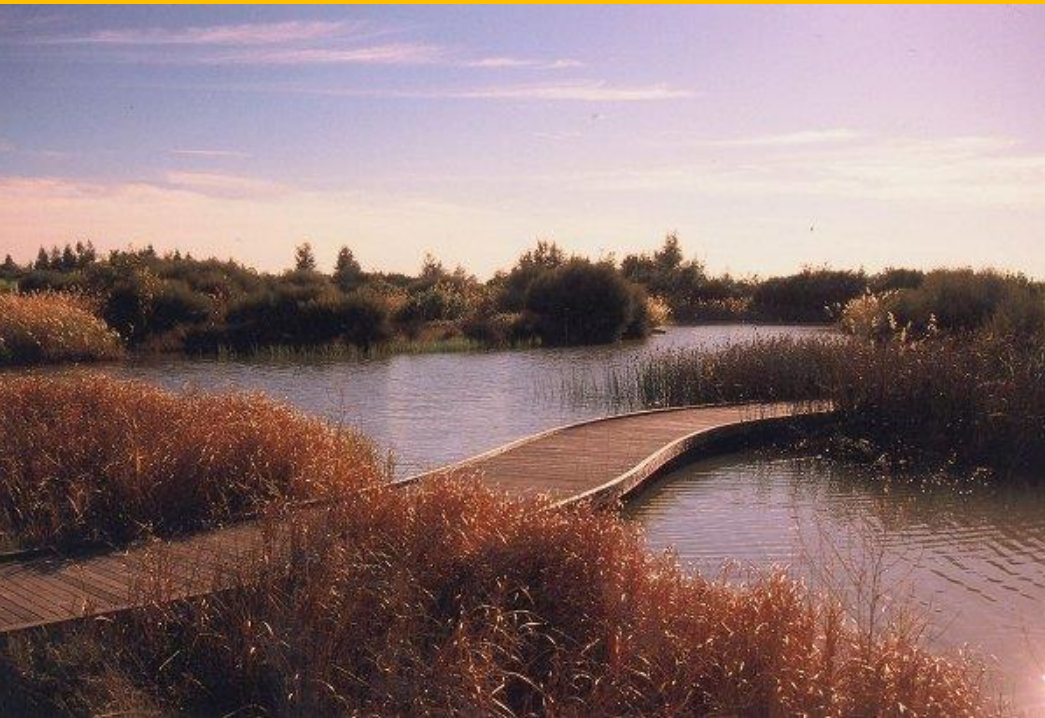


**Suppliers Guide**  
*Tendering*  
with the City of Salisbury



## Key points in tendering for Council work...



### *Target the best opportunities*

- Only tender for genuine and well matched opportunities.
- Make sure the project is core to your business and is cost effective to provide.
- Make sure you have the full capability and resources to deliver the project.
- Try not to underestimate or over-commit your time and resources.
- Mandatory is mandatory. If you can't meet the requirement, then you can't be considered.



### *Understand all the requirements*

- Make sure you read and understand what is being sought.
- Don't be afraid to seek clarification.
- Read all documentation and any addendum or clarification issued.



### *Be sure that your submission is compliant*

- Follow the bid rules to provide everything required.
- Read the questions – do you need to provide a full document/manual – or "evidence of" (eg a summary).
- Address all criteria requirements.
- Fully complete and sign the tender lodgement form.
- Lodge by the closing date, time and in the manner sought.



### *Sell yourself*

- Sell yourself as to why you are the best option. Are you sustainable in your business practices - environmentally aware; provide economic development in the north; social responsibility.
- Identify any value added or innovation solutions that may be of interest to Salisbury.
- Use any debrief opportunity to understand more and gain and provide useful feedback

*A resource for suppliers from the  
Procurement Services Team  
at the City of Salisbury – Phone: 8406 2222*

The following information is provided to help you understand how our procurement processes for the City of Salisbury are undertaken.

Our proposed outcome – is for mutually beneficial, strong, engaging, collaborative and rewarding supplier relationships with the City of Salisbury.

Each year, the Council spends around \$30M on a wide variety of works, goods and services. The procurement for these projects vary in method, relative to the risk, complexity and value of the project.

Council has six key principles underpinning our procurement processes:

- Achieving value for money  
*(the total value across the life of the contract, and may include the initial cost, installation, consumables, repairs and maintenance etc.)*
- Open and effective competition  
*(maximising opportunities for companies to do with business)*
- Ethical Behaviour and fair dealing
- Accountability and transparency
- Environmental preference  
*(we have an interest in products and services which conserve resources, save energy, minimise waste and/or contain recycled products or are environmentally sustainable).*
- Economic Development of the Northern Region  
*(when all other factors are considered equal, preference will be given to those suppliers whose activities contribute to the economic development of the Region.)*

### *Finding Opportunities*

**Public Tenders (>\$100,000 in value) for the City of Salisbury are advertised online on the SA Tenders and Contracts website <http://www.tenders.sa.gov.au> and in the Advertiser tender pages on a Tuesday.**

Note that the website has a useful Frequently asked questions section:

<https://www.tenders.sa.gov.au/tenders/fags/browse.do>

The website has a “search” function, which enables you to set up an autosearch function each week for tenders... this is a usual tool which we recommend you use.

*Handy hint: set up a search request for all “new tenders” – that way, you won’t miss anything. If you only select set criteria (eg printing, kerbing etc), and those words aren’t used in the heading – you may miss an opportunity. Weekly, you’ll receive an email direct to your desktop with the links to all new tenders.*

In addition to public tenders, the market approach may also include limited or select tenders, Expressions of Interest, Registrations of Interest, or direct negotiation. A number of factors are considered when determining the most appropriate method to seek submissions, including the potential value of the contract, capability of the market, timeliness, and experience.

Projects with a value <\$100,000 and are of low risk, will undergo a written quotation process, generally from a small number of reputable providers.

The City of Salisbury is a member council of *Council Solutions* (including Adelaide City Council, Charles Sturt, Tea Tree Gully, Marion, Onkaparinga, and Salisbury) and as such, does access some Council Solutions across council contracts. The contracts are established following public tender processes with the aim of achieving more strategic collaborative buying opportunities.

Suppliers should also take note of purchasing tenders released by Council Solutions or Local Government Association (also released through the SA Tenders and Contracts website and the Advertiser). Not only do they provide suppliers with other contract opportunities, but our Council utilises suppliers on these contracts wherever possible.



### *Building Relationships*

Here are some tips on doing business with our Council:

- Keep an eye on the SA Tenders website for public opportunities. Note that you can set up a search to email you with relevant tenders once released (by keyword, category, or even Council);
- If you wish, you can provide information tailored to our needs such as product or services brochures, pricing schedule, corporate profile, references, and contact details including website address, if available. This will be used when undertaking market research to determine who any select tender will be distributed to;
- Develop and maintain a relationship through regular contact with the Council so that they become familiar with your capability and confident in your performance; and
- Ensure that when applying for tenders, or submitting quotations, you are addressing what is being sought.
- Should you be unsuccessful in a tender, don't hesitate to seek a debrief to determine what you could do better.

### *Environmental*

We don't produce printed tender documents – instead choosing to release tenders for electronic download. We are in a technological world and Salisbury is known as a technologically advanced business hub. We believe that the electronic files make it easier for you to do business with us. And most of the time we will provide you with a Tender Response document – to assist you in providing what we want. By you downloading our documents from the website, we also have a record of who you are and the email address to contact you if there is any amendment, or addendum – so you won't miss out on important information.

We have two good reasons for the preference for electronic lodgement of tenders. Firstly, it minimises the significant cost to you as a potential supplier in producing and printing a tender, making

multiple copies, often with elaborate binders, dividers and folders etc, and it is easier and quicker to lodge than relying on mail, courier or personal delivery. You'll get a receipt back immediately that the file lodgement has been successful.

Secondly, we are trying to help the environment which is very important to Salisbury, minimising printing and providing a more fluid process in receiving and ensuring appropriate records management. You can help us to help the environment too!

In a similar manner to downloading the tender from the SA Tenders website – when you are ready, you upload your submission. (Select tender approaches will also seek electronic lodgement as identified in the bid rules).

We understand that sometimes adapting to technology change is hard... If you are unable to submit electronically, then we ask you to provide a CD with your full submission on it, so that we can make sure your submission is safe and electronically recorded. In the event of any discrepancy in copies, the CD is considered to be the original tender.

One word of caution. In uploading electronic files, try to keep the size under 10MB per file – this will upload with ease. If this is all new to you, and you are uncertain, call our Contract & Procurement Services staff on 8406 8222, who will help you through the process.

### *Consortium bids / Sub-contracting*

In some instances, suppliers establish a consortium to tender for a large or complex procurement. Small to medium size businesses can enter into relationships with large (generally head contractor) companies, to deliver specific works or services.

Note that sub-contractors generally have insurance and contractual obligations under a head agreement.

### *Our tender document*

First thing you should do in reviewing a tender, is read the document and make note of the tender close date. Late tenders will not be accepted unless there is a fault in the Councils receiving procedure.

The City of Salisbury is endeavouring to assist the supply market with clear documentation and transparent processes – this is an ongoing process. In the main, our documents will have four parts: Bid rules (Part A), and standard Contract documentation (Part C). Part B will detail the invitation and the specification of what is sought. And Part D will provide you the “Tender Response” document – to assist you in providing the information which is sought.

Our contract documentation will clearly advise where there is a “non-standard” requirement – so you don’t have to spend hours toiling over a legal document.

And our specifications utilise, wherever possible Australian Standards for consistency, to assist you in understanding what we expect of your work.

But there will always be parts that you may not understand. Please contact the nominated Contract Officer detailed in the Bid Rules – and they will assist you. Note that if you seek clarification and gain additional information from the tender documentation, this will be provided to all potential respondents.

For new initiatives, or complex tenders, we may invite suppliers to a tender briefing session.

---

### *Your tender submission*

The decision you need to make, is whether you can meet the specification to deliver a competitive solution. If there are any mandatory criteria listed, are you able to meet these? Mandatory criteria are not subjective – they are yes / no options – with suppliers unable to meet the mandatory criteria, not eligible for consideration further.

The tender response document will provide you with detail about the specific information required. It will help you meet the requirements, and you can add extra attachments if you require.

Try to answer the questions listed, and unless you are submitting additional options, you will generally find the template easy to complete with all we need to know. There is no need to provide layers of promotional marketing, annual reports etc, unless asked. In the absence of any response template, present your submission in a simple and clear format.

We evaluate submissions specifically against the criteria which is listed in the bid rules, broadly, to get the best value for money outcome for the Council, with the minimum level of risk.

Your submission must be complete, submitted in the format requested, and be received at the advised location prior to the closing time.

---

### *Submitting an “Alternative” offer*

Generally, we are seeking a specific outcome.... However, a Request for Tender (or RFT) will identify known specifications which are quite prescriptive. Failure to address the specifications will generally see your submission identified as non-compliant – and may run the risk of being eliminated from consideration.

It is strongly recommended that where you wish to submit an alternative offer, you consider also lodging a compliant submission.

What you may see from time to time, is a Request for Proposal (or RFP). This is where you are proposing a solution - so there is a genuine opportunity to provide an innovative solution.

If you are uncertain about your offer, seek clarification from the nominated Contract Officer detailed in the Bid Rules – and they will assist you.

## *Procurement Principles – Environmental Preference, Sustainable Procurement and Local Region Buying*

The City of Salisbury is committed to ensuring its procurement activities support local economic growth where possible. It also includes key principles in the undertaking of procurement, focussing on:

### *Environmental Preference*

Council will:

- Promote the purchase of environmentally friendly goods and services that satisfy value for money criteria.
- Foster the development of products and processes of low environmental and climatic impact.
- As part of the procurement process, suppliers may be asked if they can offer products and services which conserve resources, save energy, minimise waste and/or contain recycled products and/or are environmentally sustainable.
- Where relevant, prospective suppliers to Council will be asked to identify their environmental practices as part of the tender submission.

### *Sustainable Procurement*

Sustainable procurement is defined as a process whereby Council meet their procurement needs in a way that achieves value for money on a whole-of- life basis in terms of generating benefits not only to the organisation, but also to society, the economy and the environment.

Council encourages the consideration, where deemed appropriate, of sustainable and social inclusion elements such as:

- Creating employment and training opportunities (particularly among disadvantaged groups such as people with disability or mental illness, migrants, Indigenous) thus providing social

inclusion and an opportunity for those to participate in the local community.

- Diversity and equality in the supplier market – encouraging a diverse base of suppliers (e.g. minority or under-represented suppliers).
- Local sustainability – building and maintaining healthy, strong communities, supporting social inclusion and enhancing wellbeing of local residents by striving to generate local employment.
- An important principle to Council is the Economic Development of the Northern Region. Council will:
- Take into account accessibility of local providers when planning and designing infrastructure or services that will require external procurement.
- Endeavour to provide support to local enterprises by holding briefings to encourage development of capacity to meet the needs of Council.

### *Local region buying*

The northern Adelaide areas have a particular challenge with the demise of the manufacturing industry, and future closure at Holden – taking a toll on business and employment. Our drive is to encourage work with the Northern Region, loosely defined as the Council districts located north of Grand Junction Road (being the Cities of Salisbury, Port Adelaide-Enfield, Playford and further north).

In a direct priority, the benefits that can be delivered to our northern regions are most important, with South Australian / Australian supply chain options and local providers delivering more economic benefit than imported goods.

Part of Council's direct support to business is the decision for Council to purchase Holden vehicles as the first option, where fit for purpose.

The philosophy adopted by Council, aligns with the State Government's Industry Participation Policy – which extends through

assessment of employment, capital expenditure, supply inputs and the overall procurement practices being applied by industry.

Council is collecting statistics on our business footprint – to measure the percentage of local spend, and growing trend with economic benefit to this region.

### *How does that translate to our day to day Procurement processes?*

- The application of an economic benefit assessment will be included within the weighted criteria, where considered to be appropriate. This does not reduce the requirement in respect of quality, performance or value for money, which are still key criteria.
- In support of the commitment identified above, tenderers will be requested to provide information about their business that can be used to assess the potential for economic benefit in the Northern Region (and more broadly in South Australia).
- Depending on the procurement requirement and complexity of market approach, there will be differing levels of information being sought – which may include a number of elements to be provided.

### *Performance Reporting*

For appropriate projects/supply requirements, contractors engaged by Council will be required to report actual performance for economic benefits delivered during the term of the contract, against the commitments included in their tender.

### *Evaluation*

Prior to releasing a market approach, whether public or selective, evaluation criteria (and relevant weightings) will already be established. We do this to ensure that we are asking for the information that we wish to assess.

Tender documentation will identify high level criteria for your information and this will align with the information sought in the Tender Response templates – and may include criteria such as:

- Demonstrated ability to provide the goods or services;
- Methodology or project management experience;
- Proposed personnel or capability of staff;
- Ability to manage risk;
- Pricing; and
- Compliance with stated contract conditions.

Any evaluation criteria listed should be considered as a guide only. Your bid will be assessed against the evaluation criteria, which will generally be weighted according to their relative importance. Weightings are not generally identified, as we wish to see the best of all your service – not just the high weighted criteria. Your tender response also forms part of the final contract, so the detail is important in the ongoing contract management.

In line with the Northern Region Economic Benefit assessment, in evaluating tender submissions, Council will consider economic benefit overall across a number of areas. Weighting to be applied will vary depending on the opportunity for economic benefit that is identified in the design and procurement planning phases.

Economic Benefit assessment may include:

- Employment benefits - the employment, subcontractors, apprentices or trainees proposed for work on Council contracts

*(assesses the overall percentage of labour hours / FTE jobs in the Northern Region);*

- Opportunities for social inclusion with disadvantaged groups;

- Supply inputs - sourcing of goods, materials and equipment

*(the percentage of product value sourced in the Northern Region);*

- Capital expenditure: in the overall business

*(demonstrated significant investment in the Northern Region – e.g. plant /equipment /manufacture plant / business premises).*

Sometime, clarification is required, or further information is sought which is included in a secondary evaluation process. This will generally occur where there is a need to differentiate between short listed submissions – or where a number of providers are very close in capability and price.

A secondary process may include, but not be limited to:

- Presentation of the intended project / methodology;
- Clarification of particular aspects of the submission;
- Additional information on some aspect of the tender;
- Responses to additional requirements; or
- Negotiations on personnel, project delivery, milestones and price.

Note that if additional information is required as part of a short-listing process, you will be notified of that.

---

### Negotiation

Sometimes, (particularly where pricing has significantly exceeded budget) a request to discuss or revise a submission may be necessary. This may result in a reduction to the scope, an alternative solution perhaps, or revised pricing opportunities.

A supplier will be advised if negotiation is sought, and you will be notified of the negotiation subject. You can also raise any

additional issues that you want included in negotiations.

Any discussions and decisions will be recorded formally, and form part of the overall evaluation process.

---

### Awarding and Signing the Contract

After successful negotiations the preferred supplier(s) will be offered a contract for the tendered requirements.

All tender respondents will be notified of the outcome of the tender.

---

### Debriefing

The experience of not winning a tender can be disappointing, given the time and effort invested in preparation of your submission. Following advise of the tender outcome, all tenderers are invited to seek a debrief. This is a useful process, to assist you in understand what elements of your submission could be improved in future bids.

Note that only your submission will be discussed, and will outline the strengths and weaknesses of your submission. No comparisons will be made with any other submission received and commercial confidentiality will be ensured.

Debriefs are also an opportunity for you to provide feedback to Council on the tender process.

---



## SO YOU'VE WON THE CONTRACT:

### *Establishing the Contract*

Once you have been awarded the Contract, you will receive copies of the Contract for signing. Return to the Council for formal execution, and then the Contract can start.

The Contract will outline all requirements, and will include your submission as an appendix.

Contract management is the process by which the supplier and the Council meet the respective contractual obligations.

This process ensures that both parties achieve the negotiated objectives through satisfactory performance of the contract. It is in the interest of both the supplier and the Council to have a successful contract built on a strong relationship rather than a reliance on the terms and conditions.

Contracts high in risk, complexity and/or value may result in a contract management plan being developed by Council, and for agreement by both parties.

---

### *Communications*

All communication should be managed through the Superintendent (or their specific nominee) who will maintain written records at all times. Any changes, additions and variations will be documented. Some amendments and variations (or high value or risk) will require approval from the contract signatories and further Council authorities.

The degree of contract management effort required depends on the complexity of the contract and the assessed levels of risks involved. Having a good understanding of the risks will assist in the delivery of satisfactory contract performance.

---

### *Monitoring the Contract*

Monitoring performance will ensure that any delivery issues are identified as early as possible and remedial measures can be implemented. Contractor performance assesses not only the delivery of the project, but the variations, reporting – in fact anything relevant to the Contract. Contractor performance reports are retained permanently on file, and can be used as a reference check by the Council when evaluating further parcels of work.

The contract will detail the delivery requirements and clarify details such as delivery time and location before commencing delivery; or reporting requirements. Any uncertainty should be resolved as early as possible with the Superintendent.

Ultimately, the Contractor performance will assist in identifying whether the Council were successful in achieving their objectives.

---

### *Managing Payments*

Payments will only be made following submission of the appropriate paperwork (noting the purchase order or contract number) and following authorisation by the Superintendent or authorised officer or the completion of any required compliance certification.

## INDUSTRY ASSISTANCE:



<http://www.polariscentre.com.au>

Telephone 8260 8205

The Polaris Centre is an initiative of the City of Salisbury and the University of South Australia and is supported by the City of Playford and was established primarily to provide services and support to business and industry in the northern suburbs.

- Business Advice and business mentoring services.
- Business workshops and training sessions.
- Business networking functions – providing a service for businesses to meet and work together.

The Polaris Centre is the hub for business and innovation in Northern Adelaide. We're here to support economic growth by encouraging innovation and offering practical programs that improve business performance.

### *Industry Capability Network (ICN)*

The aim of ICN is to promote local businesses through import replacement and opportunities for participation in local, interstate and overseas projects. The ICN provides government offices and private industry with a free service to identify Australian businesses capable of supplying goods and services.

Registering your business with ICN can introduce products and services to buyers seeking competitive and capable local suppliers. While there is no obligation for Local Government or the South Australian Government procurement officers to use the ICN, registering through the network may help you to access business opportunities in

both the public and private sectors in Australia and internationally.

You can register via the website at [www.icnsa.org.au](http://www.icnsa.org.au).

### *Online business information resources*

Polaris Business & Innovation Centre

[www.polariscentre.com.au](http://www.polariscentre.com.au)

Department of Industry (Federal)

[www.business.gov.au](http://www.business.gov.au)

Department of State Development

[www.statedevelopment.sa.gov.au](http://www.statedevelopment.sa.gov.au)

Business SA

[www.business-sa.com](http://www.business-sa.com)

Industrial Capability Network

[www.icnsa.org.au](http://www.icnsa.org.au)

SA Government

[www.sa.gov.au](http://www.sa.gov.au)

SA Tenders and Contracts

[www.tenders.sa.gov.au](http://www.tenders.sa.gov.au)

State Procurement Board

[www.spb.sa.gov.au](http://www.spb.sa.gov.au)

Office of the Industry Advocate

<http://www.industryadvocate.sa.gov.au/>

Look North (Northern Economic Plan)

<http://www.looknorth.com.au/>

### **South Australian Industry Participation Policy information and downloads -**

<http://www.industryadvocate.sa.gov.au/industry-participation-policy>

<http://www.industryadvocate.sa.gov.au/resources-and-downloads>

*Information has been tailored for the City of Salisbury from the initial concept "Suppliers Guide to winning Government business"*