

# Operation Jarek

## Ballina Shire Council – 24 Month Final Report

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3 March 2015

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# **24 Month Final Report**

## **Operation Jarek**

*Please update this schedule with information about the current status of each item listed. Include details of the latest action/update in respect of each initiative, dates where relevant and attach copies of any documents referred to, where possible, in support of implementation of particular initiatives. Please provide the name of a contact person in your agency from whom we can seek more detail if needed. Please return this document to the ICAC in writing and electronically to [swalker@icac.nsw.gov.au](mailto:swalker@icac.nsw.gov.au) by no later than 28 February 2015.*

### **Recommendation 1**

That councils communicate to suppliers a clear set of supplier behaviour expectations and the associated consequences for non-compliance.

#### **Summary of response**

The recommendation will be:

- ✓ Implemented as described in the report

#### **Action proposed**

Council has rewritten its Statement of Business Ethics to stronger emphasise supplier behaviour expectations, along with the sanctions for non-compliance. This document is included in all tender documentation, and a copy is displayed on Council's website under Tenders (home page). An additional schedule has also been included in our tender specifications requiring respondents to acknowledge our Statement of Ethics.

While Operation Jarek was underway, Council produced a document titled "Important Information for Sales Representatives and Contractors". This document highlights that gifts and benefits are not to be offered as part of the procurement process. This information is distributed to sales representatives by Council staff and a copy is displayed on Council's website. An internal procedure has also been prepared to advise staff on how to handle interaction with sales representatives. This procedure has been circulated to all staff and is being circulated at least once per annum, as well as on an as required basis.

We will also be distributing both sets of this information from time to time with creditor payments. A covering letter regarding Council's expectations of supplier behaviour will also be provided. It is intended to undertake this process at least twice per annum with this action included in an internal strategic task lists to ensure that it is regularly carried out.

#### **2014 Update**

All actions as proposed have been implemented. All supporting material has been communicated to staff and/or Suppliers / potential Supplier. Covering letter regarding supplier behaviour standards is being re-sent at least bi-annually, the last being sent Dec 13.

Supplier Relationship Management remains an area of focus for Council through the ongoing business improvement initiatives set out in the Strategic Procurement Roadmap. Continuous improvement is being driven through the newly appointed Strategic Procurement Coordinator and monitored by the Strategic Procurement Steering Committee which is chaired by the GM.

#### **2015 Update**

The Statement of Business Ethics continues to be forwarded by the GM's office to all new creditors at the end of each month. As well as this, the Procurement Co-ordinator has provided it on a number of occasions to the more than 80 suppliers of stock items as an inclusion within standard business correspondence.

Further to this specific correspondence was addressed to SETON Australia Pty Ltd, consequent to a generic unsolicited inducement offer, clearly reiterating Ballina Shire Councils stance on such activities.

### **Supporting material**

- Statement of Business Ethics (provided in previous report)
- Interaction with Sales Representatives Procedure (provided in previous report)
- Sales Representative Information sheet (provided in previous report)
- Tender Schedule for Statement of Ethics (provided in previous report)
- Covering letter regarding supplier behaviour standards – this letter has been issued once to approximately 800 suppliers (provided in previous report)
- Letter to suppliers introducing newly appointed Procurement Co-Ordinator (Attachment A).
- Letter to Seton Australia Pty Ltd re: Procurement Practices (Attachment B)
- Email from Holcim Pty Ltd, acknowledging receipt of Council's Statement of Business Ethics and their commitment to observe the statement (Attachment C)

### **Proposed evaluation methods**

- Compliance with adopted procedures - General Manager and Internal Procurement Group
- Ensuring the monthly action of forwarding the Statement of Business Ethics is on Council's Strategic Actions list and is completed, to be actioned by the General Managers Group.

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## Operation Jarek

### Recommendation 2

That councils develop a proactive and comprehensive supplier engagement framework.

#### Summary of response

The recommendation will be:

- ✓ Implemented as described in the report

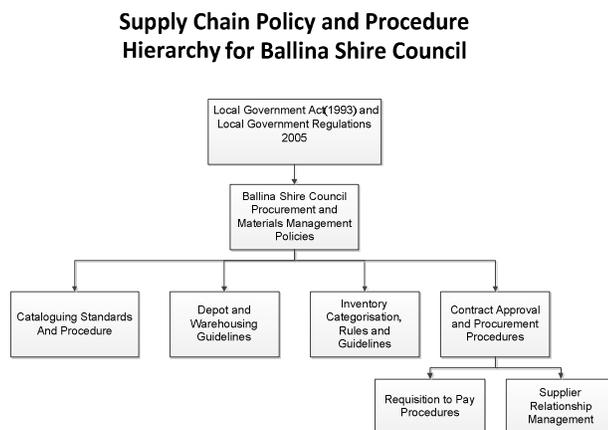
#### Action proposed

The actions proposed are largely as outlined in recommendation one in that the key elements of Council's supplier engagement framework are as follows:

- Communication of Council's Statement of Business Ethics
- Communication of Council's Interaction with Sales Representatives Procedure
- Covering letter to suppliers regarding the standards of behaviour expected, distributed to a sample of suppliers at least twice per annum
- Inclusion of the Statement of Business Ethics in Tender and Quotation documentation
- Pre-tender meetings to include a segment on the Statement of Business Ethics

#### 2014 Update

The update for 2014 aligns closely with what has been detailed in the response for Recommendation 1. Supplier Relationship Management is also the subject of ongoing review during 2014 as Council develop improved Strategic Procurement functions with revised policy and procedure documentation. The Hierarchy of documentation is as detailed in hierarchy below.



#### 2015 Update

Many of the actions in response to Recommendation 1 address the proactive engagement with suppliers.

Revised Strategic Procurement functions (currently in the introductory stage) have seen an increasing number of purchase requisitions raised by requestors being actioned by professional Stores/Procurement staff for issuing of purchase orders. This has given rise to a number of instances where more competitive pricing/supply methods have been secured consequent to proactive engagement with a larger pool of possible suppliers.

### **Supporting material**

- Product Code Summary – Stock Item #47 Blade – Grader where acquisition price has been recently negotiated with alternative supplier for considerably lower cost (Attachment D).
- Requisition Summary – Non-Stock item #s5008 & 5011- Large Garbage Bins and wheels for bins where better prices have been negotiated with alternative supplier compared to long term supplier (Attachment D)

### **Proposed evaluation methods**

- Feedback from staff on their knowledge of the Statement of Business Ethics and related procedures – General Manager to monitor.
- The difficulty with this recommendation is monitoring the behaviour of suppliers. It is not possible to undertake a reliable survey of suppliers' behaviour therefore the only real measurement option available is to potentially monitor non-compliance incidents with suppliers.
- An increase in number of letters sent to stock suppliers for the next correspondence (>83) will reflect a broader base of possible suppliers.

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## Operation Jarek

### Recommendation 3

That councils review their codes and policies on gifts and benefits to ensure they effectively communicated expected behaviour in a way that the intended audience can easily grasp.

#### Summary of response

The recommendation will be:

- ✓ Implemented as described in the report

#### Action proposed

Prior to Operation Jarek we already had proactive gifts and benefits processes in place, through documented procedures, regular six monthly updates to all staff and training sessions on this topic. Despite our efforts Mr Lapham and Mr Howard chose to ignore our processes.

To increase our efforts in this area we have subsequently:

- Rewritten our Council's gifts and benefits management procedure to further simplify the document and to include disciplinary details .This updated document has been placed on Council's Infonet and is being distributed to staff through newsletters and training
- Emphasis has also been placed on recommendation four which states that any staff with procurement delegations cannot accept gifts or benefits of any kind; excluding token items

The feedback from staff meetings is that staff are very clear on what is expected, and ultimately it is a matter of choice as to whether a staff member complies with these procedures.

#### 2014 Update

Recommendation 3 has been effectively implemented and will also be monitored and reviewed as outlined in updates for Recommendations 1 and 2.

#### 2015 Update

We can report that the recent Christmas period, where gifts/benefits generally come to the fore, saw no gifts or benefits received or offered from suppliers. The few gifts provided by residents were instantly declared and handed to the General Manager, in accordance with the Gifts and Benefits Management Procedure.

#### Supporting material

- Gifts and Benefits Management – Procedure (provided in previous report)
- Newsletter – sample (provided in previous report)

#### Proposed evaluation methods

- Feedback from staff meetings and / or surveys – Staff survey – General Manager
- Gift register usage – Monitor usage level – General Manager

# 24 Month Final Report

## Operation Jarek

### Recommendation 4

That councils ensure their policy provides that all staff who hold financial delegations are prohibited from receiving gifts of any kind.

### Summary of response

The recommendation will be:

- ✓ Implemented as described in the report

### Action proposed

Council's documented procedures for procurement now state that any staff member with a purchasing delegation cannot accept a gift or benefit of any form. Token gifts such as pens etc are excluded as gifts for the purposes of this procedure.

To strengthen the controls for procurement the wording of our delegations template has been amended to ensure staff in accepting that delegation acknowledge they have read our Statement of Business Ethics, gifts and benefits procedure and sales representatives procedure.

We also intend to write to every staff member with a procurement delegation, once each year, asking them to sign a return confirming they understand our procurement procedures. This will be similar to the process we currently follow for the pecuniary interest returns for designated staff.

Any new staff member that receives a procurement delegation will be issued correspondence to sign confirming they understand these procedures.

### 2014 Update

Recommendation 4 has been effectively implemented and will also be monitored and reviewed as outlined in updates for Recommendations 1 and 2.

### Supporting material

- Revised delegation template for procurement (provided in previous report)
- Correspondence template for new procurement delegations (provided in previous report)
- Correspondence template for annual review of procurement delegations – issued annually from General Managersgroup (provided in previous report)

### Proposed evaluation methods

- Compliance with procedures – Procurement Group – Regular meetings
- Monitoring of Gift Register – General Manager
- Feedback from staff – On-going
- General Manager to monitor all these items in conjunction with the Procurement Group

# 24 Month Final Report

## Operation Jarek

### Recommendation 5

That councils ensure that staff training on gifts has a focus on the disciplinary consequences of accepting gifts.

#### Summary of response

The recommendation will be:

- ✓ Implemented as described in the report

#### Action proposed

The powerpoint presentation we use for internal staff training on the Code of Conduct has now been updated with an extra slide to highlight the disciplinary consequences of accepting gifts. This now forms a key part of this training program.

There are limitations in respect to the wording that can be applied in this situation as effectively Council must follow the Award procedures. Examples of incidents, such as the outcomes for some of the individuals associated with Operation Jarek, will be used as supporting information.

#### 2014 Update

Recommendation 5 has been effectively implemented and will also be monitored and reviewed as outlined in updates for Recommendations 1 and 2.

#### Supporting material

- Copy of slide from powerpoint (provided in previous report)
- As per recommendation four, correspondence to staff with procurement delegations places an emphasis on disciplinary procedures (provided in previous report)

#### Proposed evaluation methods

- Staff feedback from training sessions and business as usual – General Manager
- General Manager to monitor this in conjunction with the Procurement Group

# 24 Month Final Report

## Operation Jarek

### Recommendation 6

That councils assess which of their staff members operate in an environment where relational selling is commonplace, and equip these staff to recognise and respond to these sales tactics, including the offer of gifts.

### Summary of response

- ✓ Implemented as described in the report

### Action proposed

Following a review of our procurement delegations Council is the opinion that almost all staff with a procurement delegation are subject to relational selling. As Ballina Shire is a reasonably small regional community (40,000 people) there is a lot of interaction between Council staff, the business community and residents, which increases the risk of relational selling. In respect to training we have held discussions with Adam Shapiro from ICAC, who has conducted corruption / procurement sessions for Council staff. Adam has suggested it may be worthwhile for Council to look at an internal education program, which should cover the signs of relational selling and how to manage them. Issues to be addressed in that training include:

- Sales representatives may try to build relationships with staff through fabricating an interest in their personal lives to win them over
- Sales representatives may directly offer gifts and benefits in an attempt to build a relationship and encourage purchases
- Encouraging staff to be upfront and immediately put a stop to any attempt at relational selling – i.e. when asked about their personal lives, staff should avoid providing any information and redirect the conversation to “business” / when offered a gift state “it is against Council policy and you are making me feel uncomfortable”. Sales people generally like to make clients feel happy, so if they know that they are making them feel uncomfortable, then they are likely to stop.
- Encouraging staff to be proactive and suggest that the supplier make a note on Council’s file that gifts/benefits will not be considered, so they should not be offered.
- Staff should feel supported to be blunt (while remaining professional) in their approach to sales representatives i.e. being an accommodating / courteous Council representative does not need to apply in these instances.

Based on this feedback it is intended to conduct internal staff training for all staff with procurement delegations.

## **2014 Update**

To date Council has produced and communicated the procedure “INTERACTION WITH SALES REPRESENTATIVES PROCEDURE” which adequately equips staff with the educational requirements to deal with the issue of Relational Selling.

Further to this Council will be reviewing existing purchasing practices during Qtr1 of 2014 with a view to removing purchasing responsibilities from a majority of employees through the creation of a Centre-led Procurement Function where dedicated Purchasing Officers will deal with front-line procurement activity. This activity will also rationalise procurement training requirements with appropriate program/s being developed for ongoing delivery to new and existing employees.

## **2015 Update**

Council’s recently appointed Procurement Co-ordinator is currently rolling-out processes where Stores/Procurement staff assumes control of purchase order issues, subsequent to requisitions or requests made by non-stores/procurement staff.

Stores/Procurement management and staff are extremely well versed in and aware of the “INTERACTION WITH SALES REPRESENTATIVES” procedure and by assuming control for final purchasing decisions any inherent relational selling practices by suppliers are diluted.

The Procurement Co-ordinator has also recently taken responsibility for induction of new staff to the Procurement function. To this end, the “Purchasing Induction” manual is provided to new staff as part of the induction and Councils “Statement of Business Ethics” is included at the front of the manual and is an integral reference point in the induction process.

## **Supporting material**

- Title Page and Table of Contents of the Purchasing Induction Manual, confirming the prominence of the Statement of Ethics (Attachment E)

## **Proposed evaluation methods**

- Feedback from staff training program once implemented – Manager – Human Resources and Risk – Initial completion date 31 December 2013
- Staff feedback from training sessions and business as usual – General Manager
- General Manager to monitor this in conjunction with the Procurement Group

# **24 Month Final Report**

## **Operation Jarek**

### **Recommendation 7**

That councils, if they have not already done so, analyse their procurement processes to identify points of corruption risk and take steps to improve the design of their procurement processes.

#### **Summary of response**

- ✓ Implemented as described in the report

#### **Action proposed**

Council has previously engaged Mr Phil Scott from Local Government Procurement to provide an assessment of our procurement processes. That report was completed in February 2012 and identified a number of recommendations for improvement.

In addition to this Council engaged Mr Chris Newman from PMMS Consulting Group to undertake a review of our procurement processes and prepare a plan for improvement. That review was completed in April – June 2012 and a series of schedules, titled a road map, has been prepared to implement the improvements identified in that.

The Procurement Group is now working its way through the recommendations in those reports.

#### **2014 Update**

The work to align Council's purchasing practices to what was identified during the Procurement Roadmap activity (2012) continues with the appointment of a Strategic Procurement Coordinator and a structured review of existing purchasing practices in Qtr1 2014. An outcome to the review will include the introduction of a Centre-led Procurement function whereby procurement activity will be coordinated with a purchasing function sitting with a core group of trained Purchasing Officers.

The role that Inventory plays in regard to meeting Council's operational needs will also be revised during the review of other purchasing practices. It is envisaged that the introduction of Inventory Categorisation, Rules and Guidelines should play a significant role in ensuring better controls are in place for managing Council's spend and stores requirements.

#### **2015 Update**

The consolidated procurement process for non-inventory items and services, as part of the Centre-Led function, will continue to be rolled out to other areas of the organisation. One of the purposes of the consolidation of purchase functions is to disaggregate purchase allocation/nomination and reliance on the status quo away from one single staff member. Requestors/Initiators of purchase requests are encouraged to provide details of preferred suppliers, however, Stores/Procurement Staff will carefully consider the merits of a preferred supplier along with those of other competitive suppliers. Requestors/initiators will be advised and consulted of competitive options to any preferred party they nominate prior to issuance of a purchase order.

Part of the consolidation process will allow Stores/Procurement Staff to properly categorise and apportion purchase spends with the use of commodity coding and major and minor groupings, enabling increased analysis capabilities and supporting negotiations for possible tenders and contracts, based on definitive values which will be available subsequent to the improved analysis.

An integral aspect of the consolidation process for non-inventory items is the establishment of a product catalog for items likely to be purchased on an on-going basis. This data will allow improved tracking of any price fluctuations as well as expanding the options for identifying alternative suppliers. It will also inform the decision making process on whether the item should be held as a stocked item within Council's Warehouse Stores.

Revising actions dates of PMMS Roadmap based on reviews of technology

### **Supporting material**

- Copy of report from Local Government Procurement (provided in previous report)
- Copy of road map from PMMS Consulting Group (provided in previous report)
- Lanotec catalogue and quotation example (Attachment F):
  - Copy of email from Procurement Co-ordinator asking Procurement staff to obtain a quotation on the product "Lanotec", requested earlier by Team Leader - Concrete Construction and Drainage from known supplier.
  - Screen shot of February 2014 requisition for the product "Lanotec" with descriptors completed in free-form fields.
  - Screen shot of extract from catalog for item #5001 – Lanotec, detailing supplier options; prices as well as Commodity Coding; Major and Minor grouping.
  - Screen shot of January 2015 requisition for the product "Lanotec" using catalog item #5001

### **Proposed evaluation methods**

- Level of compliance with recommendations from Local Government Procurement and PMMS Consulting Group – Procurement Group – General Manager – Ongoing

# **24 Month Final Report**

## **Operation Jarek**

### **Recommendation 8**

That councils if they have not already done so, consider introducing e-procurement as an efficient method of controlling possibly vulnerabilities in their system.

#### **Summary of response**

- ✓ Implemented as described in the report

#### **Action proposed**

Council has already introduced an e-procurement system using the Civica Authority software system. This system was in place prior to Operation Jarek.

Despite having an e-procurement system in place there are still opportunities for fraud as was witnessed with Operation Jarek. In Council's situation purchases by Mr Lapham were counter-signed by his section manager as the material purchased was used by Council.

The real issue for Council was that the amount being purchased was greater than was required in the short to medium term. The risk relates to the management of stock not recorded in store as Mr Lapham was able to store the stock ordered outside of the Council store. This issue is addressed in recommendation 11.

In respect to the e-procurement system the software is set up to mirror the authorised procurement delegations. If adequate delegations are not in place the requisition is forwarded electronically to that person's supervisor for approval. Once approved the staff member can raise the purchase order.

Currently the same person can raise a requisition, order and goods receipt (if the amount is within the purchasing delegation). Council has developed several reports that can report on the procurement process via officer and undertake audits of any purchase order as required. These processes are currently being reviewed to determine whether they can be improved.

#### **2014 Update**

The introduction of e-procurement requires a well established Centre-led Procurement Function to be in place. Investigation into how to integrate e-procurement into existing and future procurement practices is an activity for future continuous improvement activity.

Initial improvements in on-line requisitioning for Stock and Direct Charge are planned for introduction as an outcome to the Purchasing Practices Review being conducted in Qtr1 2014. Council does have in place a Business-to-business (B2B) arrangement for stationary and office supplies which does ensure tighter controls for these often abused commodities.

## **2015 Update**

The establishment of a catalog for non-inventory goods will go a long way to addressing the vulnerability of goods being purchased in quantities that exceed demand, either premeditatedly or inadvertently. By now being able to track the purchase history of items not in Store, analysis can be undertaken as to whether supply exceeds standard demand or whether the item needs to be held in Store as a stocked item, subject to the controls of Store issue; stock value and stocktaking.

As per Recommendation 7 update, one of the purposes of the consolidation of purchase functions is to disaggregate purchase allocation/nomination and reliance on the status quo away from one single staff member. Requestors/Initiators of purchase requests are encouraged to provide details of preferred suppliers, however, Stores/Procurement Staff will carefully consider the merits of a preferred supplier along with those of other competitive suppliers and consult on making the final purchasing decision.

## **Supporting material**

- Lanotec catalogue and quotation example (Attachment F):
  - Copy of email from Procurement Co-ordinator asking Procurement staff to obtain a quotation on the product “Lanotec”, requested earlier by Team Leader - Concrete Construction and Drainage from known supplier.
  - Screen shot of February 2014 requisition for the product “Lanotec” with descriptors completed in free-form fields.
  - Screen shot of extract from catalog for item #5001 – Lanotec, detailing supplier options; prices as well as Commodity Coding; Major and Minor grouping.
  - Screen shot of January 2015 requisition for the product “Lanotec” using catalog item #5001

## **Proposed evaluation methods**

- Use of requisition audit report – This report identifies when staff are complying and not complying with our procedures. Non-compliance can relate to there being insufficient suppliers to obtain necessary quotations or there may be a specialist supplier. Even though this is considered to be non-compliance, with the standard procedures, exemptions are allowed where they are justified.
- The requisition audit report will be submitted to the regular meetings of the Procurement Group with the General Manager responsible for monitoring that reporting.
- A key element of Procurements contribution to Councils “Delivery Program and Operation Plan for 2015/16” is the targeted increase in the number of non-stock items within the inventory system. With the target of increasing these items to over 100 by the end of the financial year.

# 24 Month Final Report

## Operation Jarek

### Recommendation 9

That councils, if they have not already done so, review which reports are available to the managers of stores and ensure they (councils) can generate a report showing the orders placed by any individual across all cost centres.

### Summary of response

- ✓ Implemented as described in the report

### Action proposed

Council has engaged an external report writer to prepare crystal reports from Authority software that can be generated from staff involved in the procurement process. Reports that are now available include:

- Supplier Expenditure Analysis – Provides details of expenditure per supplier
- Organisational Expenditure Analysis – Provides details on numbers of invoices by transaction value ranges and allows you to then analyse the suppliers for those invoices
- Requisition Audit Report – Provides details of requisitions by staff member(s) and / or supplier(s) and also compares requisitions to the requirements of Council's purchasing procedures to identify anomalies
- Purchasing Segment Analysis – Provides details of purchases from individual suppliers for the period identified

These reports are now being presented to meetings of the Procurement Group and are available at all times, as part of the standard suite of reports to Procurement, Finance and other staff.

### 2014 Update

The further development and improvement of Council's Reporting capability relies on the accurate categorisation of Council Inventory System and Purchasing systems.

For inventory management Council has implemented the "Auslang" Standard for codification with the aim to be able to report on inventory purchasing and holdings by a number of stratification factors. These include:

- Inventory Holding Value and activity by inventory owner, by commodity (Group/Class), and in future by Work Order.
- Inventory Usage by inventory owner, by commodity (Group/Class), and in future by Work Order.
- Inventory Turnover by inventory owner, by commodity (Group/Class), and in future by Work Order.

Goods purchased outside of Inventory can currently only be categorised by Supplier. To be able to segment spend by commodity there is a requirement be able to capture commodity information through the purchasing transaction or by categorising the Supplier. The accurate categorisation of inventory and purchasing activity will assist greatly in being able to identify opportunities for savings, and provide better governance through post-facto review of procurement activity.

**Note:** This is all a work in progress and will require existing inventory and catalogue cleansing activity to be undertaken.

## 2015 Update

A decision was made by the current Procurement Co-ordinator to dispense with the partially deployed “Auslang” codification standard, due to its unnecessary complexity for the task. Instead, codification and categorisation according to a standard listing provided by Local Government Procurement (LGP) has been instituted and is currently being used. The LGP standard was selected by the current Procurement Co-ordinator subsequent to Council’s involvement in procurement forums, facilitated by LGP and the Northern Rivers Regional Organisation of Councils (NOROC). All NOROC Councils have undertaken to utilise LGP’s categorisation coding and nomenclature in order to gather and consolidate spend data, with a view to region wide procurement initiatives.

Consequent to this, all inventory (stock) items are now categorised according to a number of strata. Prime categorisation is allocated to whether items fall under the predominant category of either General Store; Personal Protective Equipment (PPE) or; Water and Sewer. Under this categorisation, each item is allocated a Major grouping and then further categorised to a Minor grouping which relates to the overarching Major group.

Similarly, non-inventory goods which carry a catalog item number will be assigned a Category and Major and Minor groupings when the catalog number is created. It is planned that service (trades/repair/consulting) activities will be added to the catalog to provide a total goods and services catalog. Categorisation in this regard will be provided via Commodity Groupings where catalog items can be commoditised to either Stock; Non-Stock Goods; Services – Contracted or; Services - Ad Hoc.

Reports can be generated by presentation of this data in simple spreadsheet formats or by more complex database queries. This multi-level categorisation will provide extremely effective and powerful reporting and analysis functions.

## Supporting material

Cover page provided for the four main reports; i.e.

- Supplier Expenditure Analysis (provided in previous report)
- Organisational Expenditure Analysis (provided in previous report)
- Requisition Audit Report (provided in previous report)
- Purchasing Segment Analysis (provided in previous report)
- Various reports and listings (Attachment G):
  - “Stock Category Description” listing.
  - “Inventory Major Group Code” listing.
  - “Inventory Minor Group Code” listing.
  - Email to BSC Finance/IT requesting the instituting of commodity coding

## Proposed evaluation methods

- The information provided in these reports is subject to on-going review. What has been pleasing to date has been confirmation that nearly all the major expenditure items and major suppliers have all been subject to a formal tender process or represent State Government contracts.
- Reports to be reviewed regularly by the Procurement Group

# 24 Month Final Report

## Operation Jarek

### Recommendation 10

That councils, if they have not already done so, analyse inventory management systems with a view to improving controls and reducing waste.

#### Summary of response

- ✓ Implemented as described in the report

#### Action proposed

It is considered that Council's store is operating effectively with a large number of control systems in place. These include, but are not limited to:

- Stock ordering through e-procurement (Authority software with restrictions on delegations) where orders are checked at the goods receipting point and at accounts
- Minimum and maximum levels for stock are in place and used on a daily basis to order stock items. This is for efficiency and to reduce the temptation to bulk buy and tie up resources with excess or aged stock
- Staff knowledge, experience and average usage reports are used to assist in setting minimum and maximum stock levels
- Random stocktakes are conducted regularly to check stock for inventory accuracy and condition. The target is weekly rotational counts but this is subject to fluctuating workloads and resources
- The most recent stocktake was 100% accurate and inaccuracies have been consistently trending downwards since 2008, when there was a change in staff and improved systems implemented
- All inventory is tracked through the Authority software and all issues to staff are in hard copy indicating who collected the goods, who had delegation to obtain the goods and which store staff issued the goods
- The store staff are familiar with appropriate levels, condition and location of stock through a sectioned, clean and well labelled warehouse
- The store records indicate that uncontrolled Council stock has reduced by ensuring that as many items as possible and suitable are taken into store control. This is evidenced by an increase in countable items from 240 in June 2008 to 868 countable items in December 2012. There has also been an increase in stocktake accuracy and a decrease in write offs.

#### 2014 Update

Inventory Management improvements will be ongoing during 2014 with the introduction of the "Auslang" Standard for codification, data cleansing and the development and documentation of Inventory Categorisation Rules and Guidelines. Through better utilization of existing Authority functionality for inventory management, Council will see better controls and efficiency gains.

## **2015 Update**

Since joining Council in September 2014, the current Procurement Co-ordinator targeted Store operations as an initial project, given the bi-annual stocktake taking place in late December 2014. Pleasingly, the Store accounted for stock at a deficiency of only \$85 on a total stock value of more than \$500k.

As part of standard store practice and subsequent to enhanced store location coding cyclical stock checks will take place each week, concentrating on nominated sections. This will see each section have a stocktake check done at least 3-4 times per year on top of the bi-annual stocktakes.

Another store practice being put into place is the regular revision of minimum and maximum levels of stock items in light of recent demand. An audit of Water and Sewer holdings has found that there are numerous items that have been bought into store subsequent to earlier actions where stock holdings exceed identified minimum levels. Discussions are currently taking place with the suppliers of goods with a view to returning many of these excess items for credit.

Further to this, a "Slow Moving Stock Report" is available via Authority which provides details of stock which has neither been issued nor ordered within the preceding 6 months. With this information Stores have identified a number of obsolete/slow moving items which we are currently seeking to return to suppliers for credit.

It is anticipated that the expansion of the non-inventory catalog will identify a number of items that will be better being held as stock items, which will increase number of accountable stock items.

### **Supporting material**

- Example of a screen dump for minimum and maximum parameters for Inox Lubricant (provided in previous report)
- (Bi-annual) Stocktake Discrepancy Report 23/12/2014 (Attachment H)

### **Proposed evaluation methods**

- The six monthly stocktake remains the major evaluation measure for this item. The stocktakes will continue to be reported to senior management.
- A key element of Procurements contribution to Councils "Delivery Program and Operation Plan for 2015/16" is the targeted increase in the number of non-stock items within the inventory system. With the target of increasing these items to over 100 by the end of the financial year.
- Weekly stocktake reports are be available.

# 24 Month Final Report

## Operation Jarek

### Recommendation 11

That councils examine options for control of their pull-based inventory and implement an option that is suitable for their operations.

#### Summary of response

- ✓ Implemented as described in the report

#### Action proposed

The management of pull based inventory is considered to be one of the major issues facing Council in respect to Operation Jarek. It is this area where Mr Lapham was able to order supplies that were in excess of Council's immediate needs and those supplies were expensed against a job account, with no recording of the stock on hand.

The actions being undertaken to manage this complex issue are:

- a) Reduction in use of separate sites that allow staff to store unused stock – For example Council has an old depot site (depot number two) where excess materials have previously been stored. That depot is currently being cleared of all stock and the aim is to eventually close the site
- b) Supplies located in Council's main depot (depot number one), which have not been booked in to the store, are in the process of being audited. Where stock is considered excess it is to be sold and where it is still required a record will now be maintained. The aim is to have all supplies located at the Council depot(s) recorded as part of Council's stores system. This will ensure the management of that stock will then be tracked and monitored.
- c) Existing delegations are being reviewed to examine whether they can be further defined to reduce the risk of pull based inventory being accumulated.

The Procurement Group is assisting with the implementation of these actions and a separate internal group has been formed to focus on improving the management of the depots (group titled "Depot Number Two and Other Sites). This group is chaired by the General Manager.

#### 2014 Update

A Depot clean up was executed during 2013 resulting the disposal of excess goods no longer required. The cataloguing and expansion of inventory to encompass goods stored under various arrangements is a work in progress and will require work to be done within the depot to enable control and storage to be better organised.

The aim going forward is to insist that ongoing requirements of goods are to be facilitated through the inventory function. The work to improve the Inventory Management function will be the subject of ongoing improvement activity during 2014.

## **2015 Update**

A pull-based inventory method is being used in the creation of “satellite” stock warehouses off-site. This has been piloted at the Ballina Waste Water Treatment Plant (WWTP) where there were uncontrolled quantities of high value UV tubes; UV globes; membrane panels and the like. Stores/Procurement staff has successfully trialled and implemented the setting up of a satellite warehouse at the WWTP where only emergency levels of stock are held on site. As these emergency supplies are consumed, a stock issue transaction takes place which diminishes the emergency stock levels and when the minimum quantity is reached, a replenish list is generated and the emergency stock can then be replenished from Store stock. As the Store stock diminishes, the items will appear on the standard stock re-order report when the minimum stock threshold is reached.

This allows stock that is off-site to be accountable and monitored. These satellite warehouses will be audited on a regular basis by Procurement/Stores staff as stocks are replenished and will operate the same way as the central warehouse where goods will be allocated specific location assignments and shelves clearly labelled with the stock item number; item descriptor; minimum stock level and; maximum stock level.

Stores/Procurement staff are in the process of developing satellite warehouses for Water and Sewer emergency supplies, currently located in a locked shipping container within the W&S COMPOUND and the Depot Workshop. It is expected that satellite warehouses will also eventually be run out to other waste water treatment facilities in Lennox Head and Alstonville.

## **Supporting material**

Inventory Item Enquiry Request Reports (Attachment I)

- Extract of “Inventory Item Enquiry Access” report for item number 1035 – Lamp Driver Ballast showing stock current in 2 x locations vis, 1 – Council Main Store and 2 – Ballina WWTP.
- Extract of “Inventory Item Enquiry Access” report for location 10- Ballina WWTP, detailing stock items currently allocated against that location

## **Proposed evaluation methods**

- On-going stocktakes of equipment not held in stock. Council’s Civil Services Group will oversee these actions, supervised by the General Manager.
- Depot monitoring meetings are being held at least every two months. It is anticipated by the end of 2013 a large part of this process will have been completed.
- Records of periodic audits/stocktakes at satellite warehouses.

# **24 Month Final Report**

## **Operation Jarek**

### **Recommendation 12**

That councils, if they have not already done so, organise their stores so that all items are labelled clearly, stock is securely stored and movement of all goods in or out of the store is recorded on an integrated inventory management system.

### **Summary of response**

- ✓ Implemented as described in the report

### **Action proposed**

Council has a number of controls in place as per recommendation ten with additional items of interest including:

- Stock is neatly arranged, highly visible and protected from the elements
- Majority of goods are secured indoors
- Bulky water and sewer stock retained in a separate locked compound
- All goods labelled in a visible and orderly fashion
- Store access is secured through swipe access with an alarm system installed
- Movement of goods in and out of the store is through electronic stock issues on the Authority Software System, where the receiving officer presents a store item request, signed by a person with purchasing delegation and the transaction is entered into Authority to create an issue. The store person then signs that this is complete. There creates a hard copy and electronic record
- The purchase of items for the store is through the Authority Stores system and tied to an inventory management system
- Items are regularly counted on rotational stocktakes to check stock accuracy, condition of stock as well as neatness and layout of the store.

### **2014 Update**

Further improvements in regard to inventory management are a work in progress. The employment of full-time staff to look after day-to-day requirements from the Depot Store has assisted in better controls and services. Ongoing improvement will be an outcome of the implementation of Inventory Category Rules and Guidelines and improved procurement practices going forward. A review of warehousing facilities is planned during 2014 and will investigate the expansion of existing Warehouse / Store proper and an expansion to establish a gated compound controlled and owned by Warehouse staff. Current facilities do not cater to the real needs for efficient and effective stores management.

### **2015 Update**

The Store arrangement continues to be orderly with the added advantage now of enhanced location identifiers using alpha and numerical allocation, i.e. Bay B is now Bay B1 to B150.

All stock item locations are now labelled with stock item number; stock descriptor; bin address; minimum stock; maximum stock.

**Supporting material**

As per recommendation ten

**Proposed evaluation methods**

- The accuracy of subsequent cyclical and bi-annual stocktakes will provide the best gauge of stock item security and inventory management.

# 24 Month Final Report

## Operation Jarek

### Recommendation 13

That councils ensure stocktakes are conducted independently of store officers and by staff knowledgeable about the principles of stocktaking.

#### Summary of response

- ✓ Implemented as described in the report

#### Action proposed

Traditionally an independent person from Council's finance section oversees the six monthly stocktake of Council's store. The store staff traditionally have undertaken this stocktake as they are more familiar with the stock, with the finance staff member providing an observer / audit role.

Following discussions with Council's external auditor rather than having staff totally independent from the store undertaking the stocktake, the independent finance staff will provide an oversight role by directing which sections are to be audited by the store staff and then undertake sample stocktakes.

The sampling percentage has been confirmed by Council's auditors and this revised process has been approved by the auditors. Overall this is considered to be a more cost effective use of the staff time in that the store staff are the experts in the stock items, with close supervision and auditing as support to ensure that the risk of theft or corruption is minimised.

This process will commence from the next stocktake, which is due prior to 30 June 2013.

#### 2014 Update

Ongoing stocktakes are conducted in accordance with procedure as agreed with Council's Auditors.

#### 2015 Update

Council Finance officers continue to monitor stocktakes personally.

#### Supporting material

- Updated stocktake procedure (provided in previous report)
- Email from Council's external auditor - Thomas, Noble and Russell (provided in previous report)
- Email from Stores staff to Finance suggesting date of December 2014 stocktake (Attachment J)

#### Proposed evaluation methods

- Stocktake reports on level of variances in stock – Finance Section to complete with report to General Manager – reports due every six months

# 24 Month Final Report

## Operation Jarek

### Recommendation 14

That council management assesses the residual risk in its store and, if appropriate for the organisation, conducts random spot checks or cycle counts on select aspects of inventory management.

#### Summary of response

- ✓ Implemented as described in the report

#### Action proposed

In recent years Council has increased the level of resources in our store and improved the store processes. This has improved the service provided by the store and resulted in very low levels of inventory variance from store stocktakes.

We now consider the residual risk low for the store, however we intend to undertake random audits of items three to four times per annum as part of our overall audit process.

#### 2014 Update

During 2014 Counsel will be conducting a structured review of current purchasing practices with a view to centralising day-to-day purchasing activity through a Centre-led Procurement Function. This activity is planned to commence in Feb 13.

**Note:** Supporting information again can be the Draft Terms of Reference.

#### 2015 Update

Cyclical stocktakes will take place on selected stock locations on a weekly basis as part of standard store practice.

“Slow Moving Stock” reports will be run at 6 monthly intervals at the end of March and September to identify such stock with a view to returning excess/obsolete stock to suppliers for credits.

#### Supporting material

- Copy of random stocktake reminder in Council’s strategic task lists (provided in previous report)
- Cyclical Stocktake Schedule (Attachment K)

#### Proposed evaluation methods

- Level of variance as a result of random stocktakes – Finance Section reporting to General Manager – three or four to be completed during 2013.
- Regular analysis of cyclical stocktake reports.

# 24 Month Final Report

## Operation Jarek

### Recommendation 15

That councils, if they have not already done so, consider the risks highlighted by this report, namely,

- relational selling and gift giving
- procurement processes
- inventory management

and, where they consider the council is at risk, add these topics to their internal audit programs.

### Summary of response

- ✓ Implemented as described in the report

### Action proposed

Due to the inherent risks in procurement for councils there are only benefits to be gained from independent reviews of our processes. This being the case the firm that undertakes Council's internal audits, Grant Thornton Australia Ltd, has agreed to include these three items in two internal audits during 2013/14; i.e.

1. Inventory / Stock Management Audit
2. Procurement Review Audit (including relational selling and gift giving)

### 2014 Update

Audits identified above have been actioned and outstanding finding recorded and being managed through the Outstanding Audit Issues list last updated Dec 2013.

### 2015 Update

The appointment of the current Procurement Co-ordinator in September 2015 has seen them take on a key role in responding to audit findings and as a consequence many of the initiatives covered above have been put into place to address the risks identified in respect of relational selling; procurement processes and; inventory management.

As well as this, the intent and outcomes of these initiatives are being reported to the Internal Procurement Group at their regular meetings.

### Supporting material

- Correspondence from Grant Thornton Australia Ltd. confirming the inclusion of these items in the 2013/14 audit program (provided in previous report)

### Proposed evaluation methods

- Grant Thornton Australia Ltd. will provide the audit reports, which are anticipated to be completed by December 2013. Council's internal audit committee will then monitor the implementation of any recommendations from the reports.



**Attachment A:**

enquiries refer  
**Matt Dunne**  
in reply please quote  
416/01

13 November 2014

Barlow's of Ballina  
PO Box 5112  
BALLINA DC NSW 2478



Dear Sir/Madam,

**Re: Procurement Co-ordinator**

I would like to take this opportunity to introduce myself as the recently appointed Procurement Co-ordinator at Ballina Shire Council.

A significant aspect of my role will be to develop a centre-led procurement model for Council, including centralising fragmented purchasing processes and harnessing technology to improve our ability to procure goods and services efficiently and effectively. I look forward to being able to develop new processes which will lead to improvements in our dealings with our valued suppliers.

I must also take the opportunity to reiterate our "Statement of Business Ethics", which guides many aspects of our procurement processes. As part of this process we would appreciate it if you could advise your sales team that we cannot accept "cold calls" and that an appointment is required to be able to see Council procurement staff so that the necessary resources can be allocated. We understand that this practice is a critical aspect of a good salespersons skill; however we do not wish to disappoint your sales force by having to turn them away from an unsolicited visit and feel it best to alert your team to the procedure that Council staff are obligated to follow.

I look forward to positive dealings for both our organisations.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Matt Dunne', is written below the text 'Yours sincerely'.

**Attachment B:**

enquiries refer  
**Matt Dunne**  
to reply please quote  
(416-03)

9 December 2014

The General Manager  
Seton Australia  
P.O. Box 5006  
GREYSTANES NSW 2145



Dear Sir/Madam,

**Re: Procurement Practices**

As a public authority, it is essential that Council procures its goods and services through good governance practices that demonstrate value for money, fairness and honesty.

Consequently, we are returning recent unsolicited promotional material sent by your organisation and addressed to a past employee. Council or its employees are unable to accept gifts, gratuities, etc in return for purchases made with your organisation.

To ensure that your organisation is aware of our standards and practices I have outlined below four key items of information that will assist you in supplying services to Council.

1. **Statement of Business Ethics** – The first attachment to this correspondence is a copy of Council's Statement of Business Ethics. As per that statement Council is committed to ensuring that all our purchases are undertaken in an open and transparent manner with all parties acting honestly and fairly. This attachment details the standards we expect from all parties along with the sanctions that may be imposed if suppliers do not comply with those standards.
2. **Sales Representative Information Sheet** – The second attachment to this correspondence relates to the procedures that must be followed by sales representatives wishing to interact with Council staff. As per that attachment our practice is for staff not to meet with sales representatives at all, with written or email correspondence preferred. If a meeting is essential then two Council staff should always be present.
3. **Gifts and Benefits** – As outlined in both of the above attachments Council staff are not allowed to accept gifts or benefits of any real value. We acknowledge that small token gifts may be occasionally provided, examples being items of little value such as pens, although our preferred position is ideally for no gifts, both of real and token value, to be provided to staff or even offered to staff through trade magazines etc.
4. **Purchase Orders** – As a supplier to Council you should insist that a purchase order is provided prior to providing any goods or services. The purchase order details should be included on all tax invoices forwarded to Council for payment. This will expedite Council's processing of your payment. If a purchase order has not been provided it may substantially delay processing of your payment and require substantiation by our staff of the validity of the purchase. The only exception to this should be where a Council credit card is used.

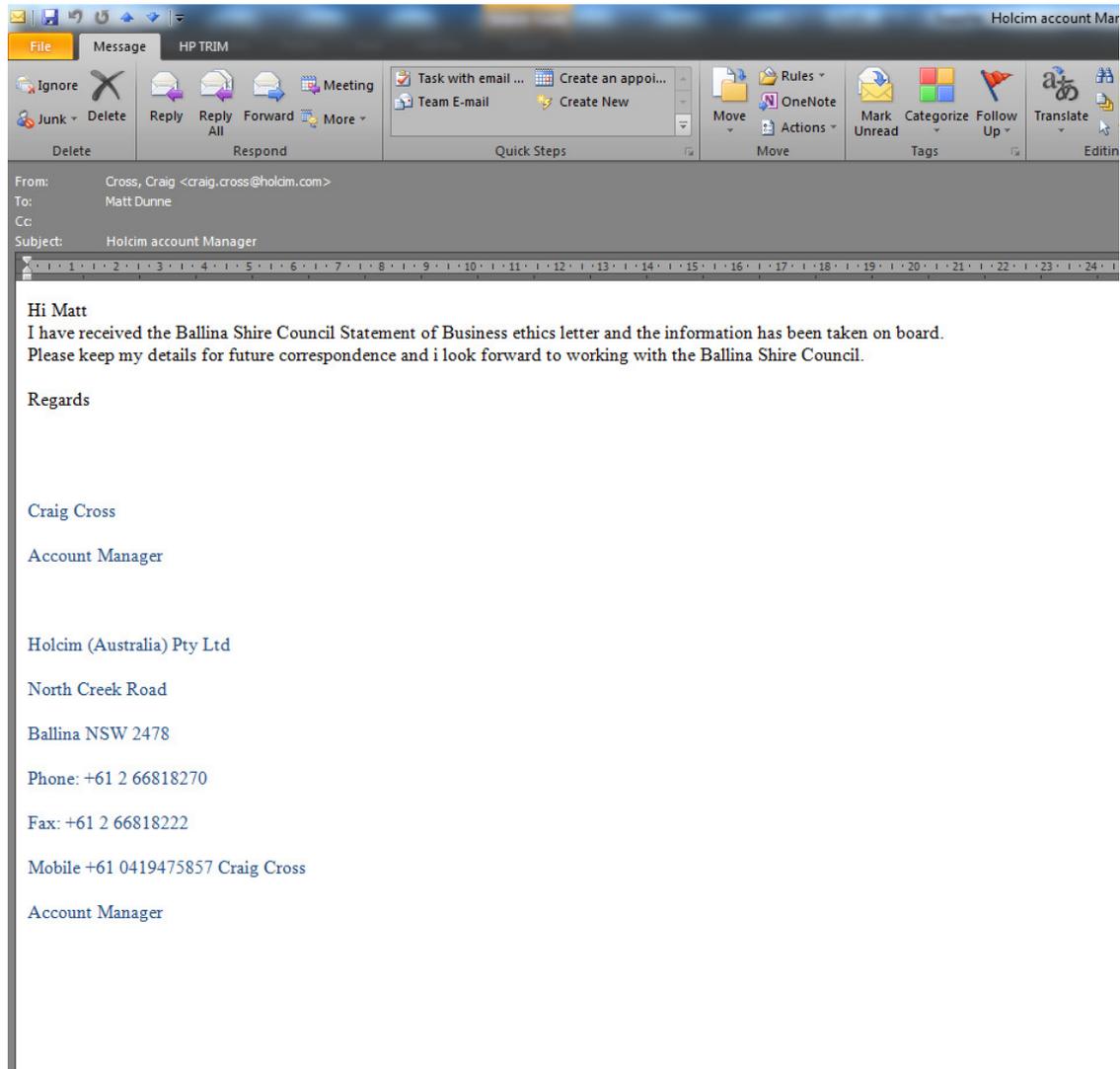
It would be appreciated if this information could be provided to your staff who conduct business with Council and the majority of the information is also available on the home page of our web site ([www.ballina.nsw.gov.au](http://www.ballina.nsw.gov.au)) under the Tenders' section for Online Services.

As such, could you please remove us from any promotional mailing list that we may be on. If you require any further information please contact our Procurement Co-ordinator, Matt Dunne on 0417 287 456.

Yours faithfully

Paul Hickey  
General Manager  
Encl.

## Attachment C:



The screenshot shows an Outlook email window. The title bar indicates the account is 'Holcim account Mar'. The ribbon is set to 'Message' with the 'HP TRIM' view. The ribbon includes sections for 'Delete' (Ignore, Delete), 'Respond' (Reply, Reply All, Forward, More), 'Quick Steps' (Task with email..., Team E-mail, Create an appoi..., Create New), 'Move' (Move, OneNote, Actions), 'Tags' (Mark Unread, Categorize, Follow Up), and 'Editin' (Translate). The email header shows: From: Cross, Craig <craig.cross@holcim.com>; To: Matt Dunne; Cc: ; Subject: Holcim account Manager. The email body contains the following text:

Hi Matt  
I have received the Ballina Shire Council Statement of Business ethics letter and the information has been taken on board.  
Please keep my details for future correspondence and i look forward to working with the Ballina Shire Council.

Regards

Craig Cross  
Account Manager

Holcim (Australia) Pty Ltd  
North Creek Road  
Ballina NSW 2478  
Phone: +61 2 66818270  
Fax: +61 2 66818222  
Mobile +61 0419475857 Craig Cross  
Account Manager

**Attachment D:**

Document: Lpu027 - Product Codes - Ballina Shire Council - 14532 - 69

Product Code: 47  
 Description: BLADE GRADER  
 Order Unit: EACH Issue Quantity: 1.0000 Default Resource: 507  
 Stock Category: 1 Major group: 800 Minor Group: 801  
 Alpha Keyword: BLADE GRADER  
 Part Number: [ ]

| Preference | Supplier | Supplier Name                 | Part No   | Contract Ref | Order Unit | Issue Quantity | Lead Time | Price Est | Last Purchase |
|------------|----------|-------------------------------|-----------|--------------|------------|----------------|-----------|-----------|---------------|
| 1          | 5059     | Cutting Edges Equipment Parts | G66658HT  |              | EACH       | 1.0000         | 7         | 72.00     | 0.00          |
| 2          | 817      | Westrac                       | 50 9553 T | LGP 707      | EACH       | 1.0000         | 7         | 136.50    | 157.55        |

Description: General Stores

**AUTHORITY**

Dashboard SiteMap Home Online Help Helpdesk

/ Financials / Online Requisitioning / Requisition Enquiry

### Requisition Enquiry

**Requisition Details**

|                       |                                 |                   |   |
|-----------------------|---------------------------------|-------------------|---|
| Requisition Number    | 37594                           | Processing Status | Order Generated - <a href="#">Order No. 49245</a> |
| Requisition Date      | 09/02/2015                      |                   |   |
| Supplier              | 7223 - Wighway Products Pty Ltd |                   |   |
| Contact               | NATHAN DONNELLY                 |                   |   |
| Requisitioner         | Mr M J Dunne                    |                   |   |
| Position              | Coordinator Procurement         |                   |   |
| Type                  | 1 - General Requisitions        |                   |   |
| Approval Officer      | Mr M J Dunne                    |                   |   |
| Approval Date         | 09/02/2015                      |                   |   |
| Order Delivery Method | Print                           |                   |   |
| Confirmation Order    | <input type="checkbox"/>        |                   |   |

**Line Detail**

| Prod. Code    | Product Description                               | Qty    | Unit | Account   | Unit Price | Unit GST | Tot. GST        | Tot. Price (Incl. GST) |
|---------------|---|--------|------|---|------------|----------|-----------------|------------------------|
| 5008          | 360L DARK GREEN BIN WITH YELLOW LID WITH BSC LOGO | 50.00  | Each | 32340 6873.0401<br>GST Desc.<br>Tax included in Acq'n price | \$101.4530 | \$9.2230 | \$461.15        | \$5072.65              |
| 5011          | WHEELS FOR 240L BINS                              | 150.00 | Each | 32340 6872.0401<br>Tax included in Acq'n price              | \$8.4150   | \$0.7650 | \$114.75        | \$1262.25              |
| <b>Totals</b> |   |        |      |   |            |          | <b>\$675.90</b> | <b>\$6334.90</b>       |

**Quotation (Number of quotes required: 2 Verbal Quote/s Required)**

| Supplier Name              | Quotation Reference | Quotation Date | Amount     |
|----------------------------|---------------------|----------------|------------|
| Wighway Products Pty Ltd   | EMAIL 5/2/15        | 05/02/2015     | \$6,334.62 |
| Solo Mob Australia Pty Ltd | 20015613            | 05/02/2015     | \$6,429.50 |

**Instructions**

Delivery Instructions: Ballina Waste Management Centre 167 Southern Cross Drive BALLINA NSW 2478 Telephone: 02 66861287  
 Delivery Date: 09/03/2015  
 Transport Instructions: Invoice price to be Delivered at Premises DAPI Free Into Store FIS  
 Special Instructions: AS PER DISCUSSION WITH MATT DUNNE/BRIAN TARLINTON COST OF BINS INCLUDES DELIVERY TO BALLINA WASTE MANAGEMENT FACILITY

[Previous](#) [Back to Search Results](#)

Attachment E:



Purchasing  
Induction Manual

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Attachment F:

**Matt Dunne**

**From:** Matt Dunne  
**Sent:** Wednesday, 28 January 2015 4:53 PM  
**To:** Peter Adamou  
**Subject:** Lanotec Timber Seal - price from Blackwoods

Peter,

Can you get a price from Blackwoods (their part number 06305035) from this stuff for Webby. 10 x 20lt drums and try and find out if they have it in stock or whether they have to order it in.

Cheers  
Matt

[/ My Details](#) / [My Tasks](#)

**Requisition Approval**

**Requisition Details**

|                       |                                    |
|-----------------------|------------------------------------|
| Requisition Number    | 37331                              |
| Requisition Date      | 28/01/2015                         |
| Supplier              | 272 - All Trades Equipment Pty Ltd |
| Contact               |                                    |
| Requisitioner         | Mrs D M Dover                      |
| Position              | Admin Customer Service Off - Waste |
| Type                  | 1 - General Requisitions           |
| Order Delivery Method | Print                              |
| Confirmation Order    | <input type="checkbox"/>           |

[Update Supplier](#)

**Line Detail**

| Prod. Code | Product Description                   | Qty   | Unit | Account   | Unit Price |
|------------|---------------------------------------|-------|------|---|------------|
|            | 20Lr Lanotec Timberseal Plus - T Webb | 10.00 | Each | GST Desc.<br>33281.8550.0481<br>Tax included in Acq'n price | \$364.1000 |

[Update Line Detail](#)

**Quotation (Number of quotes required: 2 Verbal Quotes Required)**

| Supplier Name                | Quotation Reference | Quotation Date | Am |
|------------------------------|---------------------|----------------|----|
| All Trades Equipment Pty Ltd |                     | 17/12/2014     |    |
| Ballina                      |                     | 17/12/2014     |    |

[Enter Quotes](#)

**Matt Dunne**  
Procurement Co-ordinator  
Civil Services Group



[ballina.nsw.gov.au](http://ballina.nsw.gov.au) | [discoverballina.com](http://discoverballina.com)  
p: (02)66 864 444 | m: 0417 287 456

The environment thanks you for not printing this message. This email and any files transmitted with it are confidential and intended solely for the

**AUTHORITY**

Dashboard Sitemap Home Online Help Helpdesk

Financials / Online Requisitioning / Requisition Enquiry

### Requisition Enquiry

**Requisition Details**

|                       |                                    |                   |   |
|-----------------------|------------------------------------|-------------------|---|
| Requisition Number    | 30045                              | Processing Status | Order Generated - <a href="#">Order No: 32728</a> |
| Requisition Date      | 12/02/2014                         |                   |   |
| Supplier              | 272 - All Trades Equipment Pty Ltd |                   |   |
| Contact               |                                    |                   |   |
| Requisitioner         | Mrs D M Dover                      |                   |   |
| Position              |                                    |                   |   |
| Type                  | 1 - General Requisitions           |                   |   |
| Approval Officer      | Mrs D M Dover                      |                   |   |
| Approval Date         | 12/02/2014                         |                   |   |
| Order Delivery Method | Print                              |                   |   |
| Confirmation Order    | <input type="checkbox"/>           |                   |   |

**Line Detail**

| Prod. Code    | Product Description                                 | Qty  | Unit | Account   | Unit Price  | Unit GST   | Tot. GST        | Tot. Price (Incl. GST) |
|---------------|---|------|------|---|-------------|------------|-----------------|------------------------|
|               | 20Ltr Lanotec Timberseal Plus incl freight - T Webb | 1.00 | Each | 32201.0500.0401<br>GST Desc.<br>Tax included in Acq'n price | \$1555.4000 | \$141.3999 | \$141.40        | \$1555.40              |
| <b>Totals</b> |   |      |      |   |             |            | <b>\$141.40</b> | <b>\$1555.40</b>       |

**Quotation (Number of quotes required: 2 Verbal Quote/s Required)**

| Supplier Name                | Quotation Reference | Quotation Date | Amount     |
|------------------------------|---------------------|----------------|------------|
| All Trades Equipment Pty Ltd |                     | 30/01/2014     | \$1,555.40 |
| Barlow's Ballina             |                     | 30/01/2014     | \$1,635.40 |

**Instructions**

Delivery Instructions: As requested in purchase order  
 Delivery Date: 12/02/2014  
 No transport instructions.  
 No special instructions.

e\_pu004 - Product Codes - Ballina Shire Council - 2644 - 6.9

Document Edit Purchase Help

OK Cancel Cut Copy Paste Ins Line Del Line Find Excel Help

1 of 1

Document

**Product**

Product Code: 5001  
 Description: LANOTEC TIMBER SEAL PLUS  
 Commodity Code: 5300 Hardware & Abrasives  
 Order Unit: DRUM Issue Quantity: 1.0000 Default Act Code: 401  
 Stock Category: 1 General Stores  
 Major Group: 1400  
 Minor Group: 1403  
 Sales Tax Code: Alpha Key: LANOTEC TIMBER Alt Product:  
 Available Stock: Re-Order Point:

**Preferred Supplier**

| Preference | Supplier Number | Supplier Name                | Contract Number | Part Number | Unit | Issue Quantity | Lead Time | Estimate Price | Last Purchase |
|------------|-----------------|------------------------------|-----------------|-------------|------|----------------|-----------|----------------|---------------|
| 1          | 629             | J Blackwood & Son Ltd        | SCCB 500        | 0630 5035   | DRUM | 1.0000         | 8         | 264.00         | 264.00        |
| 2          | 272             | All Trades Equipment Pty Ltd |                 | TSP020      | DRUM | 1.0000         | 7         | 331.00         | 0.00          |
| 3          | 5               | Barlow's of Ballina          |                 |             | DRUM | 1.0000         | 7         | 380.60         | 0.00          |

**Requisition Enquiry**

**Requisition Details**

|                       |                               |                   |   |
|-----------------------|-------------------------------|-------------------|---|
| Requisition Number    | 37366                         | Processing Status | Order Generated - <a href="#">Order No. 40024</a> |
| Requisition Date      | 29/01/2015                    |                   |   |
| Supplier              | 623 - J Blackwood & Son Ltd   |                   |   |
| Contact               | Sales                         |                   |   |
| Requisitioner         | Mr P D Adamou                 |                   |   |
| Position              | Purchasing and Supply Officer |                   |   |
| Type                  | 1 - General Requisitions      |                   |   |
| Approval Officer      | Mr P D Adamou                 |                   |   |
| Approval Date         | 29/01/2015                    |                   |   |
| Order Delivery Method | Print                         |                   |   |
| Confirmation Order    | <input type="checkbox"/>      |                   |   |

**Line Detail**

| Prod. Code    | Product Description      | Qty   | Unit | Account  | Unit Price | Unit GST  | Tot. GST        | Tot. Price (Incl. GST) |
|---------------|--------------------------|-------|------|--|------------|-----------|-----------------|------------------------|
| 5001          | LANOTEC TIMBER SEAL PLUS | 10.00 | DRUM | 32201_0500_0401<br>Tax included in Acq'n price | \$290.4000 | \$26.4000 | \$264.00        | \$2904.00              |
| <b>Totals</b> |                          |       |      |  |            |           | <b>\$264.00</b> | <b>\$2904.00</b>       |

**Quotation (Number of quotes required: 2 Verbal Quote/s Required)**

No quotes have been entered.

**Instructions**

|                        |   |
|------------------------|---|
| Delivery Instructions  | Main Depot - Ballina Shire Council 81 - 95 Southern Cross Drive BALLINA NSW 2478 Delivery Times 8am - 4pm |
| Delivery Date          | 05/02/2015  |
| Transport Instructions | Invoice price to be Delivered at Premises DAP/ Free Into Store FIS  |
| Special Instructions   | ATTENTION - TONY WEBB   |

**Reason for Insufficient Quotes**

|        |                              |
|--------|------------------------------|
| Reason | GOVERNMENT CONTRACT SCCB 500 |
|--------|------------------------------|



| Reference | Ref Val | Description 6   |                  |
|-----------|---------|---|------------------|
| maj_grp   | 1       | Not Applicable  |                  |
| maj_grp   | 100     | Acquisitions - Cultural and Social                        | 1 General Stores |
| maj_grp   | 200     | Advertising & Media                                       | 1 General Stores |
| maj_grp   | 300     | Catering  | 1 General Stores |
| maj_grp   | 400     | Chemical Products   | 1 General Stores |
| maj_grp   | 500     | Cleaning  | 1 General Stores |
| maj_grp   | 600     | Community Support   | 1 General Stores |
| maj_grp   | 700     | Construction, Maintenance and Operations                  | 1 General Stores |
| maj_grp   | 800     | Council Stock   | 1 General Stores |
| maj_grp   | 900     | Employee Related Expenditure                              | 1 General Stores |
| maj_grp   | 1000    | Fuel & Oils   | 1 General Stores |
| maj_grp   | 1100    | Events  | 1 General Stores |
| maj_grp   | 1200    | Freight, Cartage & Postage                                | 1 General Stores |
| maj_grp   | 1300    | Floor Coverings, Furniture & Fittings                     | 1 General Stores |
| maj_grp   | 1400    | Hardware  | 1 General Stores |
| maj_grp   | 1500    | Information Technology & Telecommunications               | 1 General Stores |
| maj_grp   | 1600    | Insurances  | 1 General Stores |
| maj_grp   | 1700    | Library Services  | 1 General Stores |
| maj_grp   | 1800    | Licenses, Subscriptions & Professional Memberships        | 1 General Stores |
| maj_grp   | 1900    | Office Supplies, Services and Equipment                   | 1 General Stores |
| maj_grp   | 2000    | Parks, Gardens and Sports Grounds                         | 1 General Stores |
| maj_grp   | 2100    | Parking Meters & Associated Products                      | 1 General Stores |
| maj_grp   | 2200    | Plant Purchase & Hire                                     | 1 General Stores |
| maj_grp   | 2300    | Professional Services & Charges                           | 1 General Stores |
| maj_grp   | 2400    | Property  | 1 General Stores |
| maj_grp   | 2500    | Protective Clothing, Footwear, Safety Equipment, Workwear | 2 PPE            |
| maj_grp   | 2600    | Regulatory Fees, Government Charges and fines             | 1 General Stores |
| maj_grp   | 2700    | Repairs and Maintenance Services                          | 1 General Stores |
| maj_grp   | 2800    | Signs and Barriers  | 1 General Stores |
| maj_grp   | 2900    | Sports, Recreation  | 1 General Stores |
| maj_grp   | 3000    | Training and Development                                  | 1 General Stores |
| maj_grp   | 3100    | Travel  | 1 General Stores |
| maj_grp   | 3200    | Utilities   | 1 General Stores |
| maj_grp   | 3300    | Vehicles  | 1 General Stores |
| maj_grp   | 3400    | Waste Management and Landfill                             | 1 General Stores |

i\_ic008 - Inventory Minor Group Code - Ballina Shire Council - 7112 - 6.9

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| Reference | Ref Val | Description 6                                  |
|-----------|---------|--|
| min_grp   | 1       | Not Applicable                                 |
| min_grp   | 101     | Artworks                                       |
| min_grp   | 102     | Other Acquisitions                             |
| min_grp   | 201     | Other Marketing and Materials                  |
| min_grp   | 202     | Print Media Advertising                        |
| min_grp   | 203     | Radio Media Advertising                        |
| min_grp   | 204     | Television Media Advertising                   |
| min_grp   | 205     | Letter Box Drops/Direct Mail                   |
| min_grp   | 206     | Council Website Development and Maintenance    |
| min_grp   | 207     | Photography & Graphic Design                   |
| min_grp   | 301     | Catering Services                              |
| min_grp   | 302     | Catering Supplies                              |
| min_grp   | 303     | Food & Beverage for resale                     |
| min_grp   | 304     | Food & Beverage supplies for Council Premises  |
| min_grp   | 401     | Fertilisers                                    |
| min_grp   | 402     | Herbicides                                     |
| min_grp   | 403     | Pesticides                                     |
| min_grp   | 404     | Water Chemicals                                |
| min_grp   | 405     | Laboratory Chemicals                           |
| min_grp   | 406     | Other Chemicals                                |
| min_grp   | 501     | Carpet Cleaning                                |
| min_grp   | 502     | Commercial Cleaning                            |
| min_grp   | 503     | Floor Sealing & Polishing                      |
| min_grp   | 504     | Graffiti Removal Services                      |
| min_grp   | 505     | Hygiene Services                               |
| min_grp   | 506     | Janitorial and Cleaning Products               |
| min_grp   | 507     | Laundry  |
| min_grp   | 508     | Window Cleaning                                |
| min_grp   | 601     | Contributions to Community Support             |
| min_grp   | 602     | Donations and Sponsorship to Community Support |
| min_grp   | 701     | Abrasive Blasting Services                     |
| min_grp   | 702     | Asphalt Services                               |
| min_grp   | 703     | Asphalt Supply                                 |
| min_grp   | 704     | Bitumen  |
| min_grp   | 705     | Boring Underroad Services                      |
| min_grp   | 706     | Bricks, Pavers, Tiles, Masonry Blocks          |
| min_grp   | 707     | Bridge Components                              |
| min_grp   | 708     | Bridge Timber                                  |

**Matt Dunne**

---

**From:** Matt Dunne  
**Sent:** Thursday, 22 January 2015 4:38 PM  
**To:** Linda Coulter; Kerry Anne Bridge; Judy Butson  
**Cc:** Peter Morgan  
**Subject:** Commodity Codes in Purchasing Module (i\_pu009)

Hi All,

Can I ask, are the existing commodity codes in the PURCHASING module being used for any Finance data analysis or reporting?

If not, I would like to amend them to something which would provide further categorisation of our procurement spend as many of the existing commodity codes are obsolete and product/service items would be better served being allocated major and minor groups, as per existing setup in the INVENTORY module.

My suggested commodity codes would be:

1. Stock
2. Non-Stock Goods
3. Services – Contracted
4. Services - Ad Hoc

Happy to discuss the best options.

Cheers  
Matt

Attachment H:

| Ballina Shire Council         |  | STOCKTAKE DISCREPANCY REPORT |                  | Report Date: 23/12/2014 Page: 1 |          |                       |
|-------------------------------|--|------------------------------|------------------|---------------------------------|----------|-----------------------|
| r_ic012 23/12/2014 12:02:43   |  |                              |                  |                                 |          |                       |
| -----                         |  |                              |                  |                                 |          |                       |
| Location 1 Council Main Store |  |                              |                  |                                 |          |                       |
| Bin Number                    | Stock Item Description                           | Ord Unit                     | Quantity On Hand | Transaction Quantity            | Count    | -----Discrepancy----- |
|                               |  |                              |                  |                                 | Quantity | Quantity Value        |
| B20                           | 58 BOLT & NUT GRADER 5/8IN X 2IN                 | SET                          | 56.00            | .00                             | 45.00    | 11.00 29.58           |
| B11                           | 91 FILE CHAINSAW NO.2 RND BLUNT 8IN X 5/32IN     | EACH                         | 21.00            | .00                             | 24.00    | -3.00 -8.74           |
| G29                           | 161 DELINEATORS                                  | EACH                         | 80.00            | .00                             | 87.00    | -7.00 -56.00          |
| G12                           | 203 FILTER WATER STREET SWEEPER                  | EACH                         | 4.00             | .00                             | 5.00     | -1.00 -153.93         |
| B12                           | 209 SPARK PLUG BP6HS                             | EACH                         | 8.00             | .00                             | 9.00     | -1.00 -2.97           |
| C05                           | 216 SHORTS 112R +LOGO AS4602                     | EACH                         | 17.00            | .00                             | 16.00    | 1.00 20.30            |
| D17                           | 221 SHIRT HI VIS POLY 3XL +LOGO+SLOGAN AS4602    | EACH                         | 5.00             | .00                             | 4.00     | 1.00 17.86            |
| C05                           | 326 SHORTS 107 +LOGO AS4602                      | EACH                         | 15.00            | .00                             | 16.00    | -1.00 -25.01          |
| L15                           | 430 CONNECTOR END POLY 32MM X 3/4IN PUSHFIT      | EACH                         | 12.00            | .00                             | 13.00    | -1.00 -7.10           |
| L16                           | 431 CONNECTOR END POLY 32MM X 1IN MI PUSHFIT     | EACH                         | 10.00            | .00                             | 11.00    | -1.00 -7.71           |
| L16                           | 433 CONNECTOR END POLY 40MM X 1 1/4IN MI PUSHFIT | EACH                         | 17.00            | .00                             | 16.00    | 1.00 9.22             |
| L25                           | 460 ELBOW 90DEG POLY 50MM X 50MM PE PE           | EACH                         | 2.00             | .00                             | 3.00     | -1.00 -26.95          |
| I15                           | 551 GIBBAULT 100MM SS                            | EACH                         | 3.00             | .00                             | 1.00     | 2.00 179.50           |
| G27                           | 558 CLEANER HAND CASTROL CARE WORKSHOP ONLY      | CTN                          | 1.00             | .00                             | 1.00     | 1.00 340.00           |
| C12                           | 609 VEST SAFETY 117 +LOGO+SLOGAN AS4602          | EACH                         | 15.00            | .00                             | 14.00    | 1.00 19.86            |
| H09                           | 626 GASKET KIT 200MM                             | EACH                         | 8.00             | .00                             | 5.00     | 3.00 85.80            |
| I10                           | 659 UNIFLANGE DIODE 100MM TC SS                  | EACH                         | 2.00             | .00                             | 4.00     | -2.00 -196.00         |
| G38                           | 687 CHAPS CHAINSAW M AS453 3.3                   | EA                           | 7.00             | .00                             | 8.00     | -1.00 -169.62         |
| G32                           | 745 WHEEL CUTTING MASONRY FH3714                 | EACH                         | 10.00            | .00                             | 23.00    | -13.00 -87.96         |
| A08                           | 868 VALVE DOUBLE CHECK 25MM                      | EACH                         | 3.00             | .00                             | 2.00     | 1.00 203.93           |
| B10                           | 882 PENCIL CARPENTER RED SET OF12                | SET1                         | 5.83             | .00                             | 6.00     | -1.17 -1.80           |
| G40                           | 903 BAND SWEAT HARD HAT                          | EA                           | 77.00            | .00                             | 79.00    | -2.00 -1.54           |
| F21                           | 944 LACES BOOT 155CM                             | PAIR                         | 16.00            | .00                             | 14.00    | 2.00 6.08             |
| G35                           | 958 SDS DOCUMENT STORAGE BOX                     | EACH                         | 7.00             | .00                             | 6.00     | 1.00 45.41            |
| J06                           | 971 GRATE 6 FRAME CAST IRON                      | EA                           | 4.00             | .00                             | 5.00     | -1.00 -301.54         |
| O07                           | 1044 LAMP SUPPORT SPRING                         | EACH                         | 10.00            | .00                             | 9.00     | 1.00 4.85             |
|                               |  |                              |                  |                                 | Total:   | -84.48                |

**Attachment I:**

**e\_ic001 - Inventory Enquiry Item Access - Ballina Shire Council - 8888 - 6.9**

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1 of 1

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**Main Details**

Item Number: 1035 LAMP DRIVER BALLAST

Alpha Key: LAMP DRIVER BAL Order Unit: EACH Reorder Flag: Y

Category: 1 General Stores

Major Group: 2700 Repairs and Maintenance Services

Minor Group: 2717 Water and Sewer Maintenance and Plumbing

Hazard:

Supplier: 224 Aquatec-Maxcon Pty Ltd

Phone No: 07 3281 2299 Part: 915243 Fax Number: 07 3813 7199

On Order: 0.0 Reserved: 0.0 On Hand: 7.0 Value: \$10369.63

**Current Selections**

Location: 1 Council Main Store Price: \$1481.3750

On Order: 0.0 Reserved: 0.0 On Hand: 7.0 Value: \$10369.63

Issue Avg: 0.5 Minimum: 0.0 Maximum: 5.0 Bin: O11

Stocktake: 22/12/2014 Adjustment: 0.0 Prior: 8.0 Flag: N

**Transaction Details**

Year: 2015 Period: 0 Supplier:

Transaction: Reference: Alternate Ref:

**e - Inventory Enquiry Item Access - Ballina Shire Council - 8888**

2 rows selected

Select Location

| Location | Description        | Price       | On Order | Reserved | On Hand | Value      |
|----------|--------------------|-------------|----------|----------|---------|------------|
| 1        | Council Main Store | \$1481.3750 | 0.0      | 0.0      | 7.00    | \$10369.63 |
| 10       | Ballina WWTP       | \$1481.5750 | 0.0      | 0.0      | 0.00    | \$0.00     |

Location Details

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**e\_ic001 - Inventory Enquiry Item Access - Ballina Shire Council - 17700 - 6.9**

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| Stock Item Numt | Bin Number | Alpha Key               | Stock Item Cate | Description             | Major Group      | Minor Group                     | Haza                           |
|-----------------|------------|-------------------------|-----------------|-------------------------|------------------|---------------------------------|--------------------------------|
| 1035            | 1035 A02   | LAMP DRIVER BALLAST     | LAMP DRIVER BAL | LAMP DRIVER BALLAST     | 1 General Stores | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1043            | 1043 A03   | SLEEVE CUSHION SUPPORT  | SLEEVE CUSHION  | SLEEVE CUSHION          | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1044            | 1044 A03   | LAMP SUPPORT SPRING     | LAMP SUPPORT SP | LAMP SUPPORT SPRING     | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1045            | 1045 A03   | SLEEVE BOLT KIT         | SLEEVE BOLT KIT | SLEEVE BOLT KIT         | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1046            | 1046       | UV LAMP RED BASE        | UV LAMP RED BAS | UV LAMP RED BASE        | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1047            | 1047 A02   | QUARTZ SLEEVES          | QUARTZ SLEEVES  | QUARTZ SLEEVES          | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1048            | 1048 A03   | SLEEVE CUP NUT          | SLEEVE CUP NUT  | SLEEVE CUP NUT          | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1049            | 1049 A03   | SLEEVE BOLT             | SLEEVE BOLT     | SLEEVE BOLT             | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1050            | 1050 A02   | UV LAMP STEP BASE GREEN | UV LAMP STEP BA | UV LAMP STEP BASE GREEN | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1051            | 1051 A03   | SLEEVE O-RINGS          | SLEEVE O-RINGS  | SLEEVE O-RINGS          | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1052            | 1052 A03   | WASHER SLEEVE BOLT CAP  | WASHER SLEEVE B | WASHER SLEEVE BOLT CAP  | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1053            | 1053       | SENSOR SLEEVE           | SENSOR SLEEVE   | SENSOR SLEEVE           | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1054            | 1054 A03   | SENSOR SLEEVE O-RINGS   | SENSOR SLEEVE O | SENSOR SLEEVE O-RINGS   | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1055            | 1055 A03   | SLEEVE CUSHION SUPPORT  | SLEEVE CUSHION  | SLEEVE CUSHION          | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1056            | 1056 A03   | SLEEVE O-RING UV LOGIC  | SLEEVE O-RING U | SLEEVE O-RING UV LOGIC  | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1057            | 1057 A03   | SPRING AE LAMP SUPPORT  | SPRING AE LAMP  | SPRING AE LAMP SUPPORT  | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1058            | 1058 A02   | LIMEAWAY 5 LTR          | LIMEAWAY 5 LTR  | LIMEAWAY 5 LTR          | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1066            | 1066 A01   | KUBOTA MANIFOLD PIPE    | KUBOTA MANIFOLD | KUBOTA MANIFOLD PIPE    | 1 General Stores | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |
| 1067            | 1067 A04   | KUBOTA MEMBRANE PLATE   | KUBOTA MEMBRANE | KUBOTA MEMBRANE PLATE   | 3 Water & Sewer  | 2700 Repairs and Maintenance... | 2717 Water and Sewer Mainte... |



**Attachment J:**

EOY Stocktake - Message (HTML)

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From: Diane Harley Sent: Tue 28/10/2014 1:51 PM  
To: Carlos Alcaino  
Cc: Matt Dunne; Peter Adamou; Judy Butson  
Subject: EOY Stocktake

Hello Carlos,  
Have you considered a date for Stocktake as yet?  
Due to leave, Christmas, and Store commitments, Monday 22 Dec would suit us.

Thanks  
DI

**Diane Harley**  
Store Purchasing & Supply Officer  
Civil Services Group

 ballina shire council

[ballina.nsw.gov.au](http://ballina.nsw.gov.au) | [discoverballina.com](http://discoverballina.com)  
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Attachment K:

2015 Cyclical Stocktake Schedule

| Week ending | Main Store (bays)   | Satellite Warehouses |
|-------------|---------------------|----------------------|
| 7/02/2015   | A&B                 |                      |
| 14/02/2015  | C&D                 |                      |
| 21/02/2015  | E&F                 |                      |
| 28/02/2015  | G&H                 | Depot Workshop       |
| 7/03/2015   | I&J                 |                      |
| 14/03/2015  | K&L                 | Ballina WWTP         |
| 21/03/2015  | M&N                 |                      |
| 28/03/2015  | O&P                 | Depot Workshop       |
| 4/04/2015   | Q&R                 |                      |
| 11/04/2015  | A&B                 |                      |
| 18/04/2015  | C&D                 | Ballina WWTP         |
| 25/04/2015  | E&F                 | Lennox Head WWTP     |
| 2/05/2015   | G&H                 | Depot Workshop       |
| 9/05/2015   | I&J                 |                      |
| 16/05/2015  | K&L                 | Ballina WWTP         |
| 23/05/2015  | M&N                 | Alstonville WWTP     |
| 30/05/2015  | Bi-Annual Stocktake | Depot Workshop       |
| 6/06/2015   | O&P                 |                      |
| 13/06/2015  | Q&R                 |                      |
| 20/06/2015  | A&B                 | Ballina WWTP         |
| 27/06/2015  | C&D                 | Lennox Head WWTP     |
| 4/07/2015   | E&F                 | Depot Workshop       |
| 11/07/2015  | G&H                 |                      |
| 18/07/2015  | I&J                 | Ballina WWTP         |
| 25/07/2015  | K&L                 | Alstonville WWTP     |
| 1/08/2015   | M&N                 | Depot Workshop       |
| 8/08/2015   | O&P                 |                      |
| 15/08/2015  | Q&R                 | Ballina WWTP         |
| 22/08/2015  | A&B                 | Lennox Head WWTP     |
| 29/08/2015  | C&D                 | Depot Workshop       |
| 5/09/2015   | E&F                 |                      |
| 12/09/2015  | G&H                 | Ballina WWTP         |
| 19/09/2015  | I&J                 | Alstonville WWTP     |
| 26/09/2015  | K&L                 |                      |
| 3/10/2015   | M&N                 | Depot Workshop       |
| 10/10/2015  | O&P                 |                      |
| 17/10/2015  | Q&R                 | Ballina WWTP         |
| 24/10/2015  | A&B                 | Lennox Head WWTP     |
| 31/10/2015  | C&D                 | Depot Workshop       |
| 7/11/2015   | E&F                 |                      |
| 14/11/2015  | G&H                 |                      |
| 21/11/2015  | I&J                 | Ballina WWTP         |
| 28/11/2015  | K&L                 | Alstonville WWTP     |
| 5/12/2015   | M&N                 | Depot Workshop       |
| 12/12/2015  | O&P                 |                      |
| 19/12/2015  | Q&R                 | Ballina WWTP         |