

# Social Procurement Strategy

August 2019

# Contents

<b>1.0</b>	<b>INTRODUCTION</b>	<b>2</b>
1.1	What is Social Procurement?	2
1.2	What is Victoria's Social Procurement Framework?	3
1.3	Our Social Procurement Achievements	3
<b>2.0</b>	<b>ABOUT SUSTAINABILITY VICTORIA</b>	<b>4</b>
2.1	SV's Key Priorities and Strategic Objectives	5
2.2	Social Procurement Supporting SV's Priorities and Objectives	5
<b>3.0</b>	<b>PROCUREMENT AT SUSTAINABILITY VICTORIA</b>	<b>6</b>
3.1	Procurement Function	6
3.2	Procurement Spend	6
3.3	Procurement Pipeline	6
3.4	Grants Pipeline	6
<b>4.0</b>	<b>SOCIAL PROCUREMENT OPPORTUNITIES</b>	<b>7</b>
4.1	Direct Social Procurement Opportunities	8
4.2	Indirect Social Procurement Opportunities	8
4.3	Social Procurement Opportunities in Existing Contracts	10
<b>5.0</b>	<b>PRIORITY SOCIAL AND SUSTAINABLE PROCUREMENT OBJECTIVES</b>	<b>10</b>
5.1	Setting Social Procurement Key Performance Indicators (KPIs) and Targets	10
<b>6.0</b>	<b>ROLES AND RESPONSIBILITIES</b>	<b>11</b>
6.1	Chief Executive Officer (CEO)	11
6.2	Executive Leadership Team (ELT)	11
6.3	Director, Corporate Services	11
6.4	Legal and Governance (Procurement)	12
6.5	Finance (Environmental Management System)	12
6.6	Green Leaders	12
6.7	Staff including 'Buyers'	12
<b>7.0</b>	<b>SOCIAL PROCUREMENT CAPABILITY PLAN</b>	<b>13</b>
7.1	Leadership and Governance	13
7.2	Policy and Process	14
7.3	Technology and Tools	15
7.4	Sourcing and Contract Management	16
7.5	People and Culture	16
7.6	Performance Management	17
<b>8.0</b>	<b>SUPPLIER ENGAGEMENT</b>	<b>18</b>
<b>9.0</b>	<b>SOCIAL PROCUREMENT MEASUREMENT AND REPORTING</b>	<b>19</b>
9.1	Methods and Tools	19
9.2	Reporting	19
9.3	Management and Review	19
	<b>GLOSSARY</b>	<b>21</b>
	<b>APPENDICES</b>	<b>26</b>
	Appendix 1: SV Categories and Sub-Categories	26
	Appendix 2: SV Social Procurement Opportunities Heat Map	27
	Appendix 3: Social and Sustainable Procurement Objectives and Outcomes of Victoria's Social Procurement Framework	28
	Appendix 4: SV Social Procurement Self-Assessment	29
	Appendix 5: SV Social Procurement Capability Action Plan	31

## 1.0 INTRODUCTION

Sustainability Victoria (SV) exists to facilitate and promote environmental sustainability in the use of resources. We are committed to ensuring that Victorians have a cleaner environment, more robust economies and more vibrant communities today and into the future.

Our commitment is manifested in all aspects of our organisation's work, including how we spend money through *procurement*.

*Procurement* is a core business and strategic function for SV. In 2017/18, spend on third party *goods* and *services* made up almost half (45%) of total operating expenses – a sizeable proportion of our organisational budget that emphasises the importance of *procurement* to our ability to deliver to the Victorian community.

In April 2018, the Victorian Government released *Victoria's Social Procurement Framework* (Framework), clearly signalling the Government's intentions to better leverage its buying power to deliver improved social, economic and environmental outcomes for Victorians.

SV is fully committed to supporting the Government's directions under the Framework and we recognise that we play a key role in advancing social and sustainable outcomes for Victorians.

This *Social Procurement Strategy 2019-20* (Strategy) enables SV to adopt a strategic, agency-wide approach to how we will deliver social and sustainable outcomes through our *procurement* in accordance with the Framework and beyond. It outlines:

- Our identified *social procurement* opportunities;
- Our priority *social procurement* and *sustainable procurement* objectives;
- Key roles and responsibilities for *social procurement*;
- Our approach to developing *social procurement* capability; and
- Our *social procurement* measurement and reporting approach.

This Strategy aligns with SV's annual business plan and supports our current business priorities, in particular, to:

- Build a circular economy;
- Encourage *sustainable procurement*; and
- Support businesses to improve their energy efficiency.

This Strategy is effective from the date of approval by SV's Chief Executive Officer (CEO). It applies to all *goods*, *services* and *construction procurement* at SV and to any individual(s) involved in *procurement activity* delivery for, or on behalf of, SV.

This Strategy is subject to review as part of SV's annual procurement planning cycle.

### 1.1 What is Social Procurement?

*Social procurement* is when organisations use their buying power to generate *social value* above and beyond the value of the *goods*, *services* or *construction* being procured.

*Social value* means the additional benefits created for all Victorians when social and sustainable outcomes of this Strategy are achieved, which are consistent with the Framework.

*Social procurement* may be grouped into two broad approaches:

- **Direct approach** - Where SV purchases *goods*, *services* or *construction* from a *social benefit supplier*. By *purchasing* from *social benefit suppliers*, SV is directly delivering social and sustainable outcomes.
- **Indirect approach** - Where SV purchases *goods*, *services* or *construction* from a *mainstream supplier* (that is, any supplier that is not a *social benefit supplier*) and uses invitations to supply and clauses in contracts to deliver social and sustainable outcomes.

## 1.2 What is Victoria's Social Procurement Framework?

The Victorian Government has committed to a program of procurement reform, which has included the development and implementation of the Framework (available from the [Buying for Victoria website](#)).

The Framework enables *buyers* and *suppliers* to use the Government's buying power to deliver social, economic and environmental outcomes that benefit the Victorian community. This means ensuring value-for-money is not solely focused on price, but also maximises social, economic and environmental benefits for all Victorians.

The Framework also addresses a range of separate and complementary Government mandates in relation to:

- **Tharamba Bugheen Victorian Aboriginal Business Strategy 2017-21** - in March 2017, the Government endorsed a 1% whole-of-Victorian-Government procurement target from Victorian Aboriginal businesses to be achieved by 2019-20. The target aims to use government procurement to increase opportunities to Victorian Aboriginal business to participate in the economy, including for Victorian Aboriginal businesses, Traditional Owner Group entities and Aboriginal Community-Controlled Organisations (ACCOs).
- **Traditional Owner Land Management Agreements** - the Victorian Government has developed a Recognition and Settlement Agreement with Dja Dja Wurrung Clans Aboriginal Corporation that has mandated obligations around natural resource management procurement. Settlement Agreements with other Traditional Owner Groups across the State are also in development.
- **Local Jobs First - Major Skills Project Guarantee (MPSG)** - requires all publicly funded works contracts valued at \$20 million or more to use Victorian apprentices, trainees or engineering cadets for at least 10% of the total estimated labour hours.
- **Local Jobs First - Victorian Industry Participation Policy (VIPP)** - requires consideration of competitive local suppliers, including SMEs, when awarding contracts valued as follows:
  - \$1 million or more in regional Victoria;
  - \$3 million or more in metropolitan Melbourne or for state-wide activities; or
  - Government projects of \$50 million or more or otherwise agreed by Government, where minimum local content and other conditions apply on a case-by-case basis.

The Framework applies to all Government departments and agencies that are subject to the Standing Directions of the Minister for Finance and to all *goods*, *services* and *construction procurement* from 1 September 2018. SV is required to comply with the obligations detailed in the Framework and has flexibility to respond to these obligations in its own organisational context.

SV supports the Government's position on *social procurement* and we are committed to our responsibilities under the Framework, including to:

- Establish a *Social Procurement Strategy*; and
- Seek and deliver opportunities for social procurement through individual *procurement activities*.

## 1.3 Our Social Procurement Achievements

SV embodies a genuine commitment to delivering social and sustainable outcomes for Victorians through *procurement*. This is demonstrated through both our policies and practices, in particular, as illustrated by our strong history of leading by example with *sustainable procurement*.

### Policy Achievements

- SV was a key agency contributor to the development of *Victoria's Social Procurement Framework*. We provided input into the Framework's *sustainable procurement* objectives and outcomes to drive environmentally sustainable outputs and practices across government.
- SV maintains an ISO14001:2015 – Environmental Management Systems (EMS) accreditation, which holds us to the highest standards of environmental performance and drives us to look for environmentally sustainable practices across our operations, including our *procurement*.
- Our *Procurement, Tendering, Purchasing and Contract Policy* gives priority to *suppliers* whose *goods* and *services* enable us to perform our duties while having minimal impact on the environment and maximising social outcomes. Our Policy also seeks to positively influence our *suppliers* and those wanting to make sustainable purchasing choices.
- We have adopted the Victorian Government Supplier Code of Conduct and communicated this with our own *suppliers*.

## Sustainable Procurement Achievements

- Our eWaste is recycled by *social enterprise*, Green Collect.
- We make environmentally sustainable choices for office supplies, including paper that is 100 per cent post-consumer recycled paper and pens that are made from 84% recycled material.
- We use 100 per cent GreenPower for all office lighting and power needs.
- We have hybrid vehicles in our corporate fleet.
- We have carbon offsets in place for all operational emissions.
- We include a mandatory environmental management criterion in all competitive *procurement* plus a 10% weighting for tenders.

## Sustainable Procurement Achievements

- We use of only fair trade instant coffee supplied by Complete Office Supplies.
- Our Preferred Supplier List includes caterers who are *social benefit suppliers*.
- The Request for Tender (RFT) for the \$3.9M Latrobe Valley Home Upgrades Program included criteria that assessed benefits for *disadvantaged Victorians* with a focus on *long term unemployed, workers in transition* resulting from the closure of the Hazelwood Power Station, *Aboriginal people, people with disability, disengaged youth, migrants and refugees*, SMEs, women-owned businesses and *social enterprises*. The successful contractor, Hills Energy Solutions, committed to:
  - Offering employment and training opportunities to unemployed and disadvantaged local residents;
  - Procuring from local businesses and *social benefit suppliers*;
  - Building the economic viability of local businesses; and
  - Engaging with *sub-contractors* and associated businesses within the supply chain who support workers affected by the Power Station closure to transition their skills and/or relevant experience to renewable energies and related trades.

## 2.0 ABOUT SUSTAINABILITY VICTORIA

SV was established under the *Sustainability Victoria Act 2005* with the legislated objective to facilitate and promote environmental sustainability in the use of resources.

We want everyone to enjoy a healthy environment and quality of life now, tomorrow and always. We deliver programs towards this vision that are based on strong research and engagement and that are designed to turn the Victorian Government's priorities and strategic commitments into practical outcomes. Government strategies and frameworks that SV contributes to include:

- Victorian Climate Change Framework;
- Energy Efficiency and Productivity Strategy;
- Renewable Energy Action Plan;
- New Energy Technologies Sector Strategy; and
- Recycling Industry Strategic Plan.

In addition to our program delivery, we help the Victorian community through advice, guidance, recognition and promotion, and facilitating investment in infrastructure.

We report to the Minister for Energy, Environment & Climate Change and work closely with the Department of Environment, Land, Water and Planning. We also collaborate with all other departments of the Victorian Government, the Environment Protection Authority, Waste and Resource Recovery Groups and many other Victorian organisations.

## 2.1 SV's Key Priorities and Strategic Objectives

Our activities are primarily driven by SV2020, our 2015-2020 strategic plan. Under SV2020:

- **Our vision** is for a sustainable, thriving Victoria.
- **Our purpose** is to mobilise Victorians to create a better environment, now and for our future.
- **Our focus** is to enable Victorians to act on climate change and to use resources wisely.

SV2020 outlines how we will improve energy efficiency, waste less, recycle more, embrace renewables and take action on climate change. These efforts are organised into two broad strategic priorities:

### 1. Help Victorians act on climate change

Through the *Climate Change Act 2017*, the Victorian Government is aiming for zero net greenhouse gas (GHG) emissions by 2050 and is calling on all Victorians to help us achieve this goal.

### 2. Help Victorians to use resources wisely

A growing Victoria has to minimise waste and actively recover its finite resources.

SV's *Business Plan 2018-19* mobilises SV2020 into priorities for the year ahead, which are to deliver the Victorian Government's Recycling Industry Strategic Plan and help Victorians increase their impact on achieving the Climate Change Act target of net zero GHG by 2050. Our Business Plan, which can be viewed on the [SV website](#), outlines six delivery objectives to advance achievement of these priorities:

- Build a circular economy;
- Encourage *sustainable procurement*;
- Support businesses to improve their energy efficiency;
- Protect vulnerable households;
- Facilitate renewable energy; and
- Foster sustainable finance.

Alongside our *Business Plan 2018-19*, our organisational values drive our priorities and objectives. For instance, our value of *gender equality* is activated through SV's Gender Equality Group that actively supports the education of women and girls internationally (this is one of the most powerful actions that can be taken to support environmental sustainability and economic growth).

## 2.2 Social Procurement Supporting SV's Priorities and Objectives

There is a strong connection between SV's business priorities, our current annual delivery objectives and *social procurement*. In particular, we recognise that *social procurement* has the potential to support SV's efforts towards building a circular economy, supporting businesses to improve their energy efficiency, protecting vulnerable households and encouraging the delivery of *sustainable procurement* objectives and outcomes. This is because we know there is likely to be *goods* and *services procurement* at some level, either directly or through the supply chain, to enable these SV delivery objectives to be achieved.

SV is supporting state government to consider environmental sustainability principles when making decisions about *purchasing goods* and *services* and for public *construction* and infrastructure. SV is working to help departments and agencies increase *procurement* of recycled content under the Recycling Industry Strategic Plan. We are currently investigating state government opportunities where high-volumes of recycled content could be used in major infrastructure projects and are working to remove existing barriers to targeting these materials.

Because of our commitment to leadership through demonstrated practice, we know that *social procurement*, in accordance with the Framework, can support our role in influencing government *procurement* arrangements in other departments and agencies, especially in relation to achieving environmentally sustainable outcomes.

### 2.1.1 Social Procurement and SV's Grants

While *grants* are out of scope for the Framework itself, they are an important mechanism for advancing SV's business priorities and delivery objectives. Therefore, in the context of this Strategy, SV has considered *grants* as effectively being part of the supply chain so we can, on a case-by-case basis, take advantage of the third party spend on *goods*, *services* and *construction* that is undertaken by our *grant recipients*.



## 3.0 PROCUREMENT AT SUSTAINABILITY VICTORIA

### 3.1 Procurement Function

*Procurement* at SV is organised around a hybrid centre-led model with decentralised *procurement* delivery.

The central Procurement unit is part of the Legal and Governance Team in Corporate Services. From here, staff provide agency-wide *procurement* policies, processes, systems and advice to the broader business where it relates to *strategic sourcing* through RFx processes. However, it does not manage any contracts on behalf of other parts of the business.

The Finance team's Environmental Management System (EMS) unit is responsible for agency-wide transactional *purchasing* and provides policies, processes, systems and advice to the broader business for *procurement activities* of this nature.

The decentralised nature of SV's *procurement* function allows for all *procurement activities* to be undertaken across SV by a wide range of staff, including one-off transactional *purchasing*, *strategic sourcing* and contract management.

### 3.2 Procurement Spend

In 2017/18, SV spent almost \$18M on third party *goods and services* through *procurement*, including through one-off transactional *purchasing* and *strategic sourcing*. This equated to almost half (45%) of organisational expenditure that year. No *construction-related procurement* was undertaken.

SV has four *goods and services* spend categories with 23 sub-categories (see [Appendix 1](#)). The spend occurred across the categories as follows:

- Communications and Marketing (\$1.6M);
- Contractors and Consultants (\$12.4M);
- Information Technology and Web (\$1.8M); and
- Other (\$2.2M).

The majority of *procurement* spend has taken place in the Contractors and Consultants *category* (69% of total *procurement* spend), which is consistent with procurement spend patterns in previous years.

SV engaged almost 600 *suppliers* through *procurement* with an average spend per *supplier* of approximately \$41K.

SV uses a combination of agency-based contracts and State Purchase Contracts (SPCs), with SPCs predominantly used for Stationery and Workplace Consumables as well as Staffing Services.

SV aligns its *procurement* of *goods and services* to the Victorian Government Purchasing Board (VGPB) policies and directives established under the *Financial Management Act 1994* (Vic).

### 3.3 Procurement Pipeline

Forward *procurement* spend is anticipated to be similar to the previous year with no significant deviations expected. The current 2018-19 *Procurement Activity Plan* identifies 53 planned individual *procurement activities* across three of the four *goods and services procurement categories*:

- Communications and Marketing;
- Contractors and Consultants; and
- Information Technology (IT) and Web.

The estimated values of the planned *procurement activities*, apart from two larger procurements, do not exceed \$150K.

The *procurement* processes to be employed will utilise a combination of single quote or competitive RFx using the applicable SV procedure under SV's *Procurement, Tendering, Purchasing and Contract Policy* or the applicable SPC procedure.

### 3.4 Grants Pipeline

SV has elected to incorporate its *grants* in the scope of this Strategy. To this end, the current 2018-19 *Procurement Activity Plan* identifies 13 *grants* initiatives.

## 4.0 SOCIAL PROCUREMENT OPPORTUNITIES

SV has undertaken an analysis of *social procurement* opportunities with consideration for:

- Our forward *Procurement Activity Plan*;
- Our spend *categories* and trends;
- Our existing contracts and *suppliers*;
- *Procurement activity* complexity and readiness to activate; and
- Market characteristics, including known *social benefit supplier* availability.

Undertaken in collaboration with business units, our analysis has found that *social procurement* opportunities can be pursued across several SV *categories* and sub-categories using a combination of *direct* and *indirect* approaches and different *social procurement* tactics.

As a result of our analysis, this Strategy has a focus on priority *social procurement* opportunities as outlined in the following tables. A heat map of SV's *social procurement* opportunities identified through analysis can also be found at [Appendix 2](#).

**Note:** SV has no planned individual *procurement activities* at or above \$20M requiring a standalone Social Procurement Plan.



## 4.1 Direct Social Procurement Opportunities

Category	Category Features	Social Procurement Target Sub-Categories	Priority Social Procurement Opportunities
<b>Communications and Marketing</b>	<ul style="list-style-type: none"> <li>The <i>category</i> represents a small proportion (9%) of total <i>procurement</i> spend. Of 66 planned <i>procurement activities</i> in the second half of FY2019, 11 relate to this <i>category</i>.</li> <li>The Marketing Services Register is primarily used for this <i>category</i> through which either single quote or competitive RFX processes are conducted, depending on the value. <i>Procurement</i> is generally not complex.</li> <li>The VendorPanel marketplace lists at least 16 <i>social benefit suppliers</i> (13 <i>social enterprises</i> and 3 <i>Victorian Aboriginal businesses</i>) that provide communications and marketing-related <i>goods and services</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Design/artwork</li> <li>Digital Communications</li> <li>Writing and Editing</li> <li>Photography</li> <li>Printing</li> </ul>	<ul style="list-style-type: none"> <li>Consider obtaining a quote from a <i>social benefit supplier</i>.</li> <li>For higher value Communications and Marketing <i>procurement activities</i>, include weighted criteria for the EMS and <i>social value</i> outcomes.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>The <i>category</i> is home to several '<i>direct approach</i>' sub-categories, which collectively represent a small proportion (12%) of total <i>procurement</i> spend, have low complexity and largely comprise one-off transactional purchases.</li> <li><b>Stationery</b> - <i>purchasing</i> is primarily undertaken via the Stationery and Workplace Consumables SPC. However, SV has purchased outside of the SPC to obtain sustainable stationery <i>goods</i> not available under the SPC (as is permissible under existing arrangements), including through <i>social benefit suppliers</i>. The VendorPanel marketplace also lists four stationery <i>suppliers</i> which SV has not used.</li> <li><b>Catering</b> - <i>purchasing</i> is supported by an SV Preferred Supplier List that includes some <i>social benefit suppliers</i>. The VendorPanel marketplace lists 19 caterers.</li> <li><b>Venue Hire</b> - there is opportunity for SV to identify venues provided by or that engage the services of <i>social benefit suppliers</i>. The VendorPanel marketplace lists eight venue providers that may be suitable for SV purposes on a case-by-case basis.</li> <li><b>Gifts</b> - SV is aware of <i>social benefit suppliers</i> whose consumable products are all sustainably sourced. Further visibility of <i>social benefit suppliers</i> may open up more opportunities for <i>purchasing</i> gifts. For example, nine food and beverage <i>social enterprises</i> are listed on the VendorPanel marketplace.</li> <li><b>Other</b> costs in this <i>category</i> relate to various travel expenses, staff health and wellbeing, staff reimbursements and other sundry items.</li> </ul>	<ul style="list-style-type: none"> <li>Stationery</li> <li>Catering</li> <li>Venue Hire</li> <li>Gifts</li> <li>Other</li> </ul>	<ul style="list-style-type: none"> <li>Expand the Preferred Suppliers List to be exclusively for caterers who are <i>social benefit suppliers</i>.</li> <li>Explore and identify potential venues run by and/or supporting the <i>goods and services</i> of <i>social benefit suppliers</i> that may be appropriate for SV purposes.</li> <li>Preference sourcing and/or consider including a quote from <i>social benefit suppliers</i> with consideration for market capacity to respond as well as SV's business needs, e.g.: <ul style="list-style-type: none"> <li><b>Catering:</b> must source from a <i>social benefit supplier</i></li> <li><b>Stationery, Venue Hire and Gifts:</b> strongly encourage to source from a <i>social benefit supplier</i></li> <li><b>Other:</b> consider obtaining a quote from a <i>social benefit supplier</i>.</li> </ul> </li> </ul>

## 4.2 Indirect Social Procurement Opportunities

Category	Category Features	Social Procurement Target Sub-Categories	Priority Social Procurement Opportunities
<b>Contractors and Consultants</b>	<ul style="list-style-type: none"> <li>The <i>category</i> represents the highest proportion (69%) of total <i>procurement</i> spend and is higher risk. Of 66 planned <i>procurement activities</i> in the second half of FY2019, 26 relate to this <i>category</i>.</li> <li><b>Recruitment</b> - related to agency contractors, these <i>procurement activities</i> are sourced through the Staffing Services SPC. The VendorPanel marketplace lists at least one recruitment and labour <i>social benefit supplier</i>. SV is reliant on the SPC owner to ensure SV can address its agency contractor needs while adding <i>social value</i>.</li> <li><b>Other</b> – activities relate to consultancy, program delivery and research and evaluation. Nine <i>procurement activities</i> are planned. <i>Procurement activities</i> in this sub-category utilise SV's RFX processes and contracts. The VendorPanel marketplace does not list any suppliers addressing SV's requirements at this time.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Other (e.g. consultancy, programs delivery, research and evaluation)</li> </ul>	<ul style="list-style-type: none"> <li>Require consideration of a quote from a <i>social benefit supplier</i>.</li> <li>For higher value <i>procurement activities</i>, include weighted criteria for the EMS and <i>social value</i> outcomes.</li> </ul>
<b>Information Technology and Web</b>	<ul style="list-style-type: none"> <li>The IT/Web <i>category</i> represents 10% of total <i>procurement</i> spend and is considered high risk. Of 66 planned <i>procurement activities</i> in the second half of FY2019, nine relate to this <i>category</i>.</li> <li>The WoVG eServices Register is primarily used however, SV RFX processes are also employed.</li> <li>The VendorPanel marketplace lists at least four <i>social benefit suppliers</i> servicing IT and telecommunications.</li> <li>SV is reliant on the eServices Register owner to ensure SV can address its IT needs while adding <i>social value</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Physical Infrastructure</li> <li>Managed Services</li> <li>IT Contractors</li> </ul>	<ul style="list-style-type: none"> <li>When using the SV RFX processes and contracts, require consideration of a quote from a <i>social benefit supplier</i>.</li> <li>For higher value <i>procurement activities</i>, include weighted criteria for the EMS and <i>social value</i> outcomes, with a particular focus on women's equality and safety in an industry that is traditionally under-represented by women and which is consistent with SV's organisational values.</li> </ul>
<b>Grants</b>	<ul style="list-style-type: none"> <li>In FY2018, <i>grants</i> represented 24% of combined <i>procurement</i> and <i>grants</i> contract spend. More money was spent on <i>grants</i> than on Communications and Marketing, IT/Web and Other <i>procurement</i>.</li> <li>SV considers that the <i>grant recipient</i> can be viewed as part of the supply chain who is ultimately undertaking the <i>procurement</i> of goods, services or <i>construction</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Case-by-case consideration</li> </ul>	<ul style="list-style-type: none"> <li>Require or encourage <i>grant</i> funding to be spent through <i>social benefit suppliers</i> for relevant project budget items.</li> <li>Include weighted criteria for the EMS and <i>social value</i> outcomes.</li> </ul>

### 4.3 Social Procurement Opportunities in Existing Contracts

SV will apply *social procurement* consideration to existing contracts with extension or renewal options. Consideration would need to be undertaken, prioritised and negotiated alongside other potential additional benefits, including commercial or business benefit for the *procurement activity*.

## 5.0 PRIORITY SOCIAL AND SUSTAINABLE PROCUREMENT OBJECTIVES

The following **priority social and sustainable objectives** underpin the focus of this Strategy. They align with the Framework and have been chosen based on their high degree of alignment with SV's strategic direction and values as well as being best positioned to advance our identified *social procurement* opportunities.

Social Procurement Objectives	Outcomes Sought
Sustainable Victorian social enterprise and Aboriginal business sectors	<ul style="list-style-type: none"><li>• Purchasing from Victorian social enterprises and Aboriginal businesses</li></ul>
Women's equality and safety	<ul style="list-style-type: none"><li>• Adoption of family violence leave by SV suppliers</li><li>• Gender equality within SV suppliers</li></ul>
Sustainable Procurement Objectives	Outcomes Sought
Environmentally sustainable business practices	<ul style="list-style-type: none"><li>• Adoption of sustainable business practices by suppliers to SV</li></ul>

While these priority social and sustainable objectives guide our *procurement* delivery, SV is committed to pursuing any opportunities to advance social and sustainable outcomes for Victorians. Therefore, SV *buyers* can pursue other objectives of the Framework in each individual *procurement activity*, beyond those identified as SV's priority objectives. All Framework objectives are listed at [Appendix 3](#).

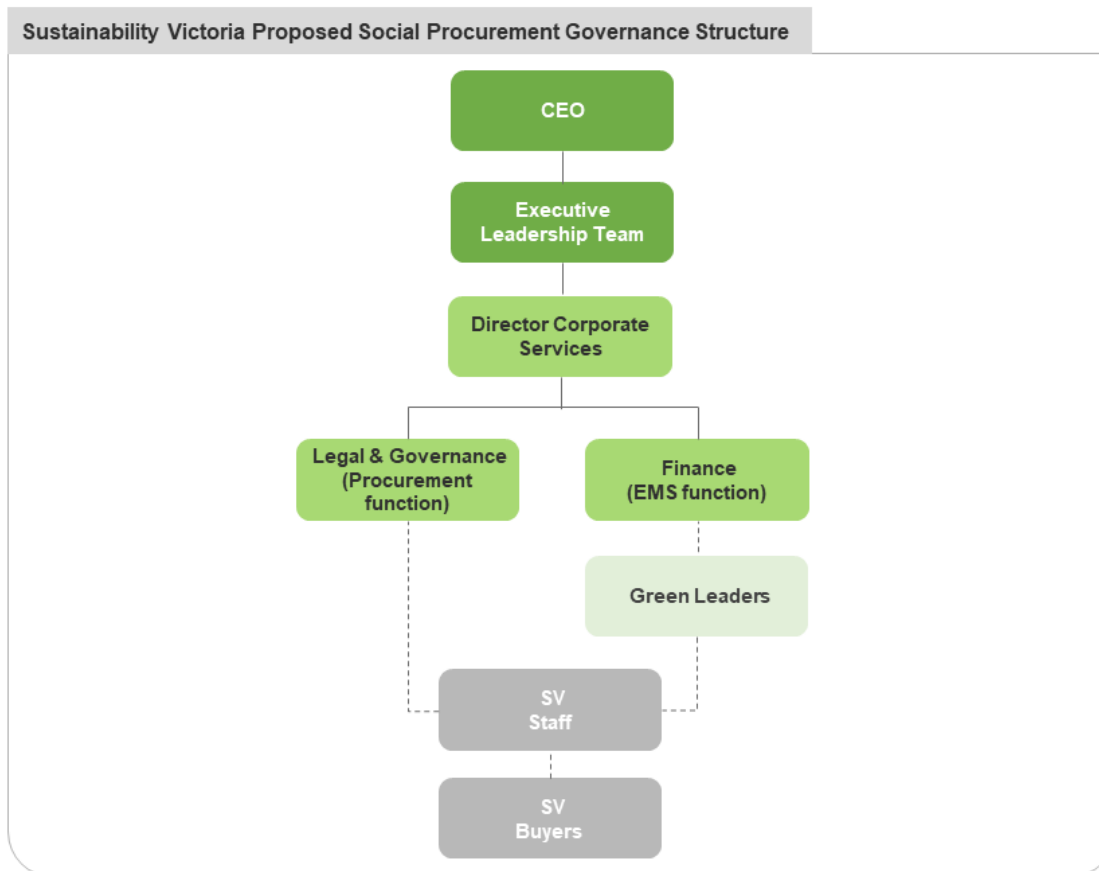
### 5.1 Setting Social Procurement Key Performance Indicators (KPIs) and Targets

The following KPIs have been established for our social and *sustainable procurement* objectives. SV intends to establish targets after an organisational baseline is established in Q4 of FY2020. A baseline is necessary as our historical activity and performance measurement cannot be reliably used for setting forward-looking targets.

Social Procurement Objectives	Performance Indicators
Sustainable Victorian social enterprise and Aboriginal business sectors	<ul style="list-style-type: none"><li>• Increased direct spend with Victorian social enterprises and Victorian <i>Aboriginal businesses</i></li></ul>
Women's equality and safety	<ul style="list-style-type: none"><li>• Increase in <i>gender equality</i> of suppliers' key personnel</li><li>• Increase in suppliers with gender equity policies/strategies</li><li>• For procurements over \$3M, increase in suppliers':<ul style="list-style-type: none"><li>◦ Gender equity policies, strategies and targets</li><li>◦ <i>Gender equality</i> at board and management level</li></ul></li></ul>
Sustainable Procurement Objectives	Performance Indicators
Environmentally sustainable business practices	<ul style="list-style-type: none"><li>• Increase in environmentally sustainably business practices of SV suppliers, for example, as demonstrated through:<ul style="list-style-type: none"><li>◦ Formal EMS (headline measure)</li><li>◦ ISO accreditation</li><li>◦ Reduced GHG emissions</li><li>◦ Use or purchase of renewable energy</li><li>◦ Reduced waste to landfill</li><li>◦ Environmental management policies and procedures</li></ul></li><li>• For procurements over \$250K and over 2 years:<ul style="list-style-type: none"><li>◦ Environmental management measures and targets</li><li>◦ Reduction of waste to landfill and/or GHG emissions</li><li>◦ Use or purchase of renewable energy</li></ul></li></ul>

## 6.0 ROLES AND RESPONSIBILITIES

Governance of *social procurement* and this Strategy will be supported through SV's existing *procurement* delivery model and overarching organisational structure.



### 6.1 Chief Executive Officer (CEO)

Our CEO is the head of SV and is the Accountable Officer (AO) for our organisation under the *Financial Management Act 1994* (Vic). *Procurement* forms part of this accountability. The CEO:

- Is responsible for approving this Strategy and ensuring its delivery by SV; and
- Will update the SV Board on *social procurement* progress from time to time.

### 6.2 Executive Leadership Team (ELT)

ELT is SV's Executive collective comprising the CEO and all SV Group directors. Key responsibilities of ELT in relation to *social procurement*, are:

- Provide strategic oversight and input to our organisation's *social procurement* strategies and policies to enable social and sustainable outcomes, ensure alignment with SV's key priorities and strategic objectives, support value for money, and manage organisational risk;
- Endorse and periodically review *social procurement* policy and strategy, including this Strategy; and
- Champion *social procurement* across the organisation.

### 6.3 Director, Corporate Services

The Director, Corporate Services, has strategic oversight of SV's *procurement* function, including *social procurement*. Key responsibilities include to:

- Set and support the policies and strategies for *social procurement* at SV;
- Set and oversee *social procurement* performance and compliance;
- Set and oversee organisational compliance to *social procurement* controls; and
- Monitor strategic and organisational *social procurement* risks.

## 6.4 Legal and Governance (Procurement)

The Procurement unit in SV's Legal and Governance Team has a key role to maximise value for money and support SV's key priorities and strategic objectives through third party spend. Key responsibilities in relation to *social procurement* include:

- Develop and deliver policies and strategies for *social procurement* at SV;
- Set and maintain expected *social procurement* delivery standards through policy and process development with a focus on RFX processes;
- Monitor compliance to expected *social procurement* standards;
- Coordinate organisational information and reporting on *social procurement* performance;
- Support *social procurement* capability through provision of training, advice, systems and tools across the end-to-end procurement cycle; and
- Ensure suppliers are aware of SV's updated and ongoing commitment to achieving social and sustainable outcomes through *social procurement*.

## 6.5 Finance (Environmental Management System)

The Finance Team has overall responsibility for transactional *purchasing* and SV's Environmental Management System (EMS), which supports SV's commitment to continuously improve our water, energy and paper use, waste management and transport. Key responsibilities include to:

- Ensure upkeep of the EMS and monitor activities and outputs that contribute to the EMS;
- Maintain ISO14001:2015 – Environmental Management Systems accreditation;
- Establish and manage the Green Leaders;
- Develop sustainability initiatives;
- Undertake and support sustainable purchasing outside the competitive procurement process;
- Set and maintain expected *social procurement* delivery standards through transactional *purchasing*; and
- Train and support staff to work within the EMS and achieve the desired outcomes.

## 6.6 Green Leaders

A 'Green Leaders' Group has cross-organisational representation. Its terms of reference are to be expanded to support ongoing dialogue in relation to *social procurement* with key responsibilities to:

- Be a visible and active advocate and communicate positively about *social procurement* and its implementation at SV;
- Monitor *social procurement* activity, key achievements and strategic issues and opportunities;
- Develop and implement initiatives in relation to *social procurement* and *sustainable procurement*; and
- Provide 'go to' support at SV for *social procurement*.

## 6.7 Staff including 'Buyers'

All SV staff who engage in *procurement* delivery as a *buyer* need to implement *social procurement* in individual *procurement activities*. An *SV buyer* refers to the individual(s) in an SV business unit that is responsible for planning, creating, or *purchasing goods, services or construction* by, or on behalf of, SV.

An *SV buyer* has responsibilities to:

- Develop a *Social Procurement Plan* for procurements at or above \$20 million;
- Integrate *social procurement* requirements into individual *procurement activities* according to SV's designated thresholds, minimum requirements and supporting processes;
- Support supplier engagement and education in relation to *social procurement*;
- Obtain valid data that can be used by SV to measure and report progress against this Strategy;
- Be internally and publicly supportive of *social procurement* and SV's related work; and
- Ensure *social procurement* is implemented in accordance with the Framework and related mandates.

## 7.0 SOCIAL PROCUREMENT CAPABILITY PLAN

*Social procurement* capability involves embedding *social procurement* into SV's procurement processes.

This Strategy assesses our current *social procurement* organisational capability by reflecting on what we already have in place, our key gaps and how we will address key identified gaps across six action areas:

- Leadership and governance;
- Policy and processes;
- Technology and tools;
- Sourcing and contract management;
- People and culture; and
- Performance management.

Our organisational capability assessment is augmented by a Social Procurement Self-Assessment at [Appendix 4](#).

A high level *social procurement* capability action plan resulting from these assessments, with a focus on implementing priority actions to address key gaps, is outlined at [Appendix 5](#).

### 7.1 Leadership and Governance

Organisational leadership and governance are pivotal to the success of this Strategy, ensuring that *social procurement* is fully embraced and implemented across SV as ordinary business.

#### What's in place?

- Strong alignment between our organisational priorities and objectives, which are centred on providing benefit to the community through improved environmentally sustainable outcomes.
- Embedded organisational values consistent with social and sustainable outcomes.
- Senior level awareness and support for *social procurement*.
- Established Executive governance forum and organisational structure.
- An Executive sponsor for social procurement.
- Clear understanding of the *procurement* function and how it supports *procurement* delivery across the organisation.
- Genuine commitment across SV to lead and demonstrate by example with its cross-government profile - our activities often influence how other government agencies approach their environmental sustainability practices.

#### What are our gaps and constraints?

- Previous visible endorsement of *social procurement* from the Executive supported by deep engagement and knowledge.
- No dedicated *social procurement* resources in place to drive the Strategy. Strategy delivery will need to be undertaken using existing resources.
- Limited access by the *procurement* function to an interface with business units to understand *social procurement* implementation activities and issues on an ongoing basis.
- Lean and largely decentralised procurement delivery model, therefore, these gaps will need to be addressed by utilising existing talent and informal staff structures.

#### Priority Capability Actions: Leadership and Governance

- Expand the purpose of the existing Green Leaders group to incorporate a *social procurement* focus. Support the expanded remit of the group with appropriate induction into *social procurement* principles and practices.
- Maintain ongoing monitoring of the Social Procurement Strategy.



## 7.2 Policy and Process

*Social procurement* requires some shift in SV's existing *procurement* policy and practices however, we are well placed to support a step change given our long history with supporting *sustainable procurement*.

### What's in place?

- The Framework provides an overarching *social procurement* mandate for SV *procurement* policy and strategy.
- SV has a recently updated the agency-wide *Procurement, Tendering, Purchasing and Contract Policy* that integrates *social procurement* and *sustainable procurement* concepts and expectations.
- Important insights and tools can be replicated from exemplar *social procurement* and *grants* activities already undertaken, for example, mandatory EMS requirements, bidder response and SV evaluation against *social value* specifications, and sourcing of catering for preferred suppliers.
- Value threshold-based *procurement* process guidance is in place for RFx processes, which can be readily updated to address *social procurement* consideration. This includes the mandatory EMS criterion.
- Documented guidance is in place for the contract management of *procurement*.
- SV has some experience with direct engagement of *social benefit suppliers* in the absence of agency-wide strategic imperative for such engagements. There is scope to leverage and grow these existing efforts.

### What are our gaps and constraints?

- No structured approach so far to capture results of *social procurement* and *grants* activities to inform future development or broader initiatives.
- Very limited documented processes or procedures to assist SV *buyers* with undertaking *social procurement*. This includes no written documentation that addresses transactional *purchasing* processes, however, *social procurement* opportunities have been identified at this spend level.
- Systematic review of all *procurement* processes, guidance and standard templates in order to incorporate social procurement elements into business as usual (BAU). Priorities for undertaking change should be driven by identified priority *social procurement* opportunities.
- Even though a mandatory EMS criterion is in place, it has not been established as a go/no-go criterion or a weighted criterion. Application requires clarification.
- No formal consideration of *social value* with consideration for the prevailing EMS criterion.
- Different interpretations of key terms prevail across SV. A key example is the diverse interpretation and application of the term *sustainable procurement* noting however, that SV's *procurement* policy interpretation is consistent with that of the Framework. Establishing shared language and understanding is important to address through agency-wide communications.

### Priority Capability Actions: Policy and Processes

- Ensure clear definitions of *sustainable procurement* and *social procurement* are communicated to staff to establish shared language and understanding, consistent with the definitions used in the Framework.
- Establish agency-wide minimum requirements across threshold levels that meet expectations of the Framework, best advance SV's identified *social procurement* opportunities and clearly articulate expected *social procurement* consideration to the SV *buyer*. The minimum requirements are to:
  - Set requirement for direct sourcing from *social benefit suppliers*;
  - Make the EMS a weighted criterion for all competitive *procurement*; and
  - Introduce a *social value* weighted criterion for all higher value competitive *procurement*, to be applied in a scalable manner where appropriate in conjunction with the formal weighted EMS criterion.
- Update the Procurement Planning document templates to incorporate *social procurement* considerations.
- Update standard RFx Terms and Conditions with *social procurement* clauses.
- Update standard RFx documentation to ensure *social procurement* is considered and that expectations of suppliers are made transparent, including but not limited to scope of requirements (or equivalent), reporting, data collection, and sub-contractor support.



### 7.3 Technology and Tools

Technology is increasingly used as a *procurement* enabler. Supporting *social procurement* at SV first means optimising the technology already available in the organisation.

#### What's in place?

- The PRoMPT system, built by CAMMS, includes a 'strategy module' which has existing functionality to track performance against this Strategy. There is ability to input objectives, outcomes and KPIs and generate dashboard reports for this Strategy. Basic system enhancements to add content can be done using existing in-house resources.
- SVEN is essentially SV's contract management system (CMS) where *procurement* contracts, suppliers and associated deliverables are entered and tracked. It is understood that enhancements to incorporate *social procurement*, such as tagging suppliers, contracts or reported data, can be done using existing in-house resources.
- It is possible for integration to be enabled between PRoMPT and SVEN to support the automatic transfer of data from one system to another.
- Finance systems can track all spend transactions.
- The MS Office suite supports all other *social procurement* tasks.

#### What are our gaps and constraints?

- PRoMPT and SVEN need some configuration/enhancement that identifies the right questions or fields to collect the appropriate data.
- There is no end-to-end *procurement* system with *social procurement* controls or visibility, noting however that procurement functionality can be added to SVEN.
- Stakeholder data in SVEN is incomplete and there is no data 'owner' per se. Stakeholder data in this system heavily relies on the *buyer* (or the contract manager) to diligently make and update entries into the system. This could be a constraint if we want to identify stakeholders in a certain way, for example, identifying social enterprises when entering them into SVEN in order to track spend with *social benefit suppliers*. Existing practice, driven by manual contract management, would need to change for SVEN to optimise functionality and valid stakeholder data use for *social procurement*.
- Most procurement is conducted in SVEN however, Request for Tender (RFT) processes are not. This can limit visibility of and access to data for larger *procurement activities*.
- The contract management stage of *procurement* may be managed either manually or through SVEN and PRoMPT. This can limit visibility of and access to data by the Procurement unit in relation to contract deliverables and performance in relation to *social procurement by suppliers* across the business.
- Aside from finance transactions, there is no central system available to track non-competitive transactional *purchasing*.

#### Priority Capability Actions: Technology and Tools

- Add SV's priority *social procurement* and *sustainable procurement* objectives and outcomes into the PRoMPT system to enable tracking and reporting for the Board, the Executive and DTF.
- Undertake enhancements to the SVEN system to support tracking and reporting of *social procurement* outputs at the contract, project and *supplier* level across the organisation.
- Investigate how SVEN, or other existing systems in use, may be able to alert people upfront to consider *social procurement* for both one-off transactional *purchasing* and *strategic sourcing* using RFx processes.

## 7.4 Sourcing and Contract Management

Sourcing and contract management is undertaken throughout SV by many staff and usually forms part of, and is not the core focus, of their daily work.

### What's in place?

- SV uses VendorPanel for its *procurement* delivery and already has access to the VendorPanel marketplace for *social benefit suppliers*, at least through the Procurement unit.
- An existing culture of seeking out suppliers who can contribute to environmentally sustainable outcomes and experience with blended approaches to driving social and sustainable outcomes simultaneously (as opposed to either/or), especially through program design, which can be further expanded to benefit social procurement efforts.
- Time to market and contract are well managed to support business needs.

### What are our gaps and constraints?

- Staff generally are unaware of the VendorPanel marketplace, what *social benefit suppliers* are available, or how to access and engage *social benefit suppliers*.
- Staff have indicated a need for guidance on how to evaluate *social benefit suppliers* as part of the sourcing process.
- Some staff concern about market capacity to meet business needs when focusing on *social procurement*.

### Priority Capability Actions: Sourcing and Contract Management

- The *Procurement* unit and Finance's EMS unit to familiarise themselves with the pool of *social benefit suppliers* available from the VendorPanel marketplace.
- Ensure that SV *buyers* are aware of and have access to the VendorPanel marketplace to support sourcing through one-off transactional *purchasing* and RFx.
- Establish *buyer* guidance for staff that enables them to make informed evaluation and selection judgments in relation to achieving *social value* through the sourcing process (note: also relevant to Policy and Processes).

## 7.5 People and Culture

Staff education and communication sit at the heart of people and culture. These are our key considerations in this aspect of *social procurement* capability.

### What's in place?

- A strong environmental sustainability and equity agenda throughout SV, which provides a valuable platform for internal messaging.
- The Procurement unit has been raising internal awareness of *social procurement* since the Framework was released.
- All SV divisions were engaged in co-design activities for *social procurement* opportunities and the development of this Strategy, establishing an early understanding of *social procurement* and a sense of engagement and ownership for *social procurement* success at SV.
- The Procurement unit has an existing intranet presence to reach all SV staff.

### What are our gaps and constraints?

- No formal internal *procurement* or specific *social procurement* training is currently available at SV. *Social procurement* knowledge and ability relies on guidance on access to advice through the Procurement unit.
- Internal communications approach to formalise *social procurement* not in place. Lessons from the 'Circular Economy' communications campaign could be adapted to support these efforts.
- No existing *social procurement* subject matter experts, however, the Procurement unit presence presents as a logical place for such expertise.

## Priority Capability Actions: People and Culture

- Undertake immediate promotion of *social procurement* guidance already available on the Buying for Victoria website, e.g. through the SV intranet and All Staff forums.
- Develop and implement a *social procurement* training program, working with People and Culture as appropriate, with a focus on:
  - *Social procurement* expertise development in the Procurement unit in the Legal and Governance Team, e.g. face-to-face session; and
  - General awareness amongst all impacted SV staff, including Green Leaders, of *social procurement* principles and practices and SV's requirements for *social procurement*, e.g. an eLearning module.
- Include this training in SV induction and refresher programs after an initial training blast.
- Establish and deliver a targeted internal *social procurement* communications campaign, working with the internal Communications team as appropriate.

## 7.6 Performance Management

*Social procurement* outcomes are tied to the activities of our people. Mechanisms need to be in place to drive accountability for our staff to deliver *social procurement* while maintaining a continuous improvement outlook in a supportive environment.

### What's in place?

- The Procurement unit maintains some *procurement* operational performance data, for example, time to market and EMS compliance. This could be expanded, for example, to incorporate progress against Strategy actions for which the function is responsible.

### What are our gaps and constraints?

- Ability to manage performance against social procurement targets will not be possible under this first Strategy as SV will not have approved targets in place against our priority social and sustainable objectives.

## Priority Capability Actions: Performance Management

- Establish a mechanism to check completion of any required *social procurement* training by *buyers* who are seeking input or approvals from the Procurement team for RFx for *goods* or *services*, ensuring reinforcements are in place to ensure training completion.
- Conduct spot checks on systems data, especially stakeholder data, to ensure compliance with data requirements.

## 8.0 SUPPLIER ENGAGEMENT

In FY2018, SV undertook *procurement* spend with more than 600 unique suppliers. In addition, almost 200 private sector and government organisations received *grants* from SV. Our supplier base includes:

- Waste management organisations;
- Professional advisory and consulting services companies;
- Universities;
- Government agencies e.g. Waste & Resource Recovery Groups and Water Corporations;
- *Social enterprises*; and
- Volume home builders.

Based on the lower spend / lower complexity nature of SV *procurement activities*, most of our supplier contracts are lower value and short-term.

To support SV's *social procurement* commitment, our suppliers, including *social benefit suppliers* and *mainstream suppliers*, will need to:

- Understand SV's expectations on suppliers to deliver *social value*;
- Deliver competitive and high quality *goods* and services; and
- Be proactive in their approach to delivering social and sustainable outcomes.

SV regards supplier engagement as a key *social procurement* capability therefore, supplier engagement is incorporated into our Social Procurement Capability Action Plan at [Appendix 5](#).

### What's in place?

- SV has started the *social procurement* conversation with the supply market through tender documentation on a case-by-case basis for larger RFx. A one-page brochure for suppliers is also under development.
- The supply market already has strong awareness of SV's longstanding expected standards in relation to *sustainable procurement* and mandated EMS criterion in RFx.
- Some, albeit very limited engagement of *social benefit suppliers* to date for procurement, however, a whole *grants* program supporting *social enterprises* working in the environmental area has been offered.
- A list of unique suppliers that have a recent or current one-off transaction or contract relationship with SV can be extracted from existing data.
- Preliminary *social procurement* communication has already been drafted and is ready for release.
- Access to the VendorPanel marketplace for *social benefit suppliers* is in place.

### What are our gaps and constraints?

- Delivery of tailored materials and guidance about *social procurement* targeting SV's suppliers, particularly current and prospective *social benefit suppliers*.
- Absence of standard *social procurement* in pre-tender briefings and materials, as relevant.
- No *procurement* information on the SV website that is accessible to suppliers. Use of this channel can also enable SV to provide basic information to the market about our *social procurement* commitment, expected standards and how to find information about opportunities to supply to SV.
- Limited understanding of the *social benefit supplier* market offering in relation to SV's *procurement*.
- Known *mainstream supplier* issues with employee diversity and gender equality, especially in the IT/Web *category*. Capability to respond may present some initial challenges for suppliers.

### Priority Capability Actions: Supplier Engagement

- Finalise and distribute the one-page *social procurement* brochure for suppliers as an immediate priority.
- Establish a requirement for *buyers* to include *social procurement* in any industry or pre-tender briefings.
- Establish a Procurement page on the SV website where basic information can be published about *social procurement* and what suppliers can expect when doing business with SV.

## SOCIAL PROCUREMENT MEASUREMENT AND REPORTING

### 9.1 Methods and Tools

SV has a range of methods and tools that will enable us to monitor progress and report achievements against this Strategy and to collect and analyse supplier performance data. These are summarised below.

System / Control	Strategy Progress Monitoring	Strategy Achievements Reporting	Data Collection and Analysis
Strategy Action Plan	•		
Procurement Policy	•	•	•
Procurement User Guidance	•	•	•
PRoMPT System	•	•	•
SVEN System			•
MS Office	•	•	•
Social Procurement Governance	•	•	
Internal Audit	•		
RFx Documentation	•		•
Contracts and Contractor Reports	•		•
Social Procurement Framework - Measurement & Reporting Framework	•	•	•
SV website		•	
SV intranet		•	

### 9.2 Reporting

Reporting aligns to key meeting cycles and is supported by standard reporting tools in place at SV and/or that will be developed as needed during the course of delivering this Strategy. Our Strategy reporting framework is summarised in the following table.

Report Recipient	Reporting Lead	Reporting Tools	Frequency
SV Board	CEO	SV Board Paper	Annually (Board meets monthly)
Executive Leadership Team (ELT)	Legal and Governance (Procurement)	ELT Brief Supporting Papers	Annually (ELT meets weekly)
Director, Corporate Services	Legal and Governance (Procurement)	Action Plan Status Update Risk Register	Quarterly or as required
DTF	CEO	Annual Report Data sets	Annually
The public	CEO	Annual Report	Annually

### 9.3 Management and Review

The Procurement unit is responsible for the management, review and update of this Strategy and associated documentation and reporting.

This Strategy will be managed in accordance with the KPIs outlined at [5.0 – Setting Social Procurement Key Performance Indicators and Targets](#) and the high level Action Plan set out in [Appendix 5](#).

Review and update of this Strategy will occur annually in line with the timing of SV's strategic *procurement* planning cycles or as otherwise directed. This will include overall review of the Strategy, progress against KPIs and progress against the Action Plan. The parameters of review will also align with the latest published Framework Buyer Guidance to ensure compliance with Framework requirements.

As part of ongoing management and review, SV is committed to a “lessons learned” process that will take into account, amongst other things, progress against this Strategy, performance against our social *procurement* KPIs identified in this Strategy and emerging information and guidance issued by the Victorian Government as part of the Framework.

## GLOSSARY

Some words, abbreviations and acronyms (terms) used in this Strategy have a special meaning and are marked in italics or capitalised, e.g. 'Government' and '*social value*'. The special meaning applies when the word, abbreviation or acronym is expressed in the singular or plural form, e.g. *procurement activity* or *procurement activities*. The special meanings are set out below.

Term	Definition
<b>Aboriginal business</b>	<p>As outlined in <i>Victoria's Social Procurement Framework</i> (Framework), a business that is:</p> <ul style="list-style-type: none"> <li>• is at least 50 per cent Aboriginal and/or Torres Strait Islander-owned;</li> <li>• is undertaking commercial activity; and</li> <li>• main business location is in Victoria.</li> </ul> <p><i>Tharamba Bugheen – Victorian Aboriginal Business Strategy 2017-2021</i> highlights that the Victorian <i>Aboriginal business</i> sector is large, diverse and growing. The sector includes for-profit businesses, Traditional Owner corporations, <i>social enterprises</i> and community enterprises in metropolitan and regional areas. Land-based Aboriginal businesses, including Traditional Owner corporations, are active in several fields, including primary production, natural resource management, ecosystem services and cultural tourism.</p>
<b>Australian Disability Enterprise (ADE)</b>	<p>As outlined in <i>Victoria's Social Procurement Framework</i> (Framework), a Commonwealth-funded and generally not-for-profit organisation operating in a commercial context, specifically to provide supportive employment opportunities for people with moderate to severe disability.</p> <p>ADEs provide 'supported employment services' as defined in section 7 of the <i>Disability Services Act 1986</i> (Cth).</p>
<b>Buyer</b>	The individual(s) responsible for planning, creating, or purchasing <i>goods, services</i> or <i>construction</i> being procured by, or on behalf of, SV.
<b>Category</b>	A grouping of related <i>goods, services</i> or <i>construction</i> based on similar characteristics. A category may be further divided into sub-categories.
<b>Construction</b>	As defined in the <i>Project Development and Construction Management Act 1994</i> (Vic), any matter relating to the construction, maintenance, rehabilitation, alteration, extension or demolition of any improvements on land by, or on behalf of, departments and public bodies and includes design and construction practices, tendering processes, project delivery and contract administration.
<b>Direct approach to social procurement</b>	Where SV purchases <i>goods, services</i> or <i>construction</i> from a <i>social benefit supplier</i> . By <i>purchasing</i> from <i>social benefit suppliers</i> , SV is directly delivering social and sustainable outcomes.
<b>Disadvantaged Victorians</b>	People or groups in the State of Victoria that are in unfavourable circumstances or considered to be vulnerable, especially in relation to financial, employment or social opportunities. This may include, but is not limited to, <i>disengaged youth, long-term unemployed, people with disability, refugees, migrants</i> and <i>workers in transition</i> .
<b>Disengaged youth</b>	People aged 15 to 24 years not studying or seeking full-time work.
<b>DTF</b>	Department of Treasury and Finance.
<b>ELT</b>	Executive Leadership Team.
<b>EMS</b>	Environmental Management System.



Term	Definition
<b>Framework</b>	<i>Victoria's Social Procurement Framework.</i>
<b>Gender equality</b>	<p>The state of equal ease of access to resources and opportunities regardless of gender, including economic participation and decision-making; and the state of valuing different behaviours, aspirations and needs equally, regardless of gender.</p> <p>Supporting gender equality may include, but is not limited to, supporting women to work in technical or operational fields such as mining, <i>construction</i>, or utilities, with trade or higher education qualifications in the areas of building and <i>construction</i>, architecture, engineering, surveying, business, economics and law.</p>
<b>Goods</b>	Tangible products transferred from a supplier to SV.
<b>Grant</b>	<p>As defined in the Victorian Common Funding Agreement user guidance, a grant is money given to organisations or individuals for a specified purpose to achieve objectives consistent with government policy...including ad hoc payments, competitive assessment or when specified criteria are specified.</p> <p>A grant may be allocated through a grant program or other initiative through an ad hoc, competitive, negotiated or targeted process.</p>
<b>Grant recipient</b>	A person, business, company or organisation that receives a <i>grant</i> .
<b>Indigenous owned business</b>	Taken to have the same meaning as <i>Aboriginal business</i> .
<b>Indirect approach to social procurement</b>	Where SV purchases <i>goods</i> , <i>services</i> or <i>construction</i> from a <i>mainstream supplier</i> and uses invitations to supply and clauses in contracts to deliver social and sustainable outcomes.
<b>Infrastructure</b>	Taken to have the same meaning as <i>construction</i> .
<b>Long-term unemployed</b>	People who have not been employed for 12 months or more excluding people undertaking studies.
<b>Mainstream supplier</b>	Any supplier that is not a <i>social benefit supplier</i> .
<b>Migrants</b>	People who leave their country voluntarily to commence living in Australia and are not in sustainable employment for a period of 12 months or more.
<b>Minimum requirements</b>	Whole-of-organisation thresholds and procurement types (i.e. <i>categories</i> ) that are required to undertake <i>social procurement</i> when buying <i>goods</i> , <i>services</i> or <i>construction</i> for SV.
<b>MPSG</b>	Local Jobs First – Major Skills Project Guarantee.
<b>Person with disability</b>	A person who has long-term physical, mental, intellectual or sensory impairments which may hinder their full and effective and equal participation in society.
<b>Procurement</b>	<p>As defined by the Victorian Government Purchasing Board, all the business processes associated with sourcing activity, spanning the whole cycle from identifying needs to the end of a service contract or the end of the useful life and subsequent disposal of an asset. It also includes the organisational and governance frameworks that underpin the procurement function.</p> <p>Procurement does not include stored management and logistics that are part of the wider subject of supply chain management.</p>

Term	Definition
<b>Procurement activity</b>	An individual <i>procurement</i> project to source <i>goods, services</i> or <i>construction</i> from a supplier through transactional <i>purchasing</i> or <i>strategic sourcing</i> .
<b>Procurement activity plan</b>	As defined by the Victorian Government Purchasing Board, details planned procurement activity for at least the next 12 to 18 month period and is reviewed annually to keep the market informed of changes or developments.
<b>Procurement unit</b>	The business area at SV that has overall accountability to set and deliver the organisation's <i>procurement</i> policy, processes, compliance and direction, and to support the business with <i>procurement</i> implementation, including <i>social procurement</i> .
<b>Purchasing</b>	As defined by the Victorian Government Purchasing Board, the acquisition of <i>goods</i> and/or <i>services</i> from a nominated supplier. Purchasing is a component of the wider function of <i>procurement</i> and consists of activities such as ordering, expediting, receipt and payment. The term is often used interchangeably with <i>procurement</i> .
<b>Refugees</b>	People subject to persecution in their home country, who now reside in Victoria and have not been employed for a period of 12 months or more.
<b>RFx</b>	Refers to the procurement processes that may involve one of: <ul style="list-style-type: none"> <li>• Request for information (RFI) or Request for Expression of Interest (EOI) - used to identify suppliers interested in, and capable of, delivering the required goods, services or construction. Potential suppliers are asked to provide information on their capability and capacity to do the work. It is usually the first stage of a multi-stage procurement process;</li> <li>• Request for quotation (RFQ) - a written process of inviting offers to supply goods, services or construction involving simple documentation and a limited number of potential suppliers; or</li> <li>• Request for tender (RFT) - an invitation to supply or a request for offer against a set of clearly defined and specified requirements. Invitees are advised of all requirements involved including the conditions of participation and proposed contract conditions.</li> </ul>
<b>Social benefit supplier</b>	As outlined in Victoria's Social Procurement Framework (Framework), a supplier that operates and has business premises in Victoria and meets one or more of the following criteria: <ul style="list-style-type: none"> <li>• Is a <i>social enterprise</i>, certified by <a href="#">Social Traders</a> or listed on the online <i>social enterprise Map for Impact</i>;</li> <li>• Is an <i>Australian Disability Enterprise</i> (ADE) listed with <a href="#">BuyAbility</a> and providing 'supported employment services' as defined in section 7 of the Disability Services Act 1986 (Cth); or</li> <li>• Is a Victorian <i>Aboriginal Business</i>, verified by <a href="#">Supply Nation</a> or <a href="#">Kinaway</a>.</li> </ul>
<b>Social enterprise</b>	As outlined in Victoria's Social Procurement Framework (Framework), a business that: <ul style="list-style-type: none"> <li>• Trades intentionally to tackle social problems, improve communities, provide access to employment and training, or help the environment;</li> <li>• Derives most of their income from trade, not donations or grants; and</li> <li>• Uses at least 50 per cent of their profits on their social mission.</li> </ul>

Term	Definition
<b>Social procurement</b>	<p>When organisations use their buying power to generate <i>social value</i> above and beyond the value of the <i>goods, services</i> or <i>construction</i> being procured.</p> <p>Social procurement may be grouped into two broad approaches:</p> <ul style="list-style-type: none"> <li>• <i>Direct approach</i>; and</li> <li>• <i>Indirect approach</i>.</li> </ul>
<b>Social Procurement Plan</b>	<p>This plan is a mandatory requirement at SV for all <i>goods, services</i> or <i>construction procurement</i> with a value of \$10 million or more. The plan is to outline, in a proportionate way:</p> <ul style="list-style-type: none"> <li>• The value, strategic objectives, risk and complexity of the <i>goods, services</i> or <i>construction</i> project;</li> <li>• A <i>social procurement</i> opportunity analysis in respect of the individual procurement activity;</li> <li>• The <i>social procurement</i> and/or <i>sustainable procurement</i> objectives that will be prioritised and demonstrate how those objectives will be advanced;</li> <li>• Roles and responsibilities in relation to <i>social procurement</i> commitments in respect of the individual <i>procurement activity</i>; and</li> <li>• How <i>supplier</i> and stakeholder relations will be managed to ensure that <i>social procurement</i> commitments are met, including how progress will be measured and reported on over the life of the individual <i>procurement activity</i>.</li> </ul>
<b>Services</b>	Intangible products transferred from a <i>supplier</i> to SV, with the supply value based on the performance and use of resources, skill, ingenuity, and experience.
<b>Social Procurement Strategy</b>	<p>SV's strategic, agency-wide approach to how we will deliver social and sustainable outcomes through our <i>procurement</i> in accordance with the Framework and beyond. It outlines:</p> <ul style="list-style-type: none"> <li>• Our priority <i>social procurement</i> and <i>sustainable procurement</i> objectives;</li> <li>• Our primary <i>social procurement</i> opportunities;</li> <li>• Key roles and responsibilities for <i>social procurement</i>;</li> <li>• Our approach to developing <i>social procurement</i> capability; and</li> <li>• Our <i>social procurement</i> measurement and reporting approach.</li> </ul>
<b>Social value</b>	The additional benefits created for all Victorians when social and sustainable outcomes of SV's Social Procurement Strategy are achieved, which is consistent with <i>Victoria's Social Procurement Framework</i> .
<b>State purchase contract (SPC)</b>	The <a href="#">Victorian Government Purchasing Board</a> definition is: a mandatory standing offer agreement for departments for the purchase of <i>goods</i> and <i>services</i> . The purpose of SPCs is to pursue whole of government contracts to achieve the best value-for-money outcomes and make best use of the State's aggregated purchasing power.
<b>Strategic sourcing</b>	As defined by the <a href="#">Victorian Government Purchasing Board</a> , the strategies and mechanisms used to approach and interact with the supply market that take account of both present and future business needs.
<b>Strategy</b>	This Social Procurement Strategy.

Term	Definition
<b>Sub-contractor</b>	A person, business, company or organisation that supplies or can supply <i>goods</i> , services or <i>construction</i> for SV via a supplier that enters into a contract with SV for the delivery of <i>goods</i> , <i>services</i> or <i>construction</i> .
<b>Supplier</b>	An entity that is providing or has provided <i>goods</i> and/or services to, or on behalf of, a department or agency.
<b>Sustainable procurement</b>	<p>In the context of SV, it means <i>purchasing</i> to enable SV to meet its EMS targets, foster markets for recycled products, enhance environmental quality and demonstrate SV's commitment to responsible resource use.</p> <p>In the context of the Framework, <i>sustainable procurement</i> is incorporated in the scope of <i>social procurement</i>.</p>
<b>SV</b>	Sustainability Victoria.
<b>Victoria's Social Procurement Framework</b>	Shows how the Victorian Government will achieve community, economic and environmental benefits from its <i>procurement</i> . All Government departments and agencies subject to the Standing Directions of the Minister for Finance are required to apply the SPF from 1 September 2018.
<b>VIPP</b>	<i>Local Jobs First – Victorian Industry Participation Policy.</i>
<b>Workers in transition</b>	People who are recently retrenched or facing pending retrenchment due to business closure or industry transition.

## APPENDICES

### Appendix 1: SV Categories and Sub-Categories

SV's current categories of spend as per our Procurement, Tendering, Purchasing and Contract Policy.

Category	Sub-Categories
<b>Contractors and Consultants</b>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Other (e.g. programs, internal audit and professional advisory)</li> </ul>
<b>Information Technology and Web</b>	<ul style="list-style-type: none"> <li>• IT Contractors (incl. IT Project Managers)</li> <li>• Managed Services (incl. Business Continuity)</li> <li>• Physical Infrastructure</li> <li>• Software</li> <li>• Telecommunications (Mobile, Landline, Fax, Internet)</li> <li>• Web Hosting</li> <li>• Web Content</li> </ul>
<b>Communications and Marketing</b>	<ul style="list-style-type: none"> <li>• Advertising</li> <li>• Campaign Planning and Delivery (incl. Translation Services)</li> <li>• Communications Planning</li> <li>• Design/Artwork</li> <li>• Digital Communications</li> <li>• Market Research and Surveys (ex WARR Market Research and Surveys)</li> <li>• Photography</li> <li>• Printing</li> <li>• Public Relations</li> <li>• Writing and Editing</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Stationery</li> <li>• Travel</li> <li>• Other</li> </ul>
<b>Grants</b>	n/a

## Appendix 2: SV Social Procurement Opportunities Heat Map

The following heat map has been developed with consideration for all SV *categories*, *category* spend analysis and potential social procurement tactics in consultation with all SV business divisions.

	Contractors & Consultants		IT/Web							Communications & Marketing										Other			Grants
	Recruitment	Other	Physical Infrastructure	Software	Web Hosting	Web Content	Managed Services	IT Contractors (ind. IT Project Managers)	Telecommunications	Design/Artwork	Market Research and Surveys (ex WARR)	Campaign Planning and Delivery	Communications Planning	Digital Communications	Public Relations	Writing and Editing	Photography	Advertising	Printing	Stationery	Travel	Other - Catering, Venue Hire, Sundry (Gifts)	Grants
Social Procurement Tactics																							
Unbundle																							
Bundle																							
Evaluation criteria for social value																							
Expression of Interest																							
Targeted sourcing from social benefit supplier																							
Targeted subcontracting of social benefit supplier by mainsream supplier																							
Incorporate social benefit suppliers into Panels / Pre-Qual Registers																							
Establish social benefit supplier-only Panels / Pre-Qual Registers																							
Supplier Relationship Management																							
Partnership																							

LEGEND	OPPORTUNITY
LOW	LOW
MED	MED
HIGH	HIGH
NONE IDENTIFIED	NONE IDENTIFIED

### Appendix 3: Social and Sustainable Procurement Objectives and Outcomes of Victoria's Social Procurement Framework

Social Procurement Objectives	Outcomes Sought
Opportunities for Victorian <i>Aboriginal people</i>	<ul style="list-style-type: none"> <li>• <i>Purchasing</i> from Victorian <i>Aboriginal businesses</i></li> <li>• Employment of Victorian <i>Aboriginal people</i> by <i>suppliers</i> to the Victorian Government</li> </ul>
Opportunities for Victorians with disability	<ul style="list-style-type: none"> <li>• <i>Purchasing</i> from Victorian <i>social enterprises</i> and <i>Australian Disability Enterprises</i></li> <li>• Employment of Victorians with disability by <i>suppliers</i> to the Victorian Government</li> </ul>
Women's equality and safety	<ul style="list-style-type: none"> <li>• Adoption of family violence leave by SV <i>suppliers</i></li> <li>• <i>Gender equality</i> within SV <i>suppliers</i></li> </ul>
Opportunities for disadvantaged Victorians	<ul style="list-style-type: none"> <li>• <i>Purchasing</i> from Victorian <i>social enterprises</i></li> <li>• Job readiness and employment for: <ul style="list-style-type: none"> <li>◦ <i>long-term unemployed people</i></li> <li>◦ <i>disengaged youth</i></li> <li>◦ <i>single parents</i></li> <li>◦ <i>migrants and refugees</i></li> <li>◦ <i>workers in transition</i></li> </ul> </li> </ul>
Supporting safe and fair workplaces	<ul style="list-style-type: none"> <li>• <i>Purchasing</i> from <i>suppliers</i> that comply with industrial relations laws and promote secure employment</li> </ul>
Sustainable Victorian social enterprise and Aboriginal business sectors	<ul style="list-style-type: none"> <li>• <i>Purchasing</i> from Victorian <i>social enterprises</i> and <i>Aboriginal businesses</i></li> </ul>
Sustainable Victorian regions	<ul style="list-style-type: none"> <li>• Job readiness and employment for people in regions with entrenched disadvantage</li> </ul>
Sustainable Procurement Objectives	Outcomes Sought
Environmentally sustainable business outputs	<ul style="list-style-type: none"> <li>• Project-specific requirements to use sustainable resources and to manage waste and pollution</li> <li>• Use of recycled content in <i>construction</i></li> </ul>
Environmentally sustainable business practices	<ul style="list-style-type: none"> <li>• Adoption of sustainable business practices by <i>suppliers</i> to the Victorian Government</li> <li>• </li> </ul>
Implementation of the Climate Change Policy Objectives	<ul style="list-style-type: none"> <li>• Project-specific requirements to minimise greenhouse gas emissions</li> <li>• Procurement of outputs that are resilient against the impacts of climate change</li> </ul>



## Appendix 4: SV Social Procurement Self-Assessment

### SOCIAL PROCUREMENT SELF-ASSESSMENT

**Organisation:** Sustainability Victoria  
**Assessment date:** 6 June 2019  
**Assessor(s):** Kara Miller, General Counsel

#### PART A:

Item	Description	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Unknown
1	Our Social Procurement Strategy covers all core components (see section 2 of this guide)					X	
2	Our governance framework / accountability mechanisms promote compliance with SPF requirements					X	
3	Procurement spend is actively monitored to ensure that value-for-money outcomes are achieved, taking into account: <ul style="list-style-type: none"> <li>the total benefits and costs over the life of the goods, services or construction being procured;</li> <li>environmental, social and economic factors; and</li> <li>any risk related to the procurement.</li> </ul> Spend analysis is capable of accommodating social procurement commitments.					X	
4	Senior management view social procurement as a strategic priority and set the tone from the top.				X		
5	Roles and responsibilities in respect of social procurement are clearly communicated and supervised by senior management.				X		
6	Individuals with social procurement related roles and responsibilities have sufficient knowledge, skills and experience to identify and pursue opportunities to deliver social and sustainable outcomes through procurement.				X		
7	Recruitment, training and professional development activities in relation to procurement integrate social procurement knowledge, skills and experience.			X			
8	Social procurement is embedded throughout the procurement process (e.g. in procurement-related systems, policies and processes for planning, sourcing and contract management).				X		
9	Supplier and stakeholder relations are managed on an ongoing basis to promote compliance with contractual obligations. Management of supplier and stakeholder relations is capable of accommodating social procurement commitments.			X			
10	Performance of the procurement function is monitored and assessed on an ongoing basis to drive continuous improvement and accommodate any whole-of-government social procurement targets.				X		

**PART B:**

**Progress statement (250 words max)**

SV is strongly committed to the successful development and implementation of the Social Procurement Framework (SPF). Significant work has been undertaken to identify opportunities and determine where SV can make an impact in relation to social procurement. To date, SV has undertaken the following activities:

- Engaged procurement specialists, ArcBlue Consulting.
- Review of 40+ documents – corporate, policy, processes, communications.
- Analysis of financial transactions, procurement contracts, and supplier data for current FY2019 and previous FY2018
- 5 staff co-design workshops held in March 2019. Augmented by:
  - Targeted post-workshop 1-1 consultations
  - Workshops summary of outcomes circulated to Directors with opportunity for further feedback.
- Investigation of current systems to identify possible technical solutions to support the SPF
- Presentation to SV's Executive Leadership Team to present key findings and confirm SV priority objectives under the SPF

SV's policies and procedures are being updated in conjunction and alignment with the draft Social Procurement Strategy. An internal communication plan is being development to support the changes and enable a successful implementation.

As indicated in Part A, further work in the following areas is required:

- training and professional development activities in relation to procurement integrate social procurement knowledge, skills and experience.
- management of supplier and stakeholder relations capable of accommodating social procurement commitments.

SV intends to address and further develop these areas following approval of a final strategy and the subsequent implementation of SV's SPF.

**SIGNATURES:**

**Signed by assessor:**

 Date 11/6/2019

**Signed by Accountable Officer / delegate:**

 Date 11/6/19

## Appendix 5: SV Social Procurement Capability Action Plan

SV has identified 24 priority actions to implement over a 12 month period to work towards improved *social procurement* capability across our organisation. Progress against these actions will be monitored and reported on through SV's Procurement unit in the Legal and Governance Team, Corporate Services.

Capability Focus	Actions	Action Owner	Action Delivery Timeframe		
			0-3 Months	4-9 Months	10-12 Months
<b>Leadership and Governance</b>	Expand the purpose of the existing Green Leaders group to incorporate a social procurement focus. Support the expanded remit of the group with appropriate induction into social procurement principles and practices	Finance (EMS)			
	Maintain ongoing monitoring of the Social Procurement Strategy.	Legal & Governance (Procurement)			
<b>Policy and Processes</b>	Ensure clear definitions of sustainable procurement and social procurement are communicated to staff to establish shared language and understanding, consistent with the definitions used in the Framework.	Legal & Governance (Procurement) with Finance (EMS)			
	Establish agency-wide <i>minimum requirements</i> across threshold levels that meet expectations of the Framework, best advance SV's identified social procurement opportunities and clearly articulate expected social procurement consideration to the SV <i>buyer</i> . The <i>minimum requirements</i> are to: <ul style="list-style-type: none"> <li>Set requirement for direct sourcing from <i>social benefit suppliers</i>;</li> <li>Make the EMS a weighted criterion for all competitive <i>procurement</i>; and</li> <li>Introduce a <i>social value</i> weighted criterion for all higher value competitive <i>procurement</i>, to be applied in a scalable manner where appropriate in conjunction with the formal weighted EMS criterion.</li> </ul>	Legal & Governance (Procurement) with Finance (EMS)			
	Update the Procurement Planning document templates to incorporate <i>social procurement</i> considerations.	Legal & Governance (Procurement)			
	Update standard RFx Terms and Conditions with <i>social procurement</i> clauses.	Legal & Governance (Procurement)			
	Update standard RFx documentation to ensure <i>social procurement</i> is considered and that expectations of suppliers are made transparent, including but not limited to scope of requirements (or equivalent), reporting, data collection, and sub-contractor support.	Legal & Governance (Procurement)			
	Update the Contract Management guidance documentation to incorporate <i>social procurement</i> .	Legal & Governance (Procurement)			

Capability Focus	Actions	Action Owner	Action Delivery Timeframe		
			0-3 Months	4-9 Months	10-12 Months
<b>Technology and Tools</b>	Add SV's priority <i>social procurement</i> and <i>sustainable procurement</i> objectives and outcomes into the PRoMPT system to enable tracking and reporting for the Board, the Executive and DTF.	Legal & Governance (Procurement) with Finance (EMS)			
	Undertake enhancements to the SVEN system to support tracking and reporting of <i>social procurement</i> outputs at the contract, project and supplier level across the organisation.	Legal & Governance (Procurement) with Finance (EMS)			
	Investigate how SVEN, or other existing systems in use, may be able to remind people upfront to consider <i>social procurement</i> for both one-off transactional <i>purchasing</i> and RFx processes.	Legal & Governance (Procurement) with Finance (EMS)			
<b>Sourcing and Contract Management</b>	The Procurement unit and Finance's EMS unit to familiarise themselves with the pool of <i>social benefit suppliers</i> available from the VendorPanel marketplace.	Legal & Governance (Procurement) with Finance (EMS)			
	Ensure that SV <i>buyers</i> are aware of and have access to the VendorPanel marketplace to support sourcing through one-off transactional <i>purchasing</i> and RFx.	Legal & Governance (Procurement) with Finance (EMS)			
	Establish SV <i>buyer</i> guidance for staff that enables them to make informed evaluation and selection judgments in relation to achieving <i>social value</i> through the sourcing process (note: also relevant to Policy and Processes).	Legal & Governance (Procurement) with Finance (EMS)			
<b>People and Culture</b>	Undertake immediate promotion of <i>social procurement</i> guidance already available on the <a href="#">Buying for Victoria website</a> , e.g. through the SV intranet and All Staff forums.	Legal & Governance (Procurement) with Finance (EMS)			
	Develop and implement a <i>social procurement</i> training program, working with People and Culture as appropriate, with a focus on: <ul style="list-style-type: none"> <li><i>Social procurement</i> expertise development in the Procurement unit and Finance (EMS) unit, e.g. face-to-face session; and</li> <li>General awareness amongst all impacted SV staff, including Green Leaders, of <i>social procurement</i> principles and practices and SV's requirements for social procurement, e.g. an eLearning module.</li> </ul>	Legal & Governance (Procurement) with Finance (EMS) and People and Culture			
	Incorporate <i>social procurement</i> training in SV induction and refresher programs after the initial training blast.	Legal & Governance (Procurement) with People and Culture			

Capability Focus	Actions	Action Owner	Action Delivery Timeframe		
			0-3 Months	4-9 Months	10-12 Months
<b>People and Culture (cont.)</b>	Establish and deliver a targeted internal social procurement communications campaign, working with the internal Communications team as appropriate.	Legal & Governance (Procurement) with Finance (EMS)			
<b>Performance Management</b>	Establish a mechanism to check completion of any required social procurement training by <i>buyers</i> who are seeking input or approvals from the Procurement team for RFX for <i>goods</i> or <i>services</i> , ensuring reinforcements are in place to ensure training completion.	Legal & Governance (Procurement) with Finance (EMS)			
	Conduct spot checks on systems data, especially stakeholder data, to ensure compliance with data requirements.	Legal & Governance (Procurement) with Finance (EMS)			
<b>Supplier Engagement</b>	Finalise and distribute the one-page <i>social procurement</i> brochure for suppliers as an immediate priority.	Legal & Governance (Procurement) with Finance (EMS)			
	Establish a requirement in the RFT briefing template for <i>buyers</i> to include <i>social procurement</i> in any industry or pre-tender briefings.	Legal & Governance (Procurement)			
	Establish a <i>procurement</i> page on the SV website where basic information can be published about <i>social procurement</i> and what suppliers can expect when doing business with SV.	Legal & Governance (Procurement) with Finance (EMS) and Communications			

