THE CITY OF GREATER GEELONG

PROCUREMENT POLICY

VERSION: 1

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Responsible Officer: Manager Property, Procurement and

Assets

Authorising Officer: CEO



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Definitions and Abbreviations

This section defines the key terms used in this policy.

TERM	DEFINITION	
Act	The Local Government Act 2020.	
City	The City of Greater Geelong organisation, led by the Chief Executive Officer (CEO).	
Conflict of Interest	Means where a Councillor or Staff has private interests that could improperly influence, or be seen to influence, their decisions or actions in the performance of their public duties. Conflicts may be actual, potential or perceived or represent a conflict of duty.	
Contract Risk Framework	The framework which outlines the City's appetite for contractual risk which is prepared by the City's Legal Services Unit and approved by the City's Executive Leadership Team from time to time.	
Councillor	A person who has been elected to the office of Councillor of Council with the City of Greater Geelong.	
Emergency	An emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria or endangers or threatens to endanger the environment or an element of the environment in Victoria including, without limiting the generality of the following: a) an earthquake, flood, windstorm or other natural event; b) a fire; c) an explosion; d) a road accident or any other accident; e) a plague or an epidemic or contamination; f) a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; g) a hi-jack, siege, or riot; and h) a disruption to an essential service.	
GROW	Means G21 Region Opportunities for Work Program aimed at changing the way the City buys and employs locally, to support local businesses and help create equitable and sustainable jobs.	
Probity	In the context of a Procurement, probity is a management of defensible process which ensures: a) compliance with legal obligations; b) a fair, impartial and accountable process; c) the appropriate management of any Conflict of Interests; d) a transparent process, subject to any confidentiality obligations, and e) is able to withstand internal and external scrutiny.	

TERM	DEFINITION	
Procedure	The procedures manual and contract management guideline that will be developed that supports and operationalises this policy.	
Procurement	Means the process of acquiring of goods and services, including for the carrying out of works. This process spans the entire life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of service contract.	
Staff	Includes permanent and temporary employees of the City and engaged contractors and consultants.	
Supplier	All suppliers who engage or have the potential to engage with the City.	
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.	
Value for Money	Value for money in procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including:	
	 a) Contribution to the advancement of the City's corporate strategies and priorities, including the Council Plan, Social Procurement and other adopted policies; 	
	 Non-cost factors such as fit for purpose, quality, service and support, and 	
	 c) Cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works. 	
	Lowest price is not the sole determinant of value for money.	

POLICY

1. PURPOSE

- 1.1 The City of Greater Geelong is Victoria's largest regional city. With a population of 259,000 as at June 2020, the City spent \$243.9m in the 2020/2021 financial year. When undertaking a Procurement, the City is committed in ensuring that:
 - (i) Ratepayers funds are spent responsibly;
 - (ii) It has regard to relevant Council approved frameworks (social procurement, equity and diversity and Sustainability);
 - (iii) Rules and process are clear, are transparent, assign accountability and deliver procurements with the standards of probity expected by a local government authority in the eyes of its community;
 - (iv)The incidence of illegal activity (including fraud and corruption) and other behaviours that may bring disrepute to the City are minimised by the establishment of appropriate controls; and
 - (v) Value For Money and open and fair competition is promoted.
- 1.2 In recognition of the above considerations, the purpose of this policy is to provide the guidelines and rules regarding all Procurement activity conducted by the City.
- 1.3 This policy is made in accordance with section 108 of the Act.

2. SCOPE

This policy applies to all Procurement activity at the City and is applicable to Councillors and Staff involved in a Procurement.

3. COMPLIANCE

- 3.1 Councillors and Staff involved in any Procurement must comply with this policy.
- 3.2 Failure to comply with this policy may lead to disciplinary action and/or dismissal in accordance with this policy.

4. ROLES AND RESPONSIBILITIES

Councillors

Councillors must:

- 4.1 comply with the Councillor Code of Conduct insofar as it is it relevant to Procurement. In particular, this involves:
 - 4.1.1 Avoiding conflicts of interest between their public duties as a Councillor and their personal interests and obligations and, where these conflicts of interests exist, disclose and manage that conflict in accordance with the Division 2 of Part 6 of the Act and the Councillor Code of Conduct;
 - 4.1.2 Not misusing their position by making improper use of information acquired as a result of the position which is held, disclosing confidential information or failing to disclose a Conflict of Interest; or
 - 4.1.3 Not accepting any gifts or hospitality throughout a Procurement;
- 4.2 not engage in any discussions with potential suppliers throughout the lifecycle of a Procurement; and
- 4.3 support the CEO in the discharge of the CEO's role and responsibilities under 4.4 below.

The CEO

The CEO will:

- 4.4 oversees the establishment and maintenance of an internal control Framework that incorporates the following features:
 - 4.4.1 more than one person is involved in and responsible for the authorisation and management of a transaction from end to end, especially when involving supplier payment;
 - 4.4.2 Transparency in the procurement process via centralised management of the quotation and tender processes;
 - 4.4.3 A clearly documented audit trail exists for procurement activities;
 - 4.4.4 Appropriate authorisations are obtained and documented;
 - 4.4.5 Systems are in place for appropriate monitoring and performance measurement;
 - 4.4.6 There is a process is in place for escalation, where appropriate, of procurement matters (including procedural non-compliance) to the Executive Leadership Team, the Audit and Risk Committee and Council;
 - 4.4.7 Maintain the Procedures, including the Contract Management Manual and any other documentation relevant to ensure compliance with this policy;
 - 4.4.8 Process and controls are continually improved with a focus on continually mitigating risk of fraud, corruption and inappropriate behaviour;
 - 4.4.9 That the City implements and maintains a complaints review process for issues relating to the procurement lifecycle, for all parties involved or relating to a procurement activity; and
 - 4.4.10 Ensure there are sufficient supports in place to foster Procurement awareness and training of Staff as required under this policy.

Procurement Services Unit

The Procurement Services Unit will:

- 4.5 act as the City's independent representative between it and its Suppliers and be the single source of communication throughout the Procurement lifecycle;
- 4.6 lead and oversee all City Procurement, including its tender and quotation processes;
- 4.7 prepare and oversee the Procurement Plan in accordance with this policy;
- 4.8 operate in accordance with the Procedures;
- 4.9 conduct Procurement in a way that achieves and demonstrates Value for Money;
- 4.10 conduct Procurement to the professional standards required by best practice and in compliance with the Act, Council and management policy and other relevant legislative requirements; and
- 4.11 monitor compliance, record and report breaches in accordance with this Policy

Staff

Staff must:

- 4.12 comply with the Employee Code of Conduct insofar as it is it relevant to Procurement. In particular, this involves:
 - 4.12.1 behaving ethically and taking action to prevent unethical practices (for example, using their position to seek or receive personal gain in Procurement);
 - 4.12.2 maintaining confidentiality of City information which a reasonable person would consider to be confidential;
 - 4.12.3 reporting fraud or corrupt conduct to appropriate internal or external authorities;
 - 4.12.4 refraining from acting in any way that would harm or potentially harm the reputation of the City (for example, endorsing products, services, providers or individuals without the permission of the City or the Council);
 - 4.12.5 acting with honesty and integrity, and to not allow any external, personal, or financial interests or duties to compromise their obligations, responsibilities, and duties owed to the City. Where these conflicts of interests exist, disclose and manage that conflict in accordance with the Employees Code of Conduct and the Procedures;

- 4.12.6 not accepting any gifts or hospitality throughout a Procurement;
- 4.13 other than those within the Procurement Services Unit accountable for a Procurement, not engage in any discussions with potential suppliers throughout the lifecycle of a Procurement process (excepting contract management); and
- 4.14 responsible for understanding their delegated authority and the City's delegation's framework and will procure in a way that is compliant with that framework.

Suppliers

- 4.15 Suppliers must act ethically with all dealings with the City, ensuring that their services and behaviour demonstrate accountability for its impacts on society, the economy and the environment including the impacts of the organisation's supply chain.
- 4.16 Suppliers are encouraged to report misconduct, unethical behaviour or suspected corruption in accordance with this policy.

The Community

4.17 The community is encouraged to report instances of misconduct in accordance with this policy.

5. THE PROCUREMENT FUNCTION

Procurement Principles

All Procurement must give consideration to the following:

Fair and honest dealing

5.1 All prospective contractors and suppliers must be treated impartially and afforded an equal opportunity to tender or submit a quotation.

Achieving Value for Money

5.2 Procurement will be carried out with a view to achieving whole of life Value for Money outcomes.

Probity, accountability and transparency

5.3 Staff must be able to account for all procurement decisions and ensure all procurement activities leave an audit trail for monitoring and reporting purposes.

Social Procurement Framework

- 5.4 Council commits to:
 - promoting the application of the Social Procurement Framework in all the City's procurement activities;
 - setting targets for a range of social procurement outcomes (including GROW initiatives);
 - publicising the targeted social procurement objectives including the Key Performance Indicators,
 - actively trying to achieve these outcomes through procurement activities and providing a range of ways
 to elevate the importance of the social procurement outcomes throughout the procurement process,
 including awarding some contracts based on the supplier's proposal significantly benefiting the City in
 achieve the frameworks Key Performance Indicators.
- 5.5 A social procurement framework is to be developed with targets and Key Performance Indicators which will be reported on annually. The framework will include, at a minimum, targets from three areas, including social, environmental and economic.
- 5.6 Sustainability will be embedded in the Council's work. All Staff will have a clear and shared understanding about what it means and how they can apply it to their daily tasks. The Council commits to applying the principles of Sustainability to its decision-making and activities.
- 5.7 Council demonstrates sustainable procurement by:
 - being accountable for its impacts on society, the economy and the environment including the impacts of the organisation's supply chain;

- examining anticipated organisational, project and/or community needs;
- · continually improving Sustainability specifications, practices and outcomes, and
- planning and undertaking Sustainability evaluations as part of contracting activities.
- 5.8 The Social Procurement Framework should be considered in the planning of all procurement activities, consideration of social procurement outcomes are to be presented and implemented into the procurement process as appropriate.

Collaborative procurement

- 5.9 The City will give consideration to collaborative Procurement with other entities in order to create economies of scale and drive Value for Money and outline its processes in the Procedures.
- 5.10 Any tender award report that recommends entering into a contractual arrangement must set out information relating to opportunities for a collaborative procurement, only if available, including:
 - the nature of those opportunities, if any, and the councils or public bodies with which they are available; and
 - why the City did, or did not, pursue the identified opportunities for collaboration in relation to that procurement process.

Aggregation

5.11 The likely total cumulative value of a procurement activity, or a category of activity for which there are a number of suppliers providing similar goods, services or works, must be considered during the planning phase of a Procurement.

How the City Can Procure

- 5.12 The City's default method of Procurement will be in accordance with the quotation and tender framework as outlined under this policy.
- 5.13 Other methods of Procurement include:
 - multi-stage tender processes;
 - under a sole-sourcing arrangement;
 - under the City's Purchasing Card Use Management Policy;
 - procurement for innovation;
 - an unsolicited proposal; and
 - under an exemption under paragraph 5.16.

Procurement Categories

5.14 All Procurements must be categorised into one of the following risk categories:

Risk Category	Meaning
Transactional	Small value and low risk transaction from pre-approved or contracted suppliers.
Leveraged	A known marketplace with a lot of suppliers – achieve better value and outcomes due to natural competition.
Focused	Limited suppliers, clear expertise and an ability to create a working contracted partnership to achieve strong outcomes.
Strategic	High value, high business criticality, big impact on the business or community. All in a competitive market.

Procurement Category Market Approach Thresholds (exclusive of GST)

5.15 The following value risk management threshold matrix will apply to each Procurement category to determine the appropriate procurement process:

Risk Category	Threshold	Procurement Process
ALL	Up to \$25,000	One Written Quote
Transactional	\$25,000 to \$250,000	Three Written Quotes
Leveraged	\$25,000 to \$300,000	Three Written Quotes
Strategic	\$25,000 to \$400,000	Three Written Quotes
Focused	\$25,000 to \$500,000	Three Written Quotes
Leveraged	\$300,000 to \$500,000	Five Written Quotes
ALL	Exceeding above quote thresholds in each Category unless otherwise approved	Open Marker Tender Process

Exemptions from Public Procurement Processes

5.16 The following circumstances will be exempt from a public market approach, following the appropriate approval process as follows:

Ар	proval Threshold (ex GST)	Delegated Authority
1.	Up to \$500K	Director Corporate and Customer Services and Manager Procurement consider the market approach and determine its suitability.
2.	\$500K – up to \$1M	CEO, Director Corporate and Customer Services with Manager Procurement consider the market approach and determine its suitability.
3.	Over \$1M	Council resolution upon recommendation from CEO, Director Corporate and Customer Services and Manager Procurement after consideration of the suitability of the market approach.

	Exemption Categories	Explanation
1.	A contract made because of Emergency.	Where the Council has resolved that the contract must be entered into because of an Emergency.
2.	A contract made with, or a purchase from a contract made by, another government entity, government-owned entity or other approved third party.	This general exemption allows engagements: with another government entity or government owned entity. For example, Federal, State or Local Government or an entity owned by the Federal, State or Local Government; and/or in reliance on contracts and arrangements established by another government entity, local authority includes a local government group purchasing scheme, Municipal Association of Victoria (MAV) or National Procurement network members (e.g., Local Buy), Procurement Australia (PA) where State and Federal government funding for a particular procurement project or

	Exemption Categories	Explanation
		initiative is tied to use of a preselected panel of contractors, suppliers and consultants.
3.	Extension of contracts while Council is at market.	procurement process to replace the contract has commenced, and where the tender process or negotiations will take or are taking longer than expected; subject to a maximum three-month extension term and satisfactory contractor performance.
		This exemption may only be used when the establishment of an interim short-term arrangement with an alternative supplier is considered not to be in the public interest, as it may be cost prohibitive and/or present a transition or other risk in the delivery of critical public services to the municipality.
4.	Professional services unsuitable for tendering	Legal Services.
	teridering	Insurances.
		Others as deemed suitable by Manager Property, Procurement and Assets in conjunction with CEO.
5.	Novated contracts.	Where the initial contract was entered into was in compliance with the Act at the time of contract signing and due diligence has been undertaken in respect to the new party.
6.	Information technology resellers and software developers.	Allows the City to renew software licenses and maintenance and support, or upgrade existing systems, where there is only one supplier of the software who holds the intellectual property rights to the software.
7.	Regional waste and resource recovery groups	Situations where a Regional Waste and Resource Recovery Group constituted under the <i>Environment Protection Act 1970</i> had already conducted a public tender for and on behalf of its member councils.
8.	Statutory compulsory monopoly	TAC
	insurance schemes	WorkCover
9.	Operating leases	Where a lessor leases an asset (generally a vehicle or plant and equipment) to the City and assumes the residual value risk of that asset.
10.	Traditional Owners	Engagement of Traditional Owners where the primary purpose of the procurement activity is to gather information relating to Aboriginal culturally sensitive issues, including land management considerations pursuant to the <i>Aboriginal Heritage Act 2006 (Vic)</i> .
11.	Infrastructure owners	Engagement of owners of infrastructure that needs to be changed or maintained where only one party can assist at our cost. e.g. utilities, telecommunication.
12.	Other specific Council exemptions	Specific Council exemptions will be reviewed and updated from time to time, as per the policy review process (section Policy Review Process)

Sole or select sourcing

- 5.17 The City may engage with one supplier (sole sourcing) or a restricted group of suppliers (select sourcing) where:
 - · it is in the public interest; or
 - there is one or a limited number of available Suppliers; or
 - Council is party to a joint arrangement where Council jointly owns the intellectual property with a thirdparty provider.
- 5.18 Sole and select sourcing are subject to exemption delegations.

Procurement for Innovation

5.19 The City has developed a procurement for innovation process and from time to time will utilise this process to identify procurement partners to deliver innovative procurement solutions to achieve the City's needs. The Procurement Unit will determine when it is appropriate to utilise this tool.

Unsolicited proposals

- 5.20 The City reserves the right to consider an unsolicited proposal where that proposal claims a high level of innovation or demonstrates cost savings and/or productivity improvements.
- 5.21 Where the City elects to proceed with an unsolicited proposal, it must then comply with either the sole sourcing/exemption process or the quotation and tender framework outlined in this policy.

Cumulative Spend and contract splitting

- 5.22 Under no circumstances are purchases or orders to be split so that the total value of the procurement activity falls under the amount of the individual's authority level or so that the value falls under the applicable threshold.
- 5.23 The City must ensure that the cumulative spend of goods and services do not exceed the quotation and tender thresholds.

The Procurement Plan

- 5.24 The Procurement Services Unit will produce a rolling live 12-month overview of the City's Procurement activity.
- 5.25 At a minimum, the Procurement Plan must include the following information:
 - project name and quarter that the procurement activity is planned to commence, including approved budget amount for the entire project;
 - the Risk Category applying to the Procurement under section 5.15;
 - · the identified proposed market approach;
 - · reasonable timelines to be adhered to during the entire Procurement lifecycle;
 - the availability of existing funds within an approved budget or other source of funds for the Procurement;
 - identify how the Procurement will deliver Value for Money;
 - identify how the Procurement addresses the Social Procurement Framework and the key performance indicators the City is intending to target, and if not, why not;
 - identify the considerations given toward collaborative procurement or other efficiency measures such as aggregation; and
 - any other matter the Council or the City's Audit and Risk Committee consider relevant.
- 5.26 At the time of publishing the budget the forward procurement plan will also identify which contracts will require a council resolution. Any Strategic or Focused procurement over the value of \$2M will default to requiring approval, this will remain unless:

- Council determine the risk is lower and therefore opt to remove the need to seek a Council resolution, effectively diverting approval to the CEO.
- Council identify a project with a total contract amount of less than \$2M and deem the risk to be higher, therefore opting to call an item in for council consideration.
- 5.27 Any leveraged or transactional procurement will not require a council resolution if included in the Procurement Plan at the time of budget Release. Councillors may request to hear the matter if:
 - the activity is deemed to be of significant public interest and Councillors elect as part of the budget process to hear the matter prior to contract award;
 - a procurement activity under these categories was not identified as a line item as part of the budget cycle then the Council approval will default to the value of \$2M.

Prior to Market Approach

Probity

- 5.28 A formal probity plan should be developed, and a probity advisor appointed where a proposed contract is considered by the Manager Procurement or the CEO to be particularly complex, of a high risk, or controversial nature, and requiring a high level of public confidence.
- 5.29 A probity advisor may be appointed to any tender evaluation panel and may be appointed to oversee the evaluation process.
- 5.30 A probity auditor may be required from time to time to review a procurement process to ensure transparency and fairness have been achieved.

Specifications

- 5.31 The City will ensure that specifications are well written and clear to provide the market with the best chance of success.
- 5.32 When the City is unable to produce a suitable specification, the City may look to undertake a procurement for innovation process to seek a partner to assist in the delivery of the project.

Contract preparation

- 5.33 The Procurement Services Unit will seek legal advice regarding the appropriateness and preparation of a suitable contract from the internal Legal Services Unit for all Procurements that are subject to an open market tender process.
- 5.34 The terms and conditions of all contracts that are a feature of a Procurement must follow the City's Contract Risk Framework.
- 5.35 The Contract Risk Framework must be either published in or incorporated as part of the Procedures to this policy and updated as required.

Public Tenders

- 5.36 All public tenders invited by the Council will be published via Council's tendering portal and may be advertised in the media.
- 5.37 Information regarding current tenders and awarded tenders will be published on Council's website.
- 5.38 Tender evaluation process and criteria will form part of the market testing documentation and be guided by the Procurement Services Unit.

Evaluation and Negotiation

- 5.39 Prior to scoring any submissions all parties will be asked to review and declare any Conflict of Interests.
- 5.40 The Procurement Services Unit will oversee the evaluation processes for quotes and tenders as a non-scoring chair to ensure impartiality in the process.
- 5.41 Contractual departures must be negotiated in accordance with the Contract Risk Framework and legal advice obtained where required and appropriate.

Shortlisting and Negotiation

- 5.42 The City may conduct a shortlisting process during multistage tendering, tender and quotation processes.
- 5.43 Probity requirements apply to all negotiations.

Contract execution

5.44 The Procurement Services Unit will seek advice and work with Legal Services to ensure the appropriate legal documents are issued as part of any engagement and ensure that delegated authority is properly followed.

Post Contract Matters

Variations

- 5.45 All contract variations are to be centrally stored and an audit trail kept of the request and consideration. The following must also be adhered to:
- 5.46 Contract and Scope variations must be approved in accordance with the CEO to Staff Delegations Power to Approve Contract Variations. Variations should not exceed the available budget, and where the budget is exceeded there may be a requirement to submit a report to Council
- 5.47 Coordinator and superintendent representatives may approve variations to contracts up to the lesser of these two options; 10% of the original contract value or a maximum of \$30,000. Where the aggregate of all variations exceeds 10% or is greater than \$30,000, referral to the Manager for authorisation is required.
- 5.48 Managers may approve variations to contracts up to the lesser of these two options; 20% of the original contract value or a maximum of \$200,000. Where the aggregate of all variations exceeds 20% or is greater than \$200,000, referral to the Director for authorisation is required
- 5.49 Directors may approve variations to contracts up to the lesser of these two options; 30% of the original contract value or a maximum of \$500,000. Where the aggregate of all variations exceeds 30% or is greater than \$500,000, referral to the CEO for authorisation is required.
- 5.50 In the case of large projects, Directors could seek special CEO delegation to increase from the maximum variation limit of \$500,000. Once delegate approval has been obtained the Superintendent will issue the approval letter to the Contractor.

Contract Management

- 5.51 In order to continually improve its procurement and contract management processes and outcomes, Council will evaluate and seek to improve on all aspects of procurement and contract management, in accordance with its documented procurement processes and Contract Management Guidelines.
- 5.52 The Procurement Services Unit will provide contract management oversight all contracts entered by the City.
- 5.53 In the event of noncompliance with a City contract or poor performance the City may opt to not engage with a Supplier for up to 2 years depending on the seriousness of the breach or poor performance.

Supplier engagement and development plan

5.54 The City will develop a supplier engagement and development plan to ensure the continued development of suppliers within the region. The aim of this plan is to ensure that suitable suppliers are available in the market into the future to assist in the City in delivering our services.

6. AUDIT AND REPORTING

- 6.1 The CEO is to ensure that auditing for breaches of this policy are occurring, with a minimum of 5% of purchases not overseen by the Procurement Services Unit, each financial year to be reviewed.
- The City will report quarterly to the Council and the Audit and Risk Committee through the Council's Quarterly Financial Report on the following:
 - any identified breach of this policy.
 - accumulation opportunities (accumulated spending).
 - summary of findings through the 5% audit program.

- any unplanned major procurement activity that was not captured in the forward procurement plan at time of publishing the budget.
- any other matter that the Council or the Audit and Risk Committee consider appropriate.
- 6.3 Any serious breach which appears to involve fraud or corrupt conduct should be referred to the Internal Ombudsman.

7. COMPLIANTS HANDLING

- 7.1 Complaints relating to any stage of the procurement process are to be reported to the Manager Procurement, the Manager Procurement will investigate these complaints.
- 7.2 In the event that a complaint includes serious allegations of fraud or corrupt conduct, or an investigation into a complaint identifies such conduct, it must be referred to the Internal Ombudsman for further investigation.

8. PROCEDURES

The City must develop Procedures that operationalise and do not exceed the framework of this Policy.

9. POLICY REVIEW PROCESS

In accordance with the Act, Council will review this policy at least once during each 4-year term of the Council.

10. POLICY KEY LINKAGES

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

Local Government Act 2020

Management Procedure - Procurement Guidelines

Codes of Conduct and associated policies

Management Procedure – Contract management guidelines

Council Plan 2021-2025

Management Procedure – Project Management Framework

The City of Greater Geelong - Environment Strategy 2020-30.

Other relevant legislative requirements include compliance with:

Competition and Consumer Act 2010

Goods Act 1958

Fair Work Act 2009

Working with Children Act 2005

Working with Children Regulations 2016

Environment Protection Act 1970 and Environment Protection Act 2017

Federal Modern Slavery Act 2018

Financial Management Act 1994 (Vic)

and other relevant Australian Standards as deemed appropriate for each purchase.