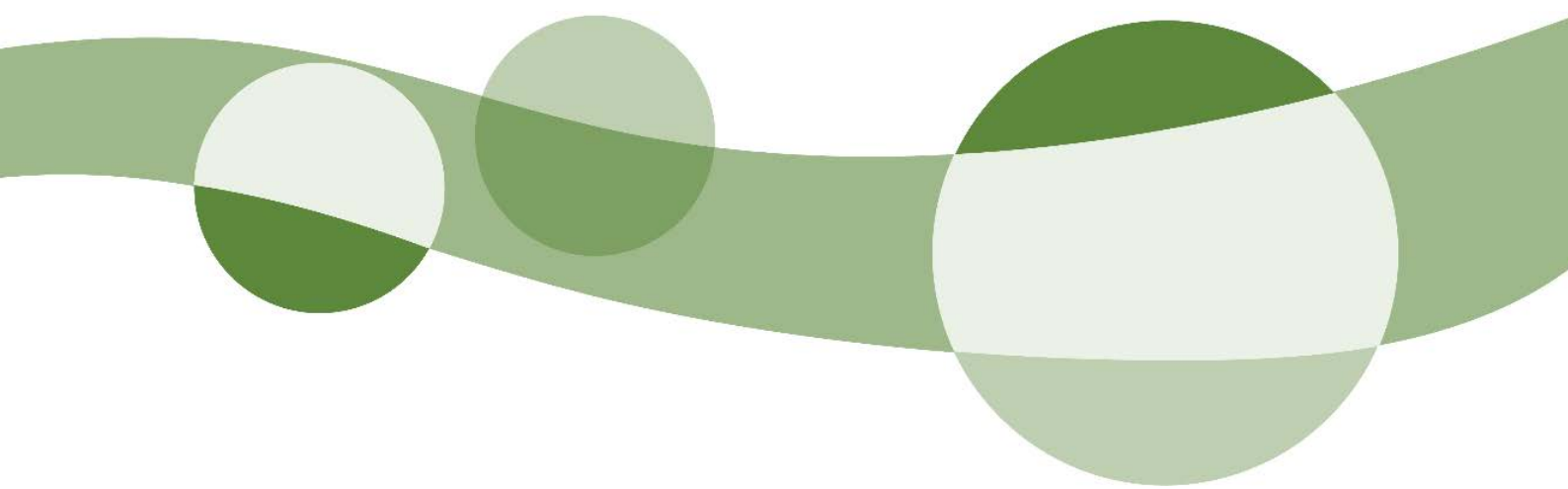




Government of Western Australia  
Department of Finance  
Government Procurement

# Community Services Procurement Practice Guide

A Guide to Purchasing Community Services for  
Government Agencies



October 2018

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# 1 Introduction

## 1.1 Purpose of this guide

The Community Services Procurement Practice Guide (this guide) has been developed for use by government agencies. It has been designed to support good procurement practice and a structured approach to procuring community services, as defined in the Delivering Community Services in Partnership (DCSP) Policy.

This guide should be read in conjunction with your government agency's own procurement policies and guidelines, and procurement delegation matrix.

### *Who is Government Procurement?*

Government Procurement (GP), a business unit of the Department of Finance, is responsible for the procurement function at a whole of government level and provides strategic procurement advice to the entire WA public sector.

### *Who is Funding and Contracting Services?*

Funding and Contracting Services (FaCS) within GP provides guidance and support to both the public and not-for-profit community services (community services) sectors on the implementation of the DCSP Policy. FaCS provides policy advice and assistance on the implementation and application of the DCSP Policy, facilitates a range of education and training workshops, develops and maintains a suite of standardised procurement templates and provides support and advice to both sectors.

## 1.2 Application of this guide

The DCSP Policy applies to all government agencies that purchase community services. The DCSP Policy applies to:

- all State procured community services;
- all State procured community services funded by the Commonwealth to the extent that the requirements of this Policy are not inconsistent with the requirements of that service; and
- head agreements for community services established by the Department of Finance.

In undertaking any community services procurement activity, government agencies must understand and comply with the requirements of both:

- the DCSP Policy; and
- State Supply Commission (SSC) policies.

The DCSP Policy and SSC policies can be viewed on the Finance website.

All contracts developed under the DCSP Policy framework are referred to as service agreements, and for this reason the terms 'contract' and 'service agreement' may be used interchangeably throughout this document.

In the event of any inconsistency between this guide and the DCSP Policy or SSC policies, compliance with the DCSP Policy and SSC policies takes precedence.

### **1.3 Public authority delegations for purchasing**

Your government agency's procurement delegation matrix will nominate officers who are able to act on behalf of the agency. The SSC delegates its purchasing and contracting authority to government agencies under the jurisdiction of the *State Supply Commission Act 1991* (the Act). Under the Act, the authority to purchase resides with the Accountable Authority. This is the officer responsible for purchasing up to a pre-determined monetary value and is usually your Director General, Chief Executive Officer, or delegate.

## 2 Procurement policies

### 2.1 Delivering Community Services in Partnership Policy

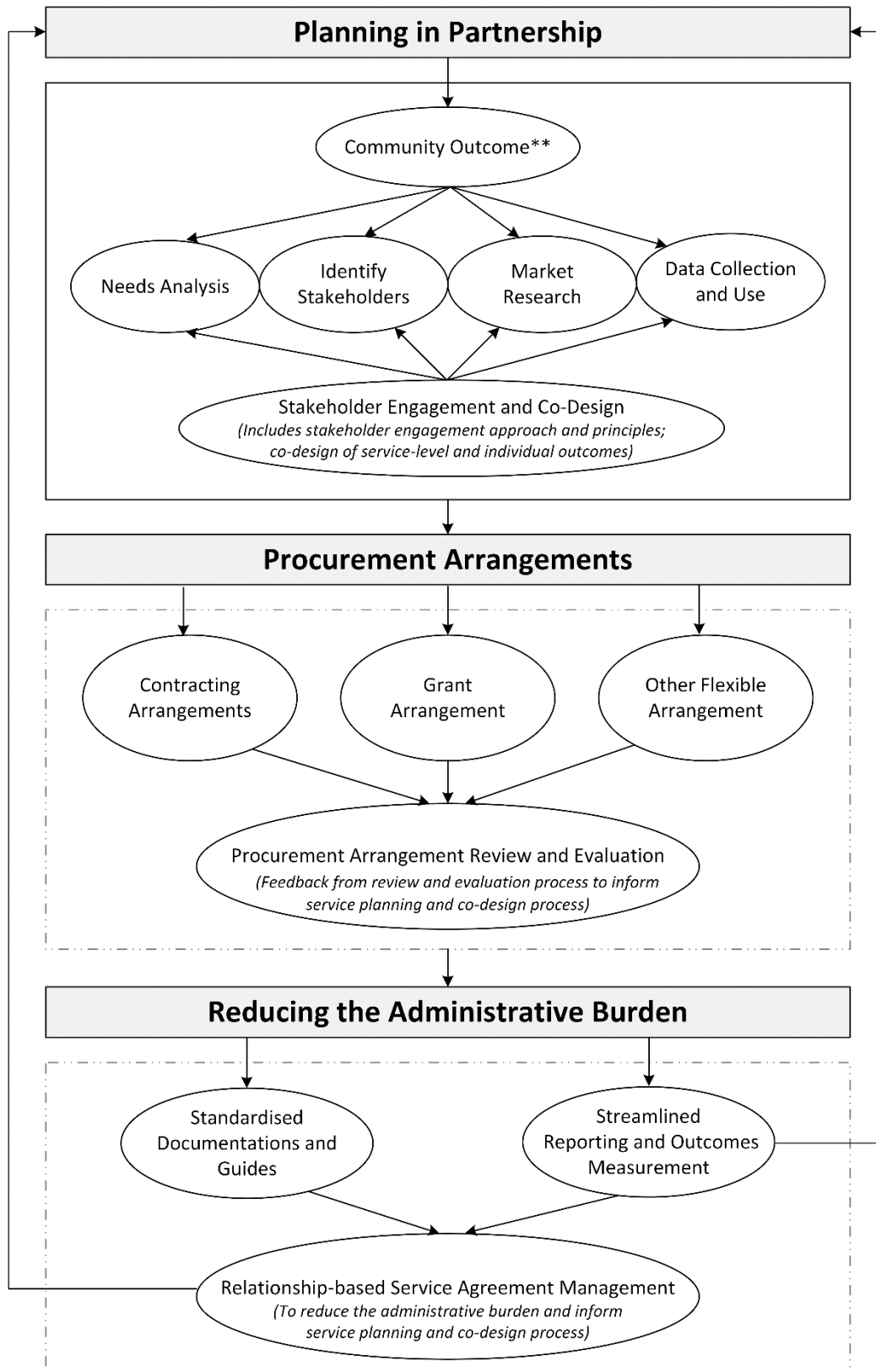
The DCSP Policy seeks to improve outcomes for all Western Australians by building a genuine partnership between the public and community services sectors in the policy, planning and delivery of sustainable community services in Western Australia.

The partnership is based on partnership principles and behaviours. These are outlined on page six of the DCSP Policy.

The DCSP Policy flow chart is shown in **Figure 1**.

**Figure 1: Delivering Community Services in Partnership Policy flow chart**

\*\* To align with each Public Authority's strategic objectives.





## **2.2 State Supply Commission policies**

The SSC policies are available on the Finance website and include:

- Value for Money
- Open and Effective Competition
- Probity and Accountability
- Procurement Planning, Evaluation Reports and Contract Management
- Sustainable Procurement
- Common Use Arrangements
- Disposal of Goods

The four policies most relevant to community services procurement are outlined below.

### ***2.2.1 Value for Money***

In accordance with the SSC Value for Money policy, government agencies must:

- Ensure procurement of community services achieves the best value for money outcome.
- Ensure that procurement activities are aligned with government policies, objectives and strategies that actively support whole of government initiatives.
- Consider all cost and non-cost factors, where relevant, and make a value judgement about the best outcome.
- Consider non-cost factors which may include the following:
  - Suitability;
  - Technical and financial issues;
  - Service provider capability, viability and sustainability; and
  - Risk exposures.

The value for money test may vary in complexity depending on the nature of the purchase, ranging from a simple price assessment for low value community services, through to a detailed assessment and comparison of cost and non-cost factors.

### ***2.2.2 Open and Effective Competition***

In accordance with the SSC's Open and Effective Competition policy, government agencies must:

- Provide fair and equitable access to government supply opportunities while maintaining the transparency and integrity of government procurement processes.
- Adhere to the following procurement methods when entering into service agreements for the delivery of community services in accordance with the DCSP Policy.

**Table 1: Monetary thresholds and minimum requirements**

Monetary threshold (GST, indexation and all extension options included)	Minimum requirements
<b>Up to \$50,000</b>	<ul style="list-style-type: none"> <li>• Government agencies may determine the most appropriate method including direct sourcing, or verbal or written quotations based on assessment of the nature or the market, complexity and risk and process efficiency.</li> <li>• Appropriate documentation of decisions must be retained.</li> </ul>
<b>\$50,001 - \$250,000</b>	<ul style="list-style-type: none"> <li>• Request quotations in writing.</li> <li>• Offers must be received in writing.</li> </ul>
<b>\$250,000 and above</b>	<ul style="list-style-type: none"> <li>• Open tender through a public advertisement.</li> </ul>

The table above sets out the minimum requirements only. Consider the nature of the market, complexity and risk, process efficiency or any other relevant factors when selecting the procurement method.

Be aware that exemptions from the competitive requirements of the Open and Effective Competition policy may apply in certain circumstances.

Include GST, projected indexation and any extension options when calculating service agreement values. Otherwise, service agreement variations and updates to Tenders WA may be required for these planned and foreseeable increases in the monetary value of services.

### **2.2.3 Probity and Accountability**

In accordance with the SSC's Probity and Accountability policy, government agencies must demonstrate that procurement activities are conducted with high standards of probity and accountability.

*Probity* requires that a government agency conduct its procurement activities ethically, honestly and fairly.

*Accountability* requires that a government agency be able to publicly account for its decisions and take responsibility for the achievement of procurement outcomes.

Elements of a procurement culture that promotes and demonstrates a high level of probity and accountability can be viewed online at the State Supply Commission page of the Finance website.

Refer to **Appendix 4** – Probity and Accountability for more information.

#### ***2.2.4 Procurement Planning, Evaluation Reports and Contract Management***

In accordance with the SSC Procurement Planning, Evaluation Reports and Contract Management policy, government agencies must undertake effective planning and service agreement management to facilitate successful service delivery.

- Agencies are required to submit procurement plans, evaluation reports and service agreement management plans for procurements valued at \$5 million or above to the Community Services Procurement Review Committee (CSPRC) for endorsement.
- Service agreement variations valued at \$5 million and above (either individually or cumulatively) must be submitted to the CSPRC for endorsement.
- All service agreement variations valued at \$50,000 (either individually or cumulatively) and above must be recorded on Tenders WA.
- It is recommended that Finance is involved in service agreement variations valued at \$250,000 and above.

Note: government agencies may at their sole discretion submit procurement plans, evaluation reports and service agreement management plans under \$5 million to the CSPRC for their review, particularly if the procurement is complex, politically driven and/or high-risk.

To view the complete Procurement Planning, Evaluation Reports and Contract Management policy go to the Finance website.

#### ***2.2.5 Exemptions***

The Accountable Authority may decide, for a particular procurement, that a procurement plan or service agreement management plan is not required. The Accountable Authority may not make such a decision unless the Accountable Authority considers the relevant plan would be of no benefit due to the nature of the procurement.

The Executive Director, Government Procurement, Department of Finance may, in exceptional circumstances, approve exemptions from the requirement to submit any of the above documents to the CSPRC.

## **2.3 Intellectual property**

Where the community services sector is involved in the planning and co-design of services, consideration should be given to its valuable contribution, and any associated intellectual property must be managed appropriately.

The Western Australian Government Intellectual Property Policy 2015 is available on the Department of Mines, Industry Regulation and Safety website. The Western Australian Government Intellectual Property Policy aims to promote and implement the effective management of intellectual property by government agencies. It also facilitates the commercialisation of intellectual property in conjunction with the business community.

## **3 Contracting options**

### **3.1 Before purchasing**

Before commencing any purchasing process, check the following:

- Has your government agency previously sought delivery of a similar service? There may be existing service agreements in place that you could use to purchase these services.
- Is the required service available on a Common Use Arrangement?
- Can you consult with your colleagues, subject-matter specialists and other in-house experts?

### **3.2 Direct purchase and written quotations**

If you are purchasing services up to the value of \$50,000, you may be able to proceed to direct purchase. Services up to the value of \$250,000 may be purchased using written quotations. For advice on either of these procurement methods please refer to **Appendix 1 – Direct Purchasing and Written Quotes**.

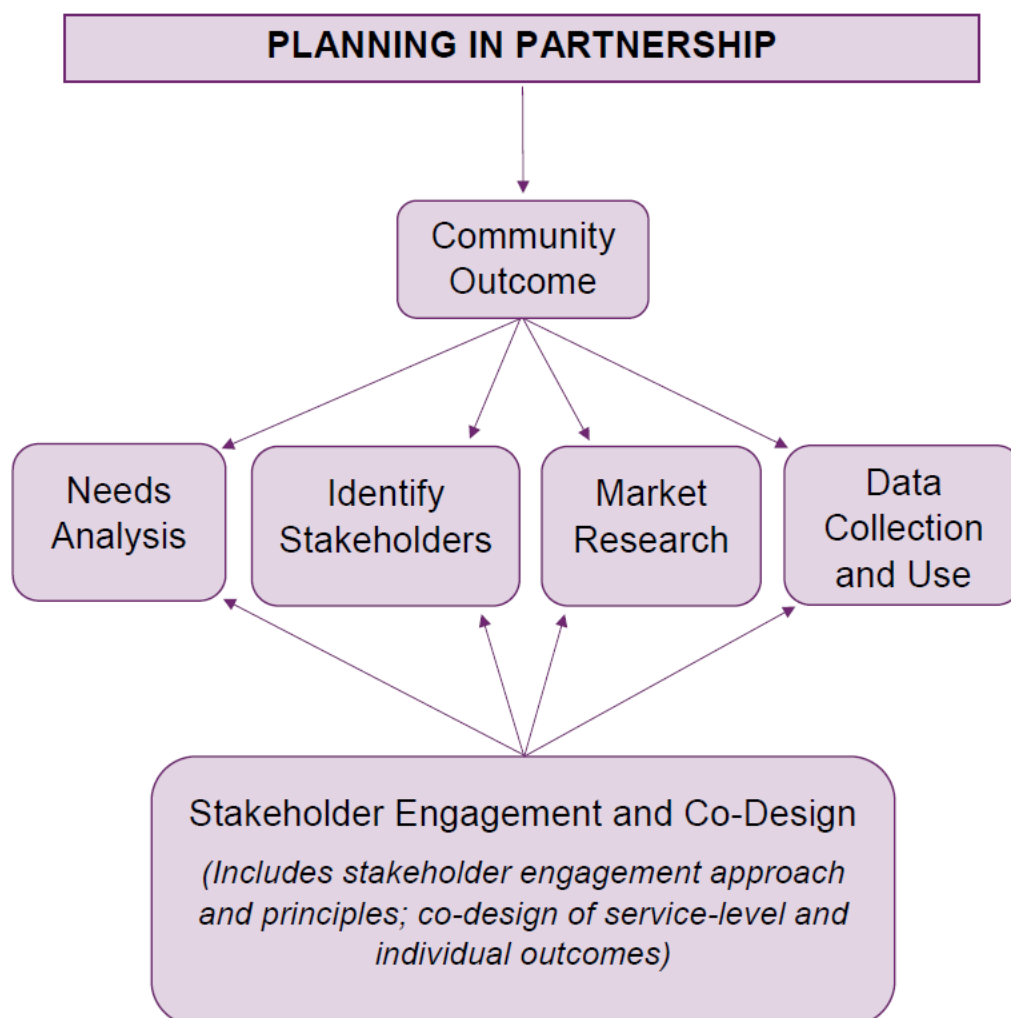
### **3.3 Open tender process - procurements over \$250,001**

Government agencies are required to undertake an open market process through an open tender for the procurement of services valued over \$250,001 (GST and indexation inclusive).

## 4 Procurement planning: planning in partnership

Undertake planning in partnership with service providers and service users, encouraging and valuing contributions from both sectors to achieve the desired community outcome.

*Figure 2: Planning in partnership*



### 4.1 Community outcome

Prior to commencing any purchasing activities, government agencies must have regard to the desired impact or change they are seeking to achieve within the community. Wherever possible, government agencies should collaboratively define and articulate community and service level outcomes with the input of key stakeholders including service users.

## 4.2 Needs analysis

Clearly define the need for the procurement and specify what is to be purchased. Consider the range of procurement options available and the potential sources of supply. Relevant stakeholders and relevant data should be accessed on the needs and social drivers for the relevant service within the community, as well as the nature and mix of possible service response strategies. Poor identification of needs and potential service providers may lead to incorrect services being sought or offered, resulting in additional time, effort and cost.

The following activities can assist to establish the business need:

- undertaking research to identify the service and potential service providers.
- gathering empirical evidence on the community, its needs and possible service models.
- consulting with relevant stakeholders to determine the needs and social drivers for the relevant service within the community, as well as the nature and risk of possible strategies.
- preparing a preliminary cost-benefit analysis.

Review any previous procurement processes and the existing service agreements for similar services to identify any potential problems and solutions. There may have been issues in the past with the scope or cost of the purchase, or with service delivery. Engaging with existing service providers and analysing service agreement reviews will assist in building this knowledge.

## 4.3 Identify stakeholders

Consider how you will identify and collaborate with stakeholders at the beginning of the procurement process. Consider and identify both internal and external stakeholders as key stakeholders have particular interests and influence.

The ideal stakeholder engagement process will be an iterative process, allowing engagement to benefit from diligent planning, thorough reporting and the application of learning as a result of appropriate evaluation and monitoring.

Conducting an analysis of stakeholders can help identify issues associated with the procurement and service delivery as well as providing an opportunity to learn from stakeholders' experiences and use this to improve the quality of future community outcomes.

For further guidance on undertaking stakeholder engagement under the DCSP Policy, refer to the 'Planning in Partnership Guidelines for Community Services Procurement' on the Finance website.

#### **4.4 Market research**

Undertake market research and analysis to develop a thorough understanding of the nature of the market and how this impacts upon your approach to the market and overall procurement strategy. Consider the market profile and maturity of potential service providers. A thorough market analysis supports strategic thinking, informed decision making and adds value to the procurement process and outcomes.

#### **4.5 Data collection and use**

Develop a systematic approach to collecting and sharing data throughout the procurement process. Consider what data will be required to demonstrate the achievement of outcomes. Inform those who are sharing data with you why you are collecting it and what it will be used for.

#### **4.6 Establish procurement team**

The size and composition of the procurement team will depend on the nature, scope, value, level of risk and complexity of each procurement process. The team must possess an appropriate mix of skills and experience to provide representation across key areas such as technical and functional specialisations as well as policy expertise and knowledge of the business or operational requirements.

The team leader/procurement specialist is usually responsible for planning and managing the entire procurement process from start to finish, and often chairs the evaluation panel. Also consider whether it is appropriate to appoint an independent probity advisor.

If possible, retain the core team throughout the procurement. This way the team will be responsible for assessing the needs, defining the specification of requirements, designing an appropriate evaluation methodology, evaluating offers, inputting into performance standards and measures and developing service agreement requirements.

#### **4.7 Develop the business case**

The complexity of a business case may vary depending on the size and risk of the procurement process. In many cases an email, quote form, or brief one or two page overview may be sufficient; however a formal business case should be prepared for any procurement processes that are likely to be high-risk, high-value or of a unique nature. The business case is part of the internal budget approval process, and defines the scope of the purchase, ensuring that the procurement option selected will meet the government agency's requirements. It provides evidence obtained from evaluating the benefits, costs and risks of alternative options, and presents the rationale for the



preferred solution. Its purpose is to obtain management commitment and approval for the investment or funding.

The Community Services Business Case template is available on the Finance website.

#### **4.8 Obtain approval to proceed with the procurement**

Obtain approval in accordance with your internal procurement policies and guidelines, and procurement delegation matrix before proceeding with any procurement process and ensure that there is an approved budget sufficient to cover the required services cost for the life of the service agreement.

Approvals and appropriations required could include ministerial authorisations, confirmation by the chief financial officer, business case and budget approvals, and compliance with agency-related instructions or finance circulars.

Be mindful of the difference between the financial delegation and procurement delegation matrices. A procurement delegation matrix includes officers who are able to act on behalf of the government agency for procurement processes up to a pre-determined monetary value. A financial delegation matrix differs as it outlines officers responsible for the expenditure of government agency funds. Financial and procurement delegations often differ.

#### **4.9 Early tender advice**

In the case of larger requirements, it is best practice to provide potential service providers with adequate notice through the issue of a registration of interest or an early tender advice using Tenders WA ([www.tenders.wa.gov.au](http://www.tenders.wa.gov.au)).

#### **4.10 Procurement plan**

A procurement plan is a comprehensive document that outlines the stages of the purchase and how it will be managed. The procurement plan must build on the business case and provide a logical connection from the business case to the implementation and delivery. A procurement plan provides the methodology and approach, process and project management structure for implementation. The purpose of the procurement plan is to:

- provide detailed planning for the approach to the market and evaluation of offers;
- ensure the best service provider is selected and a price that represents value for money over the life of the service agreement;
- assign roles and responsibilities in the cross-disciplinary procurement team; and

- set timelines for achieving procurement objectives and goals.

The procurement plan template provides a step-by-step guide to the elements that make up a procurement plan. Broadly, these elements are grouped into the following areas:

- summary of the proposed procurement;
- description of the current arrangements;
- proposed procurement timetable;
- risk analysis;
- procurement research and planning;
- procurement methodology and strategy; and
- service agreement management.

Please refer to the procurement plan template for the complete requirements.

Procurements with an estimated total value of \$5 million or more (including GST, indexation and any extension options) must be referred to the CSPRC for endorsement. The CSPRC was established to provide peer review of community services procurement processes. It is an advisory committee and does not operate under a delegated authority from the SSC or Finance.

The community services procurement plan template is available on the Finance website.

#### ***4.10.1 Procurement strategy***

A range of procurement tools are available to formally invite interest and offers from potential service providers. These include:

- registration of interest;
- expression of interest;
- direct negotiation;
- request for tender; and
- preferred service provider.

These procurement tools are discussed under procurement arrangements below.

There may be services and markets where the mechanisms listed above are unsuitable. In these situations, collaboration with potential service providers or service users may be required in order to design or establish services.

#### **4.10.2 Specify service requirements**

Specifications define what the government agency wishes to procure. They generally include information relating to what the service provider is expected to do/achieve and the contractual obligations of each of the parties. Specifications must:

- clearly state the intended outcomes (at the relevant level);
- clearly state other requirements or parameters, and clearly specify any essential requirements;
- contain sufficient information to inform costs; and
- define the criteria for evaluation of offers.

Before preparing a specification:

- identify service user needs (refer to the business case or procurement plan, if available);
- research the market to determine available solutions, the likely costs and timeframes;
- conduct a risk analysis to identify potential problems and their consequences, and formulate mitigation strategies;
- determine the scope including the likely demands on a service provider and the range of services which will be required; and
- determine the evaluation criteria to clearly reflect the importance of the specification.

FaCS, in conjunction with the State Solicitor's Office, has developed a suite of standardised community services request templates. The community services request template is available on the Finance website.

#### **4.10.3 Evaluation criteria**

Develop a robust set of evaluation criteria that can be used to assess how well an offer meets your requirements. Evaluation criteria provide a mechanism for comparing offers by assessing the relative worth of different offers. They are used to compare the merits of individual offers and determine which best meets the requirements and provides value for money over the whole-of-life of the service agreement. Request information from a potential service provider that will enable proper evaluation and comparison of offers. Use the community services request template to ensure that the information provided by each service provider is in a consistent format.

Various criteria are used to assess the suitability of a potential service provider. Requests usually include some or all of the following types of evaluation criteria.

**Table 2: Evaluation criteria**

<b>Mandatory requirements</b>
Mandatory requirements are not point scored, rather, an assessment is made on a 'yes/no' basis. A potential service provider must comply with every detail of every requirement. Failure to answer 'yes' to all of the mandatory requirements will eliminate the potential service provider from further consideration. As such it is advised that a mandatory requirement should be used with caution.
<b>Disclosure requirements</b>
Disclosure requirements are not point scored, rather, an assessment is made on a 'yes/no' basis. In making this assessment, a potential service provider may not need to comply with every detail of every requirement.
<b>Qualitative criteria</b>
Qualitative criteria assess the merit of individual offers. Offers which meet all mandatory requirements and disclosure requirements (if applicable) become eligible to be scored against the qualitative criteria. For example qualitative criteria may include organisational and planning capability, skills, capacity, experience and ability to deliver the services to technical merit and value for money offer.

The standardised community services request template developed by FaCS includes examples of commonly used qualitative criteria. It is recommended that two or more qualitative criteria be included in each request document, with the exception of preferred service provider requests. Qualitative criteria need to be appropriate, well-defined and tailored to the nature of the community service being procured.

The community services request template is available on the Finance website.

#### **4.10.4 Establish an evaluation panel**

When the estimated service agreement value is more than \$250,000, an evaluation panel of at least three voting members must be convened. The evaluation panel will assess the offers received against the qualitative criteria. The evaluation panel must include members with a range of skills and experience relevant to the nature of the outcome sought.

The evaluation panel makes a recommendation but does not make the service agreement award decision. The Accountable Authority or delegate makes the final decision and awards the service agreement. If the Accountable Authority or delegate does not agree with the evaluation panel recommendation then:

- the recommendation can be referred back to the evaluation panel to reconsider; or
- the Accountable Authority or delegate can disregard the recommendation and award on the basis of what they believe represents better value for money. Detailed supporting documentation as to why the Accountable Authority or delegate believes the recommendation should change must be recorded.

The community services evaluation handbook template provides a format and methodology for rating the responses according to the qualitative criteria and is available from the Finance website.

#### ***4.10.5 Risk analysis and RiskCover notification requirements***

Conduct a risk analysis to identify potential problems, the likelihood that they will occur and their consequences.

Be aware of RiskCover notification requirements, which are set out in Clause 8 of the RiskCover Fund Guidelines. Where further information is required, contact your RiskCover client service manager.

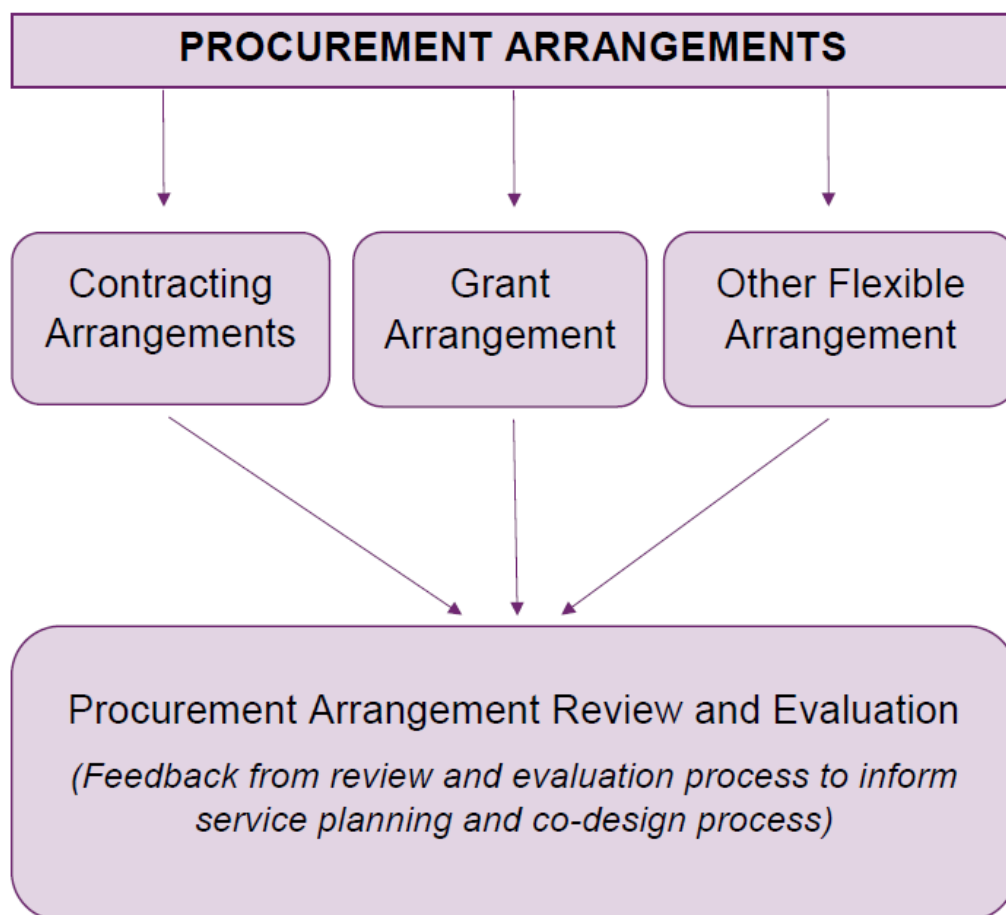
The community services risk workbook template is available from the Finance website.

#### ***4.10.6 Obtain approval for the procurement process***

Once the need and specification have been determined, formal approval is necessary to undertake the procurement process. It is important to ensure that the Accountable Authority is aware of the estimated cost and that there is an approved budget sufficient to cover the required service cost for the life of the service agreement, before proceeding with the procurement.

## 5 Service agreement formation

Figure 3: Procurement arrangements for service agreement formation



### 5.1 Procurement options

The processes for establishing a service agreement outlined in the DCSP Policy have been designed to promote flexibility, innovation and community responsiveness. This is to better meet the needs of the community, while continuing to meet probity and accountability requirements.

The main contracting arrangements available under the DCSP Policy are:

- a service agreement; and
- a master agreement where multiple service agreements (i.e. individual service agreements) are rolled into a single service agreement between a government agency and a service provider.

## 5.2 Procurement tools

A range of mechanisms/ procurement tools are available to formally invite interest and offers from potential service providers which ensure best practice in the selection process. These include:

- registration of interest;
- expressions of interest;
- direct negotiation;
- request; and
- preferred service provider

For information on how to use a registration of interest or expressions of interest process, see **Appendix 2**.

### 5.2.3 *Direct negotiation*

Direct negotiation involves negotiating a service agreement with one service provider only. This would normally occur after extensive market research, which may include an EOI process, to identify a service provider that is best suited to provide the particular service. Direct negotiation may be considered appropriate where:

- no service provider exists with the necessary skills and there is a need to develop such; or
- only one service provider exists with the skills and experience necessary; or
- an open approach to the market has been conducted recently and the service provider offered the best value for money; or
- there are strategic considerations, such as the viability of other funded services that make direct negotiation desirable.

Exercise great care before choosing to negotiate directly with a service provider, so as not to exclude other service providers that may be in a position to offer a competitive solution, if given the opportunity. You must be able to demonstrate, if called upon (for example, by the Office of the Auditor General), that the decision is in the best interests of the service users and the community. The DCSP Policy allows for direct negotiation with potential service providers by allowing the Accountable Authority to approve exemptions from the SSC's Open and Effective Competition policy under certain circumstances. Government agencies are required to maintain a register that records all instances where an exemption has been granted by the Accountable Authority.

### 5.2.4 *Request*

A request is any document issued by a government agency requesting the submission of offers which are capable of resulting, with or without further negotiations, into a

service agreement, and includes any request for quotation or open tender process. The request does not constitute an offer to enter into a service agreement.

#### **5.2.5 Preferred service provider**

Government agencies may, at their discretion, exercise the option of retaining an existing service provider through a restricted process. The existing service provider will then be known as a preferred service provider (PSP). Government agencies must consider the history of a service provider's performance and the need to maintain service continuity.

To assess the existing service provider's suitability for PSP status, determine whether the service provider is:

- continuing to meet the identified need;
- meeting the agreed service specifications, outcomes, quality standards and contractual requirements;
- operating efficiently and effectively; and
- actively engaged in continuously improving services, being responsive to service user and government agency needs and offering innovative solutions to provide the best possible service to the community.

Once your government agency has granted PSP status, the service provider can be retained for an additional term. You can achieve this by issuing a new request document for a formal response, or you can vary the service provider's existing service agreement by extending the service agreement term, rather than entering into a new service agreement. For both these options, undertake a collaborative process to review and update current service specifications.

If the PSP review criteria are satisfied, and you decide to engage in the service agreement variation process:

- complete a PSP review report documenting the service provider's suitability for PSP status and a request for exemption from the competitive requirements of the Open and Effective Competition policy approved by your government agency's Accountable Authority;
- update the service specification, quality standards and service agreement requirements based on discussions with the service provider;
- reflect these updates in a service agreement variation memo, attached with a completed PSP review report approved by your government agency's Accountable Authority; and
- if the variation results in a change to the contract value that exceeds \$5 million, submit the service agreement variation to the Community Services Procurement Review Committee (CSPRC) for endorsement. Tenders WA will also have to be updated if the value is over \$50,000.



To ensure appropriate probity and accountability for decisions of this nature, you must ensure that the review of a service provider for PSP status is transparent and that the service provider is involved.

## **6 Open tender and evaluation process**

### **6.1 Develop the request**

The request ultimately constitutes a part of the legally binding service agreement. Therefore each component of the request must be written in a clear and precise way.

Identify the expected community outcomes, outputs, performance measures and any special considerations in the request. This will allow potential service providers to devise innovative solutions when preparing their offers.

When developing the request, consult with your colleagues, take advantage of in-house expertise, and consult with users and subject matter specialists. This will help you to specify:

- exactly what is required. In accordance with the principles of the DCSP Policy, it is more appropriate to specify the community outcome, rather than the outputs or deliverables;
- the required quality standards;
- timeframes;
- a contractual and technical contact person; and
- delivery/ submission/ lodgement instructions.

The request contains a price schedule which provides guidance on how service providers should present their price. While government agencies operate with tight budgets, services must be purchased at a 'fair and appropriate' price. This requires, at a minimum, that the price paid for services covers all the costs of providing that service.

The community services request template is available on the Finance website.

### **6.2 Advertise the request**

When setting the request closing date consider the value, complexity or strategic nature of the request. As a guide, a common period is four weeks, with two weeks being the minimum.

Consider how long it will take a service provider to:

- obtain the request document;
- read and analyse the request and supporting documents, if any;
- seek clarification on the request and supporting documents;
- prepare pricing and costing information;
- compile, develop and submit a tender response; and
- arrange for the tender to be delivered before the closing date and time.

Consider the nature of the procurement activity and the circumstances of the market approach, including:

- the services to be procured;
- the procurement's maximum estimated value over the life of the service agreement;
- the complexity of the procurement activity;
- the risks involved and the impacts on the government agency's business;
- the extent of engagement required with potential service providers, such as briefings;
- the type and amount of clarification a potential service provider might need; and
- the amount of information and level of detail the service provider is required to provide in its offer.

Advertise the request on Tenders WA ([www.tenders.wa.gov.au](http://www.tenders.wa.gov.au)), attaching the request document for download by potential service providers.

A briefing for potential service providers can be held to provide them with an overview of the request and the services being sought. The briefing also provides an opportunity for potential service providers to clarify issues before the request closing date. If attending a briefing session is mandatory for potential service providers, this should be clearly stated as a mandatory requirement. The legal entity recorded in the attendance register must match the name of the entity submitting the offer.

Record all enquiries from potential service providers. Where the enquiry requires a change to the request, an addendum is to be issued to potential service providers. Where potential service providers seek clarification, this process should be managed in such a way as to not give one potential service provider an unfair advantage.

### **6.3 Receive and record offers**

An authorised officer should be responsible for the tender opening process, with at least two officers presents during the process. Offers must be held in a secure location. The procedures for the receipt, opening and registration of offers must safeguard their security and confidentiality. Be mindful of probity issues associated with late offers.

Retain all relevant documentation and information, particularly the offers themselves, on file in a secure and confidential manner for audit purposes and to protect the interests of service providers. It is worth remembering at this point the legislation relating to record management practices, including the *Financial Management Act 2006*, *Freedom of Information Act 1992* and the *State Records Act 2000*.

## **6.4 Evaluate offers**

FaCS has developed templates to assist with the evaluation process. The community services evaluation handbook template provides a format and methodology for rating offers according to the qualitative criteria.

Each panel member will undertake an individual evaluation of offers against the qualitative criteria, without discussion with the rest of the evaluation panel. The panel then meets to discuss the assessment of each respondent against each criterion, and reach a consensus on scoring as per the evaluation rating scale in the evaluation handbook. The panel reaches a recommendation based on its consensus assessment of offers received.

Following completion of the tender evaluation process, prepare an evaluation report recording the reasons for the evaluation panel's recommendation. Reasons for the recommendation, and for the passing over of any offers, must be clearly documented and supported. The report should be a complete account of the evaluation and must be able to stand up to independent scrutiny.

The community services evaluation handbook and evaluation report templates are available on the Finance website.

## **6.5 Clarifying offers**

It is sometimes necessary to clarify aspects of a service provider's offer before you can move to preferred respondent stage or accept the offer. Any clarifications sought should be minor, generally requiring "yes" or "no" responses. If you need to seek clarifications that might result in more detail than a "yes" or "no" response, ensure that all respondents are given the same opportunity to respond to these questions.

If you need to ask detailed, specific questions of a service provider, the best approach is to nominate the service provider that represents best value for money as a preferred respondent, and then commence negotiations.

## **6.6 Evaluation reports for procurements of \$5 million**

Evaluation reports for procurements of \$5 million (including GST, indexation and any extension options) and above must be submitted to the CSPRC for endorsement. Endorsement provides you with confidence that the process used to select the recommended service provider is robust.

## 6.7 Due diligence, negotiations and award service agreement

### 6.7.1 Due diligence

Due diligence is a formal process undertaken prior to service agreement negotiations and management. Due diligence is about independently verifying that the service provider has the capacity and capability to successfully and fully deliver against the service specifications/requirements over the term of the service agreement.

Due diligence may include independent verification of information provided by the service provider, for example, financial statements, insurances, ownership structures, and reference checks. Formal due diligence will not usually be required for simple, routine or low-risk service agreements.

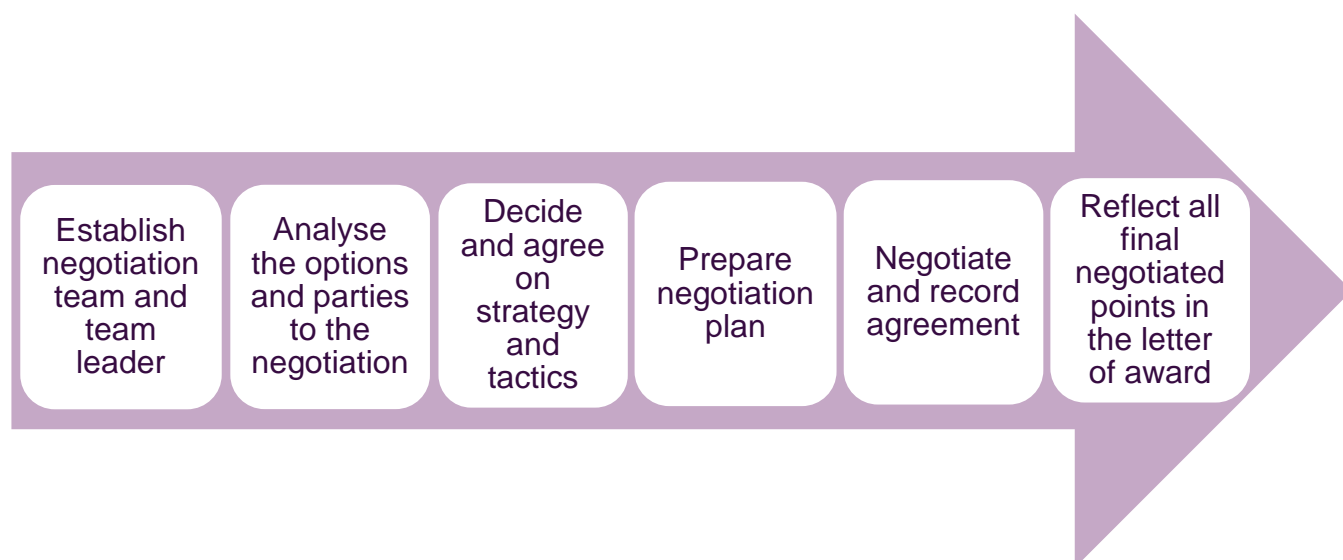
### 6.7.2 Negotiations

Service agreement negotiations are often required prior to finalising a service agreement. Conduct service agreement negotiations in a professional and structured manner.

There are a variety of negotiating styles that can be used and there is no 'one size fits all' approach. The approach used will depend on the resources available, the skills and experience of the personnel involved, what issues are to be negotiated and the timeframe involved.

The steps involved in negotiation are shown in **Figure 4**.

**Figure 4: Steps to successful negotiation**



### **6.7.3 Negotiation plan**

Consider developing a negotiation plan, documenting information such as the following:

- purpose of the negotiation plan;
- authorisations;
- objective for negotiation process;
- negotiation team structure;
- venue for negotiation;
- timeframe for negotiation;
- issues for negotiation – your position, their position, possible trades;
- questions to be asked during negotiations and why; and
- best alternative to a negotiated arrangement.

In some instances, it is advisable to engage a probity advisor to oversee the negotiation and to provide advice on the integrity of the proposed process, particularly for large, complex, high-risk, high-value or controversial procurement activities.

### **6.7.4 Record keeping**

Once negotiations are finalised, create a record of the complete negotiation process, which may include but is not limited to:

- records of observations and agreements reached;
- outcomes of negotiation:
  - Inputs to the evaluation process/recommendation reports;
  - Inputs to contractual documents;
  - Concessions exchanged and accepted during the negotiation; and
  - Negotiations and conversations as reference for any disputes.
- approvals obtained from the Accountable Authority;
- Service agreement documents executed; and
- Review outcomes i.e. success of negotiation and procurement process.

## **6.8 Obtain approval to award service agreement**

Once the evaluation of offers has been completed, all relevant departmental approvals for awarding the service agreement must be obtained. Once that has been done, the authorised officer will formally notify the service agreement award to the successful respondent.

The award of service agreement for request process letter template is available on the Finance website.

## 6.9 Notify unsuccessful respondents

Once the successful respondent has been awarded the service agreement in writing, unsuccessful respondents must be notified in writing of the outcome of the procurement process. The letter must include the following details:

- the request outcome, including the request number and title;
- the successful service provider;
- the service agreement term; and
- the total price for the term of the service agreement.

The unsuccessful offer for request letter template is available on the Finance website.

## 6.10 Service provider debriefing session

The purpose of a debrief session is to help unsuccessful respondents understand how they can develop more competitive offers in future. A debrief also helps a government agency by providing potential respondents with a better understanding of its requirements. Schedule the session for a mutually convenient date, time and venue. Conduct a debrief session as soon as practicable, usually within 15 days of notifying the unsuccessful respondent of the service agreement award details.

The debrief team must include a minimum of two members, at least one of whom should be from the evaluation panel. It is important that the debrief team presents a fair and balanced view of the unsuccessful respondent's offer. Prior to the debrief session, re-familiarise yourself with the offer and the reason why the service provider was not successful.

Recommended best practice:

- ask unsuccessful respondents to provide a list of questions prior to the session to determine the key issues they would like to focus on;
- after the questions are submitted, the debrief team should meet to discuss and prepare responses to the questions;
- the unsuccessful respondent should be notified if any of the questions does not fit within the scope of the debrief session as they will not be answered; and
- the unsuccessful respondent should be asked to provide in advance a list of the attendees, the company they represent, titles and functional roles.

The agenda should be provided to the participants in advance and include introductions, an overview of the request and the evaluation process by the debrief team, and a review of the questions provided in advance.

At the meeting, brief the unsuccessful respondent on the following:

- why their submission was unsuccessful;

- how their offer performed with respect to the evaluation criteria;
- the strengths of their offer as well as about areas of weakness or non-compliance;
- suggestions on how to improve future offers; and
- responses to their previously-submitted written questions.

It is recommended that each debrief is fully documented, including:

- attendees (from the government agency and from the unsuccessful respondent);
- the information provided to the unsuccessful respondent;
- any issues arising;
- details of any information that was requested, but not disclosed due to commercial-in-confidence considerations; and
- any likely future complaints and recommendations for further action.

To maintain the confidentiality of commercial information, this debrief should be limited to an examination of the unsuccessful respondent's offer against the evaluation criteria and should not involve direct comparison between other respondents.

## **6.11 Publish award details on Tenders WA**

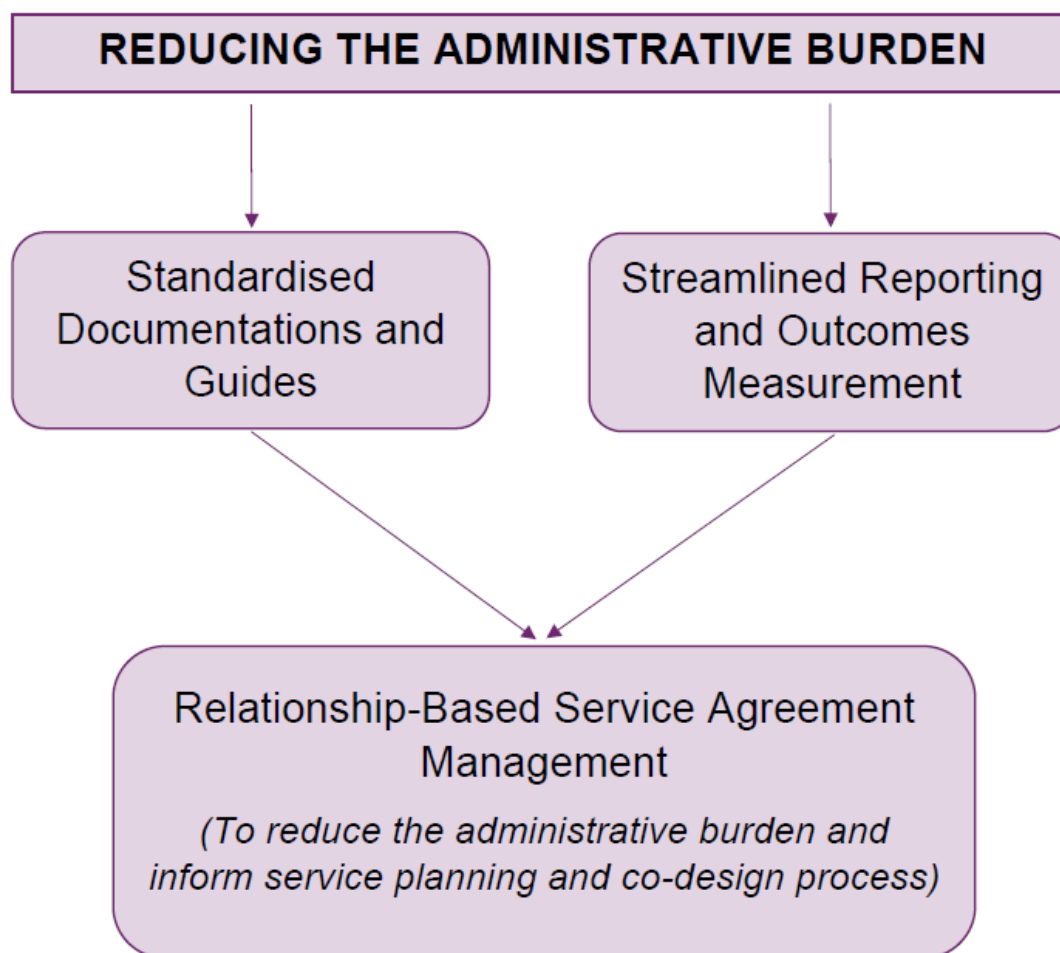
Where the awarded service agreement price is greater than \$50,000 (including GST and indexation), a government agency must publish the service agreement details on Tenders WA after the successful and unsuccessful respondents have been notified.

A government agency is not required to publish service agreement details where the Accountable Authority considers that the release of the services agreement details presents a significant operational risk, such as the potential to compromise security.



## 7 Service agreement management

Figure 5: Reducing the administrative burden



Service agreement management is the process of working collaboratively with a service provider to ensure that services are delivered to the required standards within the agreed timeframe and that both parties to the service agreement meet their obligations.

A strong working relationship with the service provider is essential. Take a consistent, informed and proactive approach to service agreement management. This assists you to anticipate future service agreement requirements, identify any avenues for continuous improvement, balance costs against risk and respond quickly to changing circumstances.

Please note that this guide provides only a brief overview of service agreement management. For more detailed information and guidance, please see the service agreement management guide available on the Finance website.

## **7.1 Service agreement management plan**

A formal service agreement management plan is required for service agreements valued at over \$5 million (including GST, indexation and any extension options). It is also recommended that a service agreement management plan be put in place for lower value service agreements that are deemed high risk. A formal plan is not required for simple or low risk procurement. A service agreement management plan incorporates transition management, performance monitoring and ensures both parties fulfil their commitments in accordance with the service agreement. If there is a requirement for extending or finalising a service agreement, it is essential that the appropriate actions be taken prior to the service agreement expiry date.

## **7.2 Variations to service agreement value**

Note the following requirements for service agreement variations:

- service agreement variations valued at \$50,000 and above must be recorded on Tenders WA;
- service agreement variations valued at \$5 million and above must be submitted as a service agreement variation memo to the Community Services Procurement Review Committee; and
- if a service agreement variation is valued higher than the threshold for involving Government Procurement, a service agreement variation memo must be submitted to Government Procurement.

## **7.3 Three month notice period**

Government agencies must provide at least three months' notice where any service agreement with the community services sector will cease, not be renewed or will be substantially reduced as a result of a review. The three month notice period commences at the point at which certainty is provided by a government agency to a service provider. Consistent with the requirements of the DCSP Policy, any planning undertaken as part of these reviews must be done in consultation with the community services sector, wherever possible.

Frequently Asked Questions for Agency Reviews of Community Services and the three month notice period are available on the Finance website.

## **7.4 Reducing the administrative burden**

The DCSP Policy requires government agencies to give consideration to the level of administrative burden imposed on service providers during the procurement lifecycle and to employ measures to minimise this burden. At a practical level, this will be

achieved through the establishment of consistent and robust practices that are commensurate with service agreement risk and value.

Listed below are a number of measures that you can implement to reduce the administrative burden imposed on service providers:

- using standardised procurement practices and tools including the suite of standard contract guides, templates, terms and conditions maintained by FaCS;
- moving to longer-term service agreements (five year minimum terms, excluding extension options) to provide greater funding certainty and minimise unnecessary transition and re-bidding costs;
- using the service agreement variation mechanism to extend a service agreement for a preferred service provider where appropriate, rather than engaging in a new preferred service provider request process;
- working in collaboration with service providers to share data, ensuring that you inform service providers why you are seeking data and the purpose for which it will be used, including any business decisions that will be informed by the data and any accountability requirements the data will satisfy;
- focusing more on performance and less on financial reporting – to ensure that service agreement management focuses on service delivery and that reporting requirements are commensurate with the scale and risk of the procurement;
- moving away from prescribing ‘inputs’ and ‘outputs’ in service agreements and focusing on ‘outcomes’ – which allows service providers to innovate and reshape service delivery; and
- encouraging service providers to use the Government’s online tendering system (Tenders WA) – to reduce the cost and effort involved in identifying and responding to tenders.

## **Appendix 1 – Direct purchasing and written quotes**

### **Direct purchase - Procurements up to \$50,000**

Where an authorised officer is satisfied that a purchase represents value for money, and it is up to the value of \$50,000 (including GST, indexation and any extension options) they can proceed to direct purchase.

Consider the following recommendations when making a direct purchase:

- use your knowledge of the market, the complexity and risk of the purchase, and process efficiency to determine the most appropriate procurement method;
- seek more than one quotation if you are not satisfied that the first choice of potential service provider represents value for money;
- keep appropriate records of purchases. This may include a completed verbal or written quotation form, a purchase order or receipts; and
- use different service providers from time to time to test value for money for regular requirements.

## Written quotes - Procurements between \$50,001 and \$250,000

Government agencies are required to seek written quotes for procurements over \$50,001 and up to \$250,000 (including GST, indexation and any extension options). The recommended procurement process is shown below.

Develop specifications
<ul style="list-style-type: none"> <li>• Develop specifications based on the desired community outcome.</li> <li>• Use the community service request template.</li> </ul>
Request quotes
<ul style="list-style-type: none"> <li>• Identify two to five potential service providers capable of delivering the required service.</li> <li>• Ensure potential service providers are given consistent specifications / requirements by using the community service request template.</li> <li>• Issue the community service request to potential service providers.</li> <li>• Allow potential service providers at least ten days to respond to the request.</li> </ul>
Evaluate
<ul style="list-style-type: none"> <li>• Establish a panel of two or more appropriately skilled and knowledgeable members.</li> <li>• Provide panel members with the community service evaluation handbook when distributing service provider quotes.</li> <li>• Evaluate quotes received in accordance with the SSC policies and the DCSP Policy.</li> <li>• Select the successful service provider.</li> </ul>
Justify
<ul style="list-style-type: none"> <li>• Outline the process undertaken to evaluate quotes using the community services evaluation report template.</li> <li>• Record details of all quotations requested and received, decision made and successful service provider details.</li> </ul>
Advise
<ul style="list-style-type: none"> <li>• Advise successful service provider by sending a 'letter of award'.</li> <li>• Advise unsuccessful service provider(s) of the result in writing.</li> <li>• Publish the service agreement award details on Tenders WA.</li> </ul>

***Guide notes (written quotations for procurements between \$50,001 and \$250,000):***

- Use the community services request template to ensure you address all processes and SSC policies, DCSP Policy and government policy requirements. This provides consistency for service providers who may respond to multiple government agencies. The community services templates can be accessed from the Finance website.
- Clearly define and specify the intended outcomes and the kind of services being procured. This will enable potential service providers to respond and to appropriately price their offer.
- Give regional service providers the opportunity to provide services for a regional requirement.
- Make the same information available to all potential service providers. If there is an important change to the purchasing requirements, it may be necessary to issue an addendum and extend the closing date, in writing.
- Written quotations should be lodged (by fax or email or by hand) and placed in a secure area and not be viewed by the evaluation panel until after the designated closing time. Use of a secure tender box is preferred, but not required. Confidentiality must be maintained throughout the evaluation process.
- The evaluation panel must evaluate the quotes in accordance with the process and qualitative criteria outlined in the community services evaluation handbook template.
- An evaluation report must be prepared, outlining the evaluation process and providing justification for the chosen service provider representing best value for money. The report should cover all aspects of the procurement and be comprehensive enough to stand up to independent review.
- Any negotiations with preferred respondents must be accurately recorded and any agreements incorporated into the final award letter (acceptance of the offer).
- Should the price of the successful service provider exceed the written quotation threshold, the Accountable Authority may elect to proceed to award the service agreement. In assessing this, the Accountable Authority will consider how much the threshold has been exceeded by and the benefits of conducting a further open tender process.
- Notify successful and unsuccessful service providers of the result in writing.
- The Accountable Authority may approve an exemption from obtaining written quotes in the circumstances outlined in the SSC Open and Effective Competition policy.

## Appendix 2 – Registration of interest and expressions of interest

### Registration of interest

Registration of interest (ROI) is used:

- as an early identification strategy;
- when planning a new service or reviewing an existing service; or
- to seek contact information for service providers that might be interested in providing a service at a future time.

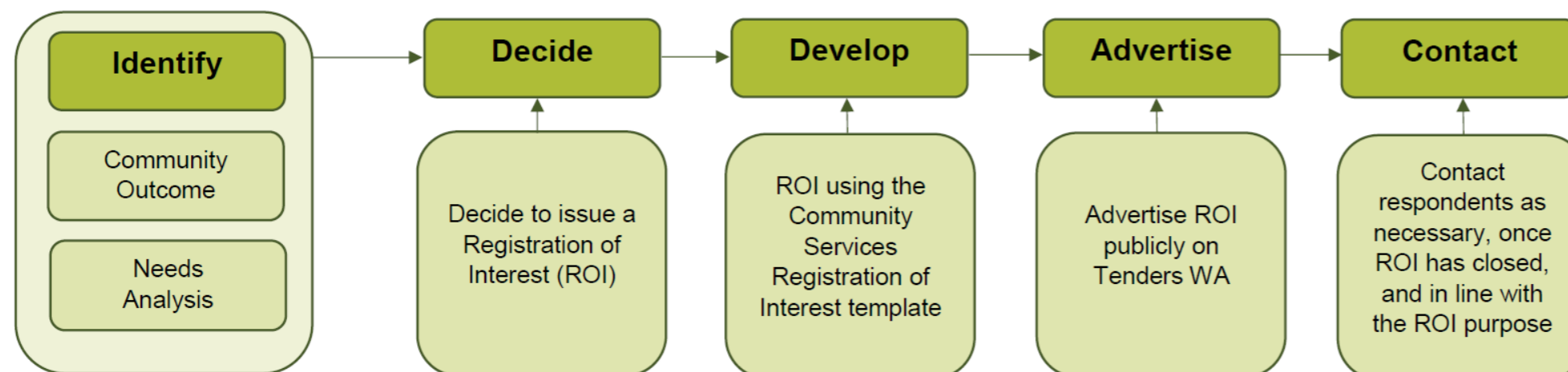
Once the ROI process has closed, the respondents can be contacted as necessary and in line with the purpose of the ROI process.

Conducting an ROI process will not result in any kind of evaluation or short-listing and is not a commitment or representation that a request will be issued at any time in the future.

The community services registration of interest template is available on the Finance website.

The ROI process is outlined in **Figure 6**:

**Figure 6: Registration of interest (ROI)**

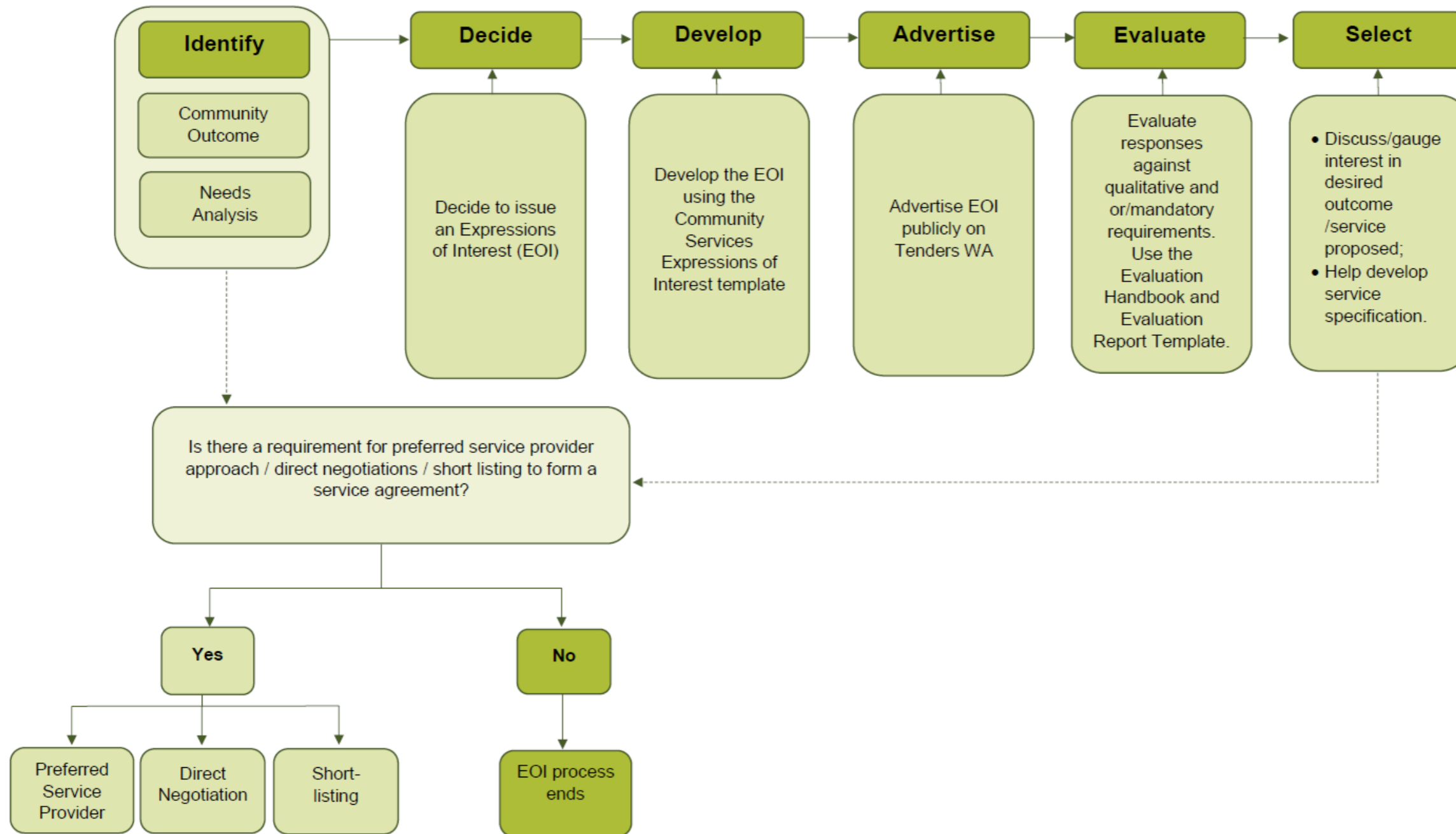


## Expressions of interest

An expression of interest (EOI) is a public process which you may use to establish preliminary interest, or shortlist potential service providers.

The EOI process is outlined in **Figure 7**:

**Figure 7: Expressions of interest (EOI)**





***Guide notes (expressions of interest):***

- Use the community services EOI template available on the Finance website.
- Conducting an EOI process does not enable you to directly enter into a service agreement.
- Ensure that information and detail in the EOI is in line with the purpose and outcome required from the EOI process.
- EOIs must be publicly advertised on Tenders WA.
- Advertise EOIs for a period that will sufficiently enable potential service providers to submit a suitable response, and bear in mind the nature and complexity of the procurement.
- Evaluate responses against any mandatory requirements, qualitative criteria and disclosure requirements and record evaluation process and outcomes using the evaluation handbook and evaluation report template from the Finance website.

## Appendix 3 – Grants

Policies applicable to grants are currently formulated by individual public authorities (grants are not subject to the *State Supply Commission Act 1991*). All policies for grants for Community Services must align with the DCSP Policy.

### Compliance requirements for grants

In providing grants, government agencies must comply with the following requirements:

There must be a documented application and approval process for each grant.

- Government agencies must use the standardised grant agreement documentation to reduce the impost of service providers having to meet multiple and inconsistent requirements. The documentation will specify, among other things, clear reporting measures relating to the use of grants.
- Government agencies must ensure that grants are tied to a clearly defined purpose. Service providers should be required to provide certification and supporting evidence that the grant was used for that specific purpose.
- Government agencies must publicly disclose details of all grants to which the DCSP Policy applies, subject to any directives in the *Financial Management Act 2006* and Treasurer's Instructions.
- Government agencies must ensure that the service provider agrees to provide a properly documented acquittal of the grant funds. This may include a formal annual audit of related activities of the service provider, undertaken in accordance with standards set by the granting government agency and consistent with incorporation legislation. Government agencies must ensure that service providers are aware that they may be subject to an audit by the Office of the Auditor General or its representative, in certain circumstances in accordance with the *Financial Management Act 2006* or the *Auditor General Act 2006*.

### Standardised grant templates

The standardised grant templates are succinct, non-legalistic, “user-friendly” and flexible, so as to reflect the varied nature of grants to the community sector. It takes the form of two (2) separate grant templates. These are:

- a standard grant agreement to be used as the template for all grants valued at \$10,000 or more; and
- a list of grant conditions drafted in ‘plain English’, which may be used for smaller and less complex grants valued at below \$10,000.

The list of grant conditions are not intended to function as a separate document but may be incorporated into either advertised guidelines or application forms as a condition of the grant or in the formal letter of offer advising recipients that their grant application has been successful.

## Appendix 4 – Probity and accountability

Ensuring probity and accountability in government purchasing is a key SSC policy objective. Government agency officers must apply the highest levels of ethical behaviour in all areas of their work. This is particularly important in procurement, as it involves spending public money and is subject to high levels of public scrutiny.

Maintaining probity in procurement involves more than simply avoiding corrupt and dishonest conduct. It means ethical behaviour that upholds public values and ensures impartiality, accountability and transparency.

Transparency and accountability in procurement give service providers the confidence to participate in the government marketplace, and an ethical culture minimises the cost of managing risks and enhances confidence in public administration. Ensuring probity of action is every government agency officer's responsibility and can be promoted through the adoption of processes, practices and behaviours that support public sector values and interests.

In addition to SSC policies, probity and accountability obligations for government agencies and government agency officers are imposed through:

- Western Australian Public Sector Code of Ethics;
- *Public Sector Management Act 1994*; and
- *Financial Management Act 2006*.

### What is probity?

*Probity* requires that a government agency conduct its procurement activities ethically, honestly and fairly. You can promote and demonstrate high standards of probity by doing the following:

- act in a manner that is consistent with your government agency's code of conduct;
- possess the skills, knowledge and experience to deliver good procurement outcomes;
- ensure appropriate checks and balances are in place throughout the procurement process;
- ensure the concept of conflict of interest is well understood and strategies are in place to identify and manage potential issues;
- ensure communication with service providers is consistent and does not disadvantage or advantage one service provider over others;
- ensure officers are not compromised in their ability to act, or to be seen to act, impartially; and
- ensure confidentiality of service provider information and evaluation processes.

## What is accountability?

*Accountability* requires that a government agency be able to publicly account for its decisions and take responsibility for the achievement of procurement outcomes. You can promote and demonstrate high standards of accountability by ensuring the following:

- responsibility for procurement decisions is readily identifiable through a clearly defined delegation matrix;
- adequate records are maintained to enable internal and external scrutiny of procurement decisions;
- purchasing procedures guide officers through procurement activities in line with the relevant government and SSC policies;
- Service agreement award details are publicised as required by the SSC Open and Effective Competition policy; and
- processes are in place to provide feedback to unsuccessful service providers and to manage service provider complaints.

## Appendix 5 – Glossary of terms

**Accountable Authority** means the officer responsible for purchasing undertaken by a government agency. This is usually the government agency's Director General, Chief Executive Officer or their delegate. It also means the same as defined in section 3 of the *Financial Management Act 2006*.

**Act** means the *State Supply Commission Act 1991*.

**Addendum** means the additional information about the request, provided after the initial advertising date.

**Co-design** means to collaboratively design services with service users, organisations and service providers, and public authorities.

**Collaboration** means two or more parties working together to create or achieve the same outcome.

**Common Use Arrangement** means a whole-of-government contract arrangement, established for use by all government agency, and indicated as a Common Use Arrangement in the Specification.

**Community services** means services that provide support to sustain and nurture the functioning of individuals and groups, to address physical, social and economic disadvantage, maximise their potential, and to enhance community wellbeing.

Types of community services include (but are not limited to):

- services that contribute to the building of capacity within the community to respond positively to an identified need;
- services required to address disadvantage for which a collaborative approach is required with the community;
- services that encourage the involvement of volunteers, increased business or community support, or the personal empowerment of recipients of the service; or
- services that contribute to the ability of people to live and participate in the community.

**Delivering Community Services in Partnership (DCSP) Policy** means the DCSP Policy effective from 01 July 2011, current version effective from 01 October 2018.

**Direct purchase** means the procurement of services by placing an order directly with the service provider of choice.

**Finance** means the Western Australian Department of Finance

**Government agency** means a department of the Public Service of the State established or deemed to have been established under the *Public Sector Management Act 1994*, or an agency, authority or instrumentality of the Crown in right of the State.

**Integrated services** means the arrangement where multiple stakeholders, such as government agencies and organisations, collaborate to provide services to individual service users in a coordinated, efficient and accessible manner to achieve better outcomes.

**Lodgement address** means the address shown in the request, to which an offer must be addressed.

**Offer** means the Part H – Response Form section in the request which is completed by a respondent.

**Offer validity period** means the period of time for which an offer will remain open for consideration and acceptance by the government agency.

**Open tender** means the process of publicly inviting offers to supply goods or provide services involving specifications and detailed documentation.

**Organisation** means an organisation, having corporate status that provides community services funded or purchased by government agencies, including but not limited to, not-for-profit community services organisations and local government authorities.

## **Outcome**

**Individual outcome** means the desired changes, benefits, learnings or effects that occur for the individual as a result of a community service.

**Service level outcome** means the desired changes, benefits, learnings or effects that occur within the community as a result of a community service.

**Community outcome** means the desired impact or change sought to be achieved in the community.

**Price** means the total price of the procurement for the total period of the service agreement including extensions, indexation and GST.

**Procurement** means the entire process for obtaining all class of resources (human, material, facilities and services). It can include planning, design, standards determination, specification writing, preparation of quotation and tender documentation, selection of service providers, financing, contract administration, disposals and other related functions.

**Procurement plan** means a project management tool that provides a framework for procurement. The procurement plan outlines the key issues that both determine and impact the procurement strategy and method adopted.

**Request** means any request by Finance or other government agencies for the submission of tenders, offers, proposals, expressions of interest or other like submissions capable of resulting, with or without further negotiation, in a service agreement, and includes any request for quotation or open tender.

**Respondent** means a service provider who has or intends to submit an offer to a government agency.

**Response to selection criteria** means the provision of information relating to the selection requirements, as contained in Part H – Response Form section in the request.

**Selection criteria** means the requirements used in evaluating respondents' offers.

**Service agreement** is the formal contract between the government agency and the service provider for the provision of community services.

**Service agreement management plan** means a plan containing all the pertinent information about how the service agreement is to be managed and which identifies and addresses all relevant issues through the life of the service agreement.

**Service provider** means an organisation providing or seeking to provide community services on behalf of a government agency.

**Specification** sets out details of the performance required under a contract.

**Stakeholder engagement** means to undertake a planned process of working with identified stakeholders to achieve a defined purpose.

**Sufficient quotations** means an adequate number of bids from bona fide sources of supply so as to ensure open and effective competition. To demonstrate competition, the number of service providers requested should range from two to five.

**Supply policy** means the supply policies issued under and in accordance with section 28 of the *State Supply Commission Act 1991*. The State Supply Commission policies provide a framework for goods and services procurement that reflects best practice principles and arrangements.

**Sustainability** means the ability of an organisation to continue to provide services over a long-term period, and depends on the ability of that organisation to secure funds to meet the full cost of service delivery, attract and retain human capital, and manage operational risk.



**Tenders WA** means the WA Tendering System ([www.tenders.wa.gov.au](http://www.tenders.wa.gov.au)) providing direct access to Government contracting information, including early tender advice to service providers, advertising of tenders, electronic tender lodgement and award of Government contracts valued at \$50,001 and above.

**Verbal quotation** means a verbal process of inviting offers to provide services involving a limited number of potential service providers.

**Written quotation** means a written process of inviting bids to provide services involving a limited number of potential service providers.

## For more information

The Department of Finance website ([www.finance.wa.gov.au](http://www.finance.wa.gov.au)) provides a central information source for all community services policies, guides, templates, publications, events and training programs.

The State Supply Commission tab of the Finance website ([http://www.finance.wa.gov.au/cms/State\\_Supply\\_Commission.aspx](http://www.finance.wa.gov.au/cms/State_Supply_Commission.aspx)) provides information on government goods and services procurement policy.

Tenders WA ([www.tenders.wa.gov.au](http://www.tenders.wa.gov.au)) allows agencies to advertise requests in excess of \$250,000 and publish award details. Agencies must advertise all requests exceeding \$250,000 (inclusive of GST, indexation and all extension options) and awarded contracts with a value greater than \$50,000 (inclusive of GST, indexation and all extension options).

For assistance with Tenders WA, email [procurementsystems@finance.wa.gov.au](mailto:procurementsystems@finance.wa.gov.au)

For all community services and DCSP Policy assistance and support, email [fundingandcontracting@finance.wa.gov.au](mailto:fundingandcontracting@finance.wa.gov.au)