

Policy Title:	PROCUREMENT POLICY
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Department:	Financial Services
Section:	Procurement
Responsible Officer:	Executive Manager Financial Services
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Risk Assessment:	High

1. OBJECTIVE

The objective of this policy is to define the requirements for the acquisition of goods and services and carrying out of work, through the application of Sound Contracting Principles as set out in the *Local Government Act 2009 (QLD)*. The policy defines that Councils hierarchical focus is firstly with *Value for Money*, followed closely by *Local Benefit*.

2. POLICY

2.1 Contracting approach

Council has adopted the *Default Contracting Procedures* as outlined the *Local Government Regulation 2012 (QLD)*. The *Local Government Act 2009 (QLD) s104(3)* sets out the principles governing the making of contracts. These principles apply to all local government procurement activities. When seeking quotations and inviting tenders for the carrying out of work, the supply of goods and services or the disposal of assets, all Council Officers must have regard to the following principles:

- Value for money; and
- Open and effective competition; and
- The development of competitive local business and industry; and
- Environmental protection; and
- Ethical behaviour and fair dealing.

A more detailed explanation of each principle can be found in Section 12 of this policy.

2.2 Purchase Requirements

The purchasing requirements can be determined by using Table 1 below:

Table 1. Purchasing Rules

	Over \$200,000 ¹ (Large sized contract)	\$15,000 or more but less than \$200,000 ¹ (Medium sized contract)	\$5,000 or more but less than \$15,000	Under \$5,000
Legislation	Local Government Regulation 2012 (QLD) s 226	Local Government Regulation 2012 (QLD) s 225	Not Applicable	Not Applicable
Form of Quotation	Public Tender	Written Quotation or Panel Arrangement		Verbal, Written or Panel Arrangement
Number of Quotations	Not applicable	Seek a minimum of 3	Seek a minimum of 2	Recommended to seek minimum of 2
Recordkeeping	Electronic Document Management System – all tender/contract documents, emails and decisions made	Records of the written quotations received must be kept in Electronic Document Management System		Recorded in Financials <i>Quotes</i> field when the Purchase Order is raised (Supplier/Contractor, Date and Amount)
Local Benefit Evaluation Weighting²	Mandatory – Minimum 10%	Optional 10 %		
Local Price Advantage²	N/A	5% may be applied when the average local benefit score is three (3) or above (as per Table 3 in this policy)		

¹The expected value of a contractual arrangement with a Supplier/Contractor for a financial year, or over the proposed term of the contractual arrangement, is the total expected value of all of the local government's contracts with the Supplier/Contractor for goods and services of a similar type under the arrangement. This is defined as the total expected value of all of the Council's contracts with the Supplier/Contractor for goods and services of a similar type under the arrangement. Purchases are excluded from this requirement if they form part of an exception as set out in Section 4 of this Policy.

²Local Benefit Evaluation Weighting and the Local Price Advantage are not to be used together.

2.3 Segmentation of Purchases

The acquisition of goods and services must not be divided into several smaller portions for the purpose of bringing each acquisition below the tender limit or within a quotation category limit.

2.4 Canvassing

Businesses are not to contact Council including its employees, Councillors, consultants or agents; other than the nominated contact for the tender or quote, to discuss any aspect of the tender, quote or the contract. If Councillors, Council employees, consultants or agents acting on behalf of Council are contacted by businesses or their representatives, it will automatically disqualify the offer. Councillors and Council employees are to notify the procurement team immediately if they are approached by businesses in this manner.

2.5 Purchases over \$200,000

Council must invite written tenders before making a contract for the carrying out of work, or the supply of goods or services involving a cost of more than \$200,000 (GST exclusive) in a financial year, or over

the proposed term of the contractual arrangement. The *expected value of a contractual arrangement with a Supplier/Contractor for a financial year, or over the proposed term of the contractual arrangement*, is defined as the total expected value of all of the local government's contracts with the Supplier/Contractor for goods and services of a similar type under the arrangement.

A Procurement Plan is to be developed and approved prior to making any purchase over \$200,000, regardless of whether the purchase is through the tender process, or through an exception (set out in Section 4 of this Policy). The EMT is to approve Procurement Plans for all Category A projects, and purchases over \$500,000, while Procurement approves all other Procurement Plans below \$500,000.

For details pertaining to exceptions to inviting tenders, refer to Section 4 of this policy.

2.5.1 Advertising of tenders

In accordance with the *Local Government Regulation 2012* (QLD) s228, Council must advertise all tenders by placing an advertisement in a newspaper circulating in Council's local government area and will allow at least 21 days after the advertisement is published for the submission of tenders. Council will also advertise on its website to maximise exposure.

Council's exclusive Tendering solution is LG Tender Box and is the only method for Suppliers and Contactors to obtain tender documentation and submit responses. Tenders submitted in any other form are not accepted (e.g. email, hardcopy, fax). All correspondence during the tender period are to be through LG Tenderbox (e.g. Notice to Tenderers, Questions, Clarification, etc.) to ensure Council has a transparent and equitable tendering process. Late tenders are not accepted by Council.

2.5.2 Insurance

Tender specifications must make specific mention of the obligation for the tenderer to carry adequate Public Liability, Professional Indemnity, Workers Compensation insurance and all other forms of insurance that may be required. As a minimum, Public Liability Insurance of \$20 million dollars is required. Only the Council Officer's relevant Director or CEO is authorised to reduce the Public Liability threshold, provided a thorough risk assessment has been conducted and business case developed. For further details, Council Officers can contact Council's Insurance Team.

2.6 Purchases of \$15,000 or more, but less than \$200,000

Council will invite written quotations (or publicly tender if deemed appropriate) before making a contract for the carrying out of work or the supply of goods or services involving a cost of \$15,000 or more, but less than \$200,000 (GST exclusive) in a financial year, or over the proposed term of the contractual agreement (see Section 2.3 for definition). The invitation must be given to at least three Suppliers / Contractors who Council considers can meet its requirements at competitive prices. The written quotes must be saved to Councils Electronic Document Management System with the document reference recorded in the "Quotes" fields within the purchase order raised in Financials.

For details pertaining to exceptions to seeking quotations, refer to Section 4 of this policy.

2.7 Purchases of \$5,000 or more, but less than \$15,000

Council Officer can source goods and/or services:

- a) from Council's *Panel Arrangements* or a Pre-qualified Local Buy Supplier/Contractor (if available);
or
 - b) by seeking two (2) written quotations from recognised Supplier/Contractors. The written quotes must be saved to Councils Electronic Document Management System with the document reference recorded in the "Quotes" fields within the purchase order raised in Financials
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Written Quotes are defined as a formal quotation, email, or other associated official document from the Supplier/Contractor, which must contain the price, Supplier/Contractor's details, and date (issue and validity period).

It should be noted that the acquisition of goods and services must not be divided into several smaller portions for the purpose of bringing each acquisition below the tender limit or within a quotation category limit.

2.8 Purchases less than \$5,000

Where Council has established a Panel Arrangement list, goods and services are to be purchased from those Supplier/Contractors. Where no Panel Arrangement list exists, officers are to have regard to the *Sound Contracting Principles* set out in the *Local Government Act 2009* (QLD) s 104(3). It is recommended that quotes from more than one Supplier/Contractor are sourced and evaluated to ensure that these principles are best applied.

3. USING PANEL ARRANGEMENTS

If a *Panel Arrangement* (see Section 12 for definition) that Council manages, or is participating in another Local Government, or Government Agency arrangement, Council Officers are not required to seek quotations under \$50,000. Council requires that three (3) quotations are sought for any purchase over \$50,000.

It should be noted that in all purchasing activities, Council Officers must have regard for, and satisfy themselves of the *Sound Contracting Principles* set out in the *Local Government Act (QLD) 104(3)*, and can be found in this policy at Section 2.1.

4. EXCEPTIONS TO SEEKING TENDERS OR QUOTATIONS

4.1. Type of Exceptions

In accordance with the provisions set out in the *Local Government Regulation 2012 (QLD) Division 3*, Council can seek exceptions from the requirement to invite tenders or quotations on the following basis:

	Legislation	How to seek exception
Tender Consideration Plan	<i>Local Government Regulation (QLD) s230</i>	<ul style="list-style-type: none"> Council may decide by resolution to prepare a quote or tender consideration plan and then prepare and adopt the plan. The plan must be prepared in accordance with s230(2). To utilise this exception, all Council Officers must place a request with the Procurement Team to ensure the Tender Consideration Plan has their endorsement prior to Council resolution.
Contractor Approved List	<i>Local Government Regulation (QLD) s231</i>	<ul style="list-style-type: none"> An approved contractor list is a list of persons Council considers to be appropriately qualified to provide the services. The list must be produced in accordance with s231(4). To utilise this exception, all Council Officers must place a request with the Procurement Team who will centrally manage this process.
Register of Pre-Qualified Suppliers	<i>Local Government Regulation (QLD) s232</i>	<ul style="list-style-type: none"> Council may establish a list of pre-qualified Supplier/Contractors in accordance with s232(3) to (5). To apply for this exception, all Council Officers must place a request with the Procurement Team who will centrally manage this process.
Preferred Supplier/Contractor Arrangements	<i>Local Government Regulation (QLD) s233</i>	<ul style="list-style-type: none"> The preferred Supplier/Contractor arrangement should be made in compliance with Section 233 Subsections (3) to (8). To apply for this exception, all Council Officers must place a request with the Procurement Team who will centrally manage this process.
Local Government Association Arrangements	<i>Local Government Regulation (QLD) s234</i>	<ul style="list-style-type: none"> Local Government Association Queensland (LGAQ) develops a number of Pre-Qualified Supplier contacts that Local Governments can utilise, and are managed by <i>Local Buy</i>. These arrangements are to be utilised in the same manner as Council Panel Arrangements (see Section 3 of this Policy), except when placing an order, the Contract number must be referenced in the Purchase Order. Contract numbers are available from Councils Procurement Team.
Other Exceptions	<i>Local Government Regulation (QLD) s235</i>	<p>Council may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if:</p> <ol style="list-style-type: none"> Council resolves that it is satisfied that there is only one Supplier/Contractor who is reasonably available; or Council resolves that because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous to invite quotes or tenders; or A genuine emergency exists; or Council purchases goods at an auction; or Council purchases second-hand goods; or Contract is made with, or under an arrangement with, a government agency. <p>To apply for exceptions under s235 (a) & (b) above, all Council Officers must place a request with the Procurement Team to seek endorsement prior to Council resolution. To utilise the remainder of exceptions under this section (s235 (c-f)), it is recommended that the Procurement Team be advised for support and/or guidance. s235 (c-e) must have Director approval prior to making the purchase.</p>

4.2. Section 235(a) exception for third party owned utility service assets installed on a Council road or local government controlled area or facility

For a proposed medium-sized or large-sized contractual arrangement for services to remove and/or relocate/reinstall third party owned utility assets, the following are requirements:

- a. That the assets are installed in, on, under or over a Council road or local government controlled area or facility under the authority of an Act or with the permission of Council; and
- b. That the works are required, due to, or as a consequence of, Council's operational activities or requirements and in order to allow Council's operations to proceed; and
- c. That the contractual arrangement is to be entered with the third party utility assets' owner.

If the aforementioned points are satisfied, the proposed contractual arrangement may be entered without first inviting written quotes or tenders, if the section 235(a) resolution made by Council in force at the relevant time of entering into the arrangement applies to the proposed contractual arrangement. Council will review this exception no less than annually, in conjunction with this Procurement Policy revision process.

5. EVALUATION OF OFFERS & TENDERS

The evaluation requirements can be determined by using Table 2 below:

Table 2. Evaluation Requirements

	Tenders (≥\$200,000)	Quotations (\$15,000 or more but less than \$200,000)
Panel Members	Minimum of 3 ¹	Recommended minimum of 2
Mandatory evaluation criteria ²	Local Benefit ≥10%	Must ensure the Sound Contracting Principles are satisfied.
Evaluation Criteria	Must be complete prior to the Tenders being downloaded from LG Tenderbox. No changes are to be made once tenders are viewed.	To be determined prior to viewing any quotations.
Record Keeping	Formal Evaluation Report signed by all evaluators and saved to Electronic Document Management System.	Must ensure there is evidence of the Sound Contracting Principles being satisfied.
Post Offer Notification to Supplier/Contractor (successful and unsuccessful)	Mandatory	

¹ When approved contractors/consultants are involved with the evaluation, the complete evaluation panel must consist of a minimum of 50% Council Officers.

² Executive Management Team (EMT) approval must be sought if the Mandatory Evaluation Criteria are deviated from.

All evaluations must be undertaken using a consistent methodology taking into consideration the principles outlined in Section 2.1 & Sections 4.2-6 of this policy where appropriate. Formal tenders (purchases over \$200,000) are to be evaluated according to the criteria established during the preparation of the tender documents. Council Officers must:

- a. Ensure evaluation criteria are displayed in the tender documents that are released to the public to allow a transparent and equitable approach to the market; and

- b. Ensure the evaluation criteria does not change once the public tender has been advertised.

Awarding of Tenders:

- a. Tenders between \$200,000 and \$500,000 can be awarded by the Director responsible for that tender; or
- b. Tenders between \$500,000 and \$1 million can be awarded by the EMT or the CEO; or
- c. Tenders over \$1 million are to be awarded by Council*; or
- d. Tenders for the development of *Panel Arrangements* can be awarded by the EMT.

**Exception - Tenders that are deemed urgent by the CEO may to be directed to the CEO for awarding.*

5.1. Post offer feedback

Post offer notification is mandatory regardless if the Supplier/Contractor was successful or unsuccessful. Post offer feedback must be provided to all unsuccessful Suppliers/Contractors upon request. Council Officers should remain cognisant of any confidentiality requirements; however, are authorised to disclose the name of the successful tenderer and the price that was accepted. The focus on the feedback should be on the unsuccessful tenderers tender submission and how to improve it for next time. Details of post offer counselling sessions to Supplier/Contractors should be fully documented in the Electronic Document Management System. Council Officers providing feedback may direct the Supplier/Contractor to contact the Economic Development Team to ensure they are provided the opportunity for more tailored development.

5.2. Publishing requirements

In accordance with the *Local Government Regulation 2012 (QLD) s237*, Council must publish relevant details as soon as possible after entering into a contract worth \$200,000 or more. Relevant details of the contract are to be published on council's website and in a conspicuous place in Council's public office (e.g. customer service centres). Upon a contract being awarded, Council Officers are to notify the Procurement Team who centrally manage the publishing requirements.

6. LOCAL PREFERENCE

Driving value for money is the primary principle of this policy. Procurement must achieve the best return and performance for the money being spent, practicing good governance utilising public money; however, price is not the sole indicator of value. A major contributor to value for Council is the benefits to the economy gained by utilising local businesses.

Council encourages the development of competitive local business within the Fraser Coast Region. To support this, Council mandates a minimum of 10% weighting for *Local Benefit* in all Tender Evaluations. The specific percentage is to be determined for each tender according to the complexity, category, project type and/or discretion of the department responsible for that tender. All tenderers will be requested to demonstrate local benefits to the Fraser Coast region. *Local Benefit* is defined in accordance with Table 3 below:

Table 3. Local Benefit Rating

Score (out of 5)	Local Supplier/Contractor ¹	Score (out of 5)	Local Content ²
5	Sole Office or Head Office within Fraser Coast	5	85-100% of content is sourced ⁴ from within the Fraser Coast
4	Branch Office within the Fraser Coast.	4	60-84% of content is sourced ⁴ from within the Fraser Coast
3	Local Subcontractor(s) or employees conducting the majority ³ of works	3	45-59 % of content is sourced ⁴ from within the Fraser Coast
2	Adjacent Local Government businesses (Gympie, Bundaberg & Burnett).	2	40-44% of content is sourced ⁴ from within the Fraser Coast
1	All other QLD locations	1	1-39% of content is sourced ⁴ from within the Fraser Coast
0	All Other	0	0% of content is sourced ⁴ from within the Fraser Coast

¹ *Local Supplier/Contractor is defined as all physical workforce requirements (e.g. people, labour hire)*

² *Local Content is defined as all non-workforce requirements (e.g. equipment hire, materials, fuels, enabling services, etc.)*

³ Majority is defined as more than 2/3 of the works

⁴ "Sourced" is defined as "purchased from," as opposed to the products origin or original point of manufacture.

The Local Benefit score is to be established through the use of the Tenderers *Demonstrated Local Benefit Statement*. When evaluating *Local Benefit*, the *Demonstrated Local Benefit Statement* it is to be used to determine whether the tenderer is, or is contributing towards:

- a) The use of local materials, and/or assembly and fabrication in the region;
- b) Not locally based, but utilising local goods, materials or services;
- c) The use of local transport carriers, holding yards or distribution warehouses;
- d) The use of local Supplier/Contractors, sub-contractors/supplier and/or labour hire; and
- e) The level of local employment, apprenticeships, or other community or local business 'multiplier' benefit or effect on the region.

The use of Table 3 will depend on the type of tender that is being evaluated. In some instances, both the "Content" and "Supplier/Contractor" categories will be applied, and an average of the two scores is to be used in the evaluation. If there is an anticipated absence of local Supplier/Contractors or content for a tender, this does not permit the removal of the Local Benefit weighting from the evaluation criteria.

6.1 Local Price Advantage (under \$200,000 only)

For all purchases with an expected worth less than \$200,000, if the best pricing is not from a Fraser Coast business but the Fraser Coast business's price is within 5% of the price from a business outside the Fraser Coast region, then the Fraser Coast business must be selected. The Local Price Advantage is only to be applied if a like-for-like comparison is available, and where all other criteria evaluated are the same between the Fraser Coast business and the business outside the Fraser Coast region.

7. WORK HEALTH AND SAFETY ACT

All aspects of the *Work Health and Safety Act and Regulations (Qld)* and all other legislation in respect to work health and safety and amendments, must be adhered to in relation to Council purchases. Supplier/Contractors and their employees must comply with the *Work Health and Safety Act and Regulations (Qld)* and all other legislation when working for, or supplying Council.

8. PURCHASE ORDERS

Purchase orders are to be raised and approved at the time the order is placed for all purchases of goods and services other than those carried out by petty cash transactions, authorised corporate credit card or in circumstances where it is not commercially practical to raise a purchase order. Not commercially practical would be in situations of emergencies and out of office hours work. In the latter instances the purchase order should be raised and approved the next working day. In the event that a purchase order could not be raised and approved, the invoice or other supporting documentation shall be authorised by an officer with the appropriate financial delegation prior to processing by the accounts payable section.

Purchase Orders raised with a value of more than \$500 must have segregation of duties (For example the Council Officer that raises the Requisition must have their supervisor approve the release of the Purchase Order).

Payments that do not require a Purchase Order to be raised include:

- a) Petty Cash;
- b) Fuel Card Purchases;
- c) Ongoing Accounts (i.e. fixed and mobile telephone, internet, utilities, vehicle registration);

- d) Grants, donations, refunds and subsidies provide by Council;
- e) Employee reimbursements;
- f) Valuation roll maintenance;
- g) Work Cover premiums;
- h) Insurance payments; and
- i) Taxation and payroll legislative payments.

9. CONFLICTS OF INTEREST AND ACCEPTANCE OF GIFTS

All Council employees, when purchasing goods and services will act impartially, advance the interests of the Council and maintain a high level of professionalism, confidentiality and accountability. All Council employees must comply with the Council's Code of Conduct, Conflicts of Interest and Acceptance of Gifts Policy and disclose interest provisions when purchasing goods and services.

If Council Officers realise a Conflict of Interest may or has occurred, their first action is to notify their supervisor. Supervisors are to contact the Governance Team for further advice.

10. PROBITY

A risk based assessment for all tenders, and Category A projects is to be used when conducting a probity review. Probity plans and advisors are to be used where the risk and Category warrants this requirement.

11. DELEGATIONS

The *Local Government Regulation 2012 (QLD)* outlines the requirements of entering into a contract under delegation (*Section 238*). This section states –

1. This section applies if a local government delegates, under s257 of the Local Government Act, power to make, amend or discharge a contract for the local government.
2. The delegate may make, amend or discharge a contract (the contractual action) for the local government if:
 - a. the local government's expenditure because of the contractual action has been provided for in the approved annual budget for:
 - i) the financial year when the contractual action is taken; or
 - ii) the financial year in which the delegation is made, if the expenditure is within the limits stated in the resolution making the delegation; or
 - b. the contractual action has been taken because of genuine emergency or hardship.
3. The delegate may take the contractual action in the same way as an individual.
4. This section does not affect another law that requires:
 - a. an approval, consent or permission to be obtained; or
 - b. a procedure to be complied with for taking the contractual action.

Only Council employees listed in the approved Council Delegations Register or related Purchasing Delegations Register are entitled to authorise requisitions for the purchase of goods and services and then only in accordance with their financial delegation limits. By authorising a requisition, employees acknowledge understanding of, and full compliance with, all of the requirements of this policy.

12. DEFINITIONS

Term	Definition
Encouragement of the development of competitive local business and industry	<p>Council encourages the development of competitive local businesses within the region. When price, performance, quality, suitability and legislative compliance are comparable, the following areas may be considered in evaluating offers:</p> <ol style="list-style-type: none"> Creation of local employment opportunities; More readily available servicing support; More convenient communications for contract management; Economic growth within the local area; Benefit to Council of associated local commercial transaction. Local business/companies with clean energy sustainable service offerings. <p>Suppliers/Contractors may wish to seek further information on resources available from the State and/or Federal Government to assist businesses in becoming more efficient and competitive.</p>
Environmental protection	<p>Protection of the environment is paramount to Fraser Coast Regional Council and supports our long-term vision for the Fraser Coast region – being vibrant, progressive, connected and sustainable. Council intends to move towards including environmental criteria (sustainability) in its contracts, tenders and day to day purchasing. Below are some of the ways in which this will influence the selection of suitable suppliers.</p> <p>Where Council purchasing can influence environmental issues or concerns such as:</p> <ol style="list-style-type: none"> Promote the purchase of environmentally friendly goods and services that satisfy value for money criteria, taking into account the whole of life costs of the procurement transaction; and Foster the development of products and processes of low environmental and climatic impact; and Provide an example to business, industry and the community by promoting the use of climatically and environmentally friendly, clean energy efficient goods and services; and Encourage environmentally responsible activities by stipulating minimum environmental requirements in procurement documentation (e.g. minimising waste and approach to recycling).
Ethical behaviour and fair dealing	<p>Ethical behaviour is the moral principles that guide Council purchasing staff in all aspects of their work. Ethical behaviour encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust and respect. Ethical behaviour also includes avoiding conflicts of interest and not making improper use of an individual's position.</p> <p>Ethical behaviour and fair dealing supports openness and accountability in purchasing resulting in suppliers, Council and the public having confidence in Council's dealings in the marketplace.</p>
Local Buy	<p>A company owned by the Local Government Association of Queensland (LGAQ), established to provide procurement services and solutions to Queensland councils.</p>
LG Tender Box	<p>An electronic (web based) tendering facility used for all Tender advertisements and Tender responses by Supplier/Contractor.</p>
Open and Effective Communication	<p>The principle of open and effective competition considers the use of transparent, open and unbiased purchasing processes so that potential Council suppliers, contractors and the public have confidence in the outcomes of the purchasing process. This includes adequately testing of the market to ensure all options and suppliers are considered equally and treated consistently, fairly and equitably. This process also ensures that bias in specifications is avoided; that is, the specification should be as clear as possible, non-discriminatory and should focus on performance, function, and/or technical and physical characteristics (as opposed to brand and manufacturer).</p>
Open and effective Competition	<p>Purchasing should be open and result in effective competition in the provision of goods and services. Council must give fair and equitable consideration to all prospective Supplier/Contractors. Open and effective competition is also required to be evidenced within the Electronic Document Management System.</p>
Panel Arrangements	<p>Under the Local Government Regulation 2012, Chapter 6, Division 3, s231-234, Council can establish a number of arrangements. There are a number of variants available, but the term Panel Arrangement refers to them collectively.</p>
Purchasing Limits	<p>All purchasing limits exclude GST</p>
Quality Assurance	<p>Quality Assurance is a method whereby a purchaser is assured that the item purchased will be of consistent quality over time. It is preferred that Suppliers/Contractors have in place a quality system which complies with all relevant standards that apply to the particular goods or services to be supplied.</p> <p>Quality assured Supplier/Contractors are issued with a certificate and are audited regularly by Queensland Government departments. This certificate shall be readily available for inspection and/or displayed in a prominent position in the Supplier/Contractors business premises.</p>
Similar type	<p>means a similar good, service or works.</p>
Tender	<p>means a tender lodged in response to the Request for Tender.</p>
Tenderer	<p>means any person lodging a Tender.</p>
Value for money	<p>The concept of value for money is not restricted to price alone. The value for money assessment must also include consideration of:</p> <ol style="list-style-type: none"> Availability. Whole-of-life cost factors including transaction costs associated with acquisition, reliability, maintenance and disposal. Non-cost factors including fitness for purpose, clean energy strategies, quality, service and support. Sustainability factors Advantage of buying local