

Goulburn Broken Catchment Management Authority Category Procurement Strategy 2022-2024

1. Introduction

The Goulburn Broken Catchment Management Authority's (CMA) vision for the Goulburn Broken region is *Resilient landscapes, thriving communities*.

The purchasing and procurement practices of the Goulburn Broken CMA are important as they:

- support sound financial management
- ensure trust in government
- ensure that resources are sourced efficiently and effectively
- support the Goulburn Broken CMA deliver on its vision; and
- supports the creation of a *thriving community* by ensuring the Goulburn Broken CMA considers local, environmental and social factors in its procurement.

The Procurement Strategy aligns with the Victorian Government Purchasing Board (VGPB) mandatory requirements and Section 8 of the *Financial Management Act 1994*. The Procurement Policy also aligns with the GB CMA Service Delivery Business Principle – *Statutory requirements, programs and projects are delivered as planned, on time and on budget, to an agreed quality and meeting appropriate governance standards*.

In line with the GOV 015 - Procurement Policy, the Corporate Program Manager is responsible for the development and implementation of the Procurement Strategy. The Strategy is to provide headline information to align funding, resources and capability with planned procurement activity and objectives by category. It helps to ensure value for money by grouping expenditure and identifying opportunities to change procurement arrangements to better align with the Goulburn Broken CMA's policies, objectives and strategies. It does not outline the governance framework which is outlined in the Goulburn Broken CMA's policies and procedures.

This Procurement Strategy including its planning activities have been developed alongside the development of the Corporate Plan. Procurement planning is reflected in the planning framework of the Goulburn Broken CMA as identified within the Corporate Plan.

2. Procurement Framework

The Goulburn Broken CMA's procurement framework is underpinned by high standards of probity, accountability and flexibility.

When applying its procurement and purchasing policies and procedures, Goulburn Broken CMA will ensure that all procurement activity meets the following principles:

1. The **value for money** of the procurement, taking into account:
 - the total benefits and costs over the life of the goods, services or works procured; and
 - environmental, social and economic factors; and

- any risk related to the procurement
2. **Accountability:** for procurement commensurate with appropriate levels of authority and responsibility.
 3. **Probity:** through the application of integrity, ethical behavior, fairness and transparency in the conduct of procurement processes.
 4. **Scalability:** so that the procurement governance policies and processes are appropriate and efficient, taking into account the capability of available resources and the complexity of the procurement undertaken.

The Goulburn Broken CMA will establish a governance framework commensurate with its procurement profile which will include the following items:

1. Roles and responsibilities
2. A procurement strategy
3. A social procurement strategy
4. Complaints management
5. Complexity and Capability Assessments
6. Market analysis and review
7. Market approach
8. Contract Management and Contract disclosure

Accountability for the implementation and oversight of the Purchasing and Procurement Governance framework will rest with the CEO and Corporate Program Manager.

2.1 Social and regional considerations in procurement activity

The Goulburn Broken CMA is committed to achieving the objectives of Victoria's Social Procurement Framework that aims to ensure value-for-money considerations are not solely focused on price but encompass opportunities to deliver social and sustainable outcomes that benefit the Victorian community.

The Goulburn Broken CMA will incorporate into its procurement processes Social Procurement considerations as outlined in its [Social Procurement Strategy](#).

The Goulburn Broken CMA is a purchaser of goods and services within the Goulburn Broken region and recognises that its procurement policies and practices have the potential to influence the local economy. The Goulburn Broken CMA will seek to support regional suppliers and will incorporate into its procurement processes and procedures. Local sourcing means regional businesses within the Goulburn Broken CMA catchment area.

2.2 Environmental considerations in procurement activity

The Goulburn Broken CMA is committed to minimising the environmental impact of the goods and services purchased to meet its requirements. Goulburn Broken CMA aims to meet this commitment by:

- Purchasing goods and services that have reduced impacts on the environment, compared with competing goods and services that achieve the same function and value for money outcomes

- Defining environmental procurement priorities based on assessment of environmental risks and their ability to influence environmental outcomes
- Considering environmental impact when defining specifications for goods and services
- Assessing the potential environmental impact of entering into a commercial engagement with a supplier, where appropriate.
- Design procurement requirements to enhance environmental outcomes where applicable.
- Considering the environmental objectives and performance of the suppliers we buy from (for example Climate Active Certification and ISO 9000/ISO 14000 accredited businesses)

2.3 Planning

The procurement strategy will be an internal planning document that will link to the Goulburn Broken CMA's Corporate Plan and Budget and will involve:

- Reviewing the expected procurement activity and budget over a 12-month period
- Identifying procurement categories
- Reviewing spending by Category
- Undertaking Complexity and Capability Assessments
- Utilising the Complexity and Capability Assessments to assist in identifying market approach
- Identifying actions to enhance procurement framework and capability as outlined in the procurement activity plan.
- Considerations of the Goulburn Broken CMA's Corporate Plan and Social Procurement Strategy



A review of expenditure over the past 2 years identifies the categories of expenditure and the percentage of total expenditure for each category. As shown in Table 1, the majority of expenditure lies within consultants, contractors and incentives. The procurement and capability plan improvement opportunities and related actions will place greater focus in these areas.

Table 1: Expenditure by Procurement Category

GL CODE	Procurement Category	Total Procurement for 2020/2021	% of Total (20/21)	Total Procurement for 2021/2022	% of Total (21/22)
62100	Fuels and Lubricants	\$ 91,292	0.73	\$ 102,149	1.11
62200	Repairs and Maintenance - Vehicles/P&E	\$ 52,145	0.42	\$ 31,321	0.34
62300	Registration & Insurance	\$ 101,675	0.81	\$ 98,027	1.07
63100	Advertising	\$ 43,353	0.35	\$ 55,091	0.60
63200	Audit Costs - External	\$ 23,400	0.19	\$ 24,195	0.26
63300	Audit Costs - Internal	\$ 39,440	0.32	\$ 24,956	0.27
63500	Cleaning	\$ 18,681	0.15	\$ 20,411	0.22
63600	Computer Software	\$ 392,224	3.14	\$ 596,930	6.50
63700	Computer Support	\$ 386,690	3.09	\$ 353,424	3.85
63800	Conferences & Seminars	\$ 14,478	0.12	\$ 24,683	0.27
63900	Consultants	\$ 1,535,639	12.28	\$ 763,255	8.31
64000	Contractors	\$ 6,994,120	55.92	\$ 5,149,654	56.04
64100	Education and Training	\$ 77,394	0.62	\$ 61,081	0.66
64300	Fares and Accommodation	\$ 5,075	0.04	\$ 10,081	0.11
64600	Incentives Paid	\$ 1,554,210	12.43	\$ 999,316	10.88
64700	Insurance	\$ 52,587	0.42	\$ 53,811	0.59
64900	Leases - Properties	\$ 150,560	1.20	\$ 158,699	1.73
65100	Major Capital purchases > \$1000	\$ -	0.00	\$ -	0.00
65200	Materials	\$ 360,283	2.88	\$ 191,591	2.09
65300	Meeting Expenses	\$ 10,208	0.08	\$ 42,242	0.46
65400	Minor Capital purchases < \$1000	\$ 44,923	0.36	\$ 33,830	0.37
65500	Photocopying & Printing	\$ 8,987	0.07	\$ 7,108	0.08
65700	Postage	\$ 6,538	0.05	\$ 2,389	0.03
65800	Promotions and Public Relations	\$ 59,265	0.47	\$ 32,453	0.35
65950	Reimbursable Expenses	\$ 35,667	0.29	\$ 15,999	0.17
66000	Rental/ Hire	\$ 65,288	0.52	\$ 5,198	0.06
66100	Repairs and Maintenance - Buildings	\$ 10,606	0.08	\$ 15,532	0.17
66200	Staff facilities	\$ 7,832	0.06	\$ 9,582	0.10
66300	Stationery	\$ 3,904	0.03	\$ 3,032	0.03
66400	Subscriptions & Publications	\$ 18,835	0.15	\$ 27,148	0.30
66500	Telephones	\$ 244,505	1.95	\$ 219,305	2.39
66600	Travel Reimbursement	\$ 1,256	0.01	\$ 2,188	0.02
66700	Uniforms, clothing, medicals, first aid	\$ 36,134	0.29	\$ 6,474	0.07
66800	Utility charges	\$ 61,199	0.49	\$ 47,312	0.51
Total		\$ 12,508,392	100.00	\$ 9,188,466	100.00

(updated 31 August 2022)

2.4 Complexity Assessment

To maximise procurement, GB CMA has adopted a complexity risk-based model approach in line with the Victorian Government Purchasing Board (VGPB) model policies and procedures, utilising the Value Risk Matrix (see Figure 2). A 'value risk' approach simply means that there is flexibility in procurement with management controls based on total dollar value and risk to the organisation.

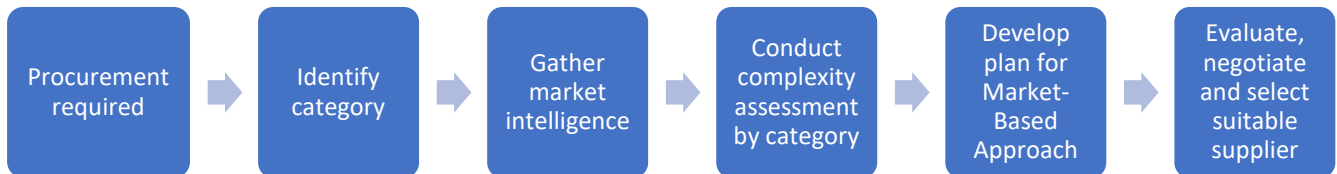


Figure 2: Value/Risk Approach

The complexity assessment is undertaken to assist in determining the method of procurement.

Procurement complexity is the level of detail and scope of issues required in procuring a good or service. An assessment of complexity must consider a broad range of factors including risk, total cost of ownership and market dynamics associated with the procurement activity.

Market analysis identifies the most appropriate approach based on the procurement requirements. Planning considers the size, risk and complexity of each procurement.

Procurement categories have been assessed for the planning period as follows:

Table 2: Complexity Assessment by Procurement Category

Procurement category	Does the procurement category require a low level of customisation?	Does the procurement category have a low impact on the organisation's core operations?	Are there many substitute products (>3) or suppliers (>3) able to deliver the procurement category?	Would there be a limited impact on the supplier market by purchasing the procurement category?	Is the procurement category's total cost of ownership low (relative to total organisation expenditure)?	Is the benefit of demand aggregation low?	Does the procurement category purchase result in no or a limited impact on the organisation's ability to meet their social, economic and environmental policy objectives?	Is the procurement category transactional?	Complexity Assessment
Accommodation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Transactional
Auditing	Yes	No	Yes	Yes	Yes	No	Yes	No	Leveraged
Catering	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Transactional
Cleaning	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Leveraged
Consultants- University	No	No	Yes	Yes	Yes	Yes	No	No	Focused
Contractors- Staffing	No	Yes	No	Yes	Yes	No	No	No	Leveraged
Contractors- Works	No	No	Yes	Yes	No	No	No	No	Focused
Contractors- Works (Other CMA)	No	No	Yes	Yes	No	Yes	Yes	No	Focused
Contractors- Works (Partners)	No	No	Yes	Yes	Yes	No	No	No	Focused
Consultants	No	No	No	Yes	No	No	No	No	Focused
Education and Training	Yes	No	Yes	Yes	Yes	No	No	No	Leverage
Employment Advertising/recruitment	No	No	Yes	Yes	Yes	No	No	No	Leveraged
GIS Services	Yes	No	Yes	Yes	Yes	No	No	No	Leveraged

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ICT Consumables and minor equipment	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Leveraged
ICT Managed Services	No	No	Yes	Yes	No	No	No	No	Leveraged
ICT Software	No	No	Yes	Yes	Yes	No	Yes	No	Leveraged
Insurance	Yes	No	No	Yes	Yes	Yes	Yes	No	Leveraged
Landcare- Grants and Incentives	No	No	Yes	Yes	No	Yes	No	No	Focused
Landmanager- Grants and Incentives	No	No	Yes	Yes	No	Yes	No	No	Focused
Legal	No	No	Yes	Yes	Yes	Yes	No	No	Leveraged
Materials – Contracted Works	Yes	Yes	Yes	Yes	No	No	No	No	Leveraged
Materials - other	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Transactional
Meeting and Venue	Yes	No	Yes	Yes	Yes	Yes	No	No	Leveraged
Office Repairs and Maintenance	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Transactional
Other	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Transactional
Other Organisation Incentives and Grants	No	No	Yes	Yes	No	Yes	No	No	Focused
Postage	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Transactional
Promotion	No	No	Yes	Yes	Yes	Yes	No	No	Leveraged
Real Estate	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Transactional
Security	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Leveraged
Staff Amenities	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Transactional
Stationery and Office Consumables	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Transactional
Uniforms	Yes	Yes	Yes	Yes	Yes	No	No	No	Leveraged
Utilities	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Leveraged
Vehicle Costs	Yes	No	Yes	Yes	Yes	Yes	No	No	Transactional
Waste	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Transactional

The procurement categories on the basis of complexity analysis above have been classified with the market approach as shown in Table 3.

Table 3: Market Approach according to Complexity

Procurement Category	Complexity	Market Approach
Stationery, Supplies, Cleaning Services	Transactional	Quotes, open or selective invitation to supply
ICT Managed Services, Maintenance, Utilities, Contractor Sourcing, Software, GIS, Security, Auditor Selection. Legal	Leveraged	State purchase contracts, CMA aggregated purchasing, Sole entity purchase arrangements, panels, head agreements, early supplier engagement, multi-stage invitation process, open or selective invitations to supply, auctions
Construction Works, Incentives and Grants, Consultants less than \$1m	Focused	Early supplier involvement, multi-stage invitation process, auctions, e-systems, direct negotiation, inter-government delivery arrangements
Construction Works, Incentives and Grants, Consultants greater than \$1m	Strategic	Alliance arrangement, public private partnerships, inter-government delivery arrangements, procurement specific designed engagement, multi-stage engagement etc.

2.5 Capability Assessment

A separate capability assessment of the Goulburn Broken CMA has been completed as at the 24th May 2022 using the VGPB Capability Assessment template (see GBCMA Capability Assessment).

The capability assessment in each of the key procurement areas indicates that the CMA's current procurement complexity capability is at the following levels for each area:

- Governance- Leveraged
- People and culture- Leveraged
- Technology and Tools- Strategic
- Procurement Processes- Focused
- Contract Management- Focused
- Performance Management- Transactional

The development of the new Purchasing and Procurement Policy and Procedure, its rollout and the finalisation and implementation of this Procurement Strategy will improve the CMA's Capability to move all categories to Focused level of complexity.

For any Strategic spend, Goulburn Broken CMA will seek assistance with procurement specialists as currently there is no capability within the organization for this complexity level of procurement. To date there has been minimal strategic purchasing activity.

3. Capability Development Plan

The Corporate Program Manager is responsible for ensuring that staff are appropriately trained in the procurement requirements of the Goulburn Broken CMA. This will be achieved via:

- Development and implementation of the procurement framework including contract management standardisation
- Procurement training with all Goulburn Broken CMA employees
- Refresher procurement training video provided on procurement and contract management
- The Corporate Program Manager providing key contacts for employee questions and assistance with procurement
- The provision of procurement knowledge building resources and templates available to all employees on the internal portal

Capability will further be developed through membership by employees managing procurement governance in the Innovation Network procurement groups:

- VGPB Expansion Community of practice
- Government buyer community of practice
- Bi-monthly Procurement Officers Meeting (POM)

4. Procurement Activity Plan

Table 4 below outlines the opportunities for the Goulburn Broken CMA to:

- improve value for money
- meet policy requirements
- meet the CMA’s Corporate Plan objectives
- increase efficiency of procurement activities

These opportunities and actions will feed into the Corporate Plan and Budgeting process and be implemented through the planning period:

Table 4: Opportunities and Actions against Procurement Category

Procurement Category	SPC REQUIREMENTS	Social Enterprise Procurement Opportunities	Opportunities and Actions
Consultants		Identify through: <ul style="list-style-type: none"> • Market review of regional businesses who may provide this service, promote contracts with applicable organisations 	<ul style="list-style-type: none"> • Development and implementation of standardised contract management • Increase value for money by developing a preferred/panel supplier list of key consultants with CMA’s. • Audit current procurement processes to ensure policies are being followed correctly.
Contractors-Works	Labour Hire Contract	Identify through: <ul style="list-style-type: none"> • Market review of regional businesses who may provide this service. Planning or works with traditional owner groups for future contract opportunities. Promote 	<ul style="list-style-type: none"> • Development and implementation of standardised contract management • Increase value for money by developing a preferred/panel supplier list of key contractors with CMA’s where applicable. • Review social procurement opportunities • Training of staff on social procurement. • Setting of targets of social procurement.

		contracts with other applicable organisations	<ul style="list-style-type: none"> • Audit current procurement processes to ensure policies are being followed correctly. • Review of the labour hire SPC.
Landcare-Grants and Incentives		N/A	<ul style="list-style-type: none"> • Improvement of outcomes through improved planning, contract management and reporting. • Review of EOI processes and centralisation of documentation to improve transparency and support probity
ICT Managed Services	Multifunction Devices and Printers	Identify through: <ul style="list-style-type: none"> • Market review of regional businesses who may provide this service 	<ul style="list-style-type: none"> • Opportunities to consider leveraging with other CMAs to improve price. • There is a further opportunity to consider additional services that the current provider now offers. • Move to the state procurement contract on Multifunction Devices and Printers.
Other Organisation Incentives and Grants		N/A	<ul style="list-style-type: none"> • Improvement of outcomes through improved planning, contract management and reporting. • Improved data collection on return on investment of previously awarded grants and incentives. • Review of EOI processes and centralisation of documentation to improve transparency and support probity
Vehicle Purchasing Costs	Fleet disposals contract Motor vehicles contract	Limited	<ul style="list-style-type: none"> • Continue to move our fleet across to the Motor vehicles contract through Vicfleet. • Tie in fleet procurement with carbon neutrality action plan. • Consider suitability and requirements for Electronic Vehicles
Vehicle Running Costs	Fuel and associated products contract	Limited	<ul style="list-style-type: none"> • Renewal of State Purchase Contract

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Vehicle Maintenance Costs	Nil	Opportunity to support regional businesses	<ul style="list-style-type: none"> Continue to utilise local businesses. Motor vehicles purchased with prepaid servicing
Promotion	Marketing services register (some categories are optional) Print management services	Limited	<ul style="list-style-type: none"> Explore print management contract and Marketing services SPC.
Education and Training		Aggregation of services	<ul style="list-style-type: none"> Link in training opportunities with other CMAs where applicable
Utilities	Retail supply of electricity less than 40MWh pa contract Telecommunications (TPAMS2025) Services contract	Implement opportunities to reduce usage for Environmental benefits	<ul style="list-style-type: none"> Move to State Procurement Contract for electricity and 100% Greenpower. Already on TPAMs State Procurement Contract. Tie in with carbon neutrality action plan.
Real Estate		Nil	<ul style="list-style-type: none"> Nil
Insurance		Nil	<ul style="list-style-type: none"> Undertake a review of insurances with VMIA annually.
ICT Software	Microsoft Enterprise Agreement	Limited	<ul style="list-style-type: none"> Leverage improved pricing with other CMAs or state purchasing contracts. Review further opportunities for joint management with CMA's
ICT Consumables and minor equipment	Multifunction devices and printers contract	Limited except consideration of local providers	<ul style="list-style-type: none"> Move to Multifunction devices and printer contract. Tie in with carbon neutrality action plan.

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Office Repairs and Maintenance		Consideration of local and Aboriginal providers.	<ul style="list-style-type: none"> • Tie in with carbon neutrality action plan. • Review all maintenance arrangements, in line with local provider considerations.
Materials - Works		Explore local and Traditional owner suppliers. Consider materials impact on environment	<ul style="list-style-type: none"> • Tie in with carbon neutrality action plan. • Explore local and traditional owner suppliers.
Auditing	Professional advisory services contract	Limited	<ul style="list-style-type: none"> • Consider utilisation of SPC for Internal Audit
Meeting and Venue		Some opportunities to work with social enterprise groups	<ul style="list-style-type: none"> • Consider preferred supplier arrangements with businesses that employ disadvantaged groups or traditional owners
Legal	Legal services panel contract	Limited other than utilizing local suppliers	<ul style="list-style-type: none"> • Consider preferred supplier arrangement for local law firm • Explore the legal services panel.
Catering		Some opportunities to work with disadvantage groups	<ul style="list-style-type: none"> • Preferred supplier arrangements for businesses that support disadvantaged groups
Accommodation	Travel management services contract	Limited	<ul style="list-style-type: none"> • Opportunity to review preferred accommodation listing and ensure bookings completed centrally • Explore travel management services contract. • Tie in with carbon neutrality action plan, potential offset flight emissions.
Employment Advertising / recruitment	Master Agency Media Services (MAMS) contract	Limited.	<ul style="list-style-type: none"> • Utilise MAMS contract. • Only advertise online.
Cleaning		Limited.	<ul style="list-style-type: none"> • Opportunity to review cleaning requirements.
Stationery and Office Consumables	Stationery and workplace consumables contract	Limited however continue to purchase locally where able.	<ul style="list-style-type: none"> • Explore stationery and workplace consumables contract and opportunities to tie in with carbon neutrality action plan

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Staff Amenities		Limited however continue to purchase locally where able.	
Uniforms		Limited however continue to purchase locally where able.	<ul style="list-style-type: none"> Requires review to ensure it meets Uniform policy of State Government.
Postage		Limited however continue to purchase locally where able.	Nil
Security	Security services contract	Limited however continue to purchase locally where able.	<ul style="list-style-type: none"> Explore the security services contract.
Waste		Limited	<ul style="list-style-type: none"> Tie in with carbon neutrality action plan.
Banking & Financial Services	Yes	Nil	<ul style="list-style-type: none"> Moved to state procurement contract in 2021/22.

5. Contract Management Planning Strategy

The CMA has an agency wide approach to contract management that sets out minimum requirements:

- contract management planning for any high value, high risk procurement depending on the complexity.
- appropriate contract management capability
- escalation process if required. Any contract complaints are escalated to the Program Manager as outlined in GOV 031 Complaints Management Procedure.

GOV016 Procurement Procedure outlines the contract management requirements including contract management responsibilities.

Benefits of contract registration include:

- efficient management of documentation relating to contract awards
- identifies values of individual and agency contracts
- serves as record of terms and description of deliverables
- supports contract reviews

Implementation of training and embedding of contract management process as outlined in the project framework and procurement procedure will be the key focus area for the planning period.

6. Supplier Engagement Plan

Good supplier engagement will assist the Goulburn Broken CMA meet its business objectives.

Developing collaborative and mutually beneficial relationships with existing and potential supply partners delivers greater levels of innovation and competitive advantage than could be achieved through a traditional, transactional purchasing arrangement.

Strong performance is needed on both sides for the partnership to be successful.

All employees are responsible for building and maintaining good relationships with suppliers. This applies to all employees with procurement responsibility including project managers, contract managers and also employees who make occasional purchases. It is important that suppliers hear the same message and receive the same fair treatment from every level of the organisation.

It is important to note that the Goulburn Broken CMA will adopt a scalable approach to its supplier engagement that reflects the size and complexity of both the procurement activity and the Goulburn Broken CMA itself.

Table 5: Supplier Engagement and Approach

Supplier engagement objective	Goulburn Broken CMA Approach	Supported By
<p>Improve transparency of procurement-related information</p>	<ul style="list-style-type: none"> Information regarding procurement and purchasing practices and resources will be available to Goulburn Broken CMA staff via the Policies and Procedures, Procurement Resources and Forms and Templates area of SharePoint. Supplier Information will be available via the GBCMA website Greater alignment to Victorian Government Purchasing Board model policies through the VGPB expansion project 	<ul style="list-style-type: none"> Training for employees engaged in procurement Endorsement of Procurement Plan via Management Team
<p>Detail the actions, processes and activities to map engagement with the supplier market</p>	<ul style="list-style-type: none"> The Procurement strategy will outline the strategy of procurement by category including any SPC requirements. The procurement procedure includes approach to Market guidelines to support employees to assess the supplier market and consider the requirements of the procurement activity. 	<ul style="list-style-type: none"> Training for employees engaged in procurement Endorsement of Procurement procedure via Management Team
<p>Make information on your procurement processes and key activities easily accessible to suppliers</p>	<ul style="list-style-type: none"> Supplier Information will be available via the GBCMA website Tenders will be made available on the Tenders Vic website Greater alignment to Victorian Government Purchasing Board model policies through the VGPB expansion project 	
<p>Encourage participation of small and medium enterprises (SMEs) and not for profit (NFP) organisations in government procurement</p>	<ul style="list-style-type: none"> The Procurement Policy and Procedure outlines the process and considerations for encouraging participation. The Procurement Procedure approach to market guidelines, outlines considerations to support participation. 	<ul style="list-style-type: none"> Social Procurement Strategy Training of employees with procurement responsibility Endorsement of Procurement Procedure via Management Team
<p>Facilitate feedback from the supply market (including specific segments such as SMEs) regarding barriers (actual or perceived) to</p>	<ul style="list-style-type: none"> GBCMA includes information regarding the complaints management process The size of our operations supports direct contact between suppliers and contract/project managers regarding procurement 	<ul style="list-style-type: none"> A biennial review of our strategies (plus reporting of KPIs to Management) supports review of the effectiveness of our strategies. Training of employees with procurement responsibility

<p>participate in government procurement</p>		<ul style="list-style-type: none"> • - Endorsement of Procurement Procedure via Management Team
<p>Adopt new ways to engage with suppliers, for example, procedures for encouraging/managing innovation and market-based solutions;</p>	<ul style="list-style-type: none"> • The Procurement Procedure outlines the process and considerations for encouraging innovation. • The procurement approach to market guideline, outlines considerations to innovation. • The Procurement Strategy considers new or changes to engagement with suppliers 	<ul style="list-style-type: none"> • Annual review of the effectiveness of our procurement framework • Training of employees with procurement responsibility • Endorsement of Procurement strategy via Management Team • Implementation of Supplier feedback surveys
<p>Inform your existing suppliers about the intent and opportunities of the procurement reform</p>	<ul style="list-style-type: none"> • To be undertaken on an individual basis due to the size and complexity of the Goulburn Broken CMA • Addition of a Procurement area on the Goulburn Broken CMA website 	<ul style="list-style-type: none"> • Addition of a Procurement area on the Goulburn Broken CMA website
<p>Provide consistent messaging to the supplier market</p>	<ul style="list-style-type: none"> • Greater alignment to Victorian Government Purchasing Board model policies through the VGPB expansion project 	<ul style="list-style-type: none"> • Training of employees with procurement responsibility • Endorsement of Procurement Strategy via Management Team • Addition of a Procurement area on the Goulburn Broken CMA website

The Corporate Program Manager will be responsible for the overall management of opportunities and actions identified within this plan and supported by all Senior Management.