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Department of **Treasury and Finance**

Western Australian Social Procurement Framework Practice Guide

Supporting the Western Australian Social Procurement
Framework

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This document is available on the [Western Australian Social Procurement Framework](#) page on [WA.gov.au](#).

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1. Introduction

The Western Australian Social Procurement Framework Practice Guide (Practice Guide) forms part of the broader [Social Procurement Framework](#) (Framework), which brings together all relevant Western Australian Government social procurement policies and priorities into one place.




The Framework uses the term ‘social procurement’ to encompass all social, economic, and environmental benefits enabled through government procurement that led to the achievement of community outcomes.






The Practice Guide helps State agencies and their procurement officers to incorporate consideration of these community outcomes into their procurement activities. It complements general procurement practice [guidelines](#) and the [Environmental Procurement Guide](#). This guide should be read in conjunction with the [Western Australian Procurement Rules](#) (Procurement Rules).

2. Community Objectives and Outcomes

The Western Australian Government has identified the importance of delivering community outcomes in the priority areas below.

There are several (sometimes competing) priorities that makes it unrealistic to target all of government’s priorities in every procurement. Agencies should determine which priority is more appropriate to their procurement, based on what is being procured, agency objectives and the market availability.

Community objectives		Community outcomes
Opportunities for the Western Australian Aboriginal community		Increased purchasing from Aboriginal businesses/Aboriginal Community Controlled Organisations (ACCOs). Improved employment prospects for the Aboriginal community.
Opportunities for Western Australian regions and regional Western Australians		Overall increase in job creation including that of apprentices and trainees through government contracts. Regional employment of apprentices and trainees through government contracts. Increased use of regional small and medium enterprises (SME) within the supply chain.
Opportunities for Western Australians with a disability		Increased purchasing from Australian Disability Enterprises (ADEs). Increased employment of Western Australians with a disability.

Opportunities for gender equality		Increased compliance with the <i>Workplace Gender Equality Act 2012</i> (Cth). Improved gender equality in the workplace.
Sustainable local* and SME business sectors <i>*Local is as defined within the Western Australian Jobs Act 2017.</i>		Increased use of local industry, including local manufacturers, in the supply chain. Improved confidence in sustainable regional employment. Increased engagement and sustainability of Western Australian SMEs. Increased opportunity to bid for more accessible contracts.
Opportunities for multicultural Western Australians		Opportunities for businesses owned by Western Australians from culturally and linguistically diverse backgrounds.
Environmentally sustainable Western Australia		Minimising negative impact to the environment. Reduction in the use of disposable materials. Increased use of recyclable materials. Increased use of non-toxic materials. Improved energy and water conservation. Improved environmentally sustainable business practices.
Innovative Western Australia		Improved tendering for outcomes which promotes innovative solutions Increased support to industry to innovate

2.1 Procuring for community outcomes

The most effective method of incorporating community outcomes into a procurement process is to consider these outcomes through each stage of the process, including at planning and request development.

This practice guide goes through each stage of the procurement lifecycle and provides guidance on incorporating a consideration of community outcomes into the lifecycle. A table summarising the social procurement considerations when buying for government can be found on page 6. It should be read in conjunction with the [Procurement Rules](#) and [general procurement guidelines](#).

Incorporating community objectives into procurements should not be complicated. Agencies should clearly define the desired community outcome and the criteria for assessment. There is no need to define exactly how suppliers are expected to achieve the desired community outcome. The best outcome may be achieved by allowing respondents to propose a solution enabling innovative offers.

3. Procurement lifecycle – social procurement considerations

3.1. Procurement Planning



Which community outcomes can be included?

Consider value, scale, complexity, location of the individual procurement activity

Consider agency's strategic goals

How might the market respond?

Undertake thorough supply market analysis

Undergo thorough stakeholder identification and engagement

What procurement strategies would optimise identified community outcome/s and the main procurement objective?

Identify and assess opportunities, risk, costs, issues and mitigation strategies

Consider various approaches to market

3.2. Request Development



How could community outcomes be incorporated into a Request?

Including a disclosure and/or compliance requirement

Including qualitative criteria relating to community outcome/s

Including community outcomes in the specification

Incorporating price preference for evaluation purposes

Evaluation

Including one or more of the above in the Request ensures community outcomes are considered at evaluation

Ensure evaluation panel members have a range of skills and experience relevant to the nature of the purchase and community outcome

3.3. Contract Management



How to ensure the contract is delivering the intended social impact?

Active and regular contract management, including social procurement commitments

Evaluate community outcomes achieved at the end of a contract

Documenting and sharing lessons learned

4. Strategic considerations

4.1 Understanding relevant community outcomes

An agency's strategic goals and/or the type of procurement may lean naturally towards one or more of the community objective areas. If an agency is more aligned with a specific community outcome, procurement officers would be more likely to consider including these outcomes in the procurement process. For example, the Department of Water and Environmental Regulation may lean towards greater environmental sustainability requirements.

A State agency may also have internal priorities that directly relate to the community outcome areas and have established goals and expectations. Procurement officers should familiarise themselves with their agency's commitments and areas of focus.

4.2 Annual strategic forward procurement planning and community outcomes

Rule F6 of the Procurement Rules require agencies to complete an [annual Strategic Forward Procurement Plan](#).

Annual strategic forward procurement planning provides an ideal opportunity to focus on social procurement opportunities for upcoming procurements, and in the longer-term, ensuring alignment with the agency's strategic goals and purpose as well as wider government priorities.

4.2.1 Other strategic considerations

For the purposes of this section,

- Registered Aboriginal business refers to any business listed on [Supply Nation's Indigenous Business Direct](#), or the [Aboriginal Business Directory of WA](#).
- ACCO is defined in the [Delivering Community Services in Partnership Policy](#). Refer to Council of Aboriginal Services Western Australia (CASWA)'s [website](#) for a list of potential ACCOs to engage.
- ADEs are commercial businesses that employ people with disability. A complete list of approved ADEs is available from the Australian Disability Enterprises website. For a list of WA ADEs and their offered services, click [here](#).

Examples of other strategic considerations include:

- identifying any goods, services or works that are able to be delivered by a registered Aboriginal business/ACCO, or an ADE,
- identifying procurements that will be delivered to a particular group and, therefore, are suited to pursuing community outcomes for that group,

- comparing procurements with examples from other agencies that have successfully incorporated community outcomes,
- examining opportunities to unbundle contracts to better allow registered Aboriginal businesses/ACCOs/ADEs/SMEs and/or regional businesses to engage with government procurement opportunities. Note: agencies should not disaggregate purchases for the sole purposes of meeting policy targets or to avoid higher procurement thresholds, and
- researching state-wide and regional supply chains, including SME capability and maturity to deliver community outcomes (see ‘market sounding’ below for more information).

5. Procurement planning





The [Procurement Planning Guidelines](#) provide useful guidance on how to undertake procurement planning generally. The following section is intended to supplement those guidelines with additional considerations to incorporate community objectives and outcomes.

5.1 Determining the suitability of community outcomes

When determining whether it is appropriate to incorporate community outcomes into a procurement, the value, scale, complexity and location of the individual procurement activity should be considered.

Incorporating social procurement considerations should not by default carry additional costs, providing the social procurement requirements are proportionate to the size and value of the contract. Seeking stakeholder feedback and undertaking market analysis helps to better understand potential cost impacts. It is important that the balance between cost, non-cost and community outcomes is incorporated in a manner that is verifiable, transparent and clearly communicated to potential suppliers.

Effective analysis will enable the State agency to determine if the main procurement need can be delivered effectively while increasing social value by including community outcomes.

Including community outcomes: questions to consider	
	Which communities are affected by the procurement activity?
	Will the goods, services or works be delivered to, or target the specific needs of a particular group, such as Aboriginal people in discrete locations, or in locations that have a high Aboriginal population; people with disabilities, and other groups identified in the community outcomes?
	Are there opportunities to break down the procurement by designing a program of smaller works to encourage supplier diversity and generating opportunities for SMEs or regional businesses?
	Can any of these works be offered to an ADE or local business with the required capability?

?	Are there any opportunities for larger suppliers to collaborate with local SMEs, registered Aboriginal businesses/ACCOs or ADEs to include these businesses in their supply chain?
?	Are the businesses who are likely to tender for this opportunity large enough to be able to deliver community outcomes? Will it be stretching the market too far? Will it reduce the market and preclude small businesses from tendering?
?	Are there any peripheral services that will result from the work (e.g. catering near job sites or cleaning services), and is it possible to link the successful supplier with businesses that contribute to a community outcome to promote these opportunities?
?	Are there opportunities to offset emissions and/or divert waste from landfill?
?	Could apprenticeships be created/required to support the delivery?
?	Are there opportunities to do things differently?
?	Are there opportunities to work with local innovators to deliver all, or parts of, the requirement? Can the requirements leverage government expenditure to support new or emerging industries within WA?

5.2 Market sounding

Understanding the supply market is an important part of procurement planning and can assist agencies in identifying how these markets might respond to the inclusion of social procurement requirements.

Agencies should undertake research to identify suppliers who can fulfil the procurement requirements in the delivery region and who are able to demonstrate an ability to deliver community outcomes. Supply market analysis is particularly important in regional areas.

Market sounding should consider:

- supplier's capacity to deliver community outcomes in the service area,
- supplier's experience in delivering community outcomes,
- SME collaboration and sub-contracting opportunities,
- risk identification and management (e.g., regional supply chain),
- seeking supply market input to inform the requirement and determine whether there is a more innovative way to deliver the requirements,
- diversity of suppliers, and
- the overall maturity of the supply market in delivering on social procurement requirements.

The following table includes useful resources when conducting supply market analysis. Additional contact information and resources can be found within the [Framework](#). Additional guidance on market sounding is available to agencies [here](#).

Purpose	Source
Identifying Aboriginal businesses/ACCOs	Supply Nation's Indigenous Business Direct (national directory) Aboriginal Business Directory of Western Australia (WA directory) Purchase from an Aboriginal Business or Australian Disability Enterprise Guideline Aboriginal Procurement Policy - Supplier Guide (Aboriginal participation) Council of Aboriginal Services Western Australia (peak body for ACCOs)
Identifying Australian Disability Enterprises	Buy Ability's Directory of Australian Disability Enterprises (national directory) WA Australian Disability Enterprises Purchase from an Aboriginal Business or Australian Disability Enterprise Guideline
Advice and support on SMEs in regional WA locations	Department of Primary Industries and Regional Development Local Content Advisers
Researching previous or upcoming procurements	Tenders WA Agency Strategic Forward Procurement Plans Who Buys What and How reports PowerBI dashboard* <small>*(contact BDA-informandimprove@df.wa.gov.au for further information about accessing the Tenders WA dashboard)</small>

5.3 Stakeholder identification and engagement

Stakeholder identification and analysis is encouraged so that anyone with an interest in the proposed goods, services or works receives appropriate communication. This is a vital consideration when procuring regionally and can provide a better understanding of supply chain considerations.

Stakeholder engagement should be delivered with strong communication skills. Agencies should consider the development of internal processes to ensure:

- stakeholder engagement techniques that are culturally appropriate,
- use of appropriate technology to enhance level of awareness amongst stakeholders,
- processes that reflect timeframes, regional realities and languages, and

- good record keeping practices of who has been consulted.

If possible, look at previous stakeholder engagement processes that were undertaken in procurements for similar goods, services and works to identify any potential opportunities, problems and solutions.

5.4 Developing a procurement strategy that incorporates community outcomes

Developing a clear understanding of the benefits of including community outcome requirements can be achieved by identifying and assessing opportunities, costs, risks, issues, and mitigation strategies. These findings should be documented and if applicable included in procurement or project planning documentation.

The table below provides possible examples that may be used to identify the most appropriate strategy when determining how to implement social procurement within the procurement process. Additionally, agencies should consider opportunities to support community outcomes outside of the procurement process, for example capability building options available for registered Aboriginal businesses, and environmental certifications.

Community Objective: opportunities for Aboriginal engagement and participation
<ul style="list-style-type: none"> • Aboriginal participation requirements as a contract condition. Suppliers are required to meet either an Aboriginal business subcontracting target or an Aboriginal employment target. See the Aboriginal Procurement Policy Agency Practice Guide for more information. • Specifications for Aboriginal participation, Aboriginal engagement and actions towards reconciliation and advancement of First Nations people and/or demonstration of cultural competence. • An Aboriginal Business and Employment tendering preference for evaluation purposes. • A prequalification requirement for suppliers to be a registered Aboriginal business. • Directly engage a registered Aboriginal business or ACCO. • An early tender advice notice released to notify industry of the Aboriginal participation requirements to maximise their ability to prepare a response.
Community Objective: opportunities for Western Australian regions and regional Western Australians and SME suppliers
<ul style="list-style-type: none"> • Regional price preferences. • Benefits from purchasing from local businesses and the level of local content will be recognised in assessments of value for money and assessing responses against State local industry development objectives. • Contract broken into parts/categories to allow better access for local industry and SME suppliers. • Highest percentage weighting for WA Industry Participation plan in Request document.

Community Objective: opportunities for Western Australians with a disability

- Identifying registered Australian Disability Enterprises that can provide the contract requirement and engaging with them to respond to the Request.
- Purchasing directly from the registered Australian Disability Enterprises as per Procurement Rule C4.2.
- Specifications for disability employment targets.
- An ADE and/or disability employment tendering preference and/or ADE price preference for evaluation purposes.
- An early tender advice notice released to notify relevant industry ADEs to maximise their ability to prepare a response.
- Requiring demonstration of fair employment practices that are compliant with legislative requirements.

Community Objective: gender equality

- Specifications for gender equality requirements and/or reporting.
- Requiring demonstration of fair employment practices that is compliant with legislative requirements.

Community Objective: opportunities for multicultural Western Australians

- Identifying businesses established by Australians from culturally and linguistically diverse backgrounds that can provide the contract requirement and engaging with them to respond to the Request.

Community Objective: environmentally sustainable Western Australia

- The qualitative requirements will provide a positive advantage to goods, services and/or processes that minimise environmental impact e.g. qualitative requirements will give preference to recycled or recovered materials.
- The specification will consider environmental and sustainability related standards, codes or legislation, where appropriate.
- Requirement for the supplier to be certified in environmental management systems (AS/NZS ISO 14001).
- Information will be sought from suppliers on the environmental impact of goods, services and process tendered (e.g. sustainable certification/accreditation, practices, recycled content, durability and reuse options, circular economy opportunities, hazardous material content, energy efficiency, waste prevention, water efficiency).
- Purchase fair trade products.

Community Objective: Innovative Western Australia

- Specifications are drafted to be focused on the outcomes sought, rather than being prescriptive in the solution to deliver it.
- The qualitative requirements will provide a positive advantage to goods, services and/or processes that are innovative.
- Information will be sought from suppliers on how to ensure any solution is future proofed and will remain contemporary throughout the term of the contract.
- If re-tendering for an existing requirement, appropriate market research is undertaken to understand how the operating environment and technology has changed since the last approach to market.
- Use of pilot programs to procure innovative solutions on a smaller scale to determine feasibility for large scale adoption.

5.5 Approaches to market

When thinking about the achievement of community outcomes through procurement, most people tend to focus on tender design (i.e., including selection criteria or including the delivery of these outcomes in contract scopes or specifications).

Limiting consideration of social impact to tender design overlooks other ways we can deliver on community outcomes. These other ways include:

- **Directly engaging registered Aboriginal businesses, ACCOs and Australian Disability Enterprises**

Agencies may choose to utilise the exception under the Procurement Rules to directly engage registered Aboriginal businesses and ADEs. More information can be found in the [Guidelines on Directly Engaging Aboriginal Businesses or Australian Disability Enterprises](#). Agencies can also directly engage ACCOs under the [Delivering Community Services in Partnership Policy](#).

- **Disaggregating a project or program of works to encourage SME participation**

Agencies must ensure there are clear community benefits when deciding to disaggregate procurements. This may be to facilitate the development of multiple SMEs whilst ensuring decisions are financially responsible.

Agencies must document a decision to disaggregate in writing and provide justification for how the decision is likely to result in the engagement of a wider number of SMEs, while still delivering value for money outcomes for the community.

- **Releasing an Early Tender Advice**

Providing early tender advice for scheduled contracts offers more time for:

- local businesses to consider and prepare tender responses, which may help them develop more innovative and competitive solutions, and
- head contractors to engage with local subcontractors and/or joint venturers.

Prospective suppliers may also provide feedback on the early tender advice, which can help agencies structure or improve their Request.

Additionally, to continue transparency and clear communications, a tender briefing is particularly useful for tenders that may include significant or innovative social procurement considerations. It provides potential suppliers an overview of the Request and an opportunity to get clarification on requirements before the Request's closing date.

It is important that the considerations and decisions underlying the procurement strategy in relation to social procurement outcomes are clearly documented in the procurement planning documentation. This includes documenting research and rationale if community outcomes and objectives were not considered feasible and not incorporated into the procurement strategy.

6. Request development and contract formation

Once a procurement strategy is established, the Request should be carefully crafted to consider identified community outcomes. The term Request is used in this guide to describe the relevant approach to market documentation. This includes Request for Tender, Request for Proposal, Expression of Interest or a Request for Quotation.

Integrating social procurement requirements into the Request is the most effective means of ensuring that social procurement opportunities and risks are incorporated into procurement decision-making.

For this reason, the Request document should include consideration of community outcomes, which can include:

- how a supplier satisfies community outcomes in disclosures, compliance and qualitative criteria,
- delivery of community outcomes in the specification. This will become a contract provision that must be delivered, and/or
- price preferences for evaluation purposes.

6.1 Disclosure and compliance criteria

The disclosure section of the Request and/or compliance criteria can be used to establish the Respondent's position and broader corporate responsibility in relation to identified community outcomes.

This may include a Respondent's compliance with certain environmental standards within building and works contracts, or with the reporting requirements of the *Workplace Gender Equality Act 2012*. The latter inclusion should be considered if seeking improved gender equity in the workplace (visit the [Gender equality in procurement page](#) for more information). This may also lead to incorporating additional questions relating to the respondent's organisational policies related to gender equality.

6.2 Request specifications

There are three methods to draft social procurement specifications and qualitative criteria in tender documents:

- **Prescriptive** – specify targets, deliverables and/or specific community outcomes e.g. a predetermined number of apprentices to be employed when delivering the contract.
- **Non-prescriptive** – potential suppliers are asked to provide information on which community outcomes are to be achieved, how the supplier intends to do this and to what extent.
- **Mixed** – it is possible to mix these approaches e.g. an agency might prescribe a particular community outcome appropriate to the procurement but ask suppliers to describe *how* they will deliver on these requirements.

The benefits, risks, and mitigations with each different approach to social procurement specifications and criteria are identified below.

Benefits	Risks and mitigations
PRESCRIPTIVE	
<ul style="list-style-type: none"> • Suits procurements where there is a very clear understanding of community outcome requirements and how they should be delivered. • Provides clarity to potential suppliers on the community outcomes being sought. • Measurable indicators of success are readily built into contractual arrangements. • Agencies can clearly demonstrate leveraging procurement spend to support community outcomes. • Expenditure can better targeted to address specific priorities. 	<p>Risks:</p> <ul style="list-style-type: none"> • May present challenges for potential suppliers who lack experience in delivering on social benefits or outcomes. • Can reduce innovative approaches in the market <p>Mitigation strategies:</p> <ul style="list-style-type: none"> • Undertaking appropriate procurement briefings and/or dedicated stakeholder engagement events or supplier capability building strategies.
NON-PRESCRIPTIVE	
<ul style="list-style-type: none"> • Suits procurements where social procurement opportunities, including the capacity of the supply market, are not well understood by the agency. • Encourages potential suppliers to aim high in their determination of what community outcomes they can deliver. • Encourages potential suppliers to build capability in delivering community outcomes. 	<p>Risks:</p> <ul style="list-style-type: none"> • Responses may contain conservative estimates of community outcomes to ensure they are within cost estimates and that any impacts declared are more easily delivered. • May be more difficult to develop measurable performance indicators. • If community outcomes are to be weighted in tender evaluations, comparisons between suppliers may be difficult. <p>Mitigations:</p> <ul style="list-style-type: none"> • Non-prescriptive clauses should be used only where the benefits outweigh these risks
MIXED	
<ul style="list-style-type: none"> • Suits procurements where there is an understanding of the community outcomes wanting to be generated, but there is limited understanding of the best way to achieve them. • Allows agencies to direct the nature of community outcomes (e.g. employment for people with disability) while encouraging innovative solutions as to how outcomes are to be delivered. 	<p>Risks:</p> <ul style="list-style-type: none"> • Vague or incomplete specifications might deter some potential suppliers. <p>Mitigation strategies:</p> <ul style="list-style-type: none"> • Undertaking appropriate meet the buyer events and/or dedicated pre-market soundings or supplier capability building strategies.









Regardless of which method is used, when including community outcomes into specifications it is important that they are contractually enforceable. They should:

- include reporting requirements,

- be referenced to measurable, clear and specific key performance indicators,
- state how the community outcomes will be monitored, and
- include what management processes are in place to evaluate the supplier’s performance in relation to achieving the agreed community outcomes, such as a schedule for contract management meetings.

Agreed social procurement commitments should be detailed and included in award letters if they were not included in the specification or offer. These commitments then need to be monitored over the life of the contract alongside other deliverables.

These methods require the inclusion of qualitative criteria that enables the Respondent to detail how they will achieve the selected community outcome/s. Qualitative criteria should also be used to provide information that considers a Respondent’s experience, current organisational position, policies or broader corporate responsibility, when making a tender decision.

Tips for including social procurement specifications	
	Should be clearly stated so that they are easily understood and addressed by suppliers.
	Should reference the government priorities, commitments, policies or legislation which support their inclusion.
	Social procurement requirements should be proportionate to the size and risk of the project.
	Onerous requirements should be avoided.
	Facilitate fair competition among suppliers.
	Where appropriate, focus on outcomes, describing ‘what’ is required rather than ‘how’ it should be delivered. This flexibility allows for innovation and ensures a focus on results.
	Consider what is measurable and how it will be measured, reported and evaluated.
	Consider what the requirement is now but also ensure the outcome sought is flexible enough to cater for future needs.

6.3 Qualitative criteria and weighting

Qualitative criteria should reflect the objectives of the individual procurement being undertaken. Qualitative criteria allow the social procurement practices and commitment of potential suppliers to be assessed as part of the value for money assessment.

When considering the inclusion of specific social procurement related criteria, consideration should be given to appropriate weighting for each criterion.

For example, a contract with the opportunity to build economic development through contracting with SMEs, such as a regional construction contract, should have criteria that are weighted higher than a procurement with less opportunity to influence, such as office-based consulting services.

Assessment of the appropriate weighting should be undertaken on a case-by-case basis to ensure they are proportionate to the contract value and the importance of delivering community outcomes relative to other procurement requirements.

For regionally based procurements, qualitative criteria should ensure regional considerations are prioritised. More information can be found in the [WA Buy Local Policy](#).

6.4 Qualitative criteria examples

Organisational Capacity

The Respondent is to evidence commitment to workforce expansion within the organisation, within the following cohorts: Aboriginal and Torres Strait Islander peoples; peer workforce and other diverse groups (e.g. CaLD, people with disability, LGBTQIA) organisations.

Suitability of proposed products, services and methodology

The Respondent is required to provide details of the steps taken to minimise the environmental impact in the production or manufacturing process, distribution, use and disposal of products.

Respondents to include information on:

- (i) Any awards or recognition that the organisation has achieved or been nominated for, in relation to its sustainability or environmental performance.
- (ii) Sustainable initiatives including but not limited to:
 - Strategies adopted to monitor and reduce carbon emissions and/or greenhouse emissions.
 - Participation in Carbon Offset Programmes.
 - Energy efficient practices and the use of renewable energy.
 - Any “take back” of packaging supplied with products and evidence that the collected packaging is recycled and/or reused.
 - Initiatives to reduce the environmental impact associated with the supply chain of the products in its entirety.
 - Detailing the criteria used by the organisation to determine that a product is classified as sustainable. Explain how the organisation will identify sustainable products to buyers.
- (iii) Provide details of any environmental management systems and/or other independent environmental accreditations held by the Respondent. Evidence that such systems and/or accreditations are in place must be provided and verifiable.

OR

The Respondent is required to provide details of the steps taken to minimise the environmental impact of their goods/services. Describe sustainability initiatives including, but not limited [insert relevant initiatives, as per above example].

Sustainability

The Respondent must demonstrate a commitment to sustainability through:

- (i) socially responsible, inclusive and ethical employment practices;
- (ii) occupational health and safety concerns;
- (iii) practices that have a lower impact on the environment such as packaging, waste reduction initiatives including recycling, water and energy efficiencies;
- (iv) any internal actions or programs;
- (v) Respondents' requirement to provide information about the sustainability of their supply chain where the sourcing of locally produced products will be considered favourably; and
- (vi) consideration of the [Government of Western Australia, Premiers Circular 2018/03 – Reducing the Use of Disposable Plastic](#).

Organisational capacity and methodology

The Respondent must demonstrate a commitment to sustainability through responsible manufacturing processes, employment practices which are socially responsible, inclusive and ethical, occupational health and safety concerns, practices that have a lower impact on the environment such as packaging, waste reduction initiatives including recycling, water and energy efficiencies, and any internal actions or programs.

Respondents are required to provide information about the sustainability of their supply chain where the sourcing of locally produced products will be considered favourably.

Success Stories: Case Studies

Detailed case studies have been developed to illustrate how certain procurements have successfully applied the [Social Procurement Framework](#).

These case studies located [here](#) include bespoke qualitative criterion and how these were applied to achieve the business' desired targeted social outcomes.

6.5 Evaluation

Incorporating consideration of community outcomes and sustainability considerations during the planning, analysis, and request formation stage including setting qualitative criteria, will ensure these outcomes are considered during evaluation. An agency should not deviate from the evaluation process set out in the Request.

When considering the makeup of the evaluation panel, panel members (voting and non-voting) should possess a range of skills and experience relevant to the nature of the purchase and the community outcome. Additionally, where a particular community is targeted for social procurement, a panel should provide members who identify as, and are recognised as, belonging to the relevant community the opportunity to participate. This will allow for better representation and consideration of cultural competence.

7. Contract management, review and learnings





7.1 Contract management

Community outcomes, the supplier’s commitments in their Offer, and the resulting Contract, should be actively monitored and regularly managed in the same way as other contract expectations, such as quality and costs. Active monitoring and management of these expectations creates opportunities to identify how outcomes and delivery might be enhanced and ensures the procurement is delivering the intended social impact.

It is important that contract management documentation, such as the contract management plan and contract workbooks, are updated to reflect the commitments made to deliver community outcomes to enable a clear and informed approach.

Stipulating measurable social procurement commitments and actively managing them sends a strong message to suppliers that government buyers are serious about delivering on community outcomes through government procurement. More information on general contract management guidelines and principles can be found [here](#).

Contract reviews should take place throughout the contract to ensure community outcomes remain in focus and remain a priority of both the agency and the supplier.








Tips for managing outcomes	
	Reporting requirements should specify the target community outcomes, performance indicators for achieving the community outcomes, and the reporting terms and times.
	Ensure performance indicators are easily understood. It should be clear to the supplier how performance indicators are related to targets and community outcomes.
	Monitoring and reporting requirements should be proportionate to the size and importance of the community outcomes being delivered.
	Ensure the monitoring of social procurement commitments and community outcomes are measured and reported alongside other deliverables within the contract.

7.2 Contract review and learnings

Evaluating the community outcomes achieved through government procurement is easier and more meaningful if it is considered during planning stages and not just at the end of a contract. Clearly articulated, measurable and easily reported outputs and outcomes, form the foundation for any review and learning process. Planning for this early takes the hard work out of reporting requirements for suppliers and evaluation of outcomes.

In some cases, such as very large procurements, it might be possible and appropriate to resource and conduct complex and detailed analysis, such as a ‘social return on investment’

study. In most cases it will be better to keep it simple by focusing on measuring, evaluating and reporting what is possible.

Tips for evaluating and incorporating learnings	
	Document how the procurement and contract will be evaluated early, share ideas with stakeholders and seek their input.
	Link social procurement commitments to specifications, targets, activities, performance indicators and then to outputs and Community outcomes so the original intent is not lost.
	Keep it simple. Work with suppliers to measure, report and evaluate what is possible, without creating restrictive red tape.
	Document any issues and resolutions that may have occurred.
	Share learnings via case studies about what works and what does not work with other teams and State agencies.
	Documenting the community outcomes achieved for individuals, businesses, places, and communities and sharing their stories can be a powerful way to influence other State agencies.
	Organise a formal stakeholder review of what worked well and what could be improved.

~ END OF GUIDELINE ~