

buying4SA

Supplier Handbook



Government
of South Australia



This resource is designed to help businesses find and engage with opportunities to sell to the South Australian government.

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NOTE: Any values referenced in this booklet are GST inclusive.

Why sell to South Australian government?

Selling to the SA government can benefit your business and the local community.



We are one of the largest purchasers in the local economy

SA Government spends billions of dollars each year across in a range of sectors and your business could share in this.

We have an obligation to the people of SA to spend this money fairly and efficiently. To this end, we encourage a diverse range of businesses to bid for SA Government work. We also recognise the role of small businesses in the success of our economy and are increasing opportunities for small businesses to work with us.

We support innovation

We encourage businesses to offer up their best solutions to deliver goods and services in a more innovative way. We are open to new ideas and looking for solutions-based proposals that can deliver greater efficiency.

We support the creation of local jobs

How the SA Government spends public money shapes the economy and labour market and selling to government is a opportunity to grow your business and your workforce.

We are committed to ensuring that benefits made by spending public money positively impact the local economy by creating jobs and increasing the number of apprentices and trainees involved in major projects.

We make it easy to do business

We've streamlined our rules to reduce red tape and make it simpler for agencies to award contracts that have fair and simple terms and conditions.

If you are an Aboriginal business or not-for-profit organisation, there are targeted initiatives in place to make it simpler for you to sell to and work with government.



How government procurement works in South Australia

Understanding the rules and processes of how the government buys goods and services will help you better compete for government work.

These resources have been developed to help businesses better understand the specific requirements and processes involved in SA Government procurement.

What is the SA Government Procurement Framework and how does it work?

The SA Government Procurement Framework (the Framework) is a set of instructions and policies establishing how government engages with industry and communities to innovate and take balanced risks to pursue better outcomes.

Who does the framework apply to?

The Public Finance and Audit Act 1987, and Treasurer's Instructions 18 – Procurement (TI 18), require all SA public authorities (agencies) to use the Framework when they buy goods, services and construction projects of any value.

All government departments and attached offices (e.g. the Office of the Industry Advocate) are public authorities. Statutory authorities (e.g. Environment Protection Agency) may or may not be public authorities depending on how they are set up.

The terms 'public authority' and 'agency' are interchangeable.

What does the framework require?

The Framework uses TI 18 and 4 policies to set minimum requirements for government procurement and contracts.

These minimum requirements include making sure that:

- agencies undertake robust planning before buying anything
- suppliers are given fair notice of upcoming opportunities
- reporting and record keeping is fit-for-purpose
- checks and balances are in place for decisions about:
 - approaching potential suppliers
 - working with non-South Australian businesses
 - committing public funds to contracts.

The 4 principles of the Framework



1. Value for money

Procurements should seek the optimum balance between whole-of-life cost and quality. Everyone benefits when public funds are spent responsibly and for maximum return.



2. Jobs, apprentices and trainees

Procurements should create new jobs and opportunities for apprentices and trainees. Everyone benefits when everyone can participate in the local economy.



3. Innovation and new business

Procurements should encourage innovation and new businesses. Everyone benefits when the local economy is confident, creative and dynamic.



4. Environmentally sensitive, low carbon, socially just outcomes

Procurements should seek positive environmental, social and governance outcomes. Everyone benefits when local environments and communities are strong and healthy.



Photo: Push Mobility

How the Framework is used

To reflect the vast array of activities and services that government delivers, the Framework also requires that agencies have their own internal procurement frameworks. These internal frameworks tell staff how to implement the overarching rules in a way that works for their purpose and operations.

Chief Executives of agencies are responsible for putting these internal frameworks in place and for the procurement and contracting decisions their staff make.

Priority outcomes from the Framework

In addition to addressing the 4 principles of the Framework, procurements must also address 3 specific priorities set by the government:

- SA workers must deliver a minimum 90% of labour hours on major infrastructure projects worth more than \$50 million.
- 20% of labour hours on major projects must be delivered by apprentices, trainees, Aboriginal workers and long-term unemployed.
- Contractors to government must be paid within 15 days of lodging an invoice.

What suppliers should know

Public officers must follow their agency's internal procurement framework, which must comply with the SA Government Procurement Framework. There are corresponding obligations and expectations that suppliers must consider.

SA Industry Participation Policy (SAIPP)

The SAIPP requires agencies to ensure local suppliers can participate in procurement opportunities. Suppliers wishing to do so must meet the requirements set by agencies as part of the SAIPP such as developing and implementing Industry Participation Plans.

SA Supplier Conduct Charter (SCC)

The SCC outlines the minimum expectations of suppliers in their business partnerships with the government including corporate responsibility, conflicts of interest, safe work environments and environmentally responsible practices.

For more information on the SCC, see pages 33-39 of this booklet.

The stages of government procurement

The South Australian Government Procurement Framework (the Framework) sets out the minimum requirements for how agencies must manage:

- procurement governance
- procurement planning
- sourcing
- contract management.

Although the Framework requires that all procurements comply with a set of fundamental expectations, every procurement is unique and proceeds according to the nature of what is being procured and the need that is being met.

Procurement governance

The Framework requires that agencies have their own internal procurement frameworks that tell staff how to implement the government's overarching procurement rules in a way that works for their purpose and operations.

Chief Executives are responsible for ensuring that staff comply with internal procurement framework and for the procurement and contract decisions made by their agencies.

Procurement planning

Analysing the situation and the need

Agencies engage with stakeholders to gain a thorough understanding of the nature of the issue or opportunity and the perspectives of individuals, communities, organisations and agencies impacted by it.

Suppliers are often included in this process as they can provide valuable input based on their experience:

- responding to the same or similar situations or needs
- working with relevant supply markets and supply chains
- working with stakeholders invested in the situation or need.

The Forward Procurement Plan

Suppliers can view procurements that agencies are considering in the following:

- 2 year period for goods and services
- 3 year period for construction projects.

This information is available in the on the Forward Procurement Plan which is accessible via Supplier Hub SA and the Buying4SA website.

Exploring the market and suppliers

Agencies undertake significant planning and analysis to design procurement specifications that reflect realistic potential solutions within reasonable market capability, capacity and value.

Preparing to approach the market

Agencies decide on the following before releasing the opportunity:

- a market approach strategy
- a strategy for evaluating offers
- a plan for managing a resulting contract.

Sourcing

Market approach

Most procurement opportunities take the form of one of the following:

- Request for Quote (RFQ)
- Expression of Interest (EOI)
- Invitation to Supply (EOI).

Procurements valued above \$550,000 (GST inclusive) also include an Industry Participation Plan (IPP) template. Suppliers should read all market approach documentation carefully and respond according to the instructions provided.

Offer evaluation

Agencies evaluate supplier offers against:

- mandatory criteria (pass/fail)
- weighted criteria (mandatory or optional)
- non-weighted criteria (optional only).

The evaluation criteria are described in market approach documentation to help suppliers maximise the quality of their offer.

Negotiations may be undertaken as part of offer evaluation.

Contract execution

Once a preferred supplier has been selected and approved, and an agreement negotiated, a contract will be executed.

Supplier de-briefs

Supplier de-briefs are available to all suppliers.

Contract management

Agencies often transfer responsibility for contract management from procurement staff to specialist contract management staff who will work with suppliers to develop a plan for administering the contract throughout its lifetime.

What does value for money mean in government procurement?

Value for money (VFM) is one of the 4 key principles of the SA Government Procurement Framework and is achieved by finding a balance between the whole-of-life cost of procured goods or services, and the quality of the procured goods or services.

What does whole-of-life cost mean?

Whole-of-life cost is the combined estimated costs of a procurement from purchase to decommissioning - it includes, but is more than, the value of the contract.

Whole-of-life cost versus contract value

Contract value and whole-of-life cost are not always the same thing.

Contract value only considers direct expenditure - it includes the value committed, expenditure incurred and potential future expenditure. Whole-of-life cost can include other elements such as maintenance costs and disposal costs.

The duration of whole-of-life;

- Goods: how long the goods will be operational and fit-for-purpose.
- Services: the full contract term.

What does quality mean?

Quality means the degree to which a solution fulfils requirements considering the agency's needs and reasonable expectations of the market. It includes, but is not limited to:

- fitness-for-purpose, safety and durability
- legal and regulatory compliance
- form, functionality and market comparability
- presence of skills, absence of faults and defects.

The meaning of quality should be clearly established in the specification and evaluation plan for suppliers to respond to.

Maximising the value-for-money of offers

Suppliers can boost the VFM of their response to a procurement opportunity in a number of ways, including the following;

- Value-adds are enhancements, additional features or other inclusions offered by a supplier to create additional value. Value-adds contribute to VFM by reducing costs without any compromise in quality, or through operations that enable better quality at no additional cost.
- ESG outcomes (environment, social, governance) can offer significant opportunities to increase the value-for-money of goods or services offered by suppliers.
- Discounts are applied at the time of payment resulting in a lower price. A discount may be off an entire price, or off an outstanding amount and contribute to VFM by reducing costs without any compromise in quality.
- Rebates are amounts or value credited back to an agency by a supplier upon the agency meeting a condition laid out in a contract (e.g. minimum purchase volume). Rebates can contribute to VFM by reducing costs without any compromise in quality. Rebates should be:
 - a refund, return or credit on an amount paid
 - for the agency that made the initial payment
 - clearly conditional and quantifiable.

Probity of value-adds, discounts and rebates

Value-adds, discounts, and rebates should be quantifiable and linked to the supplier's offer by being:

- measurable
- achievable
- time-specific
- practical
- relevant to the agency and to the contract.

Transparency: Value-adds, discounts, and rebates should be disclosed up-front and publicly.

Inappropriate incentives and benefits:

Sponsorships, donations, gifts, inducements, and cross-subsidies should be carefully considered to avoid any real or implied influence.

Contractual security: Value-adds, discounts, and rebates should be defined in contracts.



Photo: Bowley Plumbing

Helping you work with government procurement in South Australia

There a lots of things you can do before, during and after participating in government procurements that will help you better compete for government work.

These resources have been developed to help businesses better respond to the specific requirements and processes involved in SA Government procurement.

How government promotes opportunities

South Australian Government agencies buy a wide variety of goods and services such as cleaning services, office equipment, training, project management and research, as well as significant construction and civil engineering projects. Each agency has its own needs and makes its own purchases.



Where to look for future opportunities

The Forward Procurement Plan

The Forward Procurement Plan is an online portal listing procurements valued above \$55,000 that public authorities are actively planning but have not yet released to market. Businesses can use the Forward Procurement Plan to register their interest for these opportunities.

Learn more about the Forward Procurement Plan on pages 40-41 of this booklet.

Where to look for current opportunities

SA Tenders and Contracts (SATC)

SATC provides access to all publicly available bidding opportunities valued above \$550,000, and allows for electronic lodgement of offers. Details of existing government contracts for goods, services and construction, where public disclosure is not precluded, can be viewed on SATC.

Individual agency information

Many agencies have established systems for sharing procurement opportunities with potential suppliers. For example:

- SA Health sends a regular newsletter to suppliers to keep them informed of tenders and upcoming opportunities
- The Department for Human Services sends a regular newsletter to subscribers sharing news and opportunities
- The Department for Education has a dedicated procurement team you can contact to establish connections.

Third party tender platforms

Many third party platforms (e.g. Govmarket.com.au, Australian tenders.com.au, Tenderhub.com.au) offer listings of procurement opportunities. Check for any costs involved in accessing these platforms.

Procurements valued below \$55,000

Agencies can directly approach any supplier they consider to have suitable capability and capacity for procurements below \$55,000.



Telling the government about yourself

It can be hard to find the time and resources to tell government about your business, when you're busy doing business. Look for opportunities to spread the word about your products and services through groups dedicated to supporting your industry.

Showcasing your business directly to the government

The following services are free of charge:

Supplier Hub SA

Department for Treasury and Finance

Supplier Hub is your gateway to doing business with the government of South Australia. Designed for all types of businesses to increase their visibility to buyers, understand what government buys, register for upcoming opportunities, and manage one profile to showcase your services and experience.

Meet the Buyer

Office of the Industry Advocate

Meet the Buyer is a unique opportunity to make connections with state government agencies and head contractors delivering state-funded projects. Hosted by The Office of the Industry Advocate this annual event is a chance for businesses to enhance their visibility, expand their networks and potentially secure lucrative government contracts.

Industry Capability Network SA (ICNSA)

Department of State Development

Local businesses can provide information about their products, services, location and capabilities to ICNSA who will help connect government buyers with those potential suppliers. ICNSA includes a First Nations Business Capability Uplift program to support engagement between Aboriginal businesses and state government procurement.

Office for Small and Family Business

Small business owners can access one-on-one support through a dedicated Small Business Support Officer. Available across metropolitan and regional South Australia, this tailored service provides information, support and resources to help you engage with government procurement.

Category trade events

The government hosts industry-specific events where businesses can showcase, demonstrate, and market their products or services to targeted agencies. Look out for one-off events, and add regular events such as the following to your calendar:

- Government Innovation Week
- SA Major Projects Conference
- SA Health Biennial Supplier Conference.

Other ways to make yourself known to government

Make yourself easy to find

Make the most of whatever marketing you can do yourself. Keep your website and promotional material up to date with contact information and key details about what you do. If you can't keep specific product or service information up to date, provide a description of your capabilities and capacity - this way your marketing material doesn't become out-of-date and agencies can still identify you as a potential supplier.

Business and professional representation

Industry associations, peak bodies and other business groups can help spread the word about who you are and what you do. They can help connect you with government procurement by:

- adding your business to directories
- holding expos and trade shows where you can showcase your products and services, and widen your network of government connections
- providing training to support your own marketing.

Other benefits offered by these groups include business and technical training and support, and public advocacy. Check for any costs that might be associated with these services (such as membership or registrations fees) and make sure they represent value to you and your business.

Sector-based representation

Look for organisations (local, statewide and national) that represent the specific industry, product or service that your business is part of - for example, Food South Australia (food and beverage manufacturing), Tourism Industry Council SA and Medical Technology Association of Australia.

Building connections to create opportunities

Building and maintaining relationships with government agencies is a key component of supplying to government.

Get in touch with the nominated person listed on the Forward Procurement Plan for procurements that interest you

Take up the offer of a debrief after any procurements you participate in, to understand how your offer was received and evaluated.

- Ask about the strengths and weaknesses of your offer.
- Ask questions about the evaluation process.
- Learn how to strengthen future offers.
- Build connections and relationships.

How the government supports diverse suppliers

Diverse suppliers are often the best, or only, suppliers capable of delivering high stakes goods, services and construction projects on behalf of government. Diverse suppliers also often represent opportunities for government to support the growth and strength of the South Australian economy and the wellbeing and resilience of the South Australian population.

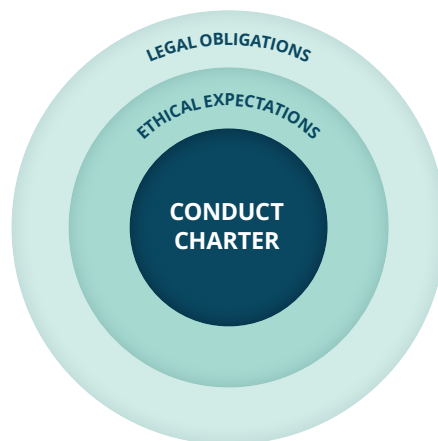
Diverse supplier types can include businesses with one or more of the following characteristics:

- not-for-profit (NFP) organisations
- small-to-medium enterprises and start-ups
- Aboriginal enterprises
- women-owned enterprises
- disability enterprises.

The Supplier Conduct Charter

The Supplier Conduct Charter outlines the minimum expectations of government (public officers) when they are working with suppliers.

The government supports diverse suppliers to understand the legal, contractual and ethical obligations they can expect when procuring and contracting with government.



Relationships

Diverse suppliers can expect government to:

- be respectful of the resources and experience of diverse suppliers and prioritise inclusivity and equity in market engagements and contract relationships
- seek out and engage with advocacy and professional development groups that support and mediate for diverse suppliers
- comply with the *Not-for-Profit Sector Freedom to Advocate Act 2013*.

Service design and cost

Diverse suppliers can expect government to:

- comply fully with the Procurement Planning Policy when identifying procurement needs and developing specifications for procurements with diverse suppliers
- develop acquisition strategies for procurements with diverse suppliers through engagement with relevant communities, end users, lived experience voices and other key stakeholders
- set clear and unambiguous procurement objectives so that the estimated procurement value accurately reflects the true cost of delivery.

Accreditation and compliance

Diverse suppliers can expect government to:

- ensure that accreditation and compliance requirements are proportionate and that evidential requirements are reasonable

- minimise the reporting burden on diverse suppliers when developing reporting requirements.

Consortia and partnerships

Diverse suppliers can expect government to design acquisition strategies that allow and/or encourage diverse suppliers to submit joint or partnership offers with each other and/or with mainstream suppliers.

Negotiations and contracting

Diverse suppliers can expect government to:

- negotiate, not dictate
- use the standard government NFP contract with NFP suppliers
- consider longer term contracts with diverse suppliers
- be open to contract variations in response to changes in service delivery context
- allow a fair and reasonable notice period prior to contract expiry date when notifying diverse suppliers of contract extension or cessation
- comply with all requirements of not-for-profit indexation.

Contract renewals and transitions

Diverse suppliers can expect government to consider the potential impacts of recommissioning and transitioning contracts with diverse suppliers and include corresponding plans, expectations and obligations in contracts.

Preparing for Meet the Buyer

Meet the Buyer is a unique opportunity to make connections with state government agencies and head contractors delivering state-funded projects. Hosted by The Office of the Industry Advocate (OIA), the event is a chance for businesses to enhance their visibility, expand their networks and potentially secure lucrative government contracts.

Before Meet The Buyer

Learn about government procurement

The government has established ways of working when it comes to procurement and contracting. Find out as much as you can by visiting the Buying4SA and OIA websites and talking with other suppliers.

Research government buyers

Use the event information to identify which agencies you most wish to meet. Visit their websites to find out as much as you can about how they operate and what this means for their procurement needs. Plan ahead so you can tailor the conversations you have with different agencies by:

- using the SA Government Forward Procurement Plan to identify their upcoming procurement opportunities
- using SA Tenders and Contracts to research their current procurements as well as their existing and past contracts.

Be ready for your experience

Meet the Buyer is a large and busy event and not everyone works at their best in these conditions. Reflect on the strengths you can use and the challenges you can prepare for. Consider who from your business will attend and how you can support each other, or who else you may know at the event and can connect with for mutual support.

- Bring note taking equipment, business cards, promotional resources, and a water bottle. Charge your phone.
- Consider planning breaks during the event to go outside or find a quiet spot to review your progress.
- Set yourself an achievable, measurable goal - such as making 3 new connections, or handing out 10 business cards.

- Think about the time of day that could work best for you to attend. Avoid feeling rushed by your own schedule, and consider attending later in the event when it may be less busy.

Have your own story ready

Prepare and rehearse an informal verbal introduction of your business and what you can provide or supply to the government.

- Pinpoint one important thing about your product or service and open with that.
- Develop a one-page business profile (including your contact details and any online resources) that you can share.
- Think about past experiences and prepare questions about any issues.



At Meet The Buyer

Conversations at Meet the Buyer can be a little like speed dating so time management is key to success.

Hack your time

Take opportunities to gather information outside formal conversations.

- Collect brochures and other resources that you can engage with in your own time - these will usually include details so you can connect in person later.
- Participate in any workshops or presentations where you can collect more information in one place.
- Don't write opportunities off if a booth or a person seems particularly busy - move and circle back later.

Be consistent

There are some things that every agency will be looking for. Have this information ready so you're confident and consistent in your delivery, including:

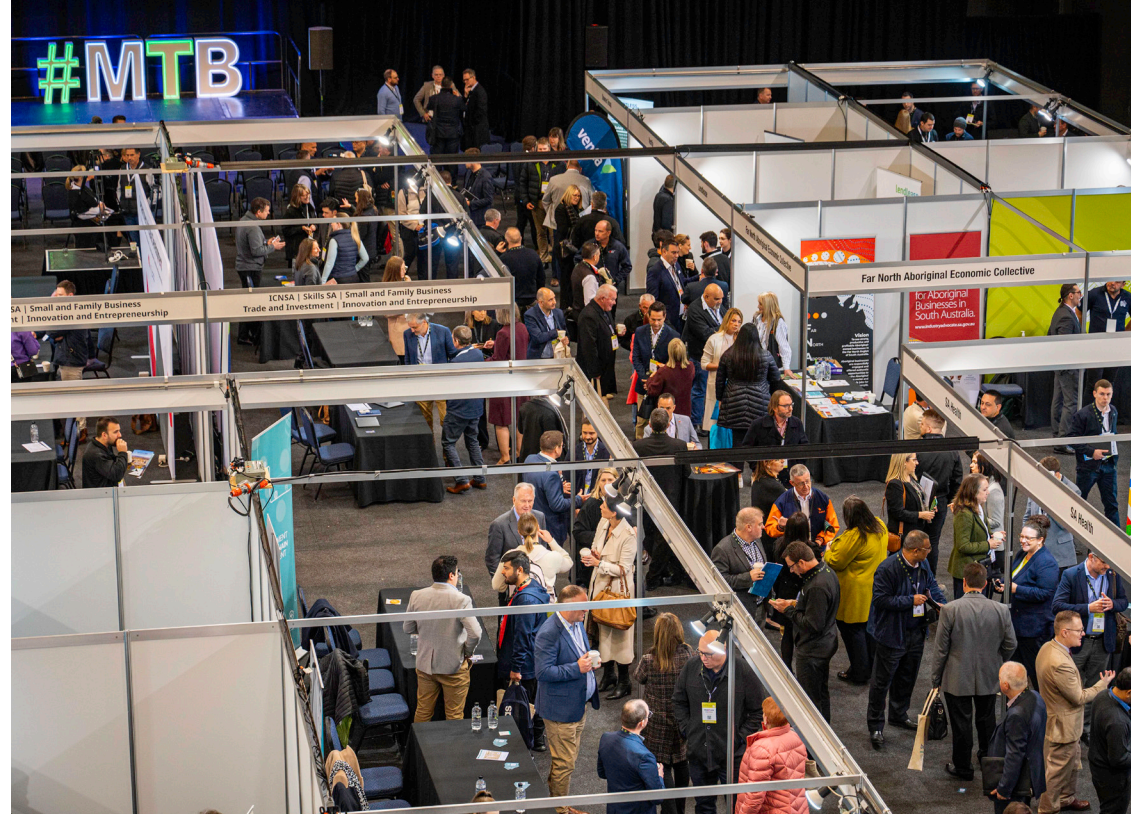
- evidence that you can offer value for money
- competitive pricing and quality opportunities
- evidence of your capability and experience.

Be adaptable

Every conversation is unique so stay flexible and expect diverse discussions. Tailor your discussions to be relevant for each buyer, rather than repeating a generic pitch, so they feel that you really understand their needs and want their business.

Listen actively

Asking open-ended questions is a powerful technique to engage buyers and demonstrate genuine interest, and listening attentively to responses is key to aligning your goals and values with theirs. Thank buyers for existing business, ask for feedback from their customers, and update them on changes or new products. Don't be afraid to ask for reasons if sales have increased or decreased.



After Meet The Buyer

Be proactive in following up

Studies have shown that reaching out within 24 hours of the event dramatically improves your chances of receiving a favourable response because the interaction is fresh in everyone's mind.

Keep up appearances

Regular attendance at networking events will help build confidence and expand your network. Becoming a familiar face at such events will also raise your credibility in your sector allowing people get to know you and your business and develop trust in your capabilities - something that does not happen overnight.

Supplier debriefs

Any supplier that submits an offer (also known as a proposal, quote, bid or response) for government business is entitled to a supplier debrief session from the government agency responsible for that procurement activity. Supplier debriefs are an opportunity to:

- understand how your offer was received and evaluated
- ask questions about the strengths and weaknesses of your offer
- ask questions about the evaluation process
- learn how to strengthen future offers
- build connections and relationships with the responsible agency.

Benefits of a debrief

Debriefs benefit both successful and unsuccessful suppliers as they provide an opportunity to gain insight into the government's procurement processes and improve your next offer, increasing your prospect of winning more government business. Debriefs are also an opportunity for suppliers to give agencies feedback and ideas about how they could make it easier for suppliers to do business with government.

When and how to request a debrief

Agencies must notify suppliers of the outcome of their offers, in writing, and must offer all suppliers (successful and unsuccessful) the opportunity to receive feedback on their offers. It is then up to suppliers to request a debrief from the identified contact person and agree on a time and location for the session.

What to expect at a debrief

Who usually conducts the debrief?

Debriefs may be provided in person, on the phone or online. The debrief is usually conducted by at least 2 government representatives that were members of the evaluation team. A probity advisor and any technical expert(s) may also participate to assist with questions related to their area(s) of expertise.

What can be discussed

The identity of the successful supplier cannot be divulged at any supplier debrief, however, most contracts for goods, services or construction valued above \$500,000 must be published on the SA Tenders and Contracts website. The agency should come to the debrief prepared to provide:

- a detailed explanation of the selection process
- a general indication of whether your offer was considered competitive or uncompetitive with a focus on value for money rather than price
- feedback about the quality of your offer such as areas of non-compliance, how requirements were met, relative advantages of the successful offer and overall presentation of the offer
- areas of improvement and what the supplier could do to improve future responses.

What cannot be discussed

The agency cannot provide:

- actual scoring results against evaluation criteria
- specifics regarding other supplier's offers or direct comparisons with other offers
- information that may compromise confidentiality or the commercial interests of any stakeholder, which is not already publicly available.

How to make the most of a debrief

Request a debrief after every offer submission. Whether you were successful or unsuccessful, every debrief is a valuable opportunity to gain insights to strengthen future offers, and to provide feedback to the responsible agency on your experience of the process.

- Attend with an open mind and a focus on continuous improvement.
- Take notes and use the feedback provided to improve your next offer.

- Come prepared to ask meaningful questions about the evaluation process, the strengths of your offer and areas of improvement. For example:
 - Was my offer compliant with all mandatory requirements?
 - How well did my offer meet the specified requirements?
 - Were there areas that raised concern or required clarification?
 - Was my offer easy to read and understand with important information easy to find?
 - Were the people I nominated as contacts for my offer appropriate and adequate to the task?
 - Were examples provided in my offer relevant and useful, and did I provide sufficient and appropriate evidence?
 - Were the referees I provided suitable?
 - Are there any upcoming opportunities I should be aware of?

Can I complain if I didn't win a contract?

The fact that your offer was not selected is not sufficient grounds for complaint, but you can report any concerns you may have about the procurement process that led to the outcome. Every agency is required to have a process it follows to assess a complaint, including how to escalate a complaint if necessary - you will find this information on an agency's website. Allegations about corrupt behaviour, misconduct and maladministration must be reported to the Office for Public Integrity.



Supplier Conduct Charters

SA Government sees the businesses it works with as its partners in delivering the best outcomes for the state and cares about the way its partners conduct business.

SA Government strives to be ethical and socially responsible when spending public money and expects the same of the businesses it works with.

Charters of Conduct set out expectations for the government and for its suppliers, including expectations for relationships between suppliers and sub-contractors.

Further Information

Learn more about the rules and practices of SA Government procurement and contracting by visiting www.buying4.sa.gov.au

Complaints/Concerns

Concerns about conduct contrary to these charters should be reported to the Office of the Industry Advocate oia@sa.gov.au

Government (public officer) conduct

This **Supplier Conduct Charter (the SCC)** outlines the minimum standards of conduct that suppliers can expect when working with government.

These expectations do not supersede or alter the regulatory framework for government procurement in South Australia, or any contractual obligations, but allow hold the government accountable for its actions in procurement and contracting relationships.

The SCC represents the minimum governance and environmental and social standards that suppliers can expect public officers to meet in their relationships with suppliers, founded on ethical standards of integrity, fairness, transparency and professional respect.

The SCC aligns with and supports government frameworks for responsible procurement including The South Australian Procurement Framework, The South Australian Industry Participation Policy, and national and international agreements and policies to which Australia is a signatory.

Expected behaviours of government

Suppliers can expect public officers to conduct themselves with high standards of ethics and not engage in activities that are illegal, exploitative, fraudulent, corrupt or otherwise unethical in their engagement with suppliers.

Governance expectations

Corporate responsibility

Suppliers can expect government to:

- conduct itself with high standards of ethics and not engage in activities that are illegal, exploitative, fraudulent, corrupt or otherwise unethical
- comply with competition law obligations, demonstrate impartiality, and to not discourage innovation and competition, nor to misuse market power
- ensure fair and timely payment times as outlined in contracts.

Risk management

Suppliers can expect government to:

- manage risks associated with their operations
- not inappropriately transfer risks, including down their supply chain.

Conflicts of interest

Suppliers can expect government to:

- identify and manage conflicts of interest and to disclose any actual, perceived or potential conflicts of interest as soon as they become aware of it
- not seek or accept gifts, hospitality, or other benefits from suppliers
- be open and transparent about any arrangement that might be perceived as improperly influential on government decision making.
- report suspicions of wrongdoing, corruption, misconduct or maladministration by staff to the Office for Public Integrity
- report any other matter, including suspicion of other unlawful or criminal activity, to the appropriate authority.

Environmental expectations

Suppliers can expect government to:

- encourage environmentally responsible policies and practices
- consider the environmental impact of their operations, including the full supply chain and product/service lifecycle.

Social expectations

Suppliers can expect government to:

- provide a work environment that is culturally safe for all people and suppliers, free from workplace bullying, harassment, victimisation and abuse
- make all reasonable efforts to ensure that businesses within supply chains are not engaged in, or complicit with, human rights abuses, such as forced or child labour.

Supplier conduct

This **Supplier Conduct Charter (the SCC)** outlines the minimum expectations of suppliers including their personnel in their business partnerships with the government.

These expectations do not supersede or alter the regulatory framework for government procurement in South Australia, or any contractual obligations, but allow suppliers to make informed self-assessments of and decisions about their practices.

The SCC represents the minimum governance and environmental and social expectations of suppliers, founded on ethical standards of integrity, fairness, transparency and professional respect.

The SCC aligns with and supports government frameworks for responsible procurement including The South Australian Procurement Framework, The South Australian Industry Participation Policy, and national and international agreements and policies to which Australia is a signatory.

Expected behaviours of all suppliers

The government expects all suppliers to conduct themselves with high standards of ethics and not engage in activities that are illegal, exploitative, fraudulent, corrupt or otherwise unethical.

Governance expectations

Corporate responsibility

All suppliers are expected to comply with competition law obligations and to not discourage innovation and competition, nor to misuse market power.

All suppliers are expected to ensure fair and timely payment times are reflected in their contracts with sub-contractors, noting the government's preference for payment terms no greater than 15 days.

All suppliers are expected to have appropriate systems and processes in place to protect the State's confidential information.

Risk management

All suppliers are expected to maintain appropriate processes to manage the risks associated with their operations. Suppliers should not inappropriately transfer risks, including down their supply chain.

Conflicts of interest

All suppliers are expected to have robust processes for identifying and managing conflicts of interest and are expected to disclose any actual, perceived or potential conflicts of interest as soon as they become aware of it.

All suppliers are expected to be open and transparent about any arrangement that might be perceived as improperly influential on government decision making. Suppliers are expected to not provide any financial or non-financial benefits to public officers.

Reporting suspicions of wrongdoing

Anyone delivering contracted work, including sub-contractors, on behalf of the South Australian Government is a public officer for the purpose of reporting obligations under the Independent Commissioner Against Corruption Act 2012.

All public officers are legally obliged to report suspicions of corruption, misconduct or maladministration to the Office for Public Integrity.

Suppliers should report any other matter, including suspicion of other unlawful or criminal activity to the appropriate authority as required.

Environmental expectations

All suppliers are encouraged to consider environmentally responsible policies and practices and to consider the environmental impact of their operations including supply chains and product/service lifecycles.

Social expectations

All suppliers are expected to provide a work environment that is culturally safe for all people, including their employees and sub-contractors, and free from workplace bullying, harassment, victimisation, coercion, intimidation and abuse.

Enterprise agreements used on Government funded projects should be genuinely agreed. All reasonable efforts should be taken to ensure that businesses within supply chains are not engaged in, or complicit with, human rights abuses, such as forced or child labour.

Application of the charter

The South Australian Government reserves the right to do business with suppliers who meet the expectations of the SCC and may elect to not work with or cease to work with suppliers who do not do so.

Without limiting a public authority's rights under an applicable contract, the failure of a supplier to meet the expectations of the SCC could lead to one or more of the following actions being taken:

- investigation for breach of the charter
- a requirement to implement action to meet the expectations of the charter
- sharing of information relating to a supplier's conduct relating to this charter across public authorities
- suspension or removal from pre-qualification lists or standing offers (subject to the terms of the arrangement)
- termination of contracts (subject to terms of the contract)
- referral of matters for civil remedy or criminal investigation.

The South Australian Government recognises the importance of working with suppliers to provide them with opportunities for improvement.

Head contractor conduct

This **Supplier Conduct Charter (the SCC)** outlines the minimum expectations of suppliers including their personnel in their business partnerships with the government.

These expectations do not supersede or alter the regulatory framework for government procurement in South Australia, or any contractual obligations, but allow suppliers to make informed self-assessments of and decisions about their practices.

The SCC represents the minimum governance and environmental and social expectations of suppliers, founded on ethical standards of integrity, fairness, transparency and professional respect. This includes the behaviour of head contractors.

The SCC aligns with and supports government frameworks for responsible procurement including The South Australian Procurement Framework, The South Australian Industry Participation Policy, and national and international agreements and policies to which Australia is a signatory.

Expected behaviours of head contractors

The government expects head contractors to conduct themselves with high standards of ethics and not engage in activities that are illegal,

exploitative, fraudulent, corrupt or otherwise unethical in their engagement with sub-contractors.

Governance expectations

Corporate responsibility

Head contractors are expected to include fair payment times in their contracts with sub-contractors, noting the government's preference for payment terms no greater than 15 days.

Head contractors are expected to have appropriate systems and processes in place to protect the sub-contractors' confidential information. Head contractors are expected to protect and respect the use of sub-contractors' intellectual property.

Risk management

Head contractors are expected to maintain appropriate processes to manage the risks associated with their operations. Head contractors should not inappropriately transfer risks, including down their supply chain.

Conflicts of interest

Head contractors are expected to have robust processes for identifying and managing conflicts of interest and are expected to disclose any actual, perceived or potential conflicts of interest as soon as they become aware of it.

Head contractors are expected to be open and transparent about any arrangement that might be perceived as improperly influential on government decision making.

Head contractors are expected to not provide any financial or non-financial benefits to public officers.

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The Forward Procurement Plan

The Forward Procurement Plan is an online portal that acts as a forward planner for the South Australian Government and businesses.

SA Government agencies use the Forward Procurement Plan to let businesses know their plans for upcoming bidding opportunities and businesses can register their interest for these opportunities.

You can access the most up-to-date version of the Plan online via **Supplier Hub SA** and the **Buying4SA** website.



What the Forward Procurement Plan tells you

PAR number. This is the government's reference number for each procurement. It will stay the same throughout a procurement.

Authority reference. The public authority running the procurement may have its own reference number - it's worth noting this down, as well as the PAR number, for any future procurements you are interested in.

Government parties. This indicates whether a single agency is running the procurement or multiple agencies are involved.

Public authority name and division. Suppliers should be open to supplying to agencies and divisions they have not supplied to previously or perhaps have not heard of. Government agencies and structures change titles or purposes over time and suppliers should focus on the details of the procurement opportunity rather than the procuring agency.

Public authority contact email address. All communication about a procurement opportunity should be directed to the email address supplied. Even if a supplier has contacts within an agency, only the nominated contact email should be used for communication about a particular opportunity.

Procurement category, title and description. Some procurement titles make their purpose and intended outcome clear and others can at times be less clear. Suppliers should contact the nominated email to find out more if they do not immediately understand the title, rather than being discouraged from applying.

Procurement stage, expected market approach date and probability of proceeding. This information provides an indication of how far through planning a procurement is. Procurements are removed from the Forward Procurement Plan once they are released to market.

- Goods and services are forecast for the following 24 months.
- Major construction is forecast for the following 36 months.

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Government of South Australia

Procurement SA

Procurement SA is the home for advice for South Australian public officers about purchasing goods, services and construction projects.

Procurement SA is part of the Department of Treasury and Finance. We are the government's lead advisor on strategic and specialist procurement and contracting.

In partnership with public authorities we implement and manage modern policies and systems, support major projects and drive uplift in strategic procurement capability across government.

Procurement SA works closely with the OIA to support their work supporting South Australia businesses.

Businesses seeking support to participate in South Australian government procurement opportunities should visit the buying4SA website.

buying4.sa.gov.au