

# Procurement Governance Policy

## Introduction

Government procurement has a significant role in improving South Australia's economy, employment and business opportunities. The South Australian Government spends over \$11 billion a year on purchasing goods, services and construction works. This is equivalent to approximately 10 per cent of the gross state product.<sup>1</sup>

In line with the government's commitment to build a strong economy, grow jobs and deliver a bright future for South Australia ('SA')<sup>2</sup>, the Department of Treasury and Finance (DTF) is committed to maintaining a streamlined procurement framework that:

- reduces complexity and red tape for suppliers and government
- brings construction, goods and services procurement under a unified approach
- covers all South Australian public authorities
- maintains an outcomes-based focus, supported by enhanced performance reporting and data analytics
- improves engagement with industry, our clients and communities
- maximises the opportunity for South Australian business participation
- provides Chief Executives with clear accountability and responsibility to establish local procurement governance arrangements and processes suitable to their requirements.

The South Australian Government Procurement Framework ('the Framework') consists of Treasurer's Instruction 18, this Procurement Governance Policy, and supporting policies that set the minimum requirements for each key procurement activity (planning, sourcing and contract management). A range of best practice guidelines, process guides, tools and templates are also available to support public authorities design fit-for-purpose procurement processes.<sup>3</sup>

The Framework is designed to empower public authorities to engage with industry, clients and communities to innovate and take balanced risks to pursue better outcomes. It will continue to be developed and refined through partnership with public authorities, suppliers, clients and communities to reflect lessons learnt and continuous improvement.

## Scope and Application of the Framework

The Framework applies to South Australian public authorities<sup>4</sup> which buy goods and services. This includes buying goods or services from industry and the not-for-profit

<sup>1</sup> *Inquiry into Government Procurement Stage 1: Final Report*, South Australian Productivity Commission 2019.

<sup>2</sup> See [State Budget 2019-20](#) and [South Australian Growth Agenda](#) for further details.

<sup>3</sup> Part 4 of the Governance Policy provides further details of the associated policies and guidelines.

<sup>4</sup> As defined by the *Public Finance and Audit Act 1987* (SA).

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sector. The Framework will apply to all construction-related procurements from July 2022.

The Framework does not apply to grants as defined in [Treasurer's Instruction 15](#).

All values identified in the Framework and procurement policies are GST inclusive and in Australian Dollars.

### About the Procurement Governance Policy

The Procurement Governance Policy ('the Governance Policy') is divided into five parts:

**Part 1:** Key Procurement Principles

**Part 2:** Procurement Governance

**Part 3:** Public Authority Procurement Frameworks

**Part 4:** Procurement Activity Planning and Reporting

**Part 5:** Procurement Policy and Process

Each part contains key information about the across government approach to procurement.

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## Part 1: Key Procurement Principles

South Australian government procurement centres on five key principles. The government's commitments to those principles are summarised below and are reflected throughout the Framework.

### Principle 1 - Achieving Value for Money

Value for money (VFM) is achieved in procurement by finding the optimum balance between whole-of-life cost and quality. Public authorities will seek to achieve VFM in every procurement they undertake. Schedule 1 provides further details about how the government defines and achieves VFM in procurement.

### Principle 2 - Supporting and strengthening collaborative relationships

Public authorities will always endeavour to put the needs of their clients and communities at the centre of procurement and contracting practices. This is done by engaging with communities and key stakeholders at the earliest stages of the procurement process.

### Principle 3 - Maximising the opportunity for South Australian business participation

Public authorities will continue to maximise opportunities for South Australian businesses through the application of the [South Australian Industry Participation Policy](#) ('SAIPP').

All suppliers will be treated fairly and ethically throughout the procurement and contract management process.<sup>5</sup> This is done through:

- open and competitive procurement processes, where appropriate
- effective communication with the market, using clear and proportionate market approach documents including small to medium enterprises (SMEs)
- fair and transparent sourcing strategies
- consistent provision of information to suppliers
- constructive feedback to suppliers on decision-making processes
- effective complaints management processes.

### Principle 4 - Promoting Innovation Through Outcomes-Based Procurement

Innovation will be encouraged wherever the opportunity exists to improve the way the goods and services are delivered. Public authorities will promote this through effective industry engagement, market research, outcome-based procurement practices and the adoption of a continuous improvement mindset in the procurement community.

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<sup>5</sup> This requirement aligns with the [Code of Ethics for the South Australian Public Sector](#) and [South Australian Public Sector Values and Behaviours Framework](#).

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### Principle 5 - Maintaining Probity, Accountability and Transparency

All procurement activities will be undertaken in a manner that ensures:

- probity is upheld at every stage
- appropriate record keeping is maintained and auditable
- conflicts of interest are identified and appropriately managed
- commercial information is kept confidential
- there is transparency in decision-making
- public officers are kept accountable for their actions.

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## Part 2: Procurement Governance

### Legal Framework

Government procurements must adhere to all applicable legislation, government policies, instructions and agreements. These include:

- State and Commonwealth legislation
- International Free Trade Agreements (FTAs)<sup>6</sup>
- [Treasurer's Instructions](#) (TIs)
- [Department of the Premier and Cabinet Circulars](#) (DPC Circulars)
- [South Australian Industry Participation Policy](#) (SAIPP).

Public authorities are responsible for knowing and understanding their obligations before undertaking any procurement activities. It is also essential to understand the legal consequences of any non-compliance.

If the Treasurer determines that a public authority is non-compliant with its obligations, the Treasurer may direct that the public authority:

- a) terminate or suspend the non-compliant procurement process, and/or
- b) align with the existing internal procurement framework of another public authority, until further notice.<sup>7</sup>

### New Policies and Policy updates

From time to time the Treasurer may introduce new policies or make changes to existing Framework documents. Public authorities are responsible for ensuring implementation and adherence with any changes to the Framework.

### Exemptions from policy

Where the Chief Executive of a public authority identifies that there are justifiable reasons why a requirement set out in this Procurement Governance Policy, the Procurement Planning Policy, Sourcing Policy or Contract Management Policy cannot feasibly be applied to the public authority or a particular procurement process, the Chief Executive may request an exemption that varies the effect of that policy's application to that public authority or process by making a submission to the Treasurer.

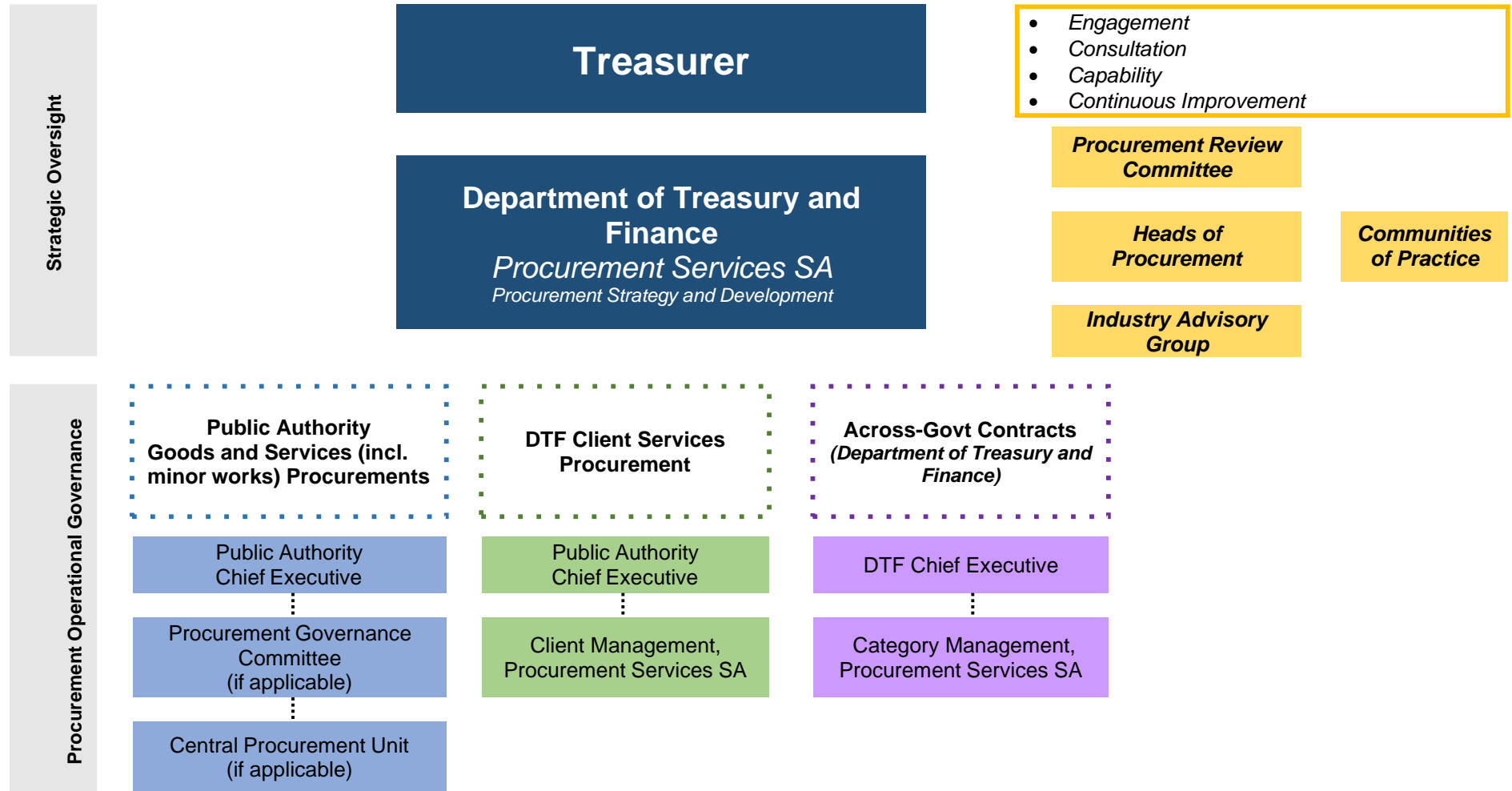
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<sup>6</sup> Refer to the *International Obligations Guideline* for further information.

<sup>7</sup> See Part 4 of the Framework for more details on the internal governance framework.

# Procurement Governance Framework

Figure 1: Overview of the South Australian Government's Procurement Governance Framework



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Version: 1.0

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Government of South Australia  
Procurement Services SA

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### Strategic Oversight

A brief overview of the governance framework is provided below and in Figure 1 (above). Schedule 2 provides a detailed list of roles and responsibilities.

The **Treasurer** is responsible for setting the rules and policy direction for government procurement. This includes the approval of any new policies and future policy updates.

**Procurement Services SA, DTF (Procurement Services SA)** is the government's central procurement branch. It is led by a senior executive who reports to the Treasurer via the Chief Executive, DTF. Procurement Services SA oversees and maintains the Framework including the introduction of any new or revised Framework documents.

The purpose of Procurement Services SA is to create additional value to South Australia as the government's chief advisor on all government procurement, to lead the procurement profession in the South Australian public sector and to deliver across government procurement on behalf of public authorities.

The following governance arrangements have been established to complement the roles and functions of Procurement Services SA:

- **Procurement Review Committee (PRC):** The PRC comprises a small number of senior public officers. The PRC provides strategic oversight of and reviews high-risk and/or high value acquisitions based on public authorities' Procurement Activity Plans.

The PRC is not a decision-making body, however, will endorse submissions or make recommendations in line with the functions outlined in Schedule 2. The Cabinet, Treasurer, a Minister or Chief Executive of a public authority may request the PRC to undertake a review of any procurement activities or related matters.

- **Heads of Procurement (HOP):** HOP comprises a large group of public authority procurement leaders which gathers regularly to discuss emerging issues and changes relating to government procurement. HOP has a strategic role in assisting Procurement Services SA to deliver improved procurement outcomes across the public sector.
- **Communities of Practice (COP):** COP have been established to assist public authorities to improve their procurement capability and practice. They are established by and chaired by members of HOP and deliver through:
  - sharing good practice in procurement
  - identifying lessons learned on matters of common concern
  - identifying opportunities for public authorities to share capability and expertise, including areas where experienced and specialist procurement

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- professionals could partner with other public authorities to improve procurement outcomes
  - benefiting from advice and discussion with the owners of government policies that are relevant to procurement, including the not-for-profit contracting reforms and the Industry Advocate, in order to improve understanding and practice
  - identifying opportunities to reduce unnecessary costs to procurement and business in procurement policy, practice and process.
- **Procurement Industry Advisory Group (IAG):** The IAG comprises representatives from various industry sector bodies (e.g. not-for-profit, Information, Communications and Technology (ICT) and Construction) and the Industry Advocate. The IAG's role is to improve government's engagement with industry, drive innovation and identify ongoing opportunities to reduce the complexity and costs of tendering for government work.

### Procurement Operational Governance

#### *Goods and Services Procurements*

Each public authority has a **Chief Executive** (or equivalent), who is responsible for implementation of and compliance with the Framework. The Chief Executive of a public authority is ultimately responsible for the efficient and effective management of procurements of their public authority regardless of the value. This includes approval of Acquisition Plans and Purchase Recommendations. The Chief Executive can authorise other persons to approve Acquisition Plans and Purchase Recommendations. However, only the Chief Executive may approve an Acquisition Plan that involves a single source market approach with an estimated cost above \$550,000. The Chief Executive cannot authorise other persons to exercise this power or function.

The Chief Executive can choose to be supported by a **Procurement Governance Committee** (PGC) and/or **Central Procurement Unit** (CPU) to govern the public authority's key procurement functions. Each Chief Executive will review its public authority's procurement profile to determine whether the value or risk associated with its procurement activities requires a PGC and/or a CPU to be established. Further guidance on establishing suitable governance arrangements is provided in *Governance Arrangements Guideline*.

#### *DTF Client Services Procurement*

DTF Client Services Procurement, part of Procurement Services SA, provides expert management of goods and service procurement processes for public authorities with limited internal capability under a fee for service arrangement.

#### *Across Government Contracts*

Across Government Contracts will be managed by Procurement Services SA.



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### Part 3: Public Authority Procurement Frameworks

#### Internal Procurement Framework

In accordance with *Treasurer's Instruction 18*, Chief Executives are responsible for ensuring their public authority has an appropriate internal procurement framework and governance in place to satisfy the requirements of the identified Procurement Services SA policies.

To meet this requirement, the Chief Executive can choose to develop and maintain an internal procurement framework specific to its own public authority or elect to use the existing framework of another public authority (as agreed in writing between the Chief Executives of the two public authorities).

The internal procurement framework will, at a minimum, detail the public authority's:

- procurement governance structure (including establishment of a CPU and/or PGC and membership, and the alignment of public authorities, if applicable)
- procurement processes and performance standards
- contract management processes and performance standards (linked to public authority's contract management framework)
- system of authorisations to issue procurement approvals
- roles and responsibilities of its staff in the procurement process, and CPU and PGC (where applicable)
- annual industry engagement plan requirements
- annual capability assessment and capability development plan requirements for procurement and contract management
- internal assessment and review requirements.

The Chief Executive will assess the suitability of the internal procurement framework in accordance with *Treasurer's Instruction 18*.

Before a public authority undertakes any procurements, the public authority will provide Procurement Services SA with a copy of its internal procurement framework for review and feedback. Public authorities will also provide a copy of the following documents to Procurement Services SA, annually:

- capability assessment
- capability development plan
- industry engagement plan.

Procurement Services SA will provide advice and support to public authorities if any areas of the internal procurement framework are identified as requiring improvement.

#### *Establishment of a Procurement Governance Committee (PGC)*

Where a PGC is established, the PGC will have a written Terms of Reference that describes how it will assist the public authority achieve its objectives. PGCs will

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comprise representation from executives, senior level officers and public authority technical staff. Those officers will have capability to contribute appropriate management and subject expertise in areas such as risk, financial management, strategic planning, project management, and/or information systems. Membership details (including competencies, roles and capacity) will be provided to Procurement Services SA if requested.

PGC members will undertake training, from time to time, as required by the Chief Executive, DTF.

Chief Executive, DTF may appoint a delegate to sit on a public authority's PGC, at any time, by agreement with the respective Chief Executive. This appointment will likely consider the public authority's procurement profile, which includes the:

- overall risk of the government services it is providing
- its annual spend
- complexity or risk of its procurement activity
- overall procurement capability of the public authority being commensurate to the above listed factors.

### *Public Authority Central Procurement Unit (CPU)*

The Chief Executive will decide whether to establish a CPU for its public authority based on the public authority's procurement governance structure and procurement profile (as detailed in the section above).

If the Chief Executive chooses to establish a CPU, the Chief Executive will ensure that:

- the expertise and experience of all staff undertaking procurement functions are appropriate for the scope, nature and complexity of those functions
- appropriate procurement governance arrangements are established within the public authority to ensure that the CPU has the requisite authority to deliver its objectives.

### *Internal Biennial Review*

Commencing in 2022, and every two years thereafter, the Chief Executive will undertake an internal review to assess the extent to which the public authority's procurement and contract management processes have been undertaken in line with its internal procurement framework. The internal review will consider whether procurement policies, procedures and operational practice are effectively implemented and followed by the public authority.

The internal review will be supported by the public authority's internal audit function or similar, independent from the procurement function. Details of the internal review will be provided to Procurement Services SA via the Procurement Activity Reporting

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System<sup>8</sup> by 31 October 2022 and 31 October every two years thereafter.

### *External Biennial Review*

In the alternate year to the internal review (commencing 2023 and every two years thereafter), the Chief Executive will initiate an external review of its procurement and contract management processes. This review will be outcomes-focused and will identify good practice and opportunities for improvement.

Procurement Services SA will maintain a panel of suppliers to undertake the external review. The Chief Executive will be responsible for identifying the most appropriate supplier from the panel and engaging that supplier. The external review report will be provided to Procurement Services SA within 30 calendar days of the report being provided to the public authority.

### *Record keeping*

Accurate records are to be kept for all stages of the procurement process, including planning, sourcing and contract management. Decision making needs to be documented, including the process followed to arrive at that decision. Such documentation serves to provide enough information for audit or other review.

Public authorities will pay attention to documenting all relevant communication with prospective suppliers. This includes both written communications, along with appropriate records of relevant verbal discussions throughout the whole process (e.g. minutes of a meeting, file notes of telephone discussions).

### *Complaints Management Framework*

#### *Public Authority Requirements*

Chief Executives will ensure their public authority has effective systems, practices and processes in place to manage supplier complaints at any stage of the procurement process, in accordance with the *Supplier Complaints Schedule*. Contract disputes will be managed in accordance with the *Contract Management Policy*.

The complaint management process will at a minimum:

- document the process for handling supplier complaints, including appropriate escalation procedures within the public authority
- detail how the investigation will be conducted
- provide timelines for conducting investigations and formally responding to the complaint
- identify the information or documentation required by the complainant
- provide details of the contact person and process to provide documentation

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<sup>8</sup> Refer to Section 4 for further details on the Procurement Activity Reporting System.

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- encourage the public authority and complainant to seek resolution of the complaint through consultation
- detail how complaints are to be referred to Procurement Services SA if the matter is not resolved to the satisfaction of the complainant.

Suppliers must be allowed a minimum of 14 calendar days to submit a complaint in writing (from the time when the complaint becomes known or should have been known to the supplier). All formal complaints will be investigated, and responded to in writing, by an appropriate independent officer who is not directly involved in the subject matter of the complaint. For example, public authorities with a CPU may elect to have complaints managed by an internal audit unit.

The complaints management process will be publicly available to suppliers.

Where applicable, appropriate records of complaints will be maintained by public authorities via a database and/or a physical file containing all relevant documentation.

### Review Authority

The Chief Executive of the public authority will inform the Procurement Review Committee (“PRC”) within seven calendar days of any complaint that could not be resolved to the satisfaction of both parties. Public authorities will provide all relevant documentation to the PRC, via Procurement Services SA.

The complainant will be provided with the opportunity to reply to a procuring public authority’s response before PRC has made recommendations relating to the complaint. The PRC recommendations will be provided in a timely fashion, in writing, with reasons.

The PRC:

- will not participate in a complaint management process until the complaint has been investigated by the public authority and/or independent investigation – unless the Treasurer considers that the circumstances warrant an earlier intervention
- may recommend to the Treasurer to direct that a public authority suspend or reconduct all or any part of the procurement process if required
- and will refer matters to the appropriate authority as required.

### Contract Management Framework

#### *Organisational and Operational Level Requirements*

The Chief Executive will ensure its public authority has an effective contract management framework (‘CM Framework’) in place. The CM Framework will detail organisational and operational level requirements that align with the *Contract Management Policy* and the public authority’s strategic objectives. See the *Contract Management General Requirements Schedule* for further details.

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### *Contract Register*

The Chief Executive will ensure the public authority maintains a contract register to record details of all goods, services and construction contracts valued above \$55,000, including secondary contracts under established panel contracts. Guidance on the information to be captured by the contract register is set out in the *Contract Management General Requirements Schedule*.

### *Risk Management Framework*

Chief Executives will ensure that an appropriate risk management framework is developed to safeguard the integrity of the procurement process.

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### Part 4: Activity Planning and Reporting

#### Procurement Activity Planning

##### *Forward Procurement Plans*

Procurement Services SA will publish a Forward Procurement Plan on behalf of all public authorities to inform prospective suppliers about future procurement opportunities. The Forward Procurement Plan will be based on Procurement Activity Plans (detailed in the section below) and additional data collected through the *Procurement Activity and Reporting System (PARS)* including that submitted by public authorities as part of their obligations under *Treasurer's Instruction 18*.

Public authorities will use the PARS to inform Procurement Services SA and suppliers of their intentions to undertake a procurement (valued above \$55,000) and indicative timing in the coming 24-month period. Secondary procurements from across-government panels and contracts due for expiry and/or renewal within this 24-month period must be included. Public authorities will also indicate the likelihood the procurement activity will proceed at the date specified.

Forward procurement plans will be published on the [Procurement Services SA](#) website.

The PARS will enable public authorities where appropriate to withhold sensitive procurements (as defined by each public authority in their internal procurement framework) from public disclosure in forward procurement plans.

Wherever possible, the published Forward Procurement Plan is to be updated to reflect significant variations (i.e. cancellation or short notice additions of planned activities).

Procurements above \$55,000 must be recorded on the Forward Procurement Plan (through the PARS) prior to approaching the market.

##### *Procurement Activity Plan*

Public authorities will use the government's central PARS to record and submit details of all procurement activities with an estimated cost above \$550,000 that it plans to undertake in the next 12-month period.

The Procurement Activity Plan must be approved by the public authority's Chief Executive, and submitted to the Department of Treasury and Finance, through the PARS, by 1 July each year.

Procurement Activity Plans may require amendment from time to time, based on changing needs within public authorities. If, following submission of the Procurement Activity Plan, a public authority considers it necessary to amend the plan, the Chief Executive must submit an amended report through the PARS.

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### Public Authority Reporting Requirements

All public authorities will report in line with the Procurement Services SA *Reporting Schedule*. The reporting requirements detailed in the *Reporting Schedule* will enable Procurement Services SA to monitor and review procurements, identify opportunities for greater outcomes to be achieved and provide leadership of procurement across government.

Public authorities will use the PARS to submit the required information as detailed in the Reporting Schedule, unless the public authority's procurement reporting system is integrated with the Procurement Services SA PARS.

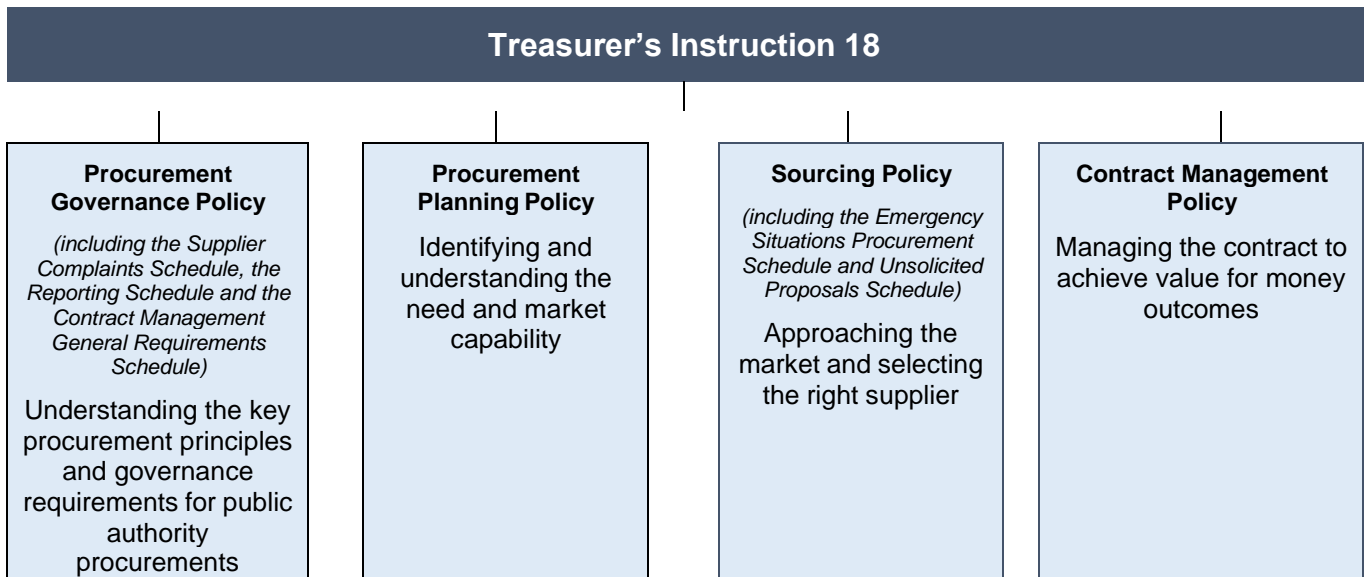
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## Part 5: Procurement Policy and Process

### Procurement Process

*Treasurer's Instruction 18* is supported by Procurement Services SA's policies which identify the requirements for public authority procurements, as follows:

1. Procurement Governance Policy
2. Procurement Planning Policy
3. Sourcing Policy
4. Contract Management Policy



These policies set the minimum requirements a public authority must meet when planning for and undertaking a procurement and contract management process. Minimum requirements are based on the type and complexity of the procurement.

### Complexity and Capability Assessments

Public authorities will undertake a complexity and capability assessment during procurement activity planning and before commencing an individual procurement process.

#### *Procurement Complexity*

**Procurement complexity** refers to the level of complexity involved in procuring a good or service. An assessment of complexity considers a broad range of factors including risk, whole-of-life cost and market dynamics associated with the procurement activity.

The complexity assessment will classify the procurement and contract management process as either:

- a) transactional,



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- b) routine,
- c) complex, or
- d) strategic

The procurement complexity will determine the requirements of the individual procurement process. Further guidance on complexity classifications is available in the *Complexity and Capability Guideline*.

### *Procurement Capability*

**Procurement capability** is about matching the persons, resources, systems and processes to the requirements of a procurement activity - ensuring sufficient expertise is in place to carry out the procurement successfully.

Chief Executives will ensure the public authority has appropriate levels of procurement expertise, resources, systems and processes to achieve procurement objectives and manage risks appropriately by:

- annually assessing the public authority's capability
- developing a Capability Development Plan (to be reviewed yearly)
- conducting its procurements through appropriately skilled staff.

These will be addressed in the public authority's Internal Procurement Framework.

***A public authority will only carry out a procurement process where it has been determined there is sufficient capability to achieve the procurement objectives.***

If it is determined that a public authority does not have sufficient capability, before proceeding, the public authority will seek advice from Procurement Services SA. This may include referring the procurement to Procurement Services SA Client Services for oversight and management or engaging external support and expertise.

Procurements can be referred to Procurement Services SA by the respective CPU, PGC, Chief Executive, a Minister or Cabinet.

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### Schedule 1: Value for Money in Procurement

Obtaining Value for Money (VFM) in the expenditure of public money is a key principle of the Framework.

VFM will be considered from the very beginning of the procurement process, from planning through to supplier selection and contract management. If a procurement or contract cannot achieve VFM and deliver the intended outcomes, then that procurement or contract should not continue.

#### What is Value for Money?

VFM is the achievement of a desired procurement outcome at the best possible price based on a balanced judgement of financial and non-financial factors relevant to the procurement.

VFM is achieved in procurement by finding the optimum balance of:

1. whole-of-life cost
2. quality.

#### Whole-of-Life Cost

The estimated cost (GST inclusive) of the proposed contract(s) over the total contract term (including any extension options) must be used to estimate the total cost of a procurement. In addition, in order to achieve VFM, whole-of-life cost (WLC) (also known as life cycle cost or total cost of ownership) must also be considered at the acquisition planning stage.

WLC identifies the total costs and expenses associated with the purchase of the good or service, from planning, supply/usage through to disposal. This includes estimating the accumulated costs of acquiring, operating, maintaining and disposing of or decommissioning the good or service, and includes any revenue from disposal.

WLC can also be used to assess the total cost of a supplier's offer during supplier selection, where appropriate.

Refer to the *Whole-of-Life Costing Guideline* for further guidance on how to consider and calculate WLC.

#### Quality

The quality of an offer to supply considers:

- the capability of the good or service to achieve the intended outcome/s of the procurement
- the capacity (including previous experience and availability/timeliness) of the supplier to deliver the intended outcome/s
- compliance with specifications and/or standards associated with the good or service

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- the flexibility and adaptability of the good or service to foster continuous improvement and innovation (where appropriate) over its life cycle
- the economic contribution made to South Australia through the supply of the good or service (assessed through the [South Australian Industry Participation Policy](#)).

Public authorities can also use their buying power to generate additional outcomes above and beyond the value of the good or service procured; for example, targeted employment or training opportunities.

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## Schedule 2: Procurement Governance Functions

### Strategic Oversight and Performance Management

Role	Overview of Functions / Responsibilities
<b>DTF Procurement Services SA</b>	<p>DTF Procurement Services SA will create additional value to South Australia as the government’s chief advisor on all government procurement by:</p> <ul style="list-style-type: none"> <li>• Setting the strategic direction for procurement across government</li> <li>• Leading the procurement profession in the South Australian public sector</li> <li>• Delivering across-government procurement and contract management on behalf of public authorities</li> <li>• Developing and maintaining a framework for the procurements of SA Government public authorities, including policies, guidelines, tools and templates</li> <li>• Ongoing policy reform</li> <li>• Reviewing and endorsing the internal procurement framework of public authorities</li> <li>• Reviewing high-value, high-risk or other procurement processes as requested by a public authority, Procurement Review Committee, Minister or Cabinet</li> <li>• Providing advice to responsible Ministers and Chief Executives on any matters relevant to the procurements of public authorities</li> <li>• Supporting the development and delivery of training and professional development activities for public sector procurement practitioners and Procurement Governance Committee members</li> <li>• Providing procurement advice and support to public authorities with limited internal procurement capability</li> <li>• Undertaking procurement processes on behalf of public authorities, as requested</li> <li>• Monitoring and reviewing public authority procurements and the findings/outcomes of annual reporting and biennial internal and external reviews, as well as capability assessments, capability development plans and industry engagement plans, and identifying opportunities for greater outcomes to be achieved</li> <li>• Acting as a referral point for unresolved supplier complaints</li> </ul>

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	<ul style="list-style-type: none"> <li>• Investigating and reviewing challenges or complaints by a supplier that there has been a breach of the government’s international obligations</li> <li>• Publishing forward procurement plans on behalf of public authorities</li> <li>• Undertaking data analytics to measure and benchmark public authority procurement performance and identify opportunities for additional value to be obtained and sharing findings of the data analysis.</li> </ul>
<p><b>Heads of Procurement (HoP)</b></p>	<p>The HoP group will deliver improved procurement outcomes across the public sector by:</p> <ul style="list-style-type: none"> <li>• Sharing information and collaborate on shared resources</li> <li>• Discussing emerging issues and changes relating to government procurement</li> <li>• Driving and showcasing better practices</li> <li>• Identifying emerging trends in procurement and contract management</li> <li>• Assisting Procurement Services SA with policy reform, capability development and guidance to public authorities</li> <li>• Facilitating Communities of Practice in specific subject matter areas</li> <li>• Identifying opportunities to enhance the procurement planning, sourcing and contract management function</li> <li>• Raising awareness of procurement and contract management requirements in their public authority business areas</li> <li>• Driving a culture of continuous improvement.</li> </ul>
<p><b>Procurement Industry Advisory Group (IAG)</b></p>	<p>The IAG will improve government’s engagement with industry, drive innovation and identify ongoing opportunities to reduce the complexity and costs of tendering for government work by:</p> <ul style="list-style-type: none"> <li>• providing industry expertise on procurement policy development, emergent trends and opportunities for improvement relating to procurement activities</li> <li>• advising on the future needs of industry as part of forward procurement planning</li> <li>• advising Procurement Services SA of any issues between Government and industry</li> <li>• advising on sector-wide procurement matters, including industry standards, future directions, strategy, and the impact of the Government’s procurement decisions on industry and the non-government sector.</li> </ul> <p>Membership of the IAG will be at the discretion of the Treasurer.</p>

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<p><b>Procurement Review Committee (PRC)</b></p>	<p>The PRC will provide strategic oversight of high-risk and/or high-value acquisitions and:</p> <ul style="list-style-type: none"> <li>• Review activity plans of public authorities to identify procurements that require the oversight and review by Procurement Services SA (for example procurements that are high risk, high value or of public interest)</li> <li>• At the request of Cabinet, Treasurer, a Minister, a Chief Executive of a public authority , review any procurement activities or related matters and make recommendations based on the outcomes of the review</li> <li>• Review and endorse strategies for the establishment of across-government contracts</li> <li>• Review and endorse procurement policies, including revisions, issued by Procurement Services SA, prior to the approval of the Treasurer.</li> <li>• Review supplier complaints relating to procurement processes and make recommendations to the Treasurer in accordance with the <i>Supplier Complaints Schedule</i> issued by the Department of Treasury and Finance.</li> </ul> <p>The PRC is not a decision-making body, however, will endorse submissions or make recommendations in line with the above functions.</p>
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