

Plan for Implementation of Recommendations

Investigation into allegations of corrupt conduct in the provision of security products and services by suppliers, installers and consultants

Woollahra Municipal Council

Please complete this schedule with information about how your agency plans to implement each of the ICAC's corruption prevention recommendations arising from the investigation into Operation Tilga. The implementation plan should include details of the actions, timeframes and how your agency proposes to evaluate the effectiveness of the implementation of each recommendation. Please provide the name of a contact person in your agency from whom we can seek more detail if needed. This document should be returned to the ICAC in writing and electronically to Giselle Tocher by no later than Friday 20 December 2013.

Recommendation 1.

That NSW government agencies ensure that overall responsibility for identified tasks associated with the selection of security integrators is maintained in-house, including:

- **determining project budgets**
- **determining the scope of projects**
- **selecting tenderers to bid for contracts (in the case of limited and select tenders)**
- **communicating with tenderers**
- **coordinating tender evaluation panels and making recommendations**
- **evaluating tender submissions and writing selection reports.**

Summary of response

The recommendation will be:

- Implemented as described in the report
- Implemented in an alternative way
- Partially implemented
- Not implemented

Action proposed

<explain what action will be taken to implement the recommendation or, if the recommendation will not be implemented, the reason why the recommendation will not be implemented

The responsibility for identified tasks associated with the selection of security integrators will continue to be maintained in-house in accordance with Council's comprehensive suite of procurement procedures, which includes the following:

- *determining project budgets*

Council has a rigid and thorough budget process and all capital work projects are approved by resolution of Council during the preparation of Council's annual Operational Plan and budget. This includes Council approving the scope of works and budget provisions. This does not necessarily include technical specifications of proposed works which are determined after, or if, the Council approves a budget allocation for a specific capital project.

Exceptions to this will only occur when capital projects are funded through grants in which case the grant funds will determine the project budget.

- *determining the scope of projects*

The scope of all capital projects is determined by Council staff during the preparation of budget submissions in order to obtain a proper and realistic estimate of the cost of works.

- *selecting tenderers to bid for contracts (in the case of limited and select tenders)*

Where Council has used the selective tender provisions of the Local Government Act in the past, Council staff have determined which organisations are invited to make submissions, have not relied purely on consultant recommendations and have invited submissions from a wide selection of organisations.

- *communicating with tenderers*

The procedure for tenders issued by Council is that the contact person nominated in the Tender documents for prospective tenders to contact is a Council staff member. This will continue in accordance with Council's procurement procedures.

- *coordinating tender evaluation panels and making recommendations*

Council's Tendering Procedure requires Council's Purchasing Coordinator to form a tender assessment panel comprising the Commissioning Officer or his/her representative, the Superintendent of the project or his/or representative, a Probity Advisor (if applicable) and the Purchasing Coordinator. All of these positions are Council staff positions.

The Procedure requires that a Probity Advisor must be included in the tender invitation process for high value, high profile or sensitive projects. The Probity Advisor is not a member of the evaluation panel but is there to observe the process, and comment on, and provide advice to the panel members on probity issues. For tender evaluation that are not considered to be high value, high profile or sensitive in nature, the Purchasing Coordinator shall consider and advise on probity issues and seek advice if necessary.

The Procedure also allows "*If required, independent specialist advice may be sought to further evaluate tenders where additional expertise is called for, e.g. in a specialist field of construction practice or financial analysis. In such cases the specialist advisor would review short-listed tenders following initial ranking by the tender panel*".

The Procedure requires all members of the tender panel to sign off any recommendations.

- *evaluating tender submissions and writing selection reports.*

Council's Tendering Procedure requires a separation of responsibilities in relation to selection reports and states:

- *In preparing the report the commissioning officer (the one inviting the tenders) or his/her representative shall be responsible for preparing the sections of the report entitled **Background and Identification of Income and Expenditure**; these are the sections which provide the background as to the nature and scope of the work, its relationship to the adopted Capital Works Program, and the source of funding, and where necessary the recommended source of any additional funding required.*
- *The Project Manager of the project (or the intended Superintendent of the project), or his/her representative, shall be responsible for preparing the sections of the report entitled **Tender Assessment and Conclusion**; these are the sections which evaluate the tenders, including assessments formed from interviewing tenderers, and makes a recommendation.*
- *The Purchasing Co-ordinator, as the Convenor of the tender panel, shall be responsible for ensuring the report is in Council's standard format, is complete and is forwarded in time to the Director for signature and placing on the Committee business paper.*

All staff are to use the template report format which is located - G\TS\Tenders and Contracts\Tender Report Template 140208

All the above positions are Council employees.

Supporting material

<describe any material that will be produced in support of the implementation – for example policy documents, new procedures, training material, audit plans etc>

The following material is submitted that demonstrates Council processes conform with Recommendation 1 requirements:

- Council's Procurement Procedure
- Council's Quotation Procedure (Expenditure \$3,000 to \$29,999)
- Council's Quotation Procedure (Expenditure \$30,000 to \$119,999)
- Council's Tendering Procedure
- Annexures to Council's Procedures
- Council's Audit and Assurance Committee Report (Procurement Review) including Deloitte Internal Audit of Procurement and Management Responses
- Control Self Assessment Procedure
- *Civil Operations 3 Year Department Audit Plan - 2012/2015*

Proposed evaluation methods

<describe methods proposed to evaluate the effectiveness of the implementation – for example by staff survey, independent review, performance audit, etc>

<identify the section or division to undertake the evaluation, timeframes for completion and report dates to management>

Council's procurement functions were the subject of an internal audit by Deloitte in January 2012 with the draft report submitted to the March Meeting of Council's Audit and Assurance Committee and the final Report and Council's management responses submitted to the June Meeting of the Audit and Assurance Committee.

The Audit Report contained 9 recommendations of which only 1 action was yet to be completed and/or implemented at the time of the June meeting.

It should be noted that the Audit Report recommendations in relation to tendering related to completion of the Tender Procedure Checklist and investigation of e-tender/e-quotation systems and did not recommend any changes to the tendering procedures.

A copy of the Audit and Assurance Committee Report 13 June 2012 is attached.

In addition to the above, Council's Civil Operations 3 Year Department Audit Plan - 2012/2015 contains a requirements for a Control Self Assessment to be undertaken in 2014/15 by the Purchasing Coordinator on "Procurement and Tendering Processes".

A copy of a draft Control Self Assessment Procedure and Civil Operations 3 Year Department Audit Plan - 2012/2015 is attached.

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Recommendation 2.

That NSW government agencies embarking on new large-scale security projects adopt a rigorous product selection approach. The selection process could include:

- obtaining feedback regarding product specifications from a variety of sources, including end-users
- extensive product testing and the evaluation of test results by a panel either to inform the development of tender specifications or as part of a tender evaluation process.

Summary of response

The recommendation will be:

- Implemented as described in the report
- Implemented in an alternative way
- Partially implemented
- Not implemented

Action proposed

<explain what action will be taken to implement the recommendation or, if the recommendation will not be implemented, the reason why the recommendation will not be implemented>

A rigorous product selection approach forms part of Council's comprehensive suite of procurement procedures, which includes the following:

- *obtaining feedback regarding product specifications from a variety of sources including end-users*

Council's Tender Procedure and Tender Procedure Checklist requires the following checks to be undertaken:

Where a tenderer is being considered for recommendation, reference checks MUST be carried out of previous work, if Council does not already have experience of the tenderer's work, OR if there is no previous reference check on Council's files.

Ask a comparable range of questions of each referee. Questions and answers MUST be recorded on File.

Where appropriate, inspections should also be carried out of the tenderer's work.

Request financial check. (This will be arranged by Manager Property & Projects, and 7 days should be allowed for the process.)

Council's standard Tender documentation requires the following Tender Schedules to be completed to aid the reference checking process:

➤ **Schedule G – List of Past Works and Contact Details**

The Tenderer shall provide details of at least four previous contracts for work of a similar nature carried out for the Principal or others with particulars of whom the Principal may contact to make inquiries as to the Tenderer's performance on those Contracts. If the Tenderer prefers, this information may be provided on supplementary sheets which provide the information allowed for in the following tables.

➤ **Schedule I – Referees**

In addition to the project information provided at Schedule G, provide at least three referees who can attest to your general capabilities for undertaking contracts of similar nature and magnitude. Council reserves the right to make its own enquiries.

- *extensive product testing and the evaluation of test results by a panel either to inform the development of tender specifications or as part of a tender evaluation process.*

Council fulfils this recommendation as a matter of practice as it is required by Council's Tendering Procedure.

Testing of these procedures was undertaken as part of the January 2012 Deloitte Internal Audit of Procurement and Tendering.

Supporting material

<describe any material that will be produced in support of the implementation – for example policy documents, new procedures, training material, audit plans etc >

The following material submitted under Recommendation 1 is also submitted to demonstrate Council procedures conform with Recommendation 2 requirements:

- Council's Procurement Procedure
- Council's Quotation Procedure (Expenditure \$3,000 to \$29,999)
- Council's Quotation Procedure (Expenditure \$30,000 to \$119,999)
- Council's Tendering Procedure
- Annexures to Council's Procedures
- Council's Audit and Assurance Committee Report (Procurement Review) including Deloitte Internal Audit of Procurement and Management Responses
- Control Self Assessment Procedure
- *Civil Operations 3 Year Department Audit Plan - 2012/2015*

Proposed evaluation methods

<describe methods proposed to evaluate the effectiveness of the implementation – for example by staff survey, independent review, performance audit, etc>

<identify the section or division to undertake the evaluation, timeframes for completion and report dates to management>

Evaluation methods to be the same as for Recommendation 1, noting that the Internal Audit of Procurement and Tendering will remain an item on Council's future Strategic Internal Audit Plans.

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Recommendation 3.

That NSW government agencies explore alternatives to relying exclusively on the advice of specialist consultants when selecting security integrators through a competitive process. Options for diluting the influence of specialist consultants include:

- identifying in-house security experts from other public sector agencies for tender evaluation panel participation
- ensuring that when consultants sit on tender evaluation panels, it is only in a technical advisory capacity
- identifying and seeking advice from agencies that have undertaken similar projects.

Summary of response

The recommendation will be:

- Implemented as described in the report
- Implemented in an alternative way
- Partially implemented
- Not implemented

Action proposed

<explain what action will be taken to implement the recommendation or, if the recommendation will not be implemented, the reason why the recommendation will not be implemented>

If Council embarks on future security integrator works the following will apply:

- *Contract employment of consultancy services*

Engagement of consultancy services will be undertaken in accordance with Council's comprehensive suite of procurement procedures.

- *identifying in-house security experts from other public sector agencies for tender evaluation panel participation*

Council will investigate the availability of security experts from other public sector agencies if/when future security integrator works are undertaken.

- *ensuring that when consultants sit on tender evaluation panels it is only in a technical advisory capacity*

Council's Tendering Procedure contains the following provision:

“If required, independent specialist advice may be sought to further evaluate tenders where additional expertise is called for, e.g. in a specialist field of construction practice or financial analysis. In such cases the specialist advisor would review short-listed tenders following initial ranking by the tender panel”.

- *identifying and seeking advice from like agencies that have undertaken similar projects.*

Council's Tender Procedure Checklist contains the following provision

Where a tenderer is being considered for recommendation, reference checks MUST be carried out of previous work, if Council does not already have experience of the tenderer's work, OR if there is no previous reference check on Council's files.

Ask a comparable range of questions of each referee. Questions and answers MUST be recorded on File.

Where appropriate, inspections should also be carried out of the tenderer's work.

Council's standard Tender documentation requires the following Tender Schedules to be completed:

- **Schedule G – List of Past Works and Contact Details requesting:**
The Tenderer shall provide details of at least four previous contracts for work of a similar nature carried out for the Principal or others with particulars of whom the Principal may contact to make inquiries as to the Tenderer's performance on those Contracts. If the Tenderer prefers, this information may be provided on supplementary sheets which provide the information allowed for in the following tables.
- **Schedule I – Referees requesting:**
In addition to the project information provided at Schedule G, provide at least three referees who can attest to your general capabilities for undertaking contracts of similar nature and magnitude. Council reserves the right to make its own enquiries.

Supporting material

<describe any material that will be produced in support of the implementation – for example policy documents, new procedures, training material, audit plans etc >

The following material submitted under Recommendation 1 is also submitted to demonstrate Council procedures conform with Recommendation 3 requirements:

- Council's Procurement Procedure
- Council's Quotation Procedure (Expenditure \$3,000 to \$29,999)

- Council's Quotation Procedure (Expenditure \$30,000 to \$119,999)
- Council's Tendering Procedure
- Annexures to Council's Procedures
- Council's Audit and Assurance Committee Report (Procurement Review) including Deloitte Internal Audit of Procurement and Management Responses
- Control Self Assessment Procedure
- *Civil Operations 3 Year Department Audit Plan - 2012/2015*

Proposed evaluation methods

<describe methods proposed to evaluate the effectiveness of the implementation – for example by staff survey, independent review, performance audit, etc>

<identify the section or division to undertake the evaluation, timeframes for completion and report dates to management>

Evaluation methods to be the same as for Recommendation 1, noting that the Internal Audit of Procurement and Tendering will remain an item on Council's future Strategic Internal Audit Plans.

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Recommendation 4.

That NSW government agencies consider the feasibility of separating tasks between security consultants for large-scale and complex projects, in cases where specialist advice is required.

Summary of response

The recommendation will be:

- Implemented as described in the report
- Implemented in an alternative way
- Partially implemented
- Not implemented

Action proposed

<explain what action will be taken to implement the recommendation or, if the recommendation will not be implemented, the reason why the recommendation will not be implemented>

Council's Tendering Procedure identifies the separation of tasks throughout the tender process including:

Definitions are in the Local Government Act 1993 and Local Government (General) Regulation 2005. In addition:

Commissioning Officer - person responsible for inviting the tenders.

Independent Person - A person from another organisation or a Department of Council other than the Department which is purchasing the goods or services.

All tasks are to be carried out by the Commissioning Officer unless specified otherwise specified.

Commissioning officers should provide information of forthcoming tenders to the Purchasing Coordinator prior to advertising any tender.

In the case of high value, high profile or potentially sensitive projects it is recommended that the weightings be reviewed with the Director of the commissioning department before being finalised.

*A probity adviser must be included in the tender invitation and evaluation process **for high value, high profile or sensitive projects**. The probity adviser is **NOT** a member of the evaluation panel but is there to observe the process, and comment on, and provide advice to the panel members on, probity issues.*

An independent member shall be included on the tender evaluation panel where the commissioning department and the superintending department are the same.

Independent specialist advice may be sought to further evaluate tenders where additional expertise is called for, e.g. in a specialised field of construction practice or for financial analysis.

*In preparing the report the commissioning officer (the one inviting the tenders) or his/her representative shall be responsible for preparing the sections of the report entitled **Background and Identification of Income and Expenditure**; these are the sections which provide the background as to the nature and scope of the work, its relationship to the adopted Capital Works Program, and the source of funding, and where necessary the recommended source of any additional funding required.*

*The Project Manager of the project (or the intended Superintendent of the project), or his/her representative, shall be responsible for preparing the sections of the report entitled **Tender Assessment and Conclusion**; these are the sections which evaluate the tenders, including assessments formed from interviewing tenderers, and makes a recommendation.*

The Purchasing Co-ordinator, as the Convenor of the tender panel, shall be responsible for ensuring the report is in Council's standard format, is complete and is forwarded in time to the Director for signature and placing on the Committee business paper.

Supporting material

<describe any material that will be produced in support of the implementation – for example policy documents, new procedures, training material, audit plans etc >

The following material submitted under Recommendation 1 is also submitted to demonstrate Council procedures conform with Recommendation 4 requirements:

- Council's Procurement Procedure
- Council's Quotation Procedure (Expenditure \$3,000 to \$29,999)
- Council's Quotation Procedure (Expenditure \$30,000 to \$119,999)
- Council's Tendering Procedure
- Annexures to Council's Procedures
- Council's Audit and Assurance Committee Report (Procurement Review) including Deloitte Internal Audit of Procurement and Management Responses
- Control Self Assessment Procedure
- *Civil Operations 3 Year Department Audit Plan - 2012/2015*

Proposed evaluation methods

<describe methods proposed to evaluate the effectiveness of the implementation – for example by staff survey, independent review, performance audit, etc>

<identify the section or division to undertake the evaluation, timeframes for completion and report dates to management>

Evaluation methods to be the same as for Recommendation 1, noting that the Internal Audit of Procurement and Tendering will remain an item on Council's future Strategic Internal Audit Plans.

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Recommendation 5.

That NSW government agencies adopt a broad approach to the due diligence enquiries that are conducted as part of a security procurement process, including:

- the scrutiny of low bids
- consideration of previous performance
- seeking referee reports beyond those nominated by the tenderer
- the verification of case studies provided by tenderers
- conducting criminal record checks on successful applicants
- seeking information from established information networks.

Summary of response

The recommendation will be:

- Implemented as described in the report
- Implemented in an alternative way
- Partially implemented
- Not implemented

Action proposed

<explain what action will be taken to implement the recommendation or, if the recommendation will not be implemented, the reason why the recommendation will not be implemented>

Due diligence enquiries are included in Council's comprehensive suite of procurement procedures and includes:

- *The scrutiny of low bids*

Council's Tendering Procedure includes detailed requirements for selection criteria, weighting of criteria and Evaluating tenders. Cost is only 1 component of the evaluation process and although a low cost can provide a high score for this item, other criteria such as Program (duration of works), Capabilities (including Financial viability, OHS controls, Quality

controls, Skills and experience of personnel), Demonstrated experience and Performance on projects of a similar nature are also evaluated.

Low bids are particularly reviewed and if the Tenderer submitting the low bid is one of the higher ranked tenderers after all criteria is evaluated and proposed to be interviewed, the price submitted and capability of the Tenderer to undertake the project at that price forms a major focus of the interview.

- *Proper consideration of a contractor's previous poor performance*

A contractor's past performance is evaluated through reference checking the information provided in the following Tender Schedules:

- Schedule G – List of Past Works and Contact Details requesting:
The Tenderer shall provide details of at least four previous contracts for work of a similar nature carried out for the Principal or others with particulars of whom the Principal may contact to make inquiries as to the Tenderer's performance on those Contracts. If the Tenderer prefers, this information may be provided on supplementary sheets which provide the information allowed for in the following tables.
- Schedule I – Referees requesting:
In addition to the project information provided at Schedule G, provide at least three referees who can attest to your general capabilities for undertaking contracts of similar nature and magnitude. Council reserves the right to make its own enquiries.

Where Council staff are aware of other past works of the Tenderer, those works are also checked.

- *Seeking referee reports beyond those nominated by the tenderer*

Where Council staff are aware of other past works of the Tenderer, those works are also checked.

- *The verification of case studies provided by tenderers*

This is undertaken as part of the reference checking process.

- *Conduct criminal record checks on successful applicants for high risk industries*

This will be considered if Council undertakes future projects relating to high risk industries.

Supporting material

<describe any material that will be produced in support of the implementation – for example policy documents, new procedures, training material, audit plans etc >

The following material submitted under Recommendation 1 is also submitted to demonstrate Council procedures conform with Recommendation 5 requirements:

- Council's Procurement Procedure
- Council's Quotation Procedure (Expenditure \$3,000 to \$29,999)
- Council's Quotation Procedure (Expenditure \$30,000 to \$119,999)
- Council's Tendering Procedure
- Annexures to Council's Procedures

- Council's Audit and Assurance Committee Report (Procurement Review) including Deloitte Internal Audit of Procurement and Management Responses
- draft Control Self Assessment Procedure
- *Civil Operations 3 Year Department Audit Plan - 2012/2015*

Proposed evaluation methods

<describe methods proposed to evaluate the effectiveness of the implementation – for example by staff survey, independent review, performance audit, etc>

<identify the section or division to undertake the evaluation, timeframes for completion and report dates to management>

Evaluation methods to be the same as for Recommendation 1, noting that the Internal Audit of Procurement and Tendering will remain an item on Council's future Strategic Internal Audit Plans.

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Recommendation 9.

That NSW government agencies ban employees directly involved in procurement activities from accepting any gifts, benefits and hospitality from potential contractors and consultants and existing contractors and consultants.

Summary of response

The recommendation will be:

- Implemented as described in the report
- Implemented in an alternative way
- Partially implemented
- Not implemented

Action proposed

<explain what action will be taken to implement the recommendation or, if the recommendation will not be implemented, the reason why the recommendation will not be implemented>

Council's requirements on gifts and benefits are contained in Council's Code of Conduct adopted on 18 February 2013 for commencement on 1 March 2013. The requirements of Council's Code of Conduct in relation to gifts and benefits are unaltered from the Model Code of Conduct for Local Councils in NSW dated March 2013 prepared by the Division of Local Government, Department of Premier and Cabinet under section 440 of the Local Government Act 1993.

Council's Code of Conduct includes detailed requirements concerning personal benefit including:

How are offers of gifts and benefits to be dealt with?

5.5 You must not:

- a. seek or accept a bribe or other improper inducement
- b. seek gifts or benefits of any kind

- c. *accept any gift or benefit that may create a sense of obligation on your part or may be perceived to be intended or likely to influence you in carrying out your public duty*
- d. *accept any gift or benefit of more than token value*
- e. *accept an offer of cash or a cash-like gift, regardless of the amount.*

Additionally, Council's Quotation Form and Request for Consultancy Services contains the following advice:

1.8.1 Probity

By lodgment of this quotation, the quoter affirms that it has not given, offered to give, nor intends to give at any time any inducement or reward (including any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favour or service) to any employee of the Council, in connection with the submitted quotation. If a quoter is found to have offered any inducement or reward as outlined above, or is found to have committed corrupt conduct as defined in the Independent Commission Against Corruption Act, 1988, the quoter shall be disqualified, with any resulting contract terminated.

Supporting material

<describe any material that will be produced in support of the implementation – for example policy documents, new procedures, training material, audit plans etc >

The following material is submitted to support Council's commitment to assist employees to understand the standards of conduct that are expected of them, enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence and act in a way that enhances public confidence in the integrity of local government:

- Council's Code of Conduct March 2013 (noting that if a gift is accepted it must be forwarded to Council's Governance Department where it will be recorded in Council's Gift Register and given to the Staff Social Club which will raffle the gift and donate the proceeds of the raffle to charity)
- Division of Local Government Model Code of Conduct for Local Councils in NSW March 2013
- Council's Gifts and Benefits Policy (including Gift Register format)
- Council's Code of Conduct - A guide for contractors, consultants and suppliers
- relative sections of Council's Tender Form
- Council's Quotation Form
- Council's Request for Consultancy Services Form

Proposed evaluation methods

<describe methods proposed to evaluate the effectiveness of the implementation – for example by staff survey, independent review, performance audit, etc>

<identify the section or division to undertake the evaluation, timeframes for completion and report dates to management>

Given the procedures outlined in Council's Code of Conduct pertaining to the acceptance of gifts and benefits are unaltered from the Division of Local Government Model Code of Conduct for Local Councils in NSW, Council does not intend to implement any specific evaluation methods in respect of this recommendation.

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Recommendation 10.

That NSW government agencies be proactive in explaining the obligations on contractors and consultants to declare conflicts of interest, including those arising from either a pecuniary or non-pecuniary relationship.

Summary of response

The recommendation will be:

- Implemented as described in the report
- Implemented in an alternative way
- Partially implemented
- Not implemented

Action proposed

<explain what action will be taken to implement the recommendation or, if the recommendation will not be implemented, the reason why the recommendation will not be implemented>

Council's Tender documents, quotation form and consultancy quotation form contain information of conflicts of interest and/or statements for completion certifying that no conflict of interests exist.

Council's Procurement procedure requires that Council's *Code of Conduct – Guide for Contractors, Consultants and Suppliers* be provided to all quoters/tenderers at the time of Council requesting/inviting a quote or tender.

The *Guide* is a summary of Council's Code of Conduct and how it relates to contractors, consultants and suppliers and includes information on responsibilities, conflicts of interest, use of information, gifts and benefits, use of Council's resources, general conduct, outside employment or business by staff and corruption, maladministration and serious and substantial waste.

The *Guide* is also available on Council's website.

Council forwards a letter to each organisation submitting a tender response providing details of *Tenderers contact with Council, Evaluation of tender submissions, Consideration of tender submissions by Council, Representations to the Corporate and Works Committee meeting by the public, No lobbying of Councillors and Council Officers and Code of Conduct requirements.*

Supporting material

<describe any material that will be produced in support of the implementation – for example policy documents, new procedures, training material, audit plans etc >

The following material is submitted to support Council's commitment to explaining the obligations on contractors and consultants to declare conflicts of interest, including those arising from either a pecuniary or non-pecuniary relationship:

- Council's Code of Conduct - A guide for contractors, consultants and suppliers
- relative sections of Council's Tender Form
- Council's Quotation Form
- Council's Request for Consultancy Services Form
- Council's letter to Tenderers

Note: These documents are part of the supporting material for Recommendation 9.

Proposed evaluation methods

<describe methods proposed to evaluate the effectiveness of the implementation – for example by staff survey, independent review, performance audit, etc>

<identify the section or division to undertake the evaluation, timeframes for completion and report dates to management>

Evaluation methods to be the same as for Recommendation 1, noting that the Internal Audit of Procurement and Tendering will remain an item on Council's future Strategic Internal Audit Plans.