

Regional Framework to Benchmark Social & Sustainable Procurement

Illawarra Shoalhaven Joint Organisation
July 2023

Funded by Local Government Procurement under the LGP Procurement Capability Grant Program



Core Principles of Social and Sustainable Procurement

Sustainable procurement is best practice procurement that incorporates quadruple bottom line considerations into purchasing decisions. Whereas traditional procurement prioritises resources, price, utility and convenience, sustainable procurement is a purchasing framework that integrates social and environmental criteria to not only support decision making but also ensure value through whole of life. Sustainable procurement results in goods and services with the comparatively lowest environmental impacts and maximum economic and social returns.

The Illawarra Shoalhaven Joint Organisation (ISJO) conducted a review of leading practice sustainable procurement and consulted with member Council officers to identify eight key social and sustainable principles to benchmark against. These principles can be aligned with UN Sustainable Development Goals and the ISO: 20400 to provide a framework for Councils to measure their activities against.

Our *Regional Framework to Benchmark Social & Sustainable Procurement* document establishes a benchmarking tool by providing a set of probing questions under each identified core procurement principle. These questions allow Councils to reflect upon, action and actualise an elevated approach to social and sustainable procurement practices.

Environment

Net Zero

Net-Zero Procurement addresses scope 1, 2 and 3 emissions. Involves the consideration of suppliers, and goods that will assist in achieving net zero targets through processes and practices that reduce, abate, or sequester carbon emissions and the use of low carbon materials.

Closing the Loop

Procurement decisions made considering the waste hierarchy including resource recovery for energy, recycling, repurposing, remanufacturing, refurbishment, repair, reuse, reduction, and rethinking resource use.

Governance

Leadership & Collaboration

Leadership through good governance and meaningful social and sustainable procurement policies and procedures. Collaboration through joint procurement opportunities and shared learnings.

Training & Education

Formal induction and ongoing education opportunities for Council officers. Education opportunities for the community via sharing Council SSP activities. Education opportunities to support local businesses in tendering for local government work.

Social

Supporting Local Economy

Support local jobs and growth by engaging small and medium local enterprises to provide goods and services to produce social benefit for the region. Supporting the local economy also includes the consideration of locally or Australian produced and manufactured materials.

Community & Social Impact

Engaging social enterprises, Australian Disability Enterprises (ADEs) and Indigenous Businesses to produce social benefit in the community.

Economic

Whole of Life Costs

Consideration and analysis of purchase, maintenance, operating, end-of-life, and environmental costs of a purchase.

Defining Value for Money

Transforming "buying culture" by clearly defining 'value for money' beyond the narrow economic scope to reflect appropriate weighting across quadruple bottom line values.

Social & Sustainable Procurement Principles

UN Sustainable Development Goals

Public procurement is an important lever to work towards the United Nations Sustainable Development Goals (SDG's). The core principles and actions in this document align with several of the sustainable development goals.



Procurement actions are built upon principles and drivers, as stated in the ISO:20400. The core principles and the associated strategies and actions in this document align with the below listed ISO 20400 principles and drivers.

ISO 20400 Principles

Accountability
Transparency
Ethical Behaviour
Full and fair opportunity
Respect for stakeholders' interests

Innovative solutions
Focus on needs
Integration
Analysis of all costs
Continual improvement

ISO 20400 Drivers

Customers
Competitive advantage
Innovation
Stakeholder expectations
Legislation and regulation
Public policies
Risk management
Security of supply chain

Investors' confidence'
confidence
Workers
Supplier commitment
Cost optimisation
Economic value creation
Personal leadership
Organisational ethics

Core Principle 1: Net Zero



Principles
Innovative solutions, Focus on needs, Integration

Drivers
Customers, Stakeholder expectations, Legislation & regulation

Does your Council...

Specify requirements for energy efficiency of fleet ensuring alignment with the transition to low emissions options?

Specify council requirements for sustainable procurement and emissions reduction?

Embed non-price value-for-money considerations and evaluation criteria in procurement policy and framework for emissions?

Prioritise sustainable and low carbon building materials across Council buildings, infrastructure and other assets?

Have a current commitment to supply of renewable energy under a power purchase agreement?

Have an established Revolving Energy Fund (REF) or other sustainable funding mechanism?

This may look like...

- ✓ Targets – which may include a maximum average emissions standard across all fleet vehicles purchased – are mentioned in policy and procedure documentation.
- ✓ A specific and measurable target / timeline is set for the changeover of light, medium and heavy fleet, and plant.
NB: Low emission fuel supply (e.g., hydrogen) and the installation of charging infrastructure are acknowledged as a current constraint at the time of this publication.
- ✓ Targets for sustainable procurement and emissions reduction are embedded in Council’s Integrated Planning and Reporting (IP&R) documentation.
- ✓ Procurement frameworks include in tender evaluation guidelines a requirement for appropriate weighted assessment of prospective suppliers in terms of their environmental, social impact and sustainability credentials.
- ✓ Staff are provided with assessment checklists and tools to enable assessment of the sustainability of a prospective supplier’s services or goods in terms of emissions and other key criteria.
- ✓ Clear, measurable low-carbon and sustainable material requirements are embedded in policy and framework, reported against and shared with the community.
- ✓ Specific requirements pertaining to the purchase of LED street lighting, furnishings, office equipment and construction materials such as cement and concrete, steel, aluminium, copper, bricks, tiles and masonry, timber, glass, aggregate and asphalt are itemised in procurement guidelines.
- ✓ Power purchase arrangements are in place in which a solar service provider designs, builds, owns, operates, monitors, and maintains a photovoltaic (PV) system, and a customer agrees to site the system on its roof or elsewhere on its property and purchase the system’s electricity output from the solar services provider for a predetermined period and price
- ✓ Revolving Energy Funds (REFs) are seed funded in Council’s capex or opex budgets.
- ✓ Clear tracking of savings from sustainability projects is undertaken to ensure portfolio performance and cash injections forecasts are monitored to see whether the fund will grow or deplete over time.
- ✓ Council asset managers / budgets are held accountable for electricity bills to ensure an incentive to reduce costs.

Core Principle 1: Net Zero



Principles
Innovative solutions, Focus on needs, Integration

Drivers
Customers, Stakeholder expectations, Legislation & regulation

Does your Council...

Carefully and rigorously measure and monitor emissions and emissions reduction in activities generated by a procurement process?

Engage with your suppliers on defining, measuring, reporting and selection around climate performance insights?

Build capability of contractors/ suppliers to understand and meet sustainable procurement emissions reduction requirements?

Have time bound Net-Zero Carbon strategies and targets which includes procurement as an important lever to achieve outcomes?

This may look like...

- ✓ A formal process to measure emissions from goods and services is in place to hold responsible teams / divisions of council accountable for the emissions generated by their activities.
- ✓ A mechanism to enable / require measurement of contractor emissions over the lifecycle of procurement – including energy and fuel emissions – is a mandated inclusion in procurement processes.
- ✓ Clear specifications are provided to suppliers that require an estimate of emissions over the lifecycle of a proposed procurement process.
- ✓ Documented transition arrangements and timeframes are in place in the journey towards low emissions products and services. e.g., fleet and plant.
- ✓ Initiatives relating to supplier education, technical support and methodology sharing – for example information sessions, information sharing opportunities or training programs – are in place to ensure an informed and more strategically focused supplier base.
- ✓ Information is provided to contractors / suppliers in the built environment sector on Supply Chain Sustainability School and other relevant resources and courses.
- ✓ Contract templates include measurement requirements for emissions reduction.
- ✓ Pre-procurement vendor assessment / screening is in place to impose or collaboratively agree on emissions reduction requirements. This screening is possibly mandatory for non-SMEs and or else includes weighted scoring for SMEs.
- ✓ Net zero commitments, targets and monitoring from Cities Power Partnerships, Corporate Emissions Reduction Plans, Climate Mitigation and Adaptation documents and other relevant documents is integrated into Council procurement frameworks.

Core Principle 2: Closing the Loop



Principles
Accountability, Continual improvement, Innovative Solutions

Drivers
Customers, Legislation & regulation, Economic value creation, Cost optimisation

Does your Council...

Minimise waste to landfill and keep materials in the productive economy by supporting businesses that undertake circular economy practices?

Drive demand for recovered and reusable materials and products through prioritizing these in the procurement process and / or

Prioritise the procurement recycled content and track quantity of recycled materials purchased and / or

Prioritise sustainable and low-carbon building materials across Council buildings, infrastructure, and other assets?

Have systems in place to reduce unnecessary purchasing, and avoid wastage and redundancy?

This may look like...

- ✓ Contract templates include circular economy provisions / expectations / suggestions.
- ✓ A simple assessment is in place to determine if a purchase is “circular” by requesting information from a supplier on product take-back services, lease agreements or improved design to minimize wastage (packaging and obsolete parts). Once contracts are awarded a robust monitoring and reporting framework is in place to ensure contractual agreements inclusive of sustainable principles are met.
- ✓ Whole of life quantifications and life cycle assessment is a required consideration in procurement processes.
- ✓ Non-price value-for money considerations are embedded in procurement policy and framework
- ✓ Demonstrated use of recycled content is included as an evaluation criterion with a minimum weighting for tenders over a certain purchase value.
- ✓ A commitment is in place to track, record and share with the public the volume of recycled content purchased by weight. This commitment may be through a “buy recycled” policy or preferably a clause in Council’s procurement framework.
- ✓ Clear, measurable low-carbon and sustainable material specifications are embedded in policy and framework, are reported against and are shared with the community.
- ✓ Specifications pertaining to the purchase of LED street lighting, furnishings, office equipment, and construction materials such as cement and concrete, steel, aluminum, copper, bricks, tiles and masonry, timber, glass, aggregate and asphalt are itemized in procurement guidelines.
- ✓ The Materials Circularity Index (MCI) is used in Council procurement processes to evaluate good sustainability options.
- ✓ Elimination of unnecessary inefficiency, waste, and expenditure through the provision to Council Officers of a checklist to determine whether procurement needs to take place. This may include materials and or duplicate services.

Core Principle 2: Closing the Loop



Principles
 Accountability, Continual improvement, Innovative Solutions

Drivers
 Customers, Legislation & regulation, Economic value creation, Cost optimisation

Does your Council...

Build capability of contractors/ suppliers to understand and meet sustainable procurement requirements?

Embed non-price value-for money considerations in procurement policy and framework?

Develop and embed best practice environmentally sustainable design specifications into infrastructure, capital works and maintenance programs?

Take part in a Circular Procurement (or broader sustainable procurement) Community of Practice?

This may look like...

- ✓ Supplier information sessions or information sharing opportunities are provided by Council.
- ✓ Information is given to contractors/ suppliers in the built environment sector on Supply Chain Sustainability School and other relevant resources and courses.
- ✓ Contract templates are provided that assist whole of life quantification and life cycle assessments
- ✓ Embedding in procurement frameworks of a preference for goods that are made from recycled content, are recyclable, have minimal and recyclable packaging, are energy and/or water efficient, are sustainably produced (for example food, timber, paper etc.).
- ✓ Recycled products regularly purchased by Council include a preference for sustainability including construction materials (e.g., recycled content include recycled asphalt, glass fines), plastic, rubber, toner) office stationery or paper, fixtures (e.g., street furniture, drinking fountains, bollards, fencing, decking, garden edging, planter boxes, fitness equipment, wheel stops, speed humps, bins, pipes, signage) compost.
- ✓ Purchase of energy efficient plant and equipment for new installations and upgrades.
- ✓ Use by Council of durable, long-lasting materials rather than materials that require recurrent replacement or refurbishment. Design focuses on easy maintenance, repair and upgrading.
- ✓ Use of materials with Good Environmental Choice Australia (GECA) certification or other materials certified independently with sustainable probity.
- ✓ Purchase of water efficient appliances for all new installations and upgrades. Where applicable these purchases apply a minimum water efficiency star rating.
- ✓ Membership or involvement in a community of practice where government procurement practitioners share information on challenges and opportunities to integrate recycled content into their procurement practices.

Core Principle 3: Supporting Local Economies



Principles
Ethical behaviour, Full and fair opportunity

Drivers
Customers, Public policies, workers

Does your Council...

Encourage a buy local culture to assist local industry and economic development?

Make it easier for local SMEs to supply to local government?

Embed non-price value-for money considerations in procurement policy and framework?

This may look like...

- ✓ Development and implementation of a buy local policy, its embedding in procurement frameworks and its promotion and communication to local audiences.
- ✓ Ensuring procurement policies and procedures do not disadvantage local suppliers. For example, developing simplified procurement documentation which uses accessible language and is more commercially reasonable.
- ✓ Encouraging use of local suppliers by contractors whenever goods or services are to be sourced from outside the LGA.
- ✓ Providing information to local SMEs on Council expectations and the processes required to be undertaken to be engaged by local government.
- ✓ Providing advanced notice of upcoming and open procurements.
- ✓ Providing accessible pre-procurement briefings which allow smaller suppliers to ask questions.
- ✓ Documented commitment in procurement policy and procedures to a certain percentage of Council's supply chain being sourced from SMEs.
- ✓ Demonstrated "Strengthening of Local Economic Capacity" included as evaluation criterion with minimum 10% weighting for tenders over a certain purchase value.
- ✓ Social and economic benefits test requirements included in competitive procurement processes valued above a certain value e.g., \$50,000 that require suppliers to complete and Economic and Social Benefits Statement setting out benefit to the local community should they be awarded the contract.
- ✓ Provision of guidance for Council officers via sufficient training and access to enhance knowledge of the benefits of social and sustainable outcomes when procuring on behalf of Council.

Core Principle 4: Community and Social Impact



Principles
 Transparency, Accountability, Focus on needs, Full and fair opportunity

Drivers
 Customers, Public Policies, Organisation ethics

Does your Council...

Create or support opportunities for inclusion of the most disadvantaged members of society and people who have been excluded from the workforce?

Build capability of social enterprise contractors/ suppliers and community organisations (with appropriate governance and finance structures) to understand and meet procurement requirements?

Embed non-price value-for money considerations and evaluation criteria in procurement policy and framework?

Share social procurement good news stories?

This may look like...

- ✓ Council officers seeking to encourage the participation of social welfare, disability and Aboriginal and Torres Strait Islander enterprises in Council procurement processes.
- ✓ Identification / development of a database of social welfare, disability and Aboriginal and Torres Strait Islander enterprise networks and databases.
- ✓ Ensuring that all businesses have fair and equal access to procurement opportunities in order to build a supplier base that reflects the diversity of the community and that generates social inclusion benefits.
- ✓ Review and update of procurement practices to remove barriers to procuring goods and services from social, disability and Aboriginal and Torres Strait Islander enterprises.
- ✓ Development and embedding of social welfare, disability and Aboriginal and Torres Strait Islander enterprise procurement strategies within procurement frameworks.
- ✓ Provision of and training on contract templates.
- ✓ Provision of accessible pre-procurement briefings which allow social enterprises and suitable community organisations to ask questions.
- ✓ Delivering information sessions or information sharing opportunities in which social enterprises are included.
- ✓ Demonstrated enhanced social impact through local government procurement with the inclusion of a minimum weighting for tenders of a certain purchase value.
- ✓ Social and economic benefits test requirements for competitive procurement processes valued above a certain value and provision of further guidance for Council officers via sufficient training and access to a checklist which can enhance social and sustainable outcomes in Council procurement processes.
- ✓ Proactively sharing information and decision-making processes through Council newsletters, website, media, and social networks on the benefits of social and sustainable procurement to local communities in supporting social enterprises and community organisations.

Core Principle 5: Leadership and Collaboration



Principles

Transparency, Accountability, Focus on needs, Ethical behaviour, Continual Improvement

Drivers

Public Policies, Organisation ethics, Risk management, Legislation and regulation, Customers

Does your Council...

Procurement policy and framework uphold public values and ensure impartiality, accountability and transparency?

Whole of structure commitment and accountability for sustainable procurement practices?

Take advantage of joint procurement opportunities?

Embed quadruple bottom line outcomes through sustainable procurement in Integrated Planning and Reporting structures?

This may look like...

- ✓ Promotion of Council's procurement processes and frameworks by their inclusion, for example, in public facing documents.
- ✓ Sustainable procurement responsibilities, objectives and outcomes are integrated into job descriptions, team objectives, key performance indicators and resource plans.
- ✓ Council participation in joint procurement benefits including access to LGP contracts, Tenderlink, VendorPanel and other processes for approved suppliers.
- ✓ Documented commitment to sustainable procurement as a lever for social, environmental and economic outcomes in Council's public facing integrated planning and reporting documents. This includes community strategic plans, operational plans and delivery programs and, ideally, integration of social and sustainable procurement into existing procurement governance documents.

Core Principle 6: Training and Education



Principles
Focus on needs, Integration, Continual Improvement

Drivers
Public Policies, Organisation ethics, Risk management, Workers

Does your Council...

Provide procurement training that highlights sustainable and social procurement behaviour and process?

Provide procurement ongoing education that highlights sustainable and social procurement behaviour and process?

Have easily locatable and accessible sustainable procurement framework and governance documents?

Educate contractors/ supplier about social and sustainable procurement principles?

This may look like...

- ✓ Induction/ onboarding processes provide information to employees and contractors on Council’s social and sustainable procurement frameworks. Ensured training is provided to personnel responsible for setting and approving budgets.
- ✓ Council officers with procurement delegation receive dedicated training and education on roles and responsibilities under social and sustainable procurement frameworks.
- ✓ Executive leadership and elected Councillors are provided updates on changes in social and sustainable procurement frameworks and processes.
- ✓ Position descriptions for procurement personnel detail require qualifications to ensure strong capabilities for delivering social and sustainable procurement outcomes.
- ✓ Council’s training needs analysis includes ongoing education on social and sustainable procurement frameworks.
- ✓ Ongoing professional development is built into position descriptions for procurement personnel, sustainability leads and technical officers with responsibilities for large procurements e.g., engineers for road and building construction, fleet managers etc.
- ✓ Social and sustainable procurement principles, objectives and actions are integrated into existing centralised procurement framework.
- ✓ Clear communication channels exist between Council officers and procurement specialists within Council.
- ✓ Provision of accessible pre-procurement briefings which allow social enterprises and suitable community organisations to ask questions.
- ✓ Delivery of information sessions or information sharing opportunities in which social enterprises are included.
- ✓ Provision of information to contractors/ suppliers in the built environment sector about other relevant resources and courses.

Core Principle 7: Whole of life cost



Principles

Analysis of all costs, Transparency, Accountability, Continual improvement

Drivers

Cost optimisation, Investors confidence, Economic value creation, Innovation

Does your Council...

Conduct comprehensive whole-of-life costing?

Conduct a whole-of-life evaluation that includes committing to and delivering sustainable procurement practices that meet operational needs?

This may look like...

- ✓ Required documentation of the consideration in procurement processes of whole-of-life costs to go beyond the lowest up-front cost being the primary procurement variable
- ✓ Access to and utilisation of a whole of life costing tool that includes consideration of acquisition, maintenance, operating, total cost of ownership, fit for purpose considerations and end-of-life costs.
- ✓ Whole of life costing is included in requests for quotation, request for proposal and selection and evaluation processes as a mandatory criterion for tenders over a specified value.

Core Principle 8: Value for money



Principles

Analysis of all costs, Transparency, Accountability, Continual improvement, Focus on needs

Drivers

Stakeholder expectations, Cost optimisation, Economic value creation, Innovation Legislation and regulation, Public policies

Does your Council...

Provide a clear definition of value for money in procurement policy and framework to ensure inclusion of non-price-based considerations?

Widely share Councils sustainable procurement processes and outcomes to communicate the broader picture of value for money?

This may look like...

- ✓ The concept of “Value for money” is defined clearly in procurement frameworks and is communicated as a priority in procurement education and training.
- ✓ Council documentation indicates that value for money is not simply the lowest price. Council procedures indicate that using a sustainable approach can improve value for money achieved by the procurement and can encourage innovation.
- ✓ Council processes require consideration of relevant financial and non-financial costs and benefits including sustainability and social impacts, and whole-of-life costs.
- ✓ Council proactively shares information and decision-making processes through Council newsletters, media releases and social networks on the benefits of social and sustainable procurement to local communities in supporting social enterprises and community organisations.

Appendices

Appendix A. Leading Practice Documents



Social and Sustainable Procurement Leading Practice Documents

Core Principles	Document title	Year	Organisation	Level
All	Building a Business Case for Sustainable Procurement in Australia- Guidance	2019	Australian ISO 20400 Committee	Commonwealth
All	Green Procurement Guidelines	2023	South Australian Government	State
All	ISO20400 Sustainable Procurement	2017	International Organisation for Standardization	International
All	NSW Government Procurement Policy Framework	2022	NSW Government	State
All	Procurement Better Practice Guidelines (Principles and Policies)	2022	Tasmanian Government	State
All	Queensland procurement policy	2023	Queensland Government	State
All	Queensland procurement policy	2021	Queensland Government	State
All	Sustainable Procurement Principles Framework	n.d.	University of Sussex	International
All	Sustainable Procurement Guide: A practical guide for Commonwealth entities	2021	Federal Government	Commonwealth
All	Sustainable Procurement Guide for local government in NSW	2017	Local Government NSW	State
All	UNDP Procurement for Sustainable Development Strategy 2022-2025	2022	United Nations Development Programme	International
All	UN Sustainable Procurement Guidelines	2021	United Nations	International
All	Sustainable procurement guide- Business machines	2018	Queensland Government	State
All	Tender questions addressing the quadruple bottom line	n.d.	Local Government Procurement- Sustainable Choice	State
Net Zero	Bringing embodied carbon upfront	2019	World Green Building Council	International
Net Zero/ Closing the Loop	Buying Green! A handbook on green public procurement 3rd Edn	2016	European Commission	International
Net Zero/ Closing the Loop	Circular design guidelines for the built environment	2023	Office of Environment and Climate Change NSW Treasury	State
Net Zero	Climate Change Integrated Planning and Reporting (IP&R) Package	2022	Hunter Regional Joint Organisation	Regional
Net Zero/ Closing the Loop	Enterprise Value Chain: Carbon Emissions Reduction	2022	One Planet Network/United Nations	International
Net Zero	Financing options for sustainability projects for Councils	2018	100% Renewables	Commonwealth
Net Zero	Net-Zero Challenge: The supply chain opportunity Insight Report	2021	World Economic Forum	International
Net Zero	Net Zero Plan Stage 1: 2020-2030	2020	Department of Planning Industry and the Environment	State
Net Zero	Offsite Renewable Energy: A Guide for NSW Local Councils	2023	Business Renewables Centre-Australia	State

Net Zero	Revolving Energy Fund-Light Implementation Guide	2020	NSW DPIE Sustainable Councils and Communities	State
Net Zero	The time is now: Tackling embodied carbon in the building and construction sector	2020	WWF Australia/NSW Government	State
Closing the Loop	Adopting circular economy principles: Setting reclamation targets in development tender	2022	European Commission	International
Closing the Loop	Circular Economy Roadmap	2023	CSIRO	Commonwealth
Closing the Loop	Circular Economy Roadmap	2022	Hunter Regional Joint Organisation	Regional
Closing the Loop	Circular Procurement Best Practice Report	2017	European Union SPP Regions Regional Networks for Sustainable Procurement	International
Closing the Loop	National Waste Policy Action Plan	2019	Federal Government	Commonwealth
Closing the Loop	NSW Circular Economy Policy Statement: Too Good To Waste	2019	NSW Environmental Protection Authority	State
Closing the Loop	Preparing a Business Case for Procuring Recycled Material	n.d.	Local Government Procurement-Sustainable Choice	State
Closing the Loop	Review of standards and specifications for recycled content products	2019	Department of Environment and Energy	Commonwealth
Closing the Loop	Supporting Government Procurement of Recycled Content	2020	Australian Packaging Covenant Organisation	Commonwealth
Closing the Loop	Sustainable procurement guide- Office paper	2018	Queensland Government	State
Closing the Loop	Sustainable procurement guide- Cleaning services	2018	Queensland Government	State
Closing the Loop	What Goes Around Why Buying Recycled Matters: A Guide for Households, Businesses and Councils	2017	Planet Ark	Commonwealth
Support Local Economy	Buy Local Plan	2018	Northern Territory Government	State
Support Local Economy	Buy Local Policy	2021	Tasmanian Government	State
Support Local Economy	NSW Government Small and Medium Enterprise and Regional Procurement Policy	2020	NSW Treasury	State
Support Local Economy	Support Local Jobs First Policy	2022	Victorian Government	State
Support Local Economy/Community & Social Impact	Sustainable Procurement Strategy: Developing Social Impact in Procurement	2015	Australian Government- Department of Industry, Innovation & Science	State
Community & Social Impact	Aboriginal Procurement Policy	2021	NSW Government Treasury	State
Community & Social Impact	Collaborate NSW Local government and Aboriginal Communities working together	2017	Local Government NSW	State
Community & Social Impact Support Local Economy	Measuring the benefits of Council procurement activities in your community	2019	Local Government Procurement-Sustainable Choice	State
Community & Social Impact	Queensland Social Enterprise Strategy	2019	State Government	State
Community & Social Impact	Social procurement frameworks around Australia	2020	MIA Consulting	State
Community & Social Impact	Social procurement guide	2020	Queensland Government	State
Community & Social Impact	Social Procurement Considerations	2021	Australian Network on Disability	Commonwealth

Community & Social Impact	Social Procurement Strategy	2019	Victoria State Government/ Sustainability Victoria	State
Community & Social Impact	Unlocking the value of social procurement and supplier diversity: Leading Practice Insights	2018	Australia Post	Commonwealth
Community & Social Impact	Victoria's social procurement framework	2018	Victoria State Government	State
Community & Social Impact	Victoria Social Enterprise Strategy 2021-2025	2021	Victoria State Government	State
Community & Social Impact	The Western Australia Social Procurement Framework Practice Guide	2021	Government of Western Australia	State
Community & Social Impact	The Western Australia Social Procurement Framework	2022	Government of Western Australia	State
Leadership and Governance	Building a Business Case that Gains Cross-functional Support for Sustainable Procurement	n.d.	Local Government Procurement-Sustainable Choice	State
Leadership & Governance	Sustainable Procurement Framework	n.d.	Local Government Procurement-Sustainable Choice	State
Leadership & Governance	Sustainable Procurement Guide	2017	Local Government NSW	State
Training and Education	Green Public Procurement Training Toolkit	n.d.	European Commission	State
Whole of life costs/ Value for money	NSW Government Procurement Policy Framework	2022	NSW Government	State
Whole of life costs	Whole of life costing tool	2014	Queensland Treasury Corporation	State