

POLICY

Policy name	Competitive Provision Of Services
Responsible manager(s)	General Manager
Contact officer(s)	All Directors
Directorate	Office of the General Manager
Approval date	10 September 2013

Purpose

This policy outlines Council's position on the competitive provision of services. Council will continually strive to deliver services to our community that provide value for money on a quadruple bottom line basis. This policy seeks to balance the cost of service provision with the social and economic costs of the method of delivery.

Council continues to deliver quality services through a mix of delivery mechanisms including:

- direct employment of Council staff;
- direct employment of Council staff working with sub-contractors and materials provided through competitive procurement; and
- fully contracted services.

This approach provides:

- competitive service delivery;
- community resilience with Council having a highly skilled workforce able to assist the community in times of emergency e.g. floods, storms, bushfire; and
- service delivery which is directly accountable to the community.

Council will continue to strive to improve the level of service delivered to its customers through undertaking service level reviews, benchmarking, continuous improvement and where practicable, Regional/State procurement of services e.g. electricity purchase, borrowing arrangements.

Council is committed to continuing employment of its full-time and part-time staff where the current services are to be delivered on an on-going basis. Casual staff will be used to supplement permanent staff for peak operating periods or specific projects.

Competitive tendering in the market place (open tender with in-house bids) for the current services provided by Council staff will not be pursued unless otherwise determined by Council. Council reserves the right to put to competitive tender work surplus to the program that would fully occupy permanent full-time and part-time staff, or works requiring specialised skills and knowledge not currently available to Council.

Council will continue to undertake private works (refer separate policy). Private works will however only be pursued where Council's normal activities are not compromised, or the undertaking of such works is in the community interest.

This policy aims to:

- Promote an integrated framework for the competitive delivery of services;
- Ensure consistency and fairness in the manner in which the competitive provision of services;
- Ensure compliance with legislative requirements under the *Local Government Act 1993*;

- Promote awareness of the requirements of the Act with respect to the delivery of community services;
- Take such steps as are appropriate to ensure the services delivered provide our community with value for money; and
- Make the Council's policies and requirements for the competitive delivery of services readily accessible and understandable to the public.

Policy statement

1	<p>Application</p> <p>This policy applies to all services delivered by or on behalf of Council for our ratepayers, residents and customers.</p>
2	<p>Council shall seek to deliver quality services to our community that provide value for money on a quadruple bottom line basis. Council shall continue to support the service delivery arrangements through a mix of:</p> <ul style="list-style-type: none"> • direct employment of Council staff; • direct employment of Council staff working with sub-contractors and materials provided through competitive procurement; and • fully contracted services. <p>Council will continue to undertake service level reviews, benchmarking and continuous improvement to ensure the services delivered provide the community with value for money. Council will also pursue Regional, State and National procurement of services e.g. electricity purchases, borrowing arrangements.</p> <p>Competitive tendering in the market place (open tender with in-house bids) for the current services provided by Council staff will not be pursued. Council reserves the right to put to competitive tender work surplus to the program that would fully occupy permanent full-time and part-time staff, or works requiring specialised skills and knowledge not currently available to Council.</p> <p>Council may review the services delivered to the community in consultation with the community. Where Council determines that a service will no longer be provided, Council will manage its employment responsibilities in a manner consistent with the current Awards relevant to Local Government employment in NSW.</p>
3	<p>Legislation</p> <p>Council will comply with the Local Government Act 1993 including Council's charter (Section 8) which in part says:</p> <ol style="list-style-type: none"> 1. <i>A Council has the following charter</i> <ul style="list-style-type: none"> • <i>Provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively</i> • <i>Have regard to the long term and cumulative effects of its decisions</i> • <i>Be a responsible employer</i>

Implementation

Requirements		Responsibility
1	<p>Service Delivery</p> <p>Council will determine the nature of services to be delivered in</p>	Council

	<p>consultation with its community and in accord with the Local Government Act, 1993. These services shall be outlined within Council's Delivery Program and Operational Plan.</p> <p>Council aims to deliver quality services taking account of the quadruple bottom line including social, economic and environment factors and the need for good governance.</p>	
2	<p>Service Reviews</p> <p>Council will undertake a review of the services to be delivered to the community, at least every four years, as part of establishing the Delivery Program.</p>	Council
3	<p>Benchmarking and Continuous Improvement</p> <p>Council will undertake on-going benchmarking and continuous improvement programs to improve the service delivery to our community. The outcomes of this work will be incorporated into the service review undertaken to establish the Delivery Program.</p>	Council officers
4	<p>Regional, State and National Procurement</p> <p>Council will continue to work regionally and on a state and nation- wide basis to share resources and pursue economies of scale in procurement of services e.g. electricity supply, borrowing arrangements and information technology systems. Council will continue to work collaboratively with other Councils and peak bodies to pursue efficiencies through shared knowledge and systems.</p>	Council Council officers
5	<p>Staff</p> <p>Under supervision, applicable Council staff will be responsible for ensuring that policies are implemented appropriately within their work area, after they have received relevant training to do so.</p>	Council Officers
6	<p>Customer Concerns</p> <p>Customer inquiries received regarding the application of the Competitive Provision of Services policy will be recorded on Council's customer service request (CSR) or records system and handled in accordance with Council's Customer Service Requests Policy. They will be used to analyse the history of concerns and requests and to help determine follow up actions.</p>	Council Officers
7	<p>Complaints</p> <p>Complaints received regarding this policy will be lodged with the Public Officer and handled in accordance with council's Complaints Policy.</p>	Public Officer
8	<p>Consultation</p> <p>Consultation regarding this policy will occur as relevant with key stakeholders and may include legislative bodies, other relevant legislation, industry guidelines, and public comment. Public submissions regarding this policy will be considered during the policy exhibition period.</p>	As required

Review

The policy will be automatically revoked at the expiration of twelve months after the declaration of the poll for the next general NSW local government election, unless Council revokes it sooner. **Note:** Automatic revocation of the policy is provided for by section 165(4) of the Local Government Act 1993. The next general local government election is

expected to be held in September 2016.

This policy may also be reviewed and updated as necessary if legislation requires it; or when Council's functions, structure or activities change; or when technological advances or new systems change the way that Council manages competitive provision of services.

Reviews of the effectiveness of this policy could include the following:

Performance indicator	Data source(s)
Customer Concerns	Council records
Customer Feedback Survey Responses	Surveys
Internal or external audit	Audit

Governance

This policy should be read in conjunction with any related legislation, codes of practice, relevant internal policies, and guidelines.

Related legislation and policies

Name	Link
Code of Practice	www.esc.nsw.gov.au
Local Government Act 1993	www.austlii.edu.au/au/legis/nsw/consol_act/lga1993182

Related external references

Name	Link
Division of Local Government	www.dlg.nsw.gov.au

Change history

Version	Approval date	Approved by	Min No	File No	Change
1	22 Apr 1998	Council		06.0380	Policy commenced
2	10 Sep 2013	Council	13/272	E13.7095	Policy reviewed and updated.

Internal use

Responsible officer	General Manager			Approved by	Council
Minute	13/272	Report no	O13/56	Effective date	10 Sep 2013
File No	E13.7095	Review date	Sep 2016	Pages	4