



Appendices

Appendix A

Project Brief

PART B -GENERAL CONDITIONS AND SPECIFICATIONS

1.0 Description

Tenders are invited and will be received until 4.00 p.m. Thursday 16th May, 1996 for the Supply of a study to assess the impact of Compulsory Competitive Tendering

2.0 Purpose

To produce a working document suitable to a number of regions that could be used to assess the impact of Compulsory Competitive Tendering (CCT) in their local community, economically, socially, and on critical services, and the ways that positive growth can be developed under CCT.

It will address the "regional approach" option for small shires in relation to competitive tendering, monitor the impact of CCT, and establish benchmarks relevant for small isolated communities and develop a model for establishing the impact and effects of CCT.

3.0 Project Description:

3.1 Background:

The Loddon Shire is situated in Central Victoria, north west of the City of Greater Bendigo. The Shire consists of the old shires of East Loddon, Gordon, and Korong, and sections of a number of other shires.

Compulsory Competitive Tendering (CCT) forms part of Victoria's response to the need for improved efficiency in local government, through the exposure of Council's functions and service delivery units to market testing and commercial competition.

The region is facing a number of threats to both its economic and social viability with significant pressures from major regional centres. It is believed that the implementation of CCT, could affect the viability of many small rural towns if fully implemented. The results of the loss of work, money, and trained people in these towns could be catastrophic.

The Loddon Shire Council has received funding from the Federal Government under the "*Local Government Development Program Grant*" scheme.

This study will cover the shires of Loddon, Buloke and Towong with the possibility of other shires also becoming involved.

The project will explore alternatives that could avoid or lessen any negative impacts of CCT through a process of comparative benchmarking of Council Services. The project will study actual and possible impacts of CCT on small rural communities and establish the feasibility of an alternative approach based on benchmarking.

3.2 Specific Project Outcomes

- Micro-economic reform
- Best Practices Training
- Improvement to Local Services
- Value for money whilst protecting regional development
- Workplace Reform identification
- Development of pricing mechanisms to improve resource allocation
- Development of partnership arrangements with businesses

3.3 Specific Project Outputs:

- Working and discussion document for other regions
- Training recommendations and basis
- Identification of partnership arrangements with private sector and other government areas
- A practical workable solution for rural areas.

4.0 Detailed Tasks/Requirements

- 4.1 - Investigate the economic impact of CCT on small rural shires, if local jobs are lost due to work being "won" by major regional centres (e.g. Bendigo, Swan Hill, Kerang) and the impact this would have on critical services and social viability
- 4.2 - Investigate actual and potential social impact of CCT on small rural shires, through loss of jobs and through shires competing for work in the private sector. Identify the impact this would have on critical services and social viability.
- 4.3 - Determine the critical services that would be effected by population decline and assess support options for these services.
- 4.4 - Determine and develop methods of measuring quality of service provided and how this may be impacted upon by CCT.

- 4.5 - Investigate "best practice" micro-economic reform packages to minimise any detrimental effects of CCT and maximise benefits, (e.g. sub-regional co-operation ventures).
- 4.6 - Investigate cost saving alternatives to work in conjunction with CCT, (e.g. resource sharing with other local government areas and private providers).
- 4.7 - Develop alternative benchmarks to CCT (refer specific details provided under "Case Studies"),
- 4.8 - Development of baseline information on existing services for both private and public sector.
- 4.9 - Develop training basis aimed at achieving required improvements to services (refer specific details provided under, "Training"),
- 4.10 - Discuss and develop the above issues and recommend changes.
- 4.11 - Investigate partnership arrangement options with the business sector.
- 4.12 - Produce a working document that can be used by other small rural shires.

5.0 Final Deliverable:

A working document suitable to a number of regions that could be used to assess the impact of CCT on their local community economically, socially, and in terms of service delivery (inclusive of quality. It should also identify ways that positive economic development can be enhanced under CCT.

Two main outcomes are expected - firstly, a clear presentation of results and recommendations, and secondly, the ability of the project to add a valuable tool to Local Governments throughout regional Australia.

6.0 Project Stages & Elements:

6.1 Basic Research

- Quantify services to be tendered under CCT (Year 1, 2, & 3),
- Identification of past providers of these services,
- Identification of items already tendered under CCT,
- Identification of the successful tenderer (and reason for acceptance),
- Percentage of local tenderers and their success rate,
- Selection of criteria for assessing viability of areas.

6.2 Case Studies

A benchmarking study is to be made on the following services:

- (i) Unsealed rural road maintenance.
Including: re-grading, re-sheeting, roadside clearing, guide post and signs maintenance, minor drainage maintenance.
- (ii) Sealed rural road maintenance
Including: re-surfacing, patching, roadside clearing guide post and signs maintenance, minor drainage maintenance
- (iii) Town Planning services
- (iv) Design services
- (v) Financial Services

The services provided by the three shires in the above areas are to be benchmarked across the three Shires with appropriate other non-metropolitan Councils to identify the extent, if any, that the cost and service quality of the three Shires' services fail to match those of other comparable non-metropolitan Councils, or the general market, and to identify any apparent reasons for any such differences.

To identify the alternative methods by which the three Shires may acquire the benchmarked services and assess the economic advantages and disadvantages of contracting out or using in-house services. Such assessments should include the impact upon the Shires' operations, staff, ratepayers, residents, and local businesses.

To recommend in view of the results of the above, what may be the best way of fostering efficiency and effectiveness in the three Shires' service delivery area, while minimising any potential loss of economic activity within the areas serviced by the Shires.

Assist Shire staff to analyse their service delivery processes.

Define appropriate performance indicators for the services.

6.3 Interpretation of initial study

Identification of likely impact of various options over three to five year period.

- economically
- socially
- on other local organisations
- people leaving the area,
- Impact of loss of shire staff (immediate and long term),
- Service quality

6.4 Development of Projected Viability Formulae

Development of projected viability formulae for areas effected by CCT (i.e. What are the critical core government functions required in a small local government authorities).

6.5 Develop micro-economic reform recommendations including alternate benchmarking guidelines

Develop alternative benchmarks for CCT other than conventional proposals and recommendations for micro-economic reform

6.6 Monitor and Evaluate Past and Present Opportunities

Monitor and evaluate past and present opportunities for "co-operative" provision of services on a regional/sub-regional basis,

- including documentation of what works well and what has not.

6.7 Training

Develop training basis recommendations aimed at achieving required improvements to service delivery in both the public and private sector including, but not limited to:

- Service analysis and benchmarking techniques
- Price analysis and sourcing methodology
- Other training to be suggested by tenderer (at tender stage, e.g. induction course for potential or up-coming councillors).

6.8 Finalise study, working documents and report/models

To finalise study and produce working documents, reports and models including the incorporation of any changes in consultation with the steering committee.

7.0 Overall Project Management Arrangements

7.1 Responsibilities

The overall responsibility for management of the project will rest with the CEO, Loddon Shire and the Steering Committee. Day to day management will lie with the Manager Economic Development, Loddon Shire.

7.2 Contact Personnel

7.2.1 The first point of contact at the Loddon Shire Council shall be:
Peter Kulich, Manager, Economic Development Phone (054) 943200,
Fax (054) 943003

7.2.2 The successful tenderer will provide a single source contact person to report progress against set milestones.

7.3 Date of practical completion

The project is to be completed by end of September 1996. Contractors should allow a minimum of 3 weeks for assessment of final draft report by the Steering Committee, plus time for incorporation of any changes, and production of final report.

8.0 Commonwealth Department of Environment, Sport & Territories Requirements

8.1 The project needs to achieve and link with the strategies and national priorities set by the Local Government Development Program which are as follows:

- Micro-economic reform **
- Development of alternate benchmarking guidelines **
- Assist in regional economic development through the development of best practice work groups *
- Develop/investigate performance indicators and associated data *
- Investigate issues that affect Local Government reform*

* Denotes Identified Program Strategies

** Denotes Identified National Priorities.

9.0 Proposed Financial Management

Contractor will be required to submit a claim sheet for the completion of each project stage with each invoice detailing how time was expended against each project stage.

10.0 Tenderer Information

In addition to contractual requirements noted elsewhere submissions should propose how the consultant will tackle the above tasks. It should nominate:

- the partner who will provide supervision for the project
- the extent of their involvement with the work
- names, qualifications, skills and experience of team that will be assisting

11.0 Project stage reports.

Project stage reports will be expected. The contractor will be assessed as to quality, content, and timing of these reports against a master target program. On-going assessments will be made to ensure that the project is "on-track", sample of type of report to be used by the contractor must be supplied at tender stage

12.0 Variations and Instructions:

- 12.1 The Loddon Shire reserves the right to vary these specifications at any time prior to placement of the contract, and, after discussions with the successful tenderer, after placement of the contract.
- 12.2 Notwithstanding the above, the contractor shall at all times carry out all lawful instructions given by the Loddon Shire Council or its agents or employees. Any failure to carry out such instructions will be deemed to be a breach of contract, and in such an event the Loddon Shire Council reserves the right to cancel the contract effective from the date of the breach.

13.0 Ownership of Intellectual Property Rights

All copyright and other intellectual property rights in the material generated by the Contractor in the course of its work under this project shall vest in the Commonwealth and the Loddon Shire Council. The Contractor agrees to assign such copyright and/ or other intellectual property rights to the Commonwealth and the Loddon Shire Council when any work has been paid for, and any Agreement eventuating from this tender, or any negotiations thereafter, shall operate as an assignment of such ownership and copyright.

14.0 Formal Instrument of Agreement

The contract will be evidenced by a formal instrument of agreement which, will be entered into by the parties, following notification of the acceptance of tender and award of contract.

PART C - TENDER EVALUATION

1.0 Introduction

Each tender submission will be assessed and evaluated by a panel to determine the suitability of the tender submissions, to fairly evaluate each tender bid to provide products and services to Loddon Shire Council for the term of the Contract period and to report to Council with a recommendation.

2.0 Selection Criteria

The following are the evaluation criteria listed in order of importance:

- * Economic benefit to Council
- * Performance history
- * Knowledge & background in compulsory competitive tendering
- * Quality of performance plan/program agenda
- * Ability to meet time lines

Appendix B

Project Steering Committee

Study Steering Committee

Dr. Goff Letts CBE
Chief Commissioner,
Loddon Shire Council

Ms. Joanne Bourke
Chief Commissioner,
Buloke Shire Council

Mr. Chris Gillard
Chief Executive,
Loddon Shire Council

Mr. Peter Kulich
Economic Development Manager,
Loddon Shire Council

Mr. Daryl Woods
Competitive Tendering Manager,
Buloke shire Council

Mr. Simon Glass
CCT Manager,
Towong Shire Council

Mr. David Henderson
Commonwealth Office of Local Government,
Dept. of Environment Sport and Territories

Mr. Ross Millard
Victorian Office of Local Government,
Department of Infrastructure

Appendix C

Schedule of Tenders in Loddon and Buloke Shires

Contract Number	Part Service Type	Closing Date	Shire	Contractor	Location	Value \$000	Yrs	No of Bidder	In-house Bid?	Comments
1	Workcover	Jun-95	Loddon	Mercantile Mutual	Bendigo	300	3	7	No	
2	Banking	Sep-95	Loddon	National Bank	Boort	3	3	4	No	Bids analysed by consultant
3	1 Legal (specialised)	Nov-95	Loddon	Maddock, Lorrie & Chisholm	Melbourne	7.5	3	7	No	
3	2 Legal (General)	Nov-95	Loddon	Rolf W Breisch	Wedderburn	7.5	3	5	No	
4	1 Pav't Materials Supply	Nov-95	Loddon	Reeves	Wedderburn	21.4	1	8	Yes	Contracts awarded to all tenderers
4	2 Pav't Materials Supply	Nov-95	Loddon	EI & WL Smith	Wedderburn	3.5	1	8	Yes	Contracts awarded to all tenderers
4	3 Pav't Materials Supply	Nov-95	Loddon	EB Mawson & Sons	Pyramid Hill	292.6	1	8	Yes	Contracts awarded to all tenderers
4	4 Pav't Materials Supply	Nov-95	Loddon	Leech Earthmoving	Castelmaine	76.2	1	8	Yes	Contracts awarded to all tenderers
4	5 Pav't Materials Supply	Nov-95	Loddon	R & W Peacock	Logan	3.9	1	8	Yes	Contracts awarded to all tenderers
4	6 Pav't Materials Supply	Nov-95	Loddon	Boral Resources	Charlton	82.3	1	8	Yes	Contracts awarded to all tenderers
4	7 Pav't Materials Supply	Nov-95	Loddon	EB Mawson & Sons	Cohuna	0	1	8	Yes	Contracts awarded to all tenderers
4	8 Pav't Materials Supply	Nov-95	Loddon	Loddon Shire	Loddon	45	1	8	Yes	Contracts awarded to all tenderers
5	Valuation	Nov-95	Loddon	Central Valuation Services	Kangaroo Fla	39		4	No	
6	1 Plant Hire	Nov-95	Loddon	EL & WL Smith	Wedderburn	40.9	1	12	No	Contracts awarded to all tenderers
6	2 Plant Hire	Nov-95	Loddon	Reeves	Wedderburn	98.8	1	12	No	Contracts awarded to all tenderers
6	3 Plant Hire	Nov-95	Loddon	JW & PM Brook	Eaglehawk	0	1	12	No	Contracts awarded to all tenderers
6	4 Plant Hire	Nov-95	Loddon	Rob's Excavations	Boort	14	1	12	No	Contracts awarded to all tenderers
6	5 Plant Hire	Nov-95	Loddon	Charley Barnes	Boort	7.4	1	12	No	Contracts awarded to all tenderers
6	6 Plant Hire	Nov-95	Loddon	Boort Excavations	Boort	52	1	12	No	Contracts awarded to all tenderers
6	7 Plant Hire	Nov-95	Loddon	Hinchcliffe	Echuca	87.7	1	12	No	Contracts awarded to all tenderers
6	8 Plant Hire	Nov-95	Loddon	Gladman	Serpentine	44.6	1	12	No	Contracts awarded to all tenderers
6	9 Plant Hire	Nov-95	Loddon	Philip Harrison	Mitiamo	16.9	1	12	No	Contracts awarded to all tenderers
6	10 Plant Hire	Nov-95	Loddon	Fawcett	Pyramid Hill	12.2	1	12	No	Contracts awarded to all tenderers
6	11 Plant Hire	Nov-95	Loddon	LW Milller	Inglewood	0	1	12	No	Contracts awarded to all tenderers
6	12 Plant Hire	Nov-95	Loddon	O'Brien	Kerang	16.9	1	12	No	Contracts awarded to all tenderers
7	Guide Posts	Oct-95	Loddon	Repeat Plastics	Melbourne	3.1	1	3	No	Unclear why wooden posts rejected
8	Road Construction?	Dec-95	Loddon	Loddon	Loddon	136.8	1	3	Yes	Coincidence of lowest two bids?
9	Medical Health Officer	Jan-96	Loddon	Max Higgs	Inglewood	11.5	2	3	No	Panel selection (6 criteria)
10	1 Cleaning	Jul-96	Loddon	W&NSmith	Wedderburn	28.4	2	4	No	Tenders seem incomplete
10	2 Cleaning	Jul-96	Loddon	D Walker	Serpentine	3.2	2	1	No	Tenders seem incomplete
10	3 Cleaning	Jul-96	Loddon					0		No Tenders
11	Building Inspections	Nov-95	Loddon	Bendigo city Council	Bendigo	4.5	3	2	No	
12	Building Construction		Loddon	E Hargreaves & Sons	Wedderburn	194.9	1	4	No	
13	New Work Opportuniti	Nov-95	Loddon	Korong Development Com	Wedderburn	12	1	1	No	Details not in Register
14	1 Print & Supply Station	Nov-95	Loddon	Wedderburn Inglewood Ex	Wedderburn	4.5	3	10	No	Complex Area
14	2 Print & Supply Station	Nov-95	Loddon	Star Printing	Terang	2	3	10	No	Complex Area
14	3 Print & Supply Station	Nov-95	Loddon	McDonald Printing Group	Toowoomba -	2	3	10	No	Complex Area
15	Boort Swimming Pool	Oct-95	Loddon	Alison & Hemopo	Boort	24.1	1	5	No	
16	Wedd Swimming Pool	Oct-95	Loddon	Coghill, Ward & Mangler	Sciproc Mgt	22	1	3	No	
17	Ingl Swimming Pool M	Oct-95	Loddon	Iversen & Picken	Inglewood	20	1	3	No	In-house bids withdrawn
18	Realty	Nov-95	Loddon	Roddy's & Co	Boort	0.8	1	1	No	

Contract Number	Part Service Type	Closing Date	Shire	Cont. for	Location	Value \$000	Yrs	No. of Bidder	In-hous Bid?	Comments
19	Carpets		Loddon							Contract not awarded
20	Road Rehabilitation	Mar-96	Loddon	Loddon	Loddon	168.9	1	1	Yes	
21	1 Trees Supply& Deliver	Mar-96	Loddon	Venns Creek Nursery	Yando	16.8	1	4	No	Highest evaluations
21	2 Trees Supply& Deliver	Mar-96	Loddon	P'Hill Bush Nur Hosp	Pyramid Hill	2.4	1	4	No	
21	3 Trees Supply& Deliver	Mar-96	Loddon	Snowdons Wind Nurs	Dingee	2.4	1	4	No	
21	4 Trees Supply& Deliver	Mar-96	Loddon	Boort Farm Trees	Boort	2.4	1	4	No	
22	Townscape									No contract has been let
23	Home & Comunity Ca	Mar-96	Loddon							Not awarded yet
24	Maternal & Child Heal	Mar-96	Loddon							Not awarded yet
25	Environmental Health	Mar-96	Loddon							Not awarded yet
26	Survey & Design	Jun-96	Loddon	Land Management	Mornington	9	1			
27	1 Comm Surface Drains		Loddon	John Farley & Assoc	Swan Hill	60	1	6	No	Highest evaluation, on time deliv'y
27	2 Comm Surface Drains		Loddon	Planright	Echuca/Tatur	60	1	6	No	Highest evaluation, on time deliv'y
27	3 Comm Surface Drains		Loddon	Price Werret & Assoc	Melbourne	60	1	6	No	Highest evaluation, on time deliv'y
27	4 Comm Surface Drains ?		Loddon	Schroon Irrigation Imp	Melbourne	60	1	6	No	Highest evaluation, on time deliv'y
28	Town Drain Strategy		Loddon							Not awarded yet
29	Parks & Towns Mainte	Mar-96	Loddon							Not awarded yet
30	Road Rehabilitation	Feb-96	Loddon	Pavement Technology	Melbourne	118.9	1	3	Yes	
31	Road Reconstruction	May-96	Loddon	Loddon	Loddon	131.4	1	3	Yes	
32	Road Reconstruction	May-96	Loddon	Loddon	Loddon	245	2	4	Yes	
33	Floodway Constructio	Jun-96	Loddon	Loddon	Loddon	33	1	3	Yes	
34	Road Reconstruction	May-96	Loddon	Loddon	Loddon	28	1	3	Yes	
35	Floodway Reconstruct	May-96	Loddon	Loddon	Loddon	43.5	1	2	Yes	
36	Floodway Reconstruct	Jun-96	Loddon	Loddon	Loddon	14	1	3	Yes	
37	Inersection Realignme	Jun-96	Loddon	Loddon	Loddon	66.4	1	5	Yes	
38	CCT Study	Jun-96	Loddon	Peter Tesdorpf & Assoc	Melbourne	33	1	4	No	
39	Roofing	Jun-96	Loddon	Inglewood Plumbing & drai	Loddon	3.56	1	3	No	
40	Telephone Services					44				No file
41	Economic & Tourism	Jul-96	Loddon	Loddon	Loddon	221	3	1	Yes	Outside tenderers not detailed
42	1 Advertising	Jul-96	Loddon	The Age	Melbourne	5	1	4	No	No info on file
42	2 Advertising	Jul-96	Loddon	Loddon Times	Kerang	5	1	4	No	No info on file
42	3 Advertising	Jul-96	Loddon	Herald & Weekly Times	Melbourne	5	1	4	No	No info on file
43	Printing Newsletter		Loddon	Print Creations	Bendigo	0.9	1	3	No	Unclear if let
44	1 Herbicide Supply		Loddon	Allan Brookes	Pyramid Hill	2	1	3	No	no data on file
44	2 Herbicide Supply		Loddon	Victorian Producers	Boort	2	1	3	No	no data on file
44	3 Herbicide Supply		Loddon	Rodwells	Boort	2	1	3	No	no data on file
101	S& D Station Wagon	May-96	Buloke	Jim Mock Ford	Mildura	22.5	1	7	No	Net price 1.6
102	S&D Sedan & Tradein	May-96	Buloke	Brian Dunn Ford	Bendigo	20.6	1	10	No	Net price 0.7
103	Path Construction	Aug-96	Buloke	B Hommelhoff	Wycheproof	4.3	1	1	No	
104	Fence Construction	May-96	Buloke	MJ & GJ Broughton	Donald	4.3	1	2	No	
105	S&D Dual Cab	May-96	Buloke	Holts Auto Service	Swan Hill	20.1	1	5	No	

Contract Number	Part Service Type	Closing Date	Shire	Contractor	Location	Value \$000	Yrs	No of Bidder	In-hous Bid?	Comments
106	S&D Station Wagon	May-96	Buloke	JJ O'Connor & Sons	Birchip	22.6	1	9	No	
107	S&D of Sedan	May-96	Buloke	Paddy Smith Holden	Sea Lake	20.7	1	13	No	
108	1 S&D Front End Load	May-96	Buloke	NS Komatsu	Melbourne	42	1	2	No	
108	2 S&D Front End Load	May-96	Buloke	William Adams	Melbourne	112	1	1	No	
109	S&D UHF Radios	May-96	Buloke	Bendigo Communications	Bendigo	9.4	1	5	No	
110	1 S&D Commercial UH	May-96	Buloke	ATN Antennas	Birchip	1	1	1	No	
110	2 Garbage Collection D	Oct-94	Buloke	Warren Voigt	Donald	0.2	2	2	No	
112	S&D Computer Syste	Oct-95	Buloke	Yatara	Barnsdale	87.7	1	7	No	No File
113	S&D Dual Cab Utility	Sep-95	Buloke	Paddy Smith Holden	Sea Lake	21.5	1	5	No	Net \$1k, 3rd lowest bid accepted
114	S&D Diesel Ute & T/In	Sep-95	Buloke	Bendigo Toyota	Bendigo	15.7	1	5	No	Wished to encourage ext bidders
115	S&D Jetpatcher	Sep-95	Buloke	Jetpatcher Aust	Indooroopilly	62.2	1	2	No	Best value for money patching unit
116	Works in Watchem	Nov-95	Buloke	R&N Kelly	Birchip	13.8	1	2	No	Local tender unsuccessful
117	Supply of Bitumen	Nov-95	Buloke	Shell Co of Aust	Melbourne		1	2	No	
118	Loading/Carting Pave'	Oct-95	Buloke	Swan Hill Excavations	Swan Hill	70.3	1	3	No	
119	1 Ripping & Stockpiling	Oct-95	Buloke	Thomas Earthmovers	Kangaroo Fla	55	1	7	No	Complex evaluation
119	2 Ripping & Stockpiling	Oct-95	Buloke	GV Rissman	Heywood	44.9	1	7	No	
120	1 Annual Supply of Qua	Oct-95	Buloke	Boral Resources	Charlton					
120	2 Annual Supply of Qua	Oct-95	Buloke	Mawson & Sons	Cohuna					
120	3 Annual Supply of Qua	Oct-95	Buloke	Gary Bailey	Sea Lake					
120	4 Annual Supply of Qua	Oct-95	Buloke	NH, NA, MJ Reeves	Wedderburn					
122	1 Swimming Pool Caret	Oct-95	Buloke	Melissa Kelly	Birchip	0.5	1	1	No	
122	2 Swimming Pool Caret	Oct-95	Buloke	Kylie Blanchard	Charlton	0.6	1	1	No	
122	3 Swimming Pool Caret	Oct-95	Buloke	Marcia White	Sea Lake	0.5	1	1	No	
122	4 Swimming Pool Caret	Oct-95	Buloke	N&J Buckley	Whycheproof	0.4	1	1	No	
123	Spray Sealing Main R	Dec-95	Buloke	Pioneer Road Services	Melbourne	275.1	1	8	Yes	
124	Paving at CHP Flats	Dec-95	Buloke	MJ&GJ Broughton	Donald	4.4	1	1	No	
125	S&D Station Wagon	Oct-95	Buloke	Brian Dunn Ford	Bendigo	-2	1	4	No	
126	S&D Sedan Car	Oct-95	Buloke	OW&BA Michael	Donald	-2.4	1	6	No	2nd best quote accepted
127	S&D Welder	Nov-95	Buloke	Bridges Wade & Co	Ballarat	2.4	1	6	No	
128	1 S&D RideOn Mower	Jun-96	Buloke	Donald Motorcycles	Donald	3.8	1		No	
128	2 Sale of old Mower	Jun-96	Buloke	Doug Finlay	Donald	-1.6	1		No	
128	3 S&D 3 mowers	Jun-96	Buloke	Donald Motorcycles	Donald					
128	4 Sale of 3 mowers	Jun-95	Buloke	Swan Hill centre	Swan Hill	12	1	2	No	
129	Maintenance Green Lake Reser	Buloke		I Macmanus	Sea Lake	12				
130	S&D Air Conditioners	Nov-95	Buloke	Mclennan Electrical	Wycheproof	4.3	1	3	No	"urgent installation"
131	1 Supply Protective Clot	Jan-96	Buloke	Eddie Harris Mensland	Donald		1	2	No	
131	2 Supply Protective Clot	Jan-96	Buloke	Jayvag Menwear	Wycheproof		1	4	No	
131	3 Supply Protective Clot	Jan-96	Buloke	Donald Ag Supplies	Donald		1	1	No	
132	S&D Sedan &T/In	Dec-95	Buloke	Paddy Smith Holden	Sea Lake	-0.7	1	8	No	Net Cost only
133	Caravan Park Caretak	Jan-96	Buloke	N&J Buckley	Teddyoory	0.09	2	2	No	Local Bid best
134	S&D Sedan Car	Feb-96	Buloke	JJ O'Connor & Sons	Birchip	-2.1	1	6	No	

Contract Number	Part Service Type	Closing Date	Shire	Contractor	Location	Value \$000	Yrs	of Bidder	In-hous Bid?	Comments
135	Sale of Nissan Ute									
136	1 S&D Ute	Mar-96	Buloke	Grampians ford	Ararat	16.1	1	14	No	
136	2 Sale of Ute	Mar-96	Buloke	Grampians ford	Ararat	-18.6	1	14	No	
137	Supply of Petroleum products		Buloke	Tasco	Bendigo		2	3	No	
138	S&D Sedan Car	Mar-96	Buloke	Jim Mock Ford	Mildura	22.3	1	6	No	Lowest price
139	1 S&D Sedan Car	Mar-96	Buloke	Brian Dunn Ford	Bendigo	20.8	1	8	No	Lowest price
139	2 Sale of Ford	Mar-96	Buloke	Brian Dunn Ford	Bendigo	22.2	1	7	No	Lowest price
141	1 S&D Sedan	Mar-96	Buloke	Swan Hill Holden	Swan Hill	19.6	1	12	No	Lowest price
141	2 Sale of Sedan	Mar-96	Buloke	Swan Hill Holden	Swan Hill	17.2	1	12	No	Lowest price
143	1 S&D Sedan	Mar-96	Buloke	Swan Hill Holden	Swan Hill	20.2	1	10	No	Lowest price
143	2 Sale of Sedan	Mar-96	Buloke	Swan Hill Holden	Swan Hill	22	1	10	No	Lowest price
144	1 S&D Sedan	Mar-96	Buloke	Swan Hill Holden	Swan Hill	20.2	1	11	No	Lowest price
144	2 Sale of Ford	Mar-96	Buloke	Swan Hill Holden	Swan Hill	22.1	1	10	No	Swan Hill accepted
145	1 S&D Station Wagon	Apr-09	Buloke	Grampians Ford	Grampians	22.7	1	9	No	lowest price
145	2 Sale of Station Wago	Apr-96	Buloke	Grampians Ford	Grampians	23.5	1	9	No	"
146	1 S&D Station Wagon	Apr-96	Buloke	Grampians Ford	Grampians	22.3	1	10	No	
146	2 Sale of Station Wago	Apr-86	Buloke	Grampians Ford	Grampians	23.5	1	10	No	
147	Audit Services	Feb-96	Buloke	Richmond Sinnott & Delahu	Bendigo	3	1	3	No	
148	1 S&D Dual Cab	Apr-96	Buloke	David Reid Pty Ltd	Ararat	17.6	1	4	No	
148	2 Sale of Ute	Apr-96	Buloke	David Reid Pty Ltd	Ararat	6	1	4	No	
149	1 S&D Dual Cab	Apr-96	Buloke	Eclipse	Ballarat	16.3	1	4	No	
149	2 Sale of Ute	Apr-96	Buloke	Eclipse	Ballarat	16.3	1	4	No	
150	1 S&D Dual Cab	Apr-96	Buloke	Eclipse	Ballarat	16.3	1	4	No	
150	2 Sale of Ute	Apr-96	Buloke	Eclipse	Ballarat	18	1	4	No	
151	Construction of Toilets	Jun-96	Buloke	Buloke Shire	Buloke	27	1	2	Yes	Shire assisted local builder
152	S&D Swimming Pool Filter		Buloke	Bendigo Aquatic	Bendigo	39.3	1	4	no	Technical trade off also required
153	Constctn of Donald ?		Buloke	Donald Steel	Donald	84.6	1			
154	Suppl. Valuation Sevices		Buloke	GI Thompson & Assoc	Melbourne					
155	Debt Collection Services		Buloke	Mid State credit	Bendigo	7.2				
157	Buildings Insurance		Buloke	Jardine Aust Ins Brokers	Melbourne	100.6	1			
206	2 Bituminous Surfacing	Oct-94	Buloke	Buloke Shire Council	Wycheproof	150	1	6	Yes	
206	Liquid Fuel Supply	Oct-93	Buloke	BT Maloney	Warracknabeal		1	3	No	
207	Supply Gravel	Oct-94	Buloke	JA & EJ Wilson	St Anaud					

Appendix E

Benchmarking Data Referred to in Chapter 8

TABLE 9.2: SUMMARY OF VICTORIAN GRANTS COMMISSION - PLANNING AND DEVELOPMENT STATISTICS ⁽¹⁾ (SEPTEMBER 1994 TO JUNE 1995)

Group	MUNICIPALITY	POPULATION (June 1993 Estimate)	AREA (sq km)	TOTAL RECURRENT EXPENSES	TOTAL RECURRENT REVENUE	RATIOS		
						Cost (\$) / Pop (head)	Cost (\$) / Area (km2)	Cost (\$000's) / Pop Density
Group 1	LODDON(S)	9640	6675	208000	1000	22	31	144
	BULOKE(S)	8590	8011	21634	12762	3	3	20
Group 2	LODDON(S)	9640	6675	208000	1000	22	31	144
	BULOKE(S)	8590	8011	21634	12762	3	3	20
	MILDURA(RC)	45170	22120	252400	113000	6	11	124
	SWAN HILL(RC)	21660	6096	427000	346000	20	70	120
	GANNAWARRA(S)	12790	3729	80000	14000	6	21	23
	CAMPASPE(C)	33510	4470	502000	531000	15	112	67
	GREATER BENDIGO(C)	82340	2982	926000	948000	11	311	34
	MOUNT ALEXANDER(S)	16900	1536	152000	15000	9	99	14
	CENTRAL GOLDFIELDS(S)	13390	1547	297000	88000	22	192	34
	NORTHERN GRAMPIANS(S)	13320	5309	125000	70000	9	24	50
	YARRIAMBICK(S)	9700	7598	39000	6000	4	5	31
	HINDMARSH(S)	7220	7568	103000	47000	14	14	108
					Average		12	74
Group 3	SURF COAST(S)	16340	1487	413000	118000	25	278	38
	MOORABOOL(S)	21700	2122	274000	149000	13	129	27
	GOLDEN PLAINS(S)	13830	2706	96000	50000	7	35	19
	TOWONG(S)	6720	6635	19000	11000	3	3	19
	INDIGO(S)	14160	1937	9000	14000	1	5	1
	WODONGA(RC)	30000	400	182000	58000	6	455	2
	WANGARATTA(RC) (MILAWA)	25410	3764	705000	354000	28	187	104
	ALPINE(S)	14050	5005	89000	18000	6	18	32
	DELATITE(S)	20130	6189	273000	196000	14	44	84
	STRATHBOGIE(S)	8200	2950	104000	0	13	35	37
	MURRINDINDI(S)	11200	3866	135000	301000	12	35	47
	MITCHELL(S)	26570	2859	337000	177000	13	118	36
	ARARAT(RC)	11940	3680	80000	45000	7	22	25
	COLAC-OTWAY(S)	20750	3533	239000	73000	12	68	41
	CORANGAMITE(S)	17200	4357	148000	32000	9	34	37
	MOYNE(S)	16500	6010	265000	128000	16	44	97
	PYRENEES(S)	7000	3457	657000	700000	94	190	324
	SOUTHERN GRAMPIANS(S)	18170	6837	354000	27000	19	52	133
	GLENELG(S)	20790	7210	387000	180000	19	54	134
	MOIRA(S)	25450	3950	103000	61000	4	26	16
	BASS COAST(S)	20880	778	238000	92000	11	308	9
	BAW BAW(S)	35520	3855	608000	81000	17	158	66
	CARDINIA(S)	38000	1283	590000	422000	16	460	20
	EAST GIPPSLAND(S)	38300	20710	306000	136000	8	15	165
	LATROBE(S)	73200	1420	1582000	388000	22	1114	31
	MELTON(S)	37800	528	478000	717000	13	905	7
	MORNINGTON PENINSULA(S)	112350	720	1288000	520000	11	1789	8
	NILLUMBIK(S)	56600	433	658000	104000	12	1520	5
	SOUTH GIPPSLAND(S)	25000	3280	367000	206000	15	112	48
	WELLINGTON(S)	44200	10560	1043000	332000	24	99	249
	YARRA RANGES(S)	137900	2463	2191000	255000	16	890	39
	MILDURA(RC)	45170	22120	252400	113000	6	11	124
	SWAN HILL(RC)	21660	6096	427000	346000	20	70	120
	WEST WIMMERA(S)	5270	9029	90000	9000	17	10	154
	HINDMARSH(S)	7220	7568	103000	47000	14	14	108
	YARRIAMBICK(S)	9700	7598	39000	6000	4	5	31
	BULOKE(S)	8590	8011	21634	12762	3	3	20
	GANNAWARRA(S)	12790	3729	80000	14000	6	21	23
	HORSHAM(RC)	17870	4338	390000	286000	22	90	95
	NORTHERN GRAMPIANS(S)	13320	5309	125000	70000	9	24	50
MACEDON RANGES(S)	32380	1742	453000	109000	14	260	24	
HEPBURN(S)	13630	1470	146000	115000	11	99	16	
MOUNT ALEXANDER(S)	16900	1536	152000	15000	9	99	14	
CENTRAL GOLDFIELDS(S)	13390	1547	297000	88000	22	192	34	
LODDON(S)	9640	6675	208000	1000	22	31	144	
GREATER GEELONG(C)	182660	1252	9720000	201000	53	7764	67	
GREATER BENDIGO(C)	82340	2982	926000	948000	11	311	34	
BALLARAT(C)	78470	374	2725200	1121600	35	7287	13	
WARRNAMBOOL(C)	25050	103	177000	52000	7	1718	1	
GREATER SHEPPARTON(C)	55250	2427	1029000	1221000	19	424	45	
CAMPASPE(C)	33510	4470	502000	531000	15	112	67	
				Average		16	544	60

NOTE [1]: Bulcke statistics obtained from the Shire.

TABLE #1: SUMMARY OF VICTORIAN GRANTS COMMISSION - ROAD MAINTENANCE STATISTICS (1) (SEPTEMBER 1994 TO JUNE 1995)

Group	MUNICIPALITY	POPULATION (June 1993 Estimate)	AREA (sq km)	TOTAL RECURRENT EXPENSES		TOTAL RECURRENT REVENUE		TOTAL KILOMETERAGE		TOTAL LOCAL ROAD Kms		TOTAL MAIN ROAD Kms		RATIOS			
				Local Roads	Main Roads	Local Roads	Main Roads	Local Roads	Main Roads	Sealed Roads	Unsealed Roads	Sealed Roads	Unsealed Roads	Cost/Km (Local Roads)	Cost/Km (Main Roads)	Cost/Km (All Roads)	
Group 1	LODDON(S)	9640	6675	1,787,000	833,000	0	1,673,000	5300	450	900	4400	450	0	337	1851	456	
	BULOKE(S)	8590	8011	1,839,400	882,300	985,650	880,000	6013	421	0	4586	421	0	306	2096	423	
Group 2	LODDON(S)	9640	6675	1787000	833000	0	1673000	5300	450	900	4400	450	0	337	1851	456	
	BULOKE(S)	8590	8011	1839400	882300	985650	880000	6013	421	1006	4586	421	0	306	2096	423	
	MILDURA(RC)	45170	22120	2971000	1565000	378000	3639000	5021	189	1008	4015	189	0	592	8280	871	
	SWAN HILL(RC)	21660	6096	2113000	46000	390000	309000	2876	211	752	2124	211	0	735	218	699	
	GANNAWARRA(S)	12790	3729	1021000	861000	74000	743000	2457	241	422	2035	241	0	418	3573	698	
	CAMPASPE(C)	33510	4470	3262000	790000	695000	1154000	4372	631	1008	3364	604	27	746	1252	810	
	GREATER BENDIGO(C)	82340	2982	4126000	452000	1564000	3905000	2574	254	1056	1518	254	0	936	1780	1819	
	MOUNT ALEXANDER(S)	16900	1536	1428000	346000	6000	251000	1526	101	477	1049	101	0	585	3426	1090	
	CENTRAL GOLDFIELDS(S)	13390	1547	724000	949000	94000	1095000	1238	137	455	783	137	0	936	6927	1217	
	NORTHERN GRAMPPIANS(S)	13320	5309	1194000	1030000	9000	986000	4055	295	659	3396	295	0	294	3482	511	
	YARRIAMBICK(S)	9700	7598	1670000	988000	0	1463000	4796	383	756	4040	383	0	348	2514	512	
	HINDMARSH(S)	7220	7568	906000	383000	799000	156000	3053	249	521	2532	249	0	297	1538	390	
	Average														600	3079	776
Group 3	SURF COAST(S)	16340	1487	1465000	990000	0	828000	1300	142	613	687	142	0	1127	6972	1702	
	MCOORABOOL(S)	21700	2122	1391000	816000	100000	947000	1317	149	786	531	149	0	1056	6146	1574	
	GOLDEN PLAINS(S)	13830	2703	2080000	840000	300000	1550000	1886	230	824	1062	220	0	1092	3816	1377	
	TOMONG(S)	6720	6635	1089000	2315000	0	1783000	1326	244	384	942	228	18	829	9488	2175	
	INDIGO(S)	14160	1937	2715000	1101000	2000	1640000	375	221	375	0	221	0	7240	4982	6403	
	WOODONG(RC)	30000	400	1383000	205000	332000	556000	393	39	265	128	39	0	3519	5256	3876	
	WANGARATTA(RC) (MILAWA)	25410	3784	1459000	1071000	200000	1039000	2030	80	626	1404	80	0	719	13388	1199	
	ALPINE(S)	14050	5005	682000	505000	36000	353000	627	104	243	384	104	0	1028	4656	1624	
	DELATTE(S)	20130	6122	2260000	810000	3000	477000	2192	280	691	1501	205	75	1031	2893	1242	
	STRATHBOGIE(S)	8200	2950	1273000	976000	337000	977000	2229	177	717	1512	177	0	571	5514	935	
	MURRINDINDI(S)	11200	3866	1006000	1124000	22000	1407000	1151	106	345	806	106	0	874	10604	1695	
	MITCHELL(S)	26570	2859	1118000	605000	50000	612000	1326	138	555	771	138	0	843	4384	1177	
	ARARAT(RC)	11940	3680	1215000	644000	154000	844000	2238	199	541	1697	199	0	543	3236	763	
	COLLAC-OTWAY(S)	20750	3533	2482000	1456000	1779000	0	1626	297	487	1139	297	0	1526	4902	2048	
	CORANGAMITE(S)	17200	4357	2146000	2126000	148000	1975000	2474	424	891	1583	423	1	667	5014	1474	
	MOYNE(S)	16500	6010	2650000	1697000	3000	1658000	3411	372	1706	1706	372	0	777	4562	1149	
	PYRENEES(S)	7000	3457	1580000	893000	61000	964000	2165	155	723	1442	155	0	730	5761	1068	
	SOUTHERN GRAMPPIANS(S)	18170	6837	1162000	1029000	0	961000	2855	320	1623	1232	320	0	407	3216	690	
	GLENELG(S)	20790	7210	1997000	1472000	234000	1687000	2673	352	1121	1552	352	0	747	4182	1147	
	MOIRA(S)	25450	3950	3221000	820000	224000	1061000	3819	323	969	2850	323	0	843	1920	927	
	BASS COAST(S)	20680	778	1571000	1086000	0	795000	894	26	314	580	26	0	1757	41846	2890	
	BAW BAW(S)	35520	3855	3044000	3413000	4000	3081000	2085	286	574	1511	276	10	1460	11934	2723	
	CARDINIA(S)	36000	1283	3276000	682000	192000	1702000	1281	189	240	1041	182	7	2557	3808	2693	
	EAST GIPPSLAND(S)	36300	20710	4092000	1803000	215000	2127000	3306	347	936	2370	257	90	1338	5196	1614	
	LATROBE(S)	73200	1420	3427000	809000	0	1207000	1414	244	823	591	244	4	2424	3316	2555	
	MELTON(S)	37600	528	673000	543000	0	478000	475	44	306	189	44	0	1417	12341	2343	
	MORNINGTON PENINSULA(S)	112350	720	3017000	1288000	78000	1620000	1574	206	1076	498	202	4	1917	6146	2406	
	NILLUMBIK(S)	56600	433	1476000	109000	19000	849000	718	39	246	472	39	0	2056	2795	2094	
	SOUTH GIPPSLAND(S)	25000	3280	2677000	1404000	172000	1629000	2408	299	818	1590	299	0	1112	4696	1506	
	WELLINGTON(S)	44200	10580	5168000	2637000	461000	2670000	3061	401	1193	1868	401	0	1688	6578	2254	
	YARRA RANGES(S)	137900	2463	11357000	3912000	396000	5175000	1774	322	787	987	265	57	6402	12149	7285	
	MILDURA(RC)	45170	22120	2971000	1565000	378000	3639000	5021	189	1008	4015	189	0	592	8280	871	
	SWAN HILL(RC)	21660	6096	2113000	46000	390000	309000	2876	211	752	2124	211	0	735	218	699	
	WEST WIMMERA(S)	5270	9029	2432000	1171000	861000	671000	3047	419	772	2270	419	0	798	2795	1040	
	HINDMARSH(S)	7220	7568	908000	383000	799000	156000	3053	249	521	2532	249	0	297	1538	390	
	YARRIAMBICK(S)	9700	7598	1670000	988000	0	1463000	4796	383	756	4040	383	0	348	2514	512	
	BULOKE(S)	8590	8011	1839400	882300	985650	880000	6013	421	826	4586	421	0	306	2096	423	
	GANNAWARRA(S)	12790	3729	1021000	861000	74000	743000	2457	241	422	2035	241	0	418	3573	698	
	HORSHAM(RC)	17870	4338	1126000	728000	0	592000	2998	234	826	2172	234	0	376	3111	574	
	NORTHERN GRAMPPIANS(S)	13320	5309	1194000	1030000	9000	986000	4055	295	659	3396	295	0	294	3482	511	
	MACEDON RANGES(S)	32380	1742	2336000	617000	92000	763000	1696	198	704	992	198	0	1377	4927	1098	
	HEPBURN(S)	13630	1470	902000	783000	170000	707000	1380	155	518	862	155	0	654	5052	1098	
	MOUNT ALEXANDER(S)	16900	1536	1428000	346000	6000	251000	1526	101	477	1049	101	0	585	3426	1090	
	CENTRAL GOLDFIELDS(S)	13390	1547	724000	949000	94000	1095000	1238	137	455	783	137	0	936	6927	1217	
	LODDON(S)	9640	6675	1787000	833000	0	1673000	5300	450	900	4400	450	0	337	1851	456	
	GREATER GEELONG(C)	182660	1252	4674000	3219000	0	1957000	1871	368	1450	421	368	0	238	1603	1819	
	GREATER BENDIGO(C)	82340	2982	4126000	452000	1564000	3905000	2574	254	1056	1518	254	0	936	1780	1819	
	BALLARAT(C)	78470	374	2368500	1747600	194900	866590	1147	109	752	395	109	0	2065	16033	3277	
	WARRNAMBOOL(C)	25050	103	2271000	0	237000	0	275	51	232	43	51	0	8258	0	7422	
	GREATER SHEPPARTON(C)	55250	2427	2037000	832000	1000	554000	2481	241	870	1611	241	0	821	3452	1054	
	CAMPASPE(C)	33510	4470	3262000	790000	695000	1154000	4372	631	1008	3364	604	27	746	1252	810	
	Average														1458	6078	1828

NOTE [1]: Kilometrage statistics for Loddon have been modified after consultation with the Shire.

Appendix F

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Towong Shire Council
- **Dr. Tony Sorensen**
Geography Department, University of New England, Armidale NSW and President, Aust. and NZ Regional Science Association.

In addition, anecdotal information was gathered from a wide range of people which helped to contribute to forming an understanding of the overall issues and impacts.

Appendix G

**Extract Decision of
NSW Independent
Commission Against
Corruption**
(see chapter 9)

LOCAL SUPPLIER PREFERENCE

A government board called for expressions of interest to submit "design and construct" tenders for a recreational facility in a small country town. Four of the respondents were selected to submit detailed tenders, because their experience and credentials were considered sufficient to enable them to complete the job successfully. Cost and design considerations thus became the major factors in deciding the tender.

One tenderer was located in the town and the other three were at regional centres up to 200 kilometres away.

The local tenderer got the job, at a price which was higher than the other three by 5%, 10% and 40% respectively. One of the unsuccessful tenderers complained to the board, and was given some reasons for its decision which mainly related to design details. However, in the same letter to this tenderer, the board also stated that the tenders submitted by the successful tenderer and the firm making the complaint were "generally the same" when all aspects of the total project were considered. The letter concluded that, as the funds for the project were not government funds but were raised locally, the board could accept any tender it wished.

The board chairperson also wrote to the appropriate authority on these matters to explain that, as the funds would have to be raised in the local area, the majority of board members had decided to allocate the project to the local tenderer.

The ICAC acknowledged that local supplier preference may be an assessment criterion for contractor selection but advised that caution should be exercised in the way it is used. It was clearly unfair to use local supplier preference when the tenderers had not been informed of this fact in advance nor been given information about the manner in which it would operate.

Local supplier preference policies exist in documented or undocumented form in many areas. Their stated objective is to benefit the local economy. At the State and Federal level also, governments have occasionally chosen to give an advantage to Australian industry when allocating government contracts.

The public is entitled to expect that government agencies get good value for public money. If local supplier preference policies are adopted, the costs and the benefits should be assessed and made public. It should not automatically follow that money raised locally go to a local supplier.

A local supplier preference policy, if poorly designed and implemented, can lead to allegations of partiality or other corruption. It can discourage out-of-town suppliers from bidding, and thus reduce competition. It can also encourage local suppliers to pad their bids in expectation of a local preference "cushion".

Local supplier preference policies may not always achieve their objective of boosting the local economy. Using local rather than out-of-town suppliers may add very little to the local economy if most of the revenue goes elsewhere. Alternative ways to boost the local economy should also be considered.

Government agencies must make their own decision on whether to adopt a local supplier preference policy. Those which decide on a policy of this type should clearly document how the policy will operate in all situations and make it explicit in evaluation criteria. They should estimate the costs and set acceptable limits in advance, and state the policy openly to tenderers and the public.

They should also monitor regularly such factors as cost to the agency, impact on competitiveness and success in achieving the policy's objectives, and report their findings to the public.

Appendix H

About the Consultants

Peter Tesdorpf

Peter Tesdorpf is a Melbourne based consultant in regional development, local government, urban affairs and planning.

Qualified in urban and regional planning and business administration, Peter has over 20 years professional experience in Local, State and Commonwealth Government and in regional organisations.

He worked extensively as a town planner in local government; then served as Executive Director of the Inner Metropolitan Regional Association of Councils in Melbourne, an organisation which he played a key role in establishing. Recently he managed the implementation of the Commonwealth Government's Regional Development Program in parts of Victoria.

He has had extensive experience in a wide range of issues facing Local Government and has consulted to rural and urban Councils, regional, state and national bodies.

Bill Russell

Professor Bill Russell is Director of the Monash University Graduate School of Government and a Director of the Public Sector Management Institute.

Qualified in economics and history, he has over 28 years experience in the public sector, including Director-General of two Victorian Government Departments, served as a Board member of four Victorian statutory authorities; and as a Local Government councillor.

He has taught and lectured on public administration in several countries and undertaken major consultancy reviews of government.

Professor Russell has authored over 100 publications on public management issues and is consulting editor for the international Encyclopaedia of Public Policy and Administration.

Graeme Hodge

Graeme Hodge is a senior lecturer in management at RMIT's Engineering Faculty. With experience in both the public and private sectors, he teaches at post-graduate and industry levels, holding Masters degrees in Business Administration and Engineering Science. He has developed several innovative management and leadership courses.

His research interests have focussed on privatisation and contracting out of government services, and his recent book *"Contracting Out Government Services: A Review of International Evidence"* has attracted national attention and acclaim.

His research work into the effectiveness of privatisation experience around the world has international significance and is to be the subject of a forthcoming book.

Greg Tucker

Greg Tucker is principal and managing director of Greg Tucker and Associates, a firm undertaking a wide variety of management, transportation and planning work for both public and private sectors, including significant Local Government work.

With qualifications in engineering, transportation planning and business administration, Greg has over 20 years professional experience (both locally and overseas) in financial and economic studies, market research, industrial relations, fleet operations, strategic planning, transport planning, traffic management and parking.

He has special expertise in development of performance indicators and benchmarking and is listed as a preferred consultant for the Public Accounts and Estimates Committee of the Parliament of Victoria.