position of influence or power in a business undertaking tendering for the work.

The onus is on the Board Member and the library staff member involved being alert to and promptly declaring an actual or potential conflict of interest to WRLC.

2.6 Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected. Confidentiality of information provided by existing and prospective suppliers must always be maintained, particularly commercially sensitive material such as, but not limited to process, discounts, rebates, profit, and manufacturing and product information.

2.7 Gifts and Hospitality

No Board Member or library staff member shall, either directly or indirectly solicit or accept gifts or presents from any member of the public involved with any matter that relates to the duties of the officer, or in which WRLC is interested.

Board Members and library staff must exercise the utmost discretion in accepting hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings. Board Members and library staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and/or not on official business.

Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how flimsy the evidence available), must be promptly brought to the attention of the Chief Executive Officer.

2.8 Disclosure of Information

Commercial in-confidence information received by WRLC must not be disclosed and is to be stored in a secure location.

Board members and library staff are to protect, by refusing to release or discuss the following:

-
- Allocated WRLC budgets where information may prejudice the tender process (except where a library budget may be identified within the public budget documentation);
 - Information disclosed by organisations in tenders, quotes or during tender negotiations;
 - All information that is Commercial in Confidence information; and
 - Pre-contract information including but not limited to information provided in quotes and tenders so subsequently provided in pre-contract negotiations.

Board Members and library staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussions be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre-contract negotiations.

2.9 Fraudulent and Corrupt Procurement

WRLC is committed to combating Fraud and Corruption. All WRLC employees and representatives must take appropriate action to prevent and report suspected fraud or corruption particularly within their area of responsibility. Any suspected fraud or corruption must be reported immediately.

Reports of suspected fraud or corruption can be reported by making a protective disclosure under the *Protected Disclosures Act 2012* which will guarantee WRLC employee or representative anonymity. Alternatively, concerns may be reported to the Chief Executive Officer.

3. Governance

3.1 Structure

WRLC shall:

- Establish a procurement management responsibility structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of all goods and services purchased by WRLC;
- Ensure that WRLC's procurement structure:
 - Is flexible enough to purchase in a timely manner the diverse range of material, goods and services required by WRLC;
 - Ensures that prospective contractors and suppliers are afforded an equal opportunity to tender/quote;

- Encourages competition and innovation; and
- Ensures that policies that impinge on the purchasing policies and practices are communicated and implemented.

3.2 Standards

WRLC's procurement activities shall be carried out to the professional standards required by best practice and in compliance with:

- The Act;
- WRLC's policies;
- WRLC's Codes of Conduct; and
- Other relevant legislative requirements such as but not limited to the *Trade Practices Act*, *Goods Act*, the relevant provisions of the *Competition and Consumer Act 2010* and the *Environmental Protection Act*. Procurement operations are consistent with the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

3.3 Methods

WRLC's standard methods for purchasing goods and services shall be by some or all the following methods:

- Purchasing card;
- Purchase order following a quotation process from suppliers for goods and services that represent best value for money under adopted quotation thresholds;
- Under contract following a tender process; or
- Where practical, using collaborative or aggregated purchasing arrangements with MAV Procurement, Procurement Australia, State Government Contracts or other authorised bodies; or
- Contracts entered into under an arrangement approved by the Minister for Local Government.

WRLC may, at the Chief Executive Officer's discretion and based on the complexity and cost of the project, conduct one stage or multi-stage tenders.

WRLC may also choose to seek Requests for Information or Requests for Interest as a precursor to the tender process involving the organisations selected because of the expression of interest stage.

3.4 Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of exiting funds within an approved budget, or source of funds, shall be established prior to the commencement of any procurement action for the supply of goods or services.

WRLC staff must not authorise the expenditure of funds in excess of their financial delegations.

WRLC funds must be used efficiently and effectively to procure goods and services and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in the Policy.

4 Procurement Thresholds and Competition

4.1 Principles to be applied to the Procurement Process

WRLC procurement processes are based on several principles:

- **Best Value**

The benefits of the purchase are weighted against the costs necessary for the optimum result for WRLC and the local community. WRLC is not required to accept the lowest tender. Instead, WRLC is required to consider issues of quality, cost, the accessibility of the service and other factors relevant to both the overall objectives of the *Local Government Act*. Best Value is sometimes mistaken for meaning the lowest price, however, in terms of the contracting process, Best Value requires WRLC to balance quality and price with as much transparency as is reasonably achievable. In this context price should consider the whole life cost of the procurement as far as is practicable. It follows that the delivery of Best Value is dependent upon WRLC priorities.

Achieving Best Value also requires *challenging* the need for the procurement and the way in which the service may be reconfigured to achieve improvements in service delivery, *comparing* service provision options against all those available, *consulting* with key stakeholders and ensuring *competition* in the open market.

Achieving Best Value for money must be the basis of all procurement decisions within WRLC.

- **Open and Fair Competition**

All suppliers are treated fairly in an open and transparent manner and have access to the same information. During a public tender process, all prospective providers must be afforded an opportunity to tender.

The commercial interest of suppliers and potential suppliers must be protected.

Late tenders will not be accepted under any circumstances. Advice will be provided to the tenderer that the submission was late.

- **Accountability**

WRLC maintains consistency in its approach to procurement across the whole organisation through coherent frameworks, policies and procedures. Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore, the processes by which all procurement activities are conducted will be in accordance with WRLC's procurement policies and procedures as set out in this policy and related, relevant WRLC policies and procedures.

Additionally:

- All WRCL staff must be able to account for all procurement decisions made over the lifecycle of all goods and services purchased by WRLC and provide feedback on them; and
- All procurement activities are to provide for an audit trail for monitoring and reporting purposes.

- **Risk Management**

WRLC will manage all aspects of its procurement processes in accordance with its adopted Risk Management policy and in such a way that all risks, including occupational health and safety are identified, analysed, evaluated, managed, monitored and communicated.

- **Probity and Transparency**

Board Members and members of staff (and all persons engaged in procurement on WRLC's behalf) must exercise the highest standards of integrity in a manner able to withstand the closest possible scrutiny. All members of staff have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest.

4.2 WRLC Purchasing Thresholds

Any WRLC procurement under the Local Government Act thresholds must comply with WRLC's own policy, guidelines and procedures.

- Under \$1,000 Does not require a written quote
- \$1,000 to \$10,000 One written quote required
- \$10,001 to \$40,000 Two written quotes required
- \$40,001 to \$80,000 Three written quotes required
- Any purchase greater than \$80,000 is subject to a public tender process

Procurement through contracts entered via MAV Procurement or Procurement Australia are deemed to satisfy these purchasing thresholds. The Minister has granted approval for this under Section 186 (5)(c) of the *Local Government Act 1989* on the basis that these contracts are selected following a competitive process and represent best value.

A quote is deemed to be acceptable for the purpose of determining the number of quotes sought, where the business requested to quote is a business that would normally provide the goods/services sought but indicates in writing that they are unable to provide a quote at that time.

4.3 Tenders

Under Section 186a of the Local Government Act 1989, all procurement (inclusive of GST) exceeding \$150,000 for goods or services must be undertaken through a public tender process.

It is a breach of this policy to separate a single supply or service into parts with the purpose of issuing two or more orders which combined exceed procurement thresholds.

4.4 Exemptions from Quote/Tender Process

If the required number of quotes cannot be obtained and the Chief Executive Officer or their delegate, determines that there are justifiable reasons for not continuing to seek the required number of quotes, then a complete explanation shall be recorded and attached to the appropriate Quotation Forms so that any queries from suppliers or other interested parties may be answered.

Justifiable reasons approved by the Chief Executive Officer or their delegate include:

- Where the need is extremely urgent and there is insufficient time to seek quotes;
- Where there is a sole source of supply for the goods; or
- Where the officer has recently sought quotes from suppliers for a similar project/product and can validate that the source of supply will provide best value for money and is certain that obtaining quotes would not be cost effective.

The required number of quotes must be obtained in all other circumstances except for:

- Legal services;
- Plant and equipment servicing and spare parts and similar under warranty;
- Specialist knowledge and skill or sole supplier of intellectual property;
- Conferences, training courses, seminars or information forums; and
- Emergency response, relief or recovery including urgent medical attention.

An exemption from quotes will also be granted where WRLC's acquisition is of a cultural or artistic nature e.g. visiting author or a live show. In these circumstances the uniqueness of the acquisition prevents quotes from being obtained, however the relevant authorising limits will apply.

5 Delegations

The Delegations Register defines the limitations that the Chief Executive Officer has delegated to nominated WRLC staff to undertake procurement activities. Procurement delegations ensure accountability and provide confidence to WRLC and the community that purchasing activities are dealt with at the appropriate level.

5.1 WRLC Staff

WRLC shall maintain a register of procurement delegations, identifying the WRLC staff authorised to make such procurement commitments in respect of goods and services on behalf of WRLC and their respective delegations of duties.

- Acceptance of tenders
- Acceptance of quotes
- Contract term extensions (within authorised budget)
- Contract variations (non-financial)
- Contract variations (financial)
- Appointment to register of pre-qualified suppliers
- Credit card purchases
- Procedural exceptions

5.2 Delegations Reserved for the Board

Commitments and processes which exceed the Chief Executive Officer's delegation, and which must be approved by the Board are:

- Initial signing and sealing of contract documents;
- Tender recommendations and contract approvals that exceed the Chief Executive Officer's delegation; and
- Variations and contract term extensions, which exceed the Chief Executive Officer's delegation.

5.3 Internal Controls

WRLC will install and maintain a framework of internal controls over procurement processes that will ensure:

- More than one person is involved in and responsible for a transaction end to end;
- Transparency in the procurement process;
- A clearly documented audit trail exists for procurement activities;
- Appropriate authorisations are obtained and documented; and
- Systems are in place for appropriate monitoring and performance measurement.

5.4 Risk Management

5.4.1 General

Risk management is 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 WRLC's capability to prevent, withstand and recover from interruption to the supply of goods or services.

5.4.2 Supply by Contract

- The provision of goods or services by contract potentially exposes WRLC to risk.

WRLC will minimise its risk exposure by measures such as:

- Implementing a robust, systematic and unbiased tender evaluation and due diligence process;
- Ensuring contractors have appropriate insurance, OHS plans and procedures, quality assurance, permits to work and other relevant practices in place;
- Identify any potential risk associated with the project and take appropriate action to mitigate;
- Referring specifications to relevant experts;
- Requiring all contractual documents to be lodged before the commencement of work;
- Use of or reference to relevant Australian Standards (or equivalent); and
- Effectively managing the contract including monitoring and enforcing performance.

5.5 Contract Terms

All contractual relationships must be documented in writing based on Australian standard terms and conditions or a suite of Contract Terms and Conditions developed by WRLC's lawyers or solicitors.

Special instructions included on a purchase order will also form part of the contractual terms.

To protect the best interests of WRLC, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose WRLC to risk.

5.6 Dispute Resolution

All WRLC contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes getting out of hand and leading to legal action.

5.7 Contract Management

The purpose of contract management is to ensure that WRLC, and where applicable its clients, receive goods or services provided to the required standards of quality and quantity as intended by the contract by:

-
- Establishing a system monitoring and meeting the responsibilities and obligations of both parties under the contract;
 - Providing a means for the early recognition of issues and performance problems and the identification of solutions; and
 - Adhering to relevant Occupational Health and Safety Contractor Compliance Procedures.

All WRLC contracts are to include contract management requirements. Furthermore, contracts are to be proactively managed by the Project Manager of the project for delivery of the contracted goods or services to ensure WRLC receives Value for Money.

6. Demonstrating Sustained Value

6.1 Integration with WRLC Strategy

The WRLC procurement policy shall support its corporate strategy, aims and objectives, including but not limited to those related to sustainability, protection of the environment, corporate social responsibility and meeting the needs of the local community such as:

- Feeling safe;
- Living in a clean and pleasant environment; and
- Receiving good quality and well managed library services that are Value for Money.

6.2 Achieving Best Value

6.2.1 Requirement

WRLC's procurement activities will be carried out based on obtaining Best Value.

This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinant of Best Value.

6.2.2 Approach

This will be facilitated by:

- Developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle;
- Effective use of competition;
- Using aggregated contracts where appropriate;
- Identifying and rectifying inefficiencies in procurement processes;
- Developing cost efficient tender processes including appropriate use of e-solutions;

- WRLC staff responsible for providing procurement services or assistance within WRLC providing competent advice in terms of available products and agreements; and
- Working with suppliers to create relationships that are professional and productive and are appropriate to the value and importance of the goods or services being acquired.

6.2.3 Role of Specifications

Specifications used in quotes, tenders and contracts are to support and contribute to WRLC's Best Value objectives through being written in a manner that:

- Clearly defines the objective of the contract;
- Ensures impartiality and objectivity;
- Clearly defines WRLC's requirements;
- Uses industry or Australian standards where practicable;
- Encourages the use of standard products;
- Encourages sustainability; and
- Eliminates unnecessarily stringent requirements.

6.3 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is about taking positive action to demonstrate WRLC's commitment to the local community and environment on which it impacts. This means WRLC maximising the benefits of the services they provide across the community and minimising the negative aspect of their activities.

Social procurement generates positive outcomes by building on initiatives already undertaken by WRLC in enhancing sustainable and strategic procurement practice, further enabling procurement to effectively contribute towards building stronger communities and meeting the social objects of WRLC.

WRLC is committed to Social Procurement by:

- Ensuring all procurement practices are sustainable and strategically aligned with the wider WRLC objectives;
- Achieving greater value for money across the community using effective procurement;
- Ensuring all businesses have the same opportunity to tender for WRLC contracts;

- Where practicable, enhancing partnerships with other suppliers and community stakeholders; and
- Supporting procurement from local businesses where purchases can be justified on value for money grounds

6.4 Sustainable Procurement

WRLC recognises it has an implicit role in furthering sustainable development, through its procurement of goods or services.

In addition, WRLC recognises the potential impact this spend has on the environment and where applicable will integrate sustainability, environmental and social issues into the procurement process. WRLC aims to achieve this by:

- Considering the need to minimise greenhouse gas emissions and reducing the negative impacts of transportation when purchasing goods and services;
- Taking steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products and services procured;
- Considering the basic life cycle of products to minimise the adverse effects on the environment resulting directly or indirectly from products;
- Consider Fair-trade, or equivalent, and ethically sourced and produced foods and services;
- Working with local suppliers to ensure they are encouraged to bid for WRLC's business in line with the Procurement Policy; and
- Record and manage all procurement and contractual documentation including relevant correspondence through service delivery life-cycle, so that accessing any stored information, at any time, would be stream-lined.

6.5 Diversity

Promoting equality through procurement can improve competition, Value for Money, the quality of public services, satisfaction among users and community relations. Diversity should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

6.6 Support of Local Business

WRLC will have regard to the following principles in the procurement of goods or services:

- Encouragement of the support of competitive local/regional business and industry;
- Creation of local employment opportunities;
- Increased availability of local servicing support;

-
- Increased convenience with communications with the supplier for contract management;
 - Economic growth within the local area;
 - Benefit to WRLC of associated local commercial transactions; and
 - The short- and long-term impact of the procurement on local business.

7. Apply a Consistent and Standard Approach

WRLC will provide effective and efficient commercial arrangements for the acquisition of goods or services.

7.1 Standard Processes

WRLC will provide effective commercial arrangements covering for the acquisition of goods or services across WRLC to enable staff to source requirements in an efficient manner.

This will be achieved via establishing the following:

- Pricing where relevant;
- Processes, procedures and techniques;
- Tools and business systems (e.g. implementing appropriate e-tendering);
- Reporting requirements; and
- Application of standard contract terms and conditions.

7.2 Performance Indicators

A list of performance indicators will be developed to measure procurement performance in a variety of ways, including:

- Volume of spend;
- Number of transactions per supplier;
 - Compliance and understanding of WRLC procurement policies;
 - Supplier performance; and
 - User satisfaction.

7.3 Build and Maintain Supply Relationships

WRLC recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken – whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means. WRLC will consider supply arrangements that deliver the Best Value outcomes in terms of time, expertise, cost, value and outcome.

7.4 Developing and Managing Suppliers

Developing and managing suppliers is essential to achieving a competitive market capable of delivering WRLC's services requirements.

WRLC recognises the importance of effective and open working relationships with its suppliers and is committed to:

- Managing existing suppliers through appropriate development programmes and performance measurements to ensure the benefits are delivered;
- Maintaining approved supplier lists; and
- Developing new suppliers and improving the capability of existing suppliers where appropriate.

7.5 Relationship Management

WRLC is committed to developing constructive long-term relationships with suppliers. It is important that WRLC identifies its key suppliers so that its efforts are focused to best effect. Such areas may include the size of spend across WRLC, criticality of goods or services, to the delivery of WRLC's services and availability of substitutes.

7.6 Review Process

WRLC endeavours to continually improve its procurement performance such that all relevant policies, guidance and training are continually reviewed and updated on an annual basis, to ensure that it continues to meet its wider strategic objectives.

8. Communication

Under Section 186A of the Local Government Act 1989 this Policy must be available for public inspection. The Policy is published on WRLC's website www.wrlc.org.au or a hard copy can be made available for collection from any WRLC Library Branches.

Appendix A Exemption List – No Purchase Orders Required

- Accommodation/travel
- Advertising placement fees
- Agency staff
- Conferences
- Contractual Agreements (e.g. software maintenance/licences)
- Couriers/freight only accounts
- Fuel Accounts
- Insurances
- Legal Fees
- Medical Expenses
- Memberships/subscriptions
- Milk
- Postage
- Photocopier volume charges
- Reimbursements/refunds (employees and others)
- Security Services (e.g. call out fees)
- Training courses
- Utilities (e.g. phone)
- Water (e.g. Neverfail)