

DOCUMENT ON EXHIBITION

Sustainable Procurement and Contracts Policy

**Exhibition period: 28 days
18 July – 15 August**

**Please address any queries to;
Manager Procurement and Fleet**

**Please submit your feedback in writing
addressed to the General Manager**
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*A prosperous
and progressive
community*

ADOPTED

COUNCIL MEETING MIN

DATE: 16 JULY 2025

VERSION NO 3.4

REVIEW DATE

FILE NUMBER FIN300032, FIN300086

Objective

This Policy provides an overview of the Council Procurement and Contract Framework and principles that MUST be followed by all Council Officers and representatives when purchasing goods and services and managing associated contracts.

The outcomes of this Policy are:

- Value for money;
- Align with business needs;
- Improve service delivery;
- Ensure legislative compliance and probity; and
- Support a competitive local economy.

This policy supports the delivery of Councils 'Community Strategic Plan' to achieve a sustainable Local Region.

Legislative requirements

- Local Government Act 1993 (NSW)
- Local Government (General) Regulation 2021 (NSW)
- NSW Local Government Tendering Guide 2009
- NSW Model Code of Conduct
- Modern Slavery Act 2018 (Cth)
- Government Information (Public Access) Act 2009 (NSW)
- Work Health and Safety Act 2011 (NSW)

Related policies and plans

- Procurement & Contract Management Procedure
- Contractor Management Policy
- Code of Conduct
- Statement of Business Ethics
- Risk Management Policy
- Disposal of Assets Policy

- Fraud and Corruption Control Policy
- Purchase Cards Policy
- Records Management Policy

Scope

The Policy applies to all Council Officers and representatives who have delegated authority to purchase goods and services and manage the associated contracts on behalf of the Council.

It commits every individual involved in procuring and managing contracts for goods and services to actively ensure that all activities are:

- legal;
- accountable and auditable;
- fair and competitive;
- ethically, environmentally, and socially responsible;
- economically effective;
- conducive to maintaining the Council's ability to exploit appropriate technological, commercial, and organisational developments as they arise;
- capable of identifying, minimising, and managing risks that may threaten projects, procurements, or contracts;
- free of any direct or indirect conflict of interest; and
- maintain confidentiality.

The scope of the Policy commences from when Council has identified a need for procurement, and continues through to the award, delivery, management and closing out of the contract.

The word 'MUST' is used throughout this Policy to describe key principles against which Council will be audited and non-compliance identified. Non-compliance may result in disciplinary actions.

Focus on Sustainability

Sustainable procurement & contract management takes responsibility for the Economic, Environmental, Social and Governance impacts of any purchase – goods or services. These four factors are referred to as the Quadruple Bottom Line (QBL) and relate to a total lifecycle impact, and not just the upfront price.

Sustainability is now an essential part of procurement. A sustainability lens ensures purchasing decisions are based on sound principles that maximise the benefit to the environment and society and meets community expectations.

There is a clear duty of care to spend public funds responsibly, and in a way that protects, nurtures, and grows the environment and the economy and supports local businesses, local jobs and guards against modern slavery or any other unethical practices.

Council acknowledges its responsibility to ensure the environmental, social, and economic sustainability of the local community, and to contribute positively to the overall health of the planet.



Councils' commitment to Sustainable Procurement is demonstrated by addressing each of these four factors as follows:

Economic

1. Ensuring that value for money principles are enforced for all Council procurement activities;
2. Ensuring that local suppliers (suppliers that have a local presence by way of shop front and/or depot in the Council LGA) are given the opportunity to quote or tender for Council procurement activities;
3. Providing a 5% Local Preference Discount for local suppliers in the evaluation process of all procurement activities, regardless of value;
4. Assessing the cost and economic impact of the procured product or service;
5. Ensuring that infrastructure procurement activities we deliver provide better a quality aesthetic to improve liveability, accessibility and tourism outcomes for the Community; and
6. Providing educational nights to suppliers and potential suppliers to support suppliers upskilling so they can comply with Councils procurement processes.

Environmental

1. Assessing the environmental impact of any procurement activities by ensuring all impacting environmental legislation is met at a minimum;
2. Ensuring that any future sustainability objectives are built into all Council procurement activities; and
3. Reviewing Council's procurement outcomes to determine how we might be able to improve environmental outcomes both in how and what we procure for current and future procurement activities.

Social

1. Assessing any social implications that Council's procurement activities may have on the Community;

2. Compliance with Modern Slavery Legislation;
3. Providing Indigenous and Torres Straight Islander Organisations opportunity to respond to Council's procurement activities;
4. Providing Australian Disability Enterprises opportunity to respond to Council's procurement activities;
5. Ensuring we create opportunities for local suppliers in Council's procurement activities;
6. Encouraging our local suppliers to also support local when undertaking Council's procurement activities; and
7. Encouraging the purchase of Australian made goods and services in Council's procurement activities.

Governance

1. Providing education to Council Officers involved in procurement activities ensuring probity, transparency and ethical behaviour;
2. Ensuring procurement activities are undertaken in accordance with good governance principles and legislation;
3. Ensuring suppliers comply with Councils policies and procedures relevant to any procurement activity for example Statement of Business Ethics;
4. Ensuring suppliers met compliance requirements relevant to any procurement activity for example insurance and WHS expectations ; and
5. Manage suppliers in accordance with Council's Contractor Management Policy.

Procurement and Contract Management Framework

The Council Framework consists of 3 broad stages: **PLAN**, **SOURCE** and **MANAGE**.

When applying this framework and utilising the supporting templates, best practice and legislative requirements will be adhered to. This, in turn, will provide the best chance of reaching a successful Procurement outcome, achieving value for money, mitigating risks and establishing appropriate contract management standards.

Processes and guidance are balanced with the risk and value of projects, procurements, and contracts. Complex projects with a high risk and high value, require careful planning, stringent peer review of Requirements Documents (Specifications) prior to any approach to the market.

Conversely, for low risk and low value simple procurement requirements, there is greater flexibility to minimise indirect administrative costs and improve efficiency.

Roles and Responsibilities

POSITION	RESPONSIBILITIES
■ Council Officers and Representatives	<ul style="list-style-type: none"> ■ Accountable for managing procurement and contracts in accordance with council's financial delegations, Legislation, and this Policy. ■ Council Officers are required to demonstrate due diligence in each of the PLAN, SOURCE, MANAGE stages based on the value and risk of the project.
■ Procurement Manager / Team	<ul style="list-style-type: none"> ■ Overall responsibility of this Policy, its implementation and ongoing operational compliance. ■ Provide support and guidance in the interpretation and use of this Policy and associated Procurement and Contract Management Framework and Legislation.
■ Executive Leadership Team (ELT)	<ul style="list-style-type: none"> ■ Demonstrate leadership through commitment to Sustainable Procurement and Contract Management. Provide stewardship, oversight through review of "health checks" of procurement and contract management through consideration of regular reporting.
■ General Manager	<ul style="list-style-type: none"> ■ The General Manager has overall responsibility and approves tenders in accordance with their delegated authority.

Procurement Principles (PLAN AND SOURCE)

Procurement and Contract Management Planning – Adequate procurement and contract management planning must be undertaken for the value of the procurement. This includes a needs analysis, market assessment, risk assessment, and identification of appropriate procurement methods for significant procurements.

Accountability – Council is committed to ensuring accountability and transparency in its procurement activities. Accountability means that Council Officers are responsible for the actions and decisions that they take in relation to procurement and for the resulting outcomes. Council Officers **MUST** be able to demonstrate the basis of all decisions so that they can withstand any scrutiny.

Conflicts of Interest – A conflict of interest exists when a reasonable person might perceive that a public official's personal interest(s) could be favoured over their public duties. Corrupt conduct can arise when a conflict of interest is concealed, understated, mismanaged, or abused. Council Officers **MUST** declare, record, and save on file all identified conflicts in accordance with Councils Code of Conduct.

Consultants, Suppliers (and their sub-contractors) and any other person involved in the supply chain must also declare any conflict that may arise during the course of a procurement activity/Contract.

Record Keeping – Council records provide evidence of actions and decisions and represent a vital asset to support its daily functions and operations. Council Officers **MUST** ensure appropriate documents and records are maintained in accordance with Council's Records Management Policy.

Confidentiality – Council Officers and consultation stakeholders MUST maintain the integrity and security of confidential information in their possession, or for which they are responsible. In addition to general obligations relating to the use of council information, Council Officers MUST only access confidential information that they have been authorised to access for the purposes of exercising official functions and only release confidential information authorised. Refer to the Council's Code of Conduct for further information.

Risk Analysis and Management – Risk analysis and management are techniques applied to ensure that procurement process contracts are successful. Council Officers are required to identify and assess the risks and prioritise them by aligning relevant resources to monitor, control and minimise or overcome the impact. Consideration of Risk should be managed in accordance with Council's Risk Management Policy and Procedure.

Emergencies – From time-to-time there may be a need to purchase goods or services due to an emergency whereby the requirements of Legislation and this Policy cannot be applied. An emergency is a situation that poses an immediate risk to health, life, property, or environment. Emergency procurement is only an option where Council must act immediately and take all reasonable and necessary action to mitigate any continuing risk associated with the emergency. This may only be used in cases of genuine emergency and not to remedy poor planning. Authorisation for emergency procurement activities MUST be provided by the General Manager (GM) in line with his financial delegation.

Spend Threshold Requirements – The estimated value of the contract is inclusive of Goods and Services Tax (GST) for all goods and services for the life of the contract including any options to extend. The current tender threshold is \$250,000 including GST for the life of the contract. Council Officers MUST not split Purchase Orders or contract value estimates to avoid a defined or legislative process.

Purchase Orders – Suppliers MUST not be engaged to supply any goods or commence any services without first being issued with a valid Purchase Order (where specified in the Spend Thresholds below). Invoices issued by Contracted Suppliers must have a valid Council Purchase Order reference number that is referenced on their invoice, or it may not be paid.

Credit Cards – Council provides a credit card facility to enable the secure purchase of goods and services in support of legitimate Council business. Credit cards are intended to provide an efficient method of purchasing ad-hoc materials, travel, accommodation and minor expenses or urgent items where no preferred supplier agreement is in place. Council Officers issued with a corporate credit card are in a position of trust regarding the use of public funds. Expenditure on a credit card MUST be in accordance with financial delegations and the fundamental requirements set out in this Policy and Council's Purchase Cards Policy and Corporate Cards Procedure.

Spend Threshold

The procurement methodology is dependent on the value threshold and/or risk of the purchase as shown below. All amounts include GST. The value threshold to determine the methodology is the total accumulated spend for the procurement including any anticipated variations for the procurement activity.

Council has access to a range of Common Use Arrangements (CUA's). CUA's are pre-established panels of providers (or preferred suppliers) that should be used for commonly purchased goods and services. These arrangements have been established by either Council (or group of councils), Local Government Procurement, Procurement Australia, NSW Procurement (State Government).

CONTRACT SPEND	METHOD	DESCRIPTION
Unlimited	Expression of Interest (EOI)	<p>An EOI provides the opportunity to undertake market tests and can lead to a selective approach to your procurement.</p> <p>An EOI may lead to one of the below Procurement actions. It does not replace any action.</p>
All Spend Thresholds	<p>Review Common Use Arrangements (CUA) and access where possible</p> <p>Consider any opportunity to incorporate quadruple bottom line (QBL) initiatives.</p>	CUA's are in place to reduce red tape and time. These should be accessed wherever possible for any spend level.
Up to \$5,000	<p>Credit cards to be utilised where possible</p> <p>Consider any opportunity to incorporate quadruple bottom line (QBL) initiatives.</p>	Credit card reconciliation is the process of ensuring that the transactions made match the transactions, are complete, correct, and valid. Reconciliation is an essential part of the closing process, and it's how we ensure the integrity of our records. Council Officers MUST reconcile credit cards as directed OR
	<p>No quotes required, however best practice</p> <p>Consider any opportunity to incorporate quadruple bottom line (QBL) initiatives.</p>	<p>A Stores/Workshop order docket can be issued prior to goods or services being provided.</p> <p>OR</p> <p>A Purchase Order with Standard Terms and Conditions can be issued but not preferred</p>
	<p>Petty Cash</p> <p>Consider any opportunity to incorporate quadruple bottom line (QBL) initiatives.</p>	Petty Cash is available for purchases \$100 or less
\$5,000 - \$50,000	<p>MUST obtain 2 written quotes or an exemption is to be obtained.</p> <p>MUST use Basic Request for Quote for purchases of services over \$20,000.</p> <p>Consider any opportunity to incorporate quadruple</p>	<p>It isn't always practical to obtain quotes. If, for any reason you can't obtain the required quotes value for money must still be a considered. A procurement exemption MUST be obtained prior to goods or services being provided.</p> <p>*A Council Purchase Order MUST be issued</p>

	bottom line (QBL) initiatives.	
\$50,000 - \$150,000	<p>MUST use Simple Request for Quote (RFQ) and MUST obtain three written quotes.</p> <p>Consider a detailed evaluation and award process.</p> <p>Consider any opportunity to incorporate quadruple bottom line (QBL) initiatives.</p>	<p>Due to elevated spend and risk, an 'Publicly Advertised' RFQ process should be conducted in line with the Council Framework guidance.</p> <p>If for any reason the RFQ process or public advertising cannot be undertaken, a procurement exemption MUST be obtained prior to goods or services being provided.</p> <p>*A Council Purchase Order MUST be issued</p>
\$150,00 - \$250,000	<p>MUST use Complex Request for Quote (RFQ) process and MUST utilise a detailed evaluation and award process.</p> <p>Consider any opportunity to incorporate quadruple bottom line (QBL) initiatives.</p>	<p>Due to elevated spend and risk, a 'Publicly Advertised' RFQ process MUST be conducted in line with the Council Framework guidance.</p> <p>If for any reason the RFQ process or public advertising cannot be undertaken, a procurement exemption MUST be obtained prior to goods or services being provided.</p> <p>Council Officers MUST prepare and utilise a detailed evaluation and award process.</p> <p>*A Council Purchase Order MUST be issued</p>
Greater than \$250,000	<p>MUST use Public Request for Tender (RFT)</p> <p>Consider any opportunity to incorporate quadruple bottom line (QBL) initiatives.</p>	<p>As per Legislative Requirements and the Council Framework guidance.</p> <p>*A Council Purchase Order MUST be issued</p>
\$500k	<p>Increased tender threshold for natural disaster response and recovery related contracts</p> <p>Consider any opportunity to incorporate quadruple bottom line (QBL) initiatives.</p>	<p>Councils are not required to tender prior to entering into a contract with a value of less than \$500k where the contract:</p> <p>is primarily for the purpose of response to or recovery from a "declared natural disaster", and</p> <p>is entered into within 12 months after the date on which the natural disaster is declared.</p>

		<p>Refer to Clause 170(a) Local Government Regulation</p> <p>*A Council Purchase Order MUST be issued</p>
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* For various services involving recurrent payments, such as telephone and electricity accounts, gas, subscriptions, credit card purchases, it is impractical to raise orders prior to receipt of the invoice

* Where Council utilises their own internal services to meet a requirement this policy is not applicable if value for money can be demonstrated and MUST be documented.

Contract Management Principles (MANAGE)

This section provides the mandatory requirements for managing contracts. Council recognises that the effective management of contracts with suppliers is essential in maximising the business benefits, achieving value for money and minimising contractual risks.

A contract is an agreement made between two or more parties that creates rights and obligations enforceable in law. This Policy applies until all contractual obligations have been completed.

The following are excluded from this Policy:

- Employment contracts;
- Non-binding Memoranda of Understanding; and
- Partnering and collaborative contracts with other Local or State organisations.

Stages in the Contract Management Life Cycle

Contract Commencement (Stage 1) – starts before a contract is signed

Successful Contract Management is highly influenced by activities performed prior to contract award. Ensuring that contract terms, conditions, scope and deliverables, KPI reporting and relationship management are clearly established in the signed Contract and understood by all parties, is fundamental for effective Contract Management.

Contract Management (Stage 2) – runs until formal closure

Properly managing supplier performance with respect to outcomes and deliverables clearly specified and agreed in the Contract will help ensure Council and its customers obtain the business benefits and value for money within target timeframes.

Contract Closure (Stage 3) – the formal conclusion

The contract close-out is the stage for closing-out Contract obligations and liabilities with suppliers. It may also include transitioning to another supplier for the goods/services.

Mandatory Requirements applying to contracts

- All Council Contracts valued at \$50,000 (including GST) or more must be registered and identified with a Contract Number - issued by Council's Contract Management System (CMS) Portt or the number provided by the Records Department at the time of procurement.
- A contract manager must be formally appointed. The Contract Manager may manage a contract valued at more than their level of financial delegation. However, the Contract Manager must not approve or incur expenditure on goods, services or a project valued at more than their level of financial delegation. Note, this also applies to any changes (variations) to the original price of procurement based on the cumulative value.
- Staff must use Council developed and recommended contract templates at all times. These include contracts developed specially for Council and Purchase Order Term and Conditions.

All formal Contracts must include appropriate Sustainability clauses in the areas of;

- Work Health & Safety; Quality Assurance; Environmental; Financial Capability; Insurance; Industrial Relations; Performance; Code of Conduct; Business Ethics; Exchange; and Disclosure of Information.
- That allow and support contract compliance and risk management, with having regard to project value, requirements and complexity.

All formal Contracts must include appropriate Commercial clauses:

- in the areas of Payments and Retentions (or security); Price Adjustments; Delay to Completion (or delivery); and Processes to Resolve Claims and Disputes;
- That allow managing or regulating variations to the original Contract, having regard to project value, Contract requirements and complexity; and
- Obtain all relevant approvals and licenses prior to commencement: of the contract planning and engagement (entering into a contract).

Contract Variations

All Contract Variations must be approved in writing in accordance with the Contract and be approved by the appropriate Council delegate.

Ethics and Probity

Council's Code of Conduct must always be adhered to in the management of Contracts on behalf of Council, in particular ensuring: responsible decision making, declaring and appropriately managing any Conflicts of Interest and appropriate decline of any offered Gifts or Benefits.

Contract Disclosures

In accordance with Part 3, Division 5 of the Government Information (Public Access) Act 2009 (GIPA Act), Council will maintain and publish a register of all Council contracts that records key information about each contract Council enters into with the private sector which has or is likely to have a value of \$150,000 (including GST) or more.

Modern Slavery Prevention

Council is committed to ensuring:

- its operations and supply chains do not cause, involve, or contribute to modern slavery; and
- its suppliers, relevant stakeholders, and others with whom we do business respect and share our commitment regarding minimising the risk of modern slavery.

This applies to all persons employed by Council or on Council's behalf in any capacity. The prevention, detection, and reporting of modern slavery in any part of Council's operations or supply chain is their responsibility.

- Where Modern Slavery may be present, completing a risk checklist prior to making a purchase;
- Where risk is identified, engaging with our suppliers to provide further information on their commitment to minimising the risk of modern slavery in their own supply chains and operations. This will primarily be done by asking suppliers to complete a Modern Slavery Questionnaire;
- Including modern slavery criteria in Request for Tender documents and Contracts;
- Providing adequate training for all staff to ensure they are aware of what modern slavery is, what Council's modern slavery risks are and how to raise any identified or potential concerns; and
- Utilising Council's complaint process to enable staff and others to raise concerns about modern slavery.

Procurement Governance

Procurement governance refers to the framework of policies, procedures, roles, and responsibilities that guide how Council purchases goods, services, and works. It ensures that procurement activities are conducted transparently, ethically, and in accordance with Legislation.

Effective procurement governance is essential to maintaining public trust and achieving value for money. It ensures that ratepayer funds are used responsibly, that procurement decisions are fair and free from bias, and that local suppliers and businesses have equal opportunities to compete. By upholding strong procurement governance, Council supports accountability, mitigates risk, promotes sustainability, and contributes to the delivery of high-quality services and infrastructure for the community.

Training

Mid-Western Regional Council commit to providing procurement and contract management training to all new staff and offering regular refresher training to existing employees. This training is essential for ensuring that Council staff have the knowledge, skills, and capabilities to carry out their responsibilities effectively, ethically, and in compliance with Legislation and Council's procurement frameworks.

Additionally, effective contract management helps Council mitigate risks, maintain strong supplier relationships, and ensure goods, services, and infrastructure are delivered to the expected quality, timeline, and cost.

Ongoing training fosters a culture of accountability and continuous improvement, reduces the risk of non-compliance, and strengthens Council's capacity to deliver positive outcomes for the community through responsible stewardship of public funds.

Review and Continuous Improvement

Council's Procurement team is committed to the ongoing review and continuous improvement of Council's Procurement and Contract Management Framework. The team strives to deliver streamlined, effective solutions that uphold legislative compliance, operational efficiency, and value for money—ensuring the best possible outcomes for the community.

Auditing of Procurement and Contract Management

In addition to external auditing, Council is committed to conducting regular internal audits, both random and, where necessary, targeted, of its procurement and contract management practices.

These audits are designed to identify instances of non-compliance or breaches of Legislation and Council's procurement frameworks.

Early detection of such issues allows Council to proactively address training needs, mitigate risks, and, where applicable, investigate potential intentional misconduct.

All identified breaches will be documented, managed, and reported in accordance with Council's established policies and procedures. Depending on the severity, matters may also be escalated to:

- Senior Management
- External Auditors
- TheAudit, Risk and Improvement Committee (ARIC)