

**User Guide**

Industry engagement facilitates transparency and collaboration with the market and provides a platform for public authorities to develop and gain benefit from being an informed buyer. It involves exploring the capabilities of suppliers and potential suppliers to provide goods and services and prepare for subsequent procurement activity.

Proper planning can maximise the effectiveness of industry engagement and minimise risks. While every industry engagement should be planned, the extent of the planning depends on the nature of the engagement and the engagement goals.

This Industry Engagement Plan Template (‘Template’) will assist public authorities to properly plan and undertake their Industry Engagement activity with confidence and be well informed in knowing how to manage risks appropriately while maintaining their obligations relating to probity, accountability, and transparency.

Public Authority instructions.

* Your public authority may tailor this template to ensure it is fit-for-purpose and meets the requirements of your internal procurement framework.
* This Template / User Guide should be read in conjunction with the *Industry Engagement Guideline*.

User specific instructions

* There are instructions and guidance notes on tailoring the template in text boxes throughout the template. The yellow highlighted text indicates where you should insert details relevant to the specific procurement.
* The guidance notes and suggested considerations should be used as prompts for procurement officers to help develop their Industry Engagement Plan.
* All guidance notes and suggested considerations should be deleted before the *Industry Engagement Plan* is finalised. This User Guide text box should also be deleted before the *Industry Engagement Plan* is complete.
* The amount of detail you include in each section of the *Industry Engagement Plan* and the effort put into completing this process should be commensurate to the complexity of the procurement.
* Parts of the template contain suggested wording or tables that can be used to input key information (e.g. time frames and activity list). These are only examples and should be updated or amended each section as required to suit your *Industry Engagement Plan*.
* If you would like assistance in preparing your *Industry Engagement Plan*, or a constructive peer review of your draft, please contact Procurement Services SA at procurement@sa.gov.au.

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| **Industry Engagement Plan Template** |



**Industry Engagement Plan**

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| --- | --- |
| **Procurement Name:** | Click or tap here to enter text. |
| **Public Authority:** | Click or tap here to enter text. |
| **Division:** | Click or tap here to enter text. |
| **Procurement Reference Number:** | Click or tap here to enter text. |
| **Version Control:** | Date | Version # |
|  | Click or tap here to enter text. | Click or tap here to enter text. |

# BAckground Information

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| Preparation for your industry engagement is an integral step in the planning process. It is important to have an agreed understanding of the reasons why you are engaging, who you need to engage with and what engagement activities will provide the best outcomes. The following checklist will help you to with this step.Do you have a clear understanding of:[ ] the history and background to the project[ ] internal and external stakeholders[ ] the end users[ ] the industry participants and whether a market exists at all[ ] the fundamental economics, business characteristics and competitive framework of the market[ ] the supply and demand trends within the market[ ] whether the market supplies similar organisations and, if so, what their supply models look like[ ] the strengths and weaknesses of the public authorities position in the market[ ] the resources available for conducting industry engagement[ ] any risks, including risks to concurrent procurement activities[ ] an understanding of any past engagement activities[ ] the historical decisions that have led to this upcoming engagement.In undertaking this preparation work, remember to engage with frontline staff as they can usually give you important insights into:* likely challenges and encourage discussion within your public authority about whether current services, products, or solutions really meet the objectives
* help you understand the limitations of existing products and solutions and any difficulties in managing suppliers
* uncover desired improvements, needs and outcomes.
 |

<Delete the above text box and provide your background/overview summary here >

# Purpose

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| Using the information gathered during the preliminary planning, develop a clear and concise statement that summarises the purpose of the industry engagement activity (e.g the opportunity to be explored, the outcome to be achieved, the problem to be solved, the goods or services needed, the decision to be made and where appropriate, the level of influence the stakeholders and community may have of the project outcome.Purpose example Recognising the growth of ABC’s procurement function and its scope, the purpose of this document is to establish a plan for enhancing ABC's relationships with suppliers to improve procurement outcomes both for ABC, purchasing on its own behalf, and for ABC’s fleet services. |

< Delete the above text box and provide your background/overview summary here >

# Planning an Industry Engagement

#  Stage 1 – Industry Engagement Objectives

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| Stage one of your plan should clearly describe:* the objective of the engagement (e.g. key deliverables/outcomes),
* the various phases and timelines
* all the parties involved (internal and external)
* primary contact person(s) details
* the methods of engagement
* the topics to be discussed
* key risks and mitigations
* dispute resolution process \*
* what measures you will use to assess if the engagement achieved the objectives
* how your engagement plans are guided by:
* the South Australian Industry Participation Policy (SAIPP)
* PC 044 South Australian Funding Policy for the Not-for Profit Sector.

***Key points**** A stakeholder is anybody who can affect or is affected by your procurement. They can be internal or external and they can be at senior or junior levels.
* The Procurement Objectives are those detailed in the Acquisition Plan - Section 2.1 Identified Need

*\* Disputes can arise during an industry engagement and often potential suppliers will not raise an issue until it becomes significant. Through careful planning and discussing potential issues with suppliers early in the engagement, the potential for disputes later in the procurement can be minimised. To assist in reducing the likelihood of a serious dispute public authorities should make sure staff leading the engagement activity are trained appropriately and equipped to handle difficult conversations.* |

<Delete the above text box and based on the guidance notes above, insert your Stage 1 plan here>

#  Stage 2 – Our Conduct

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| Stage two is about “setting the scene” and should detail how a public authority plans to conduct itself throughout the “engagement” process. It is imperative that the process is open and transparent, messaging is clear and consistent, that all suppliers are treated fairly and consistently, and all decisions are evidence based. To support this, public authorities should:* clearly explain the engagement process to potential suppliers
* make it easy for all suppliers to engage, including the NFP sector, Aboriginal business and small and medium-sized enterprises
* clearly state if it is the intention to proceed to procurement
* provide appropriate security, including protecting confidential information.

Providing potential suppliers with information that clearly sets out what they can expect from a public authority will help manage expectations, avoid confusion, and mitigate potential risks. At a minimum, potential suppliers should expect a public authority to:* adhere to their ethical obligations
* behave in accordance with the Public Sector Code of Conduct
* comply with all relevant legislative and regulatory requirements
* report any unethical or corrupt behaviour in accordance with the obligations detailed in the *Independent Commissioner Against Corruption (ICAC) Act 2012*
* provide accurate and timely information
* declare any potential, actual or perceived conflict of interests
* maintain confidentiality and respect supplier’s intellectual property.
* capture and maintain records of all engagements (Appendix 3).
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<Delete the above text box and based on the guidance notes above insert your Stage two plan here >

#  Stage 3 – What is expected from Suppliers.

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| Stage three of your plan should describe the expectations of how you expect potential suppliers to act. This is especially important where a supplier hasn’t previously supplied to the South Australian Government. This part of your plan should provide a list of your expectations from potential suppliers and include the type of information you will provide suppliers to ensure they are best placed to meet these expectations. This should include providing potential suppliers with information on:* ethical obligations for potential suppliers, public sector employees and public authorities
* principles and standards of behaviour relating to public procurement
* basic knowledge about corruption and how to prevent it, including the importance of recordkeeping, managing conflicts of interest, gifts and benefits, and reporting suspicions of impropriety
* performance expectations and a clear understanding that public procurement is undertaken for the public good
* the consequences of engaging in corruption
* the stipulations of the *Independent Commissioner Against Corruption (ICAC) Act 2012* regarding contractors and corruption reporting obligations (both contractors reporting corruption and being reported for corruption)
* links to websites and resources for suppliers that provide additional information about public sector procurement.
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<Based on the guidance notes above, please provide details of your Stage 3 plan here>

#  Innovation

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| To make sure this plan encourages innovation, it is important to provide as much detail about future needs as possible and consider: * whether each engagement exercise provides scope for innovative procurement approaches to emerge and make sure there are plans for dealing with these approaches
* whether the procurement processes are open to innovation and encourage the market to offer solutions that are:
* more productive
* a better fit for government’s needs
* more cost and resource efficient.
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<Delete the above text box and provide details here or delete if not applicable>

#  Parameters and limitations

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| In this section you will need to consider:* your available budget to conduct the engagement activities as this can impact the kind of activities you may use. Think about budget considerations for the engagement – separate to the project/procurement budget.
* the timeline of key dates and procurement objectives

These types of considerations can be parameters or limitation to your industry engagement, which need to be considered in the planning. |

<Delete the above text box and provide your parameters or limitation details here. Delete or add rows as required>

|  |  |
| --- | --- |
| Type of limitation/parameter | Details  |
| Staff capacity and skills  | e.g.Our Communications staff member is unavailable during June 20xx– we will need to consider using external resources to assist us to develop our information |
| Government meeting dates information may be required by | e.g. It will be important to provide a summary of the feedback at the departments meeting by 15 June 20xx  |
| Legal requirements you need to abide by |  |
| Time to engage a consultant if required  |  |
| Time needed to complete enagagement  |  |
| Consultation period |  |
| Key organisational milestones |  |
| YourSAy lead time dates |  |
| Dates of face to face activities  |  |

#  Probity and Risk

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| Probity needs to be at the forefront when planning and conducting all industry engagement activities. All activities should be open, transparent, and fair and it’s important to plan to ensure probity is maintained. Probity issues can compromise a procurement and cause negative consequences for your organisation. The main way to deal with probity and manage risk is to:* communicate the purpose of the industry engagement to the market
* treat all suppliers and potential suppliers fairly and consistently
* handle confidential information carefully
* be clear that it is not for the purpose of selecting solutions or suppliers.
* confirm supplier selection **will not** occur during procurement.
* keep accurate records
* acknowledge that disputes sometimes arise and communicate how complaints and disputes will be managed.

Other ways to avoid or mitigate probity risk may include: * engage parties that are not potential suppliers (industry bodies and independent market experts)
* engage with suppliers in a “safe space” like events or trade shows
* use separate groups for early market engagement activities and procurement to avoid supplier bias in the procurement team
* de-identify offers in the following procurement to avoid supplier bias
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<Delete the above text box and detail your plans to maintain probity and manage risk throughout your industry engagement process.>

#  Stakeholder Analysis Table

This table provides an example of the types of stakeholders who may be impacted by the results of a future procurement and those who will/may influence the outcomes of the industry engagement process relating to this. Understanding the level of impact / influence will help to determine the level of stakeholder engagement and communication required. While this is one example, there are several tools you can use to identify your stakeholders including those listed on the [Better together – Prepare](https://www.bettertogether.sa.gov.au/planning-tools/prepare) website.

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| --- | --- | --- | --- |
| **Stakeholder** | **Interest / Impact / Influence** | **Expectations** | [**IAP2 Level**](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf) |
| *Ministers* | *High interest, impact and influence.* | *That they will remain informed of community feedback and the engagement process as it progresses* | *Involve* |
| *Business owners including front line staff* | *Medium interest / high impact / medium influence* | *That they will be invited to participate in the planning and decisions to ensure their needs are considered.* | *Consult* |
| *Client groups* | *Medium interest / high impact / low influence* | *That they will know when, where and what industry engagement activities are planned, provided the opportunity to participate and are advised of what feedback they can expect to receive.* | *Involve /Inform* |
| *Potential suppliers* | *High interest / high Impact / high influence* | *That they will receive clear, comprehensive, and timely information about the purpose of the industry engagement activity and the buyers expectations.* | *Consult* |
| *General public (community)* | *Medium interest / low impact / low influence* | *A good experience at the event* | *Inform* |

<Delete the above example and insert your stakeholder details here. Add rows as required>

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| --- | --- | --- | --- |
| **Stakeholder** | **Interest / Impact / Influence** | **Expectations** | [**IAP2 Level**](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf) |
|  |  |  |  |
|  |  |  |  |

#  Engagement Summary Table

This Engagement Summary table provides an example of the types of engagements that you may need to consider. If required, this information will help you develop Action plans to outline when and how each of these activities will be implemented and by whom.

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| --- | --- | --- | --- | --- | --- |
| Planning Stage | Engagement Level & Objective | Stakeholders | Technique/s | Who & Where | Estimated Timing |
| ***List the stage*** | [***State t[[1]](#footnote-2)he lAP2 level***](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf) ***to be used (Inform, Consult, Involve, Collaborate, Empower) and the objective of the engagement activity for each stage.***  | ***List key stakeholder groups from your stakeholder identification worksheet.*** ***Stakeholder list may vary per project stage.***  | ***Describe the activity and techniques being used for each stage - eg mail out, workshop, online survey, focus group*** | ***Insert name/s of responsible officer and where the activity is to occur*** |  |
| *Planning* | *Involve* | *Ministers* | *Ministerial briefing* | *Public authority* | *Month 20xx* |
| *Planning*  | *Consult / Inform* | *Business owners**and users*  | *Information update/flyer**Website* *Online and hard copy survey* | *Community Engagement Coordinator*  | *Month 20xx* |
| *Feedback*  | *Inform*  | *Business owners, potential suppliers and end users, event organisers, CE’s**Ministers* | *Feedback report* *Website update* | *Community Engagement Coordinator*  | *Month 20xx* |

<Delete the above example and provide your specific details here. Add rows as required.>

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Planning Stage | Engagement Level & Objective | Stakeholders | Technique/s | Who & Where | Estimated Timing |
| ***List the stage*** | [***State the lAP2 level***](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf) ***to be used (Inform, Consult, Involve, Collaborate, Empower) and the objective of the engagement activity for each stage.***  | ***List key stakeholder groups from your stakeholder identification worksheet.*** ***Stakeholder list may vary per project stage.***  | ***Describe the activity and techniques being used for each stage - eg mail out, workshop, online survey, focus group*** | ***Insert name/s of responsible officer and where the activity is to occur*** |  |
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#  Post Engagement

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| Once you have completed your industry engagement activity and learned all you can, as a minimum it is important to do the following. This will also inform your acquisition planning and help guide future industry engagement plans:Evaluate the activity you undertook to determine:* whether the engagement activity met your objectives
* what worked well and why
* what benefits were achieved
* whether anything should be done differently in future engagement activities.
* you maintained records appropriately relating to the activity including:
	+ details of the activity (type, purpose, date, venue/location, attendees etc)
	+ any documents or information provided
	+ evaluation outcomes
	+ any responses to questions you may have provided
	+ provide feedback

Key points to remember* Industry engagement helps improve and promote procurement activities. Potential suppliers play a key role in this process and by providing them with feedback on the value and relevance of their contributions will benefit suppliers who may be interested in future engagements and procurements with SA Government.
* It also demonstrates your commitment to working with industry. By maintaining ongoing strategic relationships with key suppliers and stakeholders, you can keep a finger on the pulse of the market. This will help you stay ahead of changing market conditions and give the market the potential to provide ongoing feedback on your procurement strategy and policies.
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<Delete the above text box and provide details of your specific post engagement activities here>

# checklist and approval

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| Before you send your engagement plan for signoff by the appropriate delegate, ensure that you seek feedback from others in your team or work group and are confident that this plan is clear, comprehensive and aligns with Industry Engagement Guidelines key principles:* be well informed from the start
* have clear objectives and detailed plans
* be wide ranging and not exclusive
* engage with the not-for-profit sector
* be transparent, fair and consistent
* ensure probity and ethical behaviour is maintained
* ensure Intellectual property is handled appropriately
* you maintain good records.
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<Delete the above text box arrange approval here>

**APPROVED BY:**

|  |  |
| --- | --- |
| Name: |  |
| Position: |  |
| Signature: | Date: / / 2021 |

## **Appendix 1: Types of Industry Engagement Activities**

The industry engagement activity/s chosen should align to the nature of the engagement and the engagement goals.

Publishing forward procurement activity plans

Forward Procurement Plan inform prospective suppliers about future procurement opportunities and indicative timing, making sure to emphasise the confirmed (certain) and the unconfirmed (uncertain) nature of a procurement where appropriate.

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

Forward procurement plans should be the basis for any procurement activity planned to be disclosed and discussed at industry engagement events.

Meetings with industry experts and industry bodies

Meeting with industry experts and industry bodies enables public authorities to discuss their specific requirements and allows representatives of that industry to explain the industry, propose solutions, and provide contacts for relevant suppliers.

Public authorities may seek to establish industry sector reference groups to engage on a more regular basis.

Meetings with potential key suppliers either as a group or individually

Meeting with potential key suppliers allows public authorities to discuss their needs and enables suppliers to ask questions and present possible solutions.

Requests for Information

Publishing a Request for Information requesting information from the market in relation to a particular type of good or service.

Pre-tender forums and briefings

Prior to formally approaching the market for a particular requirement, public authorities can hold a pre-tender forum and briefing for suppliers. This provides advance notice of the procurement opportunity, allows public authorities to impart important information or clarification regarding the procurement, and allows suppliers the opportunity to ask questions, better understand the public authorities’ needs and potentially highlight constraints either in market capacity or capability to meet the requirements within the timeframes proposed.

Meet the Buyers events

These events provide an opportunity for potential suppliers to meet with potential buyers. Here, buyers can discuss their needs and suppliers can provide information about their goods and services. For more information visit <https://industryadvocate.sa.gov.au/events/>.

Trade shows

Trade shows are events where suppliers from a specific industry showcase and demonstrate their latest products and services. These events provide public authorities the opportunity to understand market trends and new opportunities. Pre-reading the program of exhibitors and pre-selecting who will be of most interest is key to making the best use of time.

YourSAy

YourSAy is the South Australian Government’s online consultation hub which is open to the general public. [YourSAy](https://yoursay.sa.gov.au/) use a range on online tools including polls, voting, and discussion forums, to enable people to have their say and influence government decisions.

YourSAy is managed by the Better Together team, which is part of the Department of the Premier and Cabinet in South Australia. YourSAy can be used for industry engagement activities (both open and targeted audiences).For more information on how YourSAy may be able to compliment your engagement activities, please email bettertogether@sa.gov.au.

#### Appendix 2: Pre-Engagement, Engagement and Post Engagement Considerations.

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| **Pre-Engagement (Preparation)** | **Engagement** | **Post Engagement** |
| **Identify Industry Participants*** Define the nature of the group or subgroup with which you wish to engage.

**Understand the industry** * Understand the structural, economic, financial and competitive characteristics of the industry sector.
* Understand where value is added and where value is lost.
* Understand who the key competitors and emerging players are.
* Understand the nature and quality of the supply chain (stability, disruptability).
* Understand the role of SME’s.
* Consider the key risks.
* Consider any significant trends (economic, products).
* Understand the value of your public authority’s business to the market (supplier preferencing).
* Understand current prices, pricing methods, cost drivers and other factors influencing price.

**Identify the end users** * Define the users of the goods/services.
* Consider their role in the engagement exercise.
* Make suitable preparations with them to be sure they can execute their role.

**Understand the end users’ requirements*** Understand the outcomes being sought.
* Understand the current supply arrangements.
* Pain points (in use) and Pain of change (in change-out).

**Determine the means of engagement and the participants*** Decide who will be attending and how they will be invited.
* Consider how you might include participation of small and medium enterprises and not-for-profit organisations.
* Explain the expected objectives and outcomes and have a timeline.

**Develop an industry engagement plan*** Define objectives and outcomes.
* Set the timeline/phases.
* Identify the parties involved.
* Describe the method of engagement and reasons chosen.
* Describe the topics to be discussed.
* Identify key risks and mitigations.
* Describe how you will assess whether the engagement achieved the intended objectives and outcomes.
* Describe the way in which the public authority will conduct itself during the process.
* Outline probity and confidentiality protocols.
* Provide information on agency complaint management procedures.
 | **Engagement and communication*** Meet with identified industry representatives and explore the information developed above.
* Include end users in the meetings.
* Respect confidential information and supplier intellectual property.
* Seek information on new developments and innovations in products or services.
* Provide details on how information on upcoming procurements may be accessed.
* Make information on your procurement processes and key activities easily accessible to suppliers.
* Explain the timeline.

**Question preparation and note taking*** Record details of interactions including the participants, a summary of discussions, and any key outcomes, actions, and timelines.
* Pre-prepare your specific questions and lines of enquiry in direct accordance with your industry engagement plan, its objectives, outcomes, and risks.
 | **Records*** Retain records of the meetings and share with relevant officers.

**Evaluate and Review** * Evaluate whether the objectives were met.
* Summarise what you would do different next time and why.
* Assess and document whether there were any benefits (public value benefits and benefits for suppliers) attained.
* Seek feedback from those present. Document their feedback.
* If the engagement was of special importance or criticality provide a one-pager summary for your executive and any other relevant leaders. Ask them for their feedback on the summary content.
* Update your industry engagement plan using the learnings from the session. Publish and circulate as appropriate.
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**Appendix 3: Potential Supplier Engagement Checklist**

This Potential Supplier Engagement Checklist provides guidance for conducting and documenting informal discussions with potential suppliers, their representatives and other interested parties.

|  |  |
| --- | --- |
| Name of supplier: |  |
| Name/s of supplier participants: |  |
| Name of public authority participants: |  |
| Date and time of discussion |  / / am/pm |
| Location: |  |
| Nature of procurement being discussed: |  |
| File reference: |  |

 The following statement has been read to all participants before commencing discussions:

* These discussions are for the purpose of (pick one):
	+ undertaking research only, are exploratory, and will assist in better understanding the nature of the current supply market; or
	+ determining what goods, services, or outcomes you may be able to provide; or
	+ to address a potential procurement requirement or to ascertain what may be feasible.
* No commitment is given that these discussions will lead to further processes or activity and the outcomes of these discussions may not be utilised.
* All discussions and information provided and received are confidential and will not be divulged to any other parties outside of government.

 All discussions and communication (by telephone, email, verbally or in writing) have been documented to ensure an audit trail. A final report has been submitted to the relevant project coordinator disclosing all communications with participants for probity purposes.

 All participants have been treated fairly, ethically and have not been misled.

 All conflicts of interest have been resolved before discussions were held.

 No benefits, hospitality, invitations or other gifts have been accepted.

 All discussions and information provided and received have been treated as confidential and have not been divulged to any unauthorised parties.

Signature of public authority participants (at completion):

………………………………………………………………………….. Date: / /

1. IAP2’s Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public’s role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world [↑](#footnote-ref-2)