

QUEENSLAND PROCUREMENT POLICY

2026



Queensland Procurement Policy 2026

Interpreter statement



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Contents

Message from the Minister	2
Introduction	3
Application.....	3
Part 1: Queensland Procurement Approach	4
Overview	5
Our vision	5
Our strategic objectives	5
Queensland Procurement Policy Reporting Framework	13
Scope of procurement-related data	13
Reporting structure	13
Implementation	14
Evaluation and review	14
Part 2: Queensland Procurement Rules	15
1. Queensland Procurement Rules	16
2. Procurement principles.....	16
3. The procurement process.....	18
3.1. Planning	18
3.2. Sourcing, evaluating and contract formation	21
3.3. Award	23
3.4. Contract management	24
4. Operating model and governance	25
4.1. Operating model	25
4.2. Governance structure.....	25
4.3. Roles and responsibilities	26
4.4. Policies impacting procurement	31
Part 3: Procurement Assurance Model	36
Part 4: Glossary	39
Part 5: Record of changes.....	46

Message from the Minister



The launch of the *Queensland Procurement Policy 2026* reaffirms my commitment to Queenslanders to support the best possible procurement outcomes and value for taxpayers' money.

For too long it has been too hard to do business with the Queensland Government.

Red tape has made contracts unnecessarily complicated and stopped many small and family businesses from even trying to get a slice of the tens of billions of dollars spent every year by the public sector across our state.

That's exactly why the Crisafulli Government has undertaken the biggest overhaul of procurement policies in decades.

The *Queensland Procurement Policy 2026* is all about empowering new ideas, respecting taxpayers' money and delivering the projects and services Queenslanders deserve.

Our new procurement policy is centred around **five pillars**:

- 1 Value for Queensland:** Deliver value for taxpayers' money and ensure fair and open competition.
- 2 Local opportunities:** Create opportunities for local suppliers, with an emphasis on small and family businesses and regional enterprises, wherever practical.
- 3 Easy to do business:** Simplify procurement processes to make it easier for suppliers to do business with government.
- 4 Open to new ideas:** Encourage innovation and new market-driven approaches to solve challenges faced by government.
- 5 Practical economic, environmental and social impact:** Drive sustainable procurement practices and build a diverse supplier base including support for social enterprises and Aboriginal and Torres Strait Islander businesses.

We want to achieve outcomes that go beyond financial transactions - using government procurement as a tool to build better communities, foster new and better ways of doing things, and grow our state's economy.

It's a framework grounded in the values of Queenslanders, developed through our Procurement Roundtable in early 2025 - the first of its kind - which brought together industry peak bodies, chambers of commerce, suppliers, government executives and policy experts from across our state to figure out how we can do things differently.

We will continue to run this roundtable annually to make sure we're listening to suppliers as we roll out our new policy.

Thank you to the Procurement division of our department for their hard work putting together this transformational new framework.

The *Queensland Procurement Policy 2026* sets a new standard for public procurement - making it easier to do business with government, opening doors for small and family businesses, and delivering more opportunities, transparency, and value than ever before.

SAM O'CONNOR

The Honourable Sam O'Connor MP
Minister for Housing and Public Works
Minister for Youth

Introduction

The **Queensland Procurement Policy 2026** is divided into five parts. The Policy will commence on 1 January 2026, with the exception of the Procurement Assurance Model incentive scheme component which will commence on 1 January 2027.

Part	Title	Description
1	Queensland Procurement Approach (<i>Approach</i>)	Outlines Queensland Government's vision for procurement, the strategic outcome areas, targets and/or commitments, key actions we will take and how outcomes will be measured. It also outlines the Queensland Procurement Policy Reporting Framework.
2	Queensland Procurement Rules (<i>Rules</i>)	Outlines the rules for how the <i>Approach</i> will be delivered and procurement policy is put into practice.
3	Procurement Assurance Model (PAM)	Outlines the government's incentive-based approach to assurance: • PAM Framework • Incentive scheme (to commence 1 January 2027) • Capability building • Accountability.
4	Glossary	A list of meanings of terms used in this document and any policies impacting procurement.
5	Record of changes	Provides a summary of changes where the Queensland Procurement Policy 2026 has been updated or new policies impacting procurement have been approved.

Application

The **Queensland Procurement Policy 2026** (QPP) applies to all agencies defined as an Agency under **Part 4**. Government-owned corporations are expected to embed the principles of the QPP 2026 into their procurement policies, and in the context of their commercial and competitive operating environments.

In addition, section 14(2)(b)(i) of the *Financial and Performance Management Standard 2019* requires accountable officers and statutory bodies to comply with the QPP when establishing and maintaining their expense management system.

Only to the extent of any direct conflict with the following, the QPP does not apply:

- the Commonwealth Procurement Rules to the extent that compliance with these is a requirement of a funding agreement between the State of Queensland and the Commonwealth
- the Olympic Host Contract between the International Olympic Committee, the State of Queensland, the Brisbane City Council and the Australian Olympic Committee dated 21 July 2021.

To support application of the QPP, agencies may refer to procurement guidance at <https://www.forgov.qld.gov.au/finance-procurement-and-travel/procurement/procurement-resources>.



PART 1

Queensland Procurement Approach



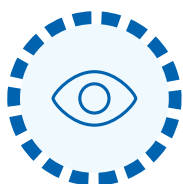
Overview

The **Queensland Procurement Approach** is built upon five foundational pillars designed to optimise the Queensland Government's procurement practices. Through a strategic approach we will maximise value for taxpayers' money, strengthen local businesses, simplify procurement processes, encourage innovation, and create positive economic, environmental and social impact. This approach transforms procurement into a tool for achieving broader government objectives while maintaining accountability and transparency.

The Queensland Government with its statutory bodies and government-owned corporations procures approximately \$35 billion on goods and services each year. Government procurement, whether it be by budget sector agencies, government-owned corporations or other government entities, is used to achieve outcomes that benefit Queensland and Queenslanders. These outcomes support the responsible use of taxpayer funds, provide opportunities for both business and government to become more innovative and sustainable, strengthen and secure our critical supply chains, and aid the growth of local communities. Achieving best-in-class procurement outcomes will be an evolving process, and this plan sets Queensland up for success.

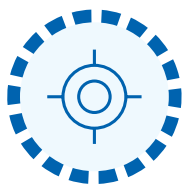
We will tailor every procurement activity to achieve outcomes that maximise value for Queenslanders.

This is about focusing on the bigger picture and being effective and efficient in how we spend taxpayers' funds.



Our vision

Our vision is to lead best-in-class procurement across government to ensure good outcomes and value for taxpayer money for Queenslanders.



Our strategic objectives

We will transform public procurement into a strategic lever that maximises value for Queenslanders by making every dollar count, empowering local, small and family businesses, and creating meaningful opportunities across Queensland's diverse economic landscape.

We will do this through five strategic pillars to deliver outcomes for Queensland now and into the future.



Skybury Farms has been growing Australian coffee and red papaya just outside Mareeba, on the rich soils of the Atherton Tablelands, since 1987.



VALUE FOR QUEENSLAND

Deliver value for taxpayers' money and ensure fair and open competition



LOCAL OPPORTUNITIES

Create opportunities for local suppliers, with an emphasis on small and family businesses and regional enterprises, wherever practical



OPEN TO NEW IDEAS

Encourage innovation and new market-driven approaches to solve challenges faced by government



EASY TO DO BUSINESS

Simplify procurement processes to make it easier for suppliers to do business with government

Empowering neurodivergent talent: Australian Spatial Analytics creates meaningful geospatial and digital engineering careers for young autistic adults.



PRACTICAL ECONOMIC, ENVIRONMENTAL AND SOCIAL IMPACT

Drive sustainable procurement practices and build a diverse supplier base, including support for social enterprises and Aboriginal and Torres Strait Islander businesses



Value for Queensland: Deliver value for taxpayers' money and ensure fair and open competition

Value for Queensland supports our commitment to responsible management of taxpayers' funds.

Good decision-making maximises value, is transparent in how decisions are made, and delivers value for current and future generations of Queenslanders. This pillar focuses on maximising the economic and community-based benefits of public procurement by recognising that value for money is more than just the lowest price. Government procurement delivers enduring community value by keeping taxpayer dollars circulating within Queensland's economy. This, in turn, supports the development and resilience of critical supply markets, including the housing we need for Queensland's future, domestic manufacturing capability and supply chains. This pillar strengthens Queensland's economic foundation, enhancing market resilience against future disruptions and promoting sustainable, long-term economic growth.

The *Approach* aims to build a future where everyone can succeed. This includes increasing full, fair and reasonable opportunities for every Queensland business and enterprise, regardless of its location or size, to contribute to and benefit from the state's investment. This will contribute to sharing the wealth of opportunities across regional and metropolitan Queensland in the lead up to, during and after the Brisbane 2032 Olympic and Paralympic Games. We will maintain our unwavering commitment to workplace health and safety which is embedded in the *Queensland Government Supplier Code of Conduct*.

Embedding a culture of continuous improvement enhances value, strengthens procurement discipline and delivers the greater benefits for Queensland's economy and businesses. Using data to inform decision-making delivers measurable outcomes. Tracking progress against these outcomes holds government accountable for its performance. Data-driven insights support sound decisions, informed procurement planning and justifiable decisions on value that are informed by government's priorities.

HOW PROGRESS WILL BE MEASURED

- Publish a whole-of-government value assessment and benefits framework.
- Publish the Queensland Government Procurement Spend Portal.
- Publish category strategies by 31 March each year.
- Implement the *Better Data, Better Decisions Strategy 2026-29*.

KEY ACTIONS WE WILL TAKE

- ➔ Apply a purposeful public procurement approach throughout the procurement process considering added value for economic, environmental, social and governance outcomes.
- ➔ Target procurement strategies to ensure that every dollar delivers value for Queenslanders.
- ➔ Develop a value assessment and benefits framework to drive best-in-class procurement outcomes.
- ➔ Implement an incentive-driven approach to procurement assurance.
- ➔ Leverage data and insights to drive strategic procurement decision-making and better procurement planning, including predictive tools to identify trends and manage demand.
- ➔ Enhance procurement analytics capabilities to support data-driven decisions and better procurement to deliver measurable outcomes and hold government accountable.
- ➔ Publish category strategies to increase transparency of how government spends its money, and align procurement with broader economic, environmental, social and governance commitments.
- ➔ Ensure that category strategies manage risk in critical supply chains, and support future decision-making through trend, opportunity and gap analysis.
- ➔ Assess fair market pricing through research, benchmarking, competitive bidding or other relevant cost assessments to identify and challenge excessive quotes.
- ➔ Maximise procurement and supply chain opportunities for Queensland businesses in the preparation and delivery of the Brisbane 2032 Olympic and Paralympic Games.



Local opportunities: Create opportunities for local suppliers, with an emphasis on small and family businesses and regional enterprises, wherever practical

Local opportunities reflects our commitment to driving local economic and regional growth by using procurement to support local participation, with an emphasis on supporting small and family businesses and regional enterprises, wherever practical. Through this support, procurement opportunities can be more inclusive and accessible.

Reducing barriers and creating dedicated pathways for small and family-owned businesses and regional enterprises, enables easier engagement with government procurement. Building strong partnerships between the government, industry and suppliers, enables businesses to access the tools and resources they need. Simplifying procurement processes, reducing red tape and providing targeted support, empowers local suppliers to compete and succeed in government procurement opportunities.

Through equitable access and growth, a diverse and competitive supplier base can be built. This includes supporting local industry capability and resilience, and prioritising suppliers with local workforces. The participation of small and family businesses and regional enterprises in government procurement, provides local benefits, such as more employment or manufacturing opportunities, to their communities and benefits Queensland as a whole. Successfully implementing this pillar has the potential to increase the proportion of Queensland procurement spend with Queensland suppliers, fostering economic growth within the state.

HOW PROGRESS WILL BE MEASURED

- Increase in total number of Queensland suppliers contracted.
- Achieve the small and medium enterprise (SME) procurement target to source at least 30% of procurement by value from Queensland SMEs, supported by additional complementary measures including:
 - » Increase the total number of regional Queensland SME suppliers contracted each year.
 - » Increase the total number and value of Queensland SMEs engaged as subcontractors each year for projects subject to the *Queensland Charter for Local Content* or declared by the Minister responsible for government procurement, Minister responsible for local industry policy or the Premier of Queensland.

KEY ACTIONS WE WILL TAKE

- ➔ Engage with local suppliers and manufacturers including within subcontracting arrangements and supply chains to support regional economies wherever practical.
- ➔ Add regional and manufacturing representation in procurement governance groups, including procurement category councils.
- ➔ Support local manufacturing opportunities through buying Queensland-made products.
- ➔ Foster collaboration between government and local industry to improve market insights and participation.
- ➔ Enhance systems to provide current and potential suppliers with greater visibility of upcoming opportunities.
- ➔ Increase spend with small and family businesses and medium enterprises, regional businesses, social enterprises, and Aboriginal and Torres Strait Islander businesses, where appropriate.
- ➔ Develop or redevelop programs to enhance the competitiveness of Queensland-based businesses, aligned to a common strategy across delivery agencies.
- ➔ Ensure suppliers' commitments to local, small, family and regional businesses are reflected in contracts and delivered.
- ➔ Align procurement decisions to community and regional development goals and implement strategies that strengthen local supply chains.



Easy to do business: Simplify procurement processes to make it easier for suppliers to do business with government

Easy to do business highlights our commitment to improving the supplier engagement experience with government. This involves understanding the challenges businesses face in navigating procurement processes and increasing supplier awareness of procurement opportunities.

Reducing red tape and administrative burden, providing clear guidance and support for potential suppliers, improving accessibility, and supporting greater diversity of government's suppliers, are ways to promote a more inclusive and efficient procurement environment. The publication of procurement spend data and category strategies further supports transparency, allowing suppliers to identify opportunities and engage in a more predictable procurement cycle.

Simplifying access to procurement opportunities opens doors for a wider range of suppliers, strengthens market diversity and encourages innovation and competition. By refining procurement processes, increasing supplier engagement, and promoting local participation, this pillar ensures that government procurement delivers better outcomes while being more inclusive and efficient.

Streamlining procurement processes not only improves the supplier experience but also strengthens government procurement capabilities. By enhancing the expertise of government buyers through procurement training and regular department and category functional maturity assessments, public procurement practices are continuously refined.

HOW PROGRESS WILL BE MEASURED

- Increase the number of future procurement opportunities through the Forward Procurement Pipeline each year.
- Publish streamlined invitation and contract documentation for each procurement category by 31 December 2026.
- Increase the number of opportunities released through the Queensland Procurement Solution each year.

KEY ACTIONS WE WILL TAKE

- Develop a single procurement web presence to make it easier to understand and deliver the government's procurement framework.
- Deliver a procurement capability uplift program to improve access and delivery of procurement training and resources for executives, decision-makers, budget holders, procurement officers and buyers, and streamline how suppliers learn about how to sell to government.
- Streamline whole-of-government procurement processes through a holistic review and require agencies to undertake a review of their tender and bid processes.
- Wherever possible, request information from suppliers 'just in time' during tender evaluation processes rather than all information up front.
- Drive agency adoption and utilisation of the Queensland Procurement Solution to make it easier to do business with government and drive consistency in practice across agencies.
- Simplify contracts to reduce red tape.
- Regularly share procurement insights with industry.
- Enhance mechanisms for supplier feedback to improve processes.
- Improve procurement capability through regular department and category procurement functional maturity assessments.
- Review the procurement model and authorising environment to provide greater clarity and consistency for suppliers and make it easier to do business with government.



Open to new ideas: Encourage innovation and new market-driven approaches to solve challenges faced by government

Open to new ideas aims to move beyond traditional procurement methods into a more collaborative approach, by actively seeking innovative solutions, emerging technologies, and fresh approaches that can offer greater efficiency, cost-effectiveness, and performance improvements.

Encouraging innovation involves fostering a culture of creativity and experimentation where suppliers, stakeholders and agencies are encouraged to propose innovative solutions. This can include using advanced technologies to enhance public service delivery. Additionally, collaboration with startups or small and family businesses can create greater agility and lead to the development of ground-breaking solutions that may not emerge through traditional procurement processes.

Market-driven approaches align procurement with emerging trends and shifting demand ensuring agility and relevance in a fast-changing environment. This could involve adopting flexible contract structures that allow for the integration of new technologies as they become available or responding to changes in the market by adjusting procurement strategies to take advantage of emerging opportunities. It also means considering broader market trends, such as sustainability and social impact, to ensure that procurement strategies reflect global priorities and contribute to long-term value.

Leveraging data and insights plays a key role in this process, as it enables decision-makers to identify potential areas for innovation, assess supplier capabilities, and make informed choices about which market-driven solutions can best address government needs. Strengthening the category management approach includes ensuring that procurement strategies are updated based on procurement reviews and evolving market conditions, aligning with international best practices.

By encouraging innovation and embracing market-driven approaches, this pillar aims to drive procurement outcomes that not only meet current government needs, but also position public procurement as a forward-thinking, adaptable system capable of addressing future challenges.

KEY ACTIONS WE WILL TAKE

- ➔ Pursue innovative supply solutions using outcome-based specifications, trials and/or pilots.
- ➔ Support exemptions from competitive processes for suppliers who have completed Queensland Government innovation challenges.
- ➔ Support the development and adoption of new technologies through procurement.
- ➔ Share success stories of innovative procurement practices through the Buyer and Supplier eNewsletters and government websites.
- ➔ Through the purposeful public procurement campaign, we will showcase innovative suppliers to support Queensland suppliers and new ways of working.
- ➔ Develop mechanisms for reporting on the use of the available innovation competitive process exemption.

HOW PROGRESS WILL BE MEASURED

- Increase the number of suppliers and value of spend using the innovation competitive process exemption in the QPP each year.
- Increase the number of early market engagement activities each year.



Practical economic, environmental and social impact:

Drive sustainable procurement practices and build a diverse supplier base including support for social enterprises and Aboriginal and Torres Strait Islander businesses

Practical economic, environmental and social impact reflects our commitment to advancing economic, environmental, social and governance outcomes.

For Queensland Government procurement purposes, sustainable procurement is a process whereby organisations meet their needs for goods, services and capital projects, in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to the Queensland community, economy and natural environment.

Promoting local industries and encouraging innovation strengthens Queensland's economy. Procuring from Aboriginal and Torres Strait Islander businesses is vital for fostering economic prosperity and driving economic outcomes for Aboriginal and Torres Strait Islander communities.

The Queensland Government is committed to driving the development of for-purpose organisations, including social enterprises across the state. A procurement approach that includes support for social enterprises allows buyers to use their purchasing power to generate social value in addition to the goods and services they require. Social procurement enhances social inclusion, giving vulnerable

groups the opportunity to participate in the community and the economy. A diverse supplier base helps bolster competition and increases the economic participation of groups that may have been traditionally underrepresented.

By supporting waste reduction and recycling and incentivising sustainable supply chains, the *Approach* aligns procurement decisions with the state's broader economic and environmental strategies. Driving sustainable procurement practices will assist in progressing Queensland toward the economy wide emissions reduction target of net zero emissions by 2050, and provide support to reduce our emissions in a sustainable and practical manner.

Environmental impacts can also be minimised through for example, waste reduction, and supporting green industries and technologies that provide new economic opportunities. By driving sustainable procurement practices and building a diverse supplier base, this pillar aims to drive positive procurement outcomes.

Tara Croker, a proud Wiradjuri Yinaa woman, founded Yaala Sparkling.



She Wear, a Brisbane-based eco-conscious company, designs safety footwear specifically for women.



KEY ACTIONS WE WILL TAKE

- ➔ Embed sustainability (including waste reduction and recycling) principles in procurement practices.
- ➔ Encourage innovative procurement methods that prioritise environmental and social sustainability.
- ➔ Minimise environmental impacts (e.g. waste and emissions reduction to help transition the Queensland economy to net zero by 2050) and support green industries and technologies, including promoting decarbonisation solutions in supply chains to reduce waste and contribute to resilient communities.
- ➔ Incentivise suppliers to adopt sustainable practices.
- ➔ Implement procurement activities that promote emissions reductions in agreed procurement focus areas including building, construction and maintenance, transport infrastructure and services, information and communication technology, travel, motor vehicle leasing and utilities that support the achievement of Queensland's emissions reduction target, in alignment with sector emissions reduction plans and other climate initiatives.
- ➔ Introduce the Procurement Assurance Model ([Part 3](#)) to provide a mechanism to support accountability for suppliers' adherence to the *Queensland Government Supplier Code of Conduct* as well as economic and social impact commitments.
- ➔ Incentivise ethical suppliers who align with the government's objectives and ensure their workers are well paid, safe, their contracts are adhered to, and productivity is enhanced.
- ➔ Develop a competitive supplier pool for government, to create greater opportunities for small and family businesses, Aboriginal and Torres Strait Islander businesses, social enterprises, female-owned businesses, businesses owned or operated by people with disability, and culturally and linguistically diverse suppliers.
- ➔ Share success stories of sustainable procurement practices.

HOW PROGRESS WILL BE MEASURED

- Achieve the Queensland Aboriginal and Torres Strait Islander procurement target to source at least 3% of procurement by value from Aboriginal and Torres Strait Islander businesses.
- Increase the total number and value of Aboriginal and Torres Strait Islander businesses engaged as subcontractors each year for projects subject to the *Queensland Charter for Local Content* or declared by the Minister responsible for government procurement, Minister responsible for local industry policy or the Premier of Queensland.
- Increase the number and value of contracts with social enterprises each year.

Queensland Procurement Policy Reporting Framework

To deliver the *Approach*, enhance value for money outcomes, and enable data-informed decision-making across agencies, all agencies must provide timely and accurate procurement-related data as specified in [Part 2](#) rule 41. Agencies may be exempted from this requirement by decision of government.

The Queensland Procurement Policy Reporting Framework (QPPRF) is a Queensland Government Procurement Committee approved framework that defines the data to be collected, the format in which it is collected, and how the data will be used to generate insights to support better decision-making and reporting against the QPP. The QPPRF will enable the effective delivery of the reporting structure below.

The collection and analysis of this data will:

- identify opportunities for cost savings, supplier consolidation, and strategic sourcing
- improve forecasting of procurement expenditure and support departments in their budget planning
- demonstrate progress against government objectives, including commitments to small business, and social impact
- inform insights into the use of common-use supply arrangements
- enable tailored insights to assist departments in improving procurement performance.

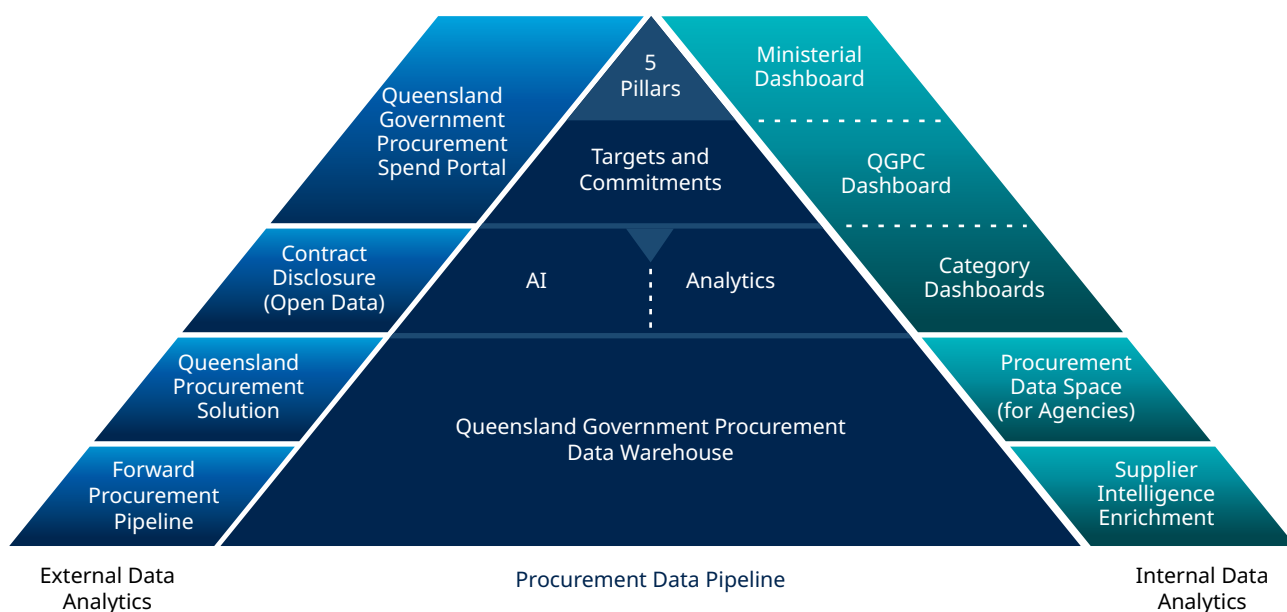
Compliance with the QPPRF ensures progress against [Part 1](#) and [Part 2](#) can be demonstrated.

Scope of procurement-related data

Procurement-related data can include, but is not limited to, financial expenditure, procurement planning, contract data, and supplier and procurement function performance.

Reporting structure

The reporting structure is outlined in the diagram below.



There are several analyses and reports that will be delivered through the reporting framework:

- Queensland Government Procurement Spend Portal: a public facing, interactive report that presents high-level government spend, promoting transparency.
- Ministerial dashboard: a high-level dashboard detailing metrics against the targets and/or commitments.
- Queensland Government Procurement Committee dashboard: a high-level dashboard detailing metrics against the targets and/or commitments, broken down by category, with additional data views for the purposes of Queensland Government Procurement Committee decision support.
- Category dashboards: tailored data and analytics dashboards at a category level.

Implementation

Government agencies will apply the Queensland Procurement Rules ([Part 2](#)), and the Procurement Assurance Model ([Part 3](#)) to deliver on this approach, including procurement category strategy and agency procurement plan development, approval and application.

Staged onboarding approach

Agency onboarding with the QPPRF will occur in stages.

Evaluation and review

Future updates will be agreed between the Minister for Housing and Public Works and Minister for Youth and the Premier and Minister for Veterans to ensure Queensland Government procurement achieves value for taxpayers' money.



A TAFE apprentice at The Branding Business, an inclusive workplace that promotes equity and support while creating branded products to build trust and boost awareness.



PART 2

Queensland Procurement Rules



1. Queensland Procurement Rules

The *Queensland Procurement Rules (Rules)* replaces the *Queensland Procurement Policy 2023*.

The *Rules* below are the standards Queensland Government agencies are expected to incorporate in establishing and maintaining their procurement systems under the *Financial and Performance Management Standard 2019* and should be read in conjunction with the other parts of the QPP.

Each individual rule applies to every agency unless specified otherwise in the rule. Where the *Rules* use the terms:

- **must** - it is mandatory for agencies to apply the rule
- **should** - while it is not mandatory for agencies to apply the rule, the rule represents best practice, and agencies are encouraged to apply the *Rules* where practical
- **may** - while it is not mandatory for agencies to apply the rule, agencies have the flexibility and authority to apply the rule.

2. Procurement principles



Principle 1: Achieve value for money

What achieving this principle looks like in practice

To achieve value-for-money outcomes, you **must** consider the most advantageous combination of **cost, non-cost** factors and **purposeful public procurement outcomes** in meeting the needs of government, people receiving government services, and the taxpayer.

Cost factors include whole-of-life costs (the total cost of ownership). This can include acquisition costs, such as the contract price, initial transactional costs, ongoing payment options, operating costs, maintenance costs, support costs, transition out (costs of disengaging from a supplier on expiration or termination of a contract) and disposal costs. Whole-of-life costing should be scaled to the value, risk and complexity of the procurement.

Non-cost factors **must**, at a minimum, consider:

- supplier capability, capacity, experience, including delivery and after-sales service and support
- risk (this may include operational and reputational risks).

Non-cost factors **may** also include consideration of timeliness, quality, compliance with specification, and fitness-for-purpose.

Purposeful public procurement outcomes include the pursuit of relevant government objectives, targets and/or commitments outlined in Part 1. It is not necessary to pursue every government objective, target and/or commitment in any one procurement activity. Identifying which economic, environmental, social and governance outcomes can be pursued through the procurement will inform the selected strategy and evaluation weightings.



Principle 2: Behave ethically, and embed integrity, probity and accountability in all procurement

What achieving this principle looks like in practice

We uphold a culture of ethics, integrity, probity and accountability, respecting the trust of all stakeholders including suppliers and the community.

We display this culture when undertaking our procurement activities by:

- complying with the QPP, as well as all relevant legislation, policy and codes
- politely declining gifts or benefits from suppliers
- declaring actual, potential or perceived conflicts of interest as soon as we become aware of them
- properly securing and managing sensitive, personal and confidential information
- being fair and impartial
- offering and providing timely and appropriate feedback to suppliers who have submitted offers
- being proactive and responsive communicators with all parties involved in procurement activities
- actively managing contracts to monitor the delivery of obligations, and take appropriate action where a supplier does not meet their contractual obligations
- facilitating timely payment of correctly rendered supplier invoices
- documenting decisions.



Principle 3: Collaborate for more effective outcomes

What achieving this principle looks like in practice

We uphold a culture of collaboration and continuous improvement.

We display this culture by:

- supporting capability development and functional maturity improvement
- sharing information to achieve a whole-of-government view of capability
- staying up-to-date with professional development
- engaging with industry and collaborating early with supply markets to drive better outcomes
- supporting a category management approach to procurement by sharing information with category lead agencies and Queensland Government Procurement, improving category performance and outcomes
- looking for opportunities to achieve greater savings and benefits by applying a category management approach, and collaborating with other agencies on areas of common spend
- aggregating demand where this makes sense and does not unreasonably lock out small and family businesses and medium enterprises or regional businesses from procurement opportunities
- maintaining awareness of procurement category strategies and acting on them
- collaborating with other relevant agencies to increase efficiency, effectiveness and economy in procurement activities at a whole-of-government level
- establishing common-use supply arrangements and panels based on the view that all agencies should be able to use them, unless there are sound business reasons and express provisions in the arrangement to limit access.



Principle 4: Support strong governance and planning

What achieving this principle looks like in practice

We support governance structures established by the QPP and integrate planning at all levels, from category strategies, through to agency procurement planning and significant procurement planning.

We display this by:

- complying with the QPP, and our agency's policies and/or procedures for procurement
- maintaining awareness of category strategies relevant to each procurement, and acting on them
- using common-use supply arrangements when inviting suppliers, where these are mandated
- where we are appointed to governance bodies established by the QPP, taking a whole-of-government view, and sharing our agency experience to inform decision-making
- facilitating transparent and consistent internal and external procurement decision-making and reporting
- enhancing the consistency, timeliness and quality of practices, systems and information including data to improve procurement decision-making
- supporting engagement across agencies, and between government and industry.

3. The Procurement Process

In this section, the *Rules* are grouped by stages of the procurement lifecycle.

3.1. Planning

1. The extent of planning for any procurement undertaken **must** be commensurate with the value, risk and complexity of the procurement. Agencies **should** address the following elements as part of planning for routine and significant procurement:

Elements to be addressed	Routine	Significant
Business need (demand analysis)	Yes	Yes – detailed
Timing (when do we need it)	Yes	Yes
Budget (what is the budget)	Yes	Yes
Identify what procurement objectives, targets and/or commitments from Part 1 could be pursued	Yes	Yes
If the relevant category strategy outlines targets or actions that could apply to the procurement	Recommended	Yes
Market research (supply market analysis) • Is there a common-use supply arrangement? • If not, who can we buy from?	Yes	Yes – detailed
What are the risks (including those within the supply chain) and how they can be managed?	Recommended	Yes – detailed
Procurement strategy (for more information refer to rules 2, 3 and 4)	Yes	Yes – detailed

Elements to be addressed	Routine	Significant
Procurement method (open, limited, selective or other)	Yes	Yes – detailed
Performance measures	Recommended	Yes – detailed
How the contract will be managed	Recommended	Yes – detailed
Approvals	Yes	Yes – detailed
Roles and responsibilities – will the business area or procurement function • be responsible for contract disclosure? • manage the contract?	Yes	Yes

Use the most appropriate procurement strategy and method

2. If a procurement need can be met using a common-use supply arrangement, the arrangement **must** be used unless one of the following exemption situations applies.
 - A. The delivery area is regional or remote, and there are no capable and competitive local suppliers on the arrangement.
 - B. The procurement activity directly supports relevant government objectives, targets and/or commitments outlined in [Part 1](#) and cannot be met using the arrangement.

Exemptions from using an applicable common-use supply arrangement **must** be approved by the relevant agency delegate and reported annually to Queensland Government Procurement.

Applies to budget sector agencies and statutory bodies.

3. When determining the procurement strategy, agencies **should** consider:
 - how the intended business outcome will be delivered through the procurement method
 - the complexity, scope, opportunities and risks associated with the objectives, and the level of competition in the supply market
 - managing demand and the products lifecycle including waste reduction and disposal
 - if other agencies are currently or have planned procurements for the same or similar goods and/or services
 - effective engagement with the market, including engaging early with supply markets to drive better outcomes through market-driven solutions, gather valuable intelligence and understand the capability and capacity of suppliers
 - right-sizing projects. For example, to encourage scope and scale efficiencies and encourage greater competition, consider bundling similar projects for economies of scale or scope, and unbundling large contracts or breaking down requirements into delivery by regions and/or stages to support participation by local suppliers, small and family businesses, and medium enterprises
 - how lead or principal suppliers could be required to facilitate local and/or small and family businesses and medium enterprises in supply chain opportunities and report back to agencies
 - taking action to eliminate as far as possible, or mitigate modern slavery and foreign interference risks in relation to agency supply chains
 - pursuing innovative supply solutions through, for example Queensland Government innovation challenges, risk-sharing, trials and/or pilots
 - use of performance incentives
 - all details or data associated with these elements **must** be captured and stored securely and include consideration of cyber security risks and management of personal information.
4. When procuring goods and/or services, agencies **must**:
 - maintain and dispose of government-owned goods and/or services in an accountable, sustainable, cost effective and environmentally friendly manner

- consider strategically sourcing as-a-service options from the market, whilst divesting existing assets to decrease the overall cost of goods and/or services
- for high risk and/or high value digital investments, incorporate independent reviews at set points within the initiative's lifecycle, with the aim of deriving maximum value with a whole-of-government perspective
- consider use or re-use of common platforms and assets owned and/or maintained by the Queensland Government, and cross-government functionality.

Exemptions from competitive processes

- For procurement activities that meet the following specified circumstances, agencies **may** access an exemption from seeking multiple quotes (i.e may use a limited offer method).
 - If the procurement value is less than the *general exemption threshold* of \$50,000 including GST.
 - If the procurement is through a common-use supply arrangement which includes pricing, and the procurement is less than the *common-use supply arrangements exemption threshold* of \$500,000 including GST.
 - If the procurement can be met by a diverse supplier and the procurement value is less than the *diverse supplier exemption threshold* of:
 - » \$500,000 including GST for goods and services
 - » \$8.5 million including GST for construction services.
 - If the procurement of goods and/or services is less than \$500,000 including GST and the procurement is from a supplier who has been successful through a Queensland Government innovation challenge for those goods and/or services in the past three years.
 - Emergency procurement activities, where there is a genuine need for a limited offer given the circumstances of the emergency.
 - If a procurement need can be met by another Queensland Government agency, including commercialised business units.
 - Complex private sector commercial proposals seeking to invest in Queensland through an exclusive transaction with the Queensland Government, assessed and recommended as suitable to progress by the cross agency Investment Panel for exclusive transactions.

Exemptions require prior approval from the agency delegate and must still assess and document that value for money is achieved.

- Agencies have the flexibility to outline in their procurement policies their own exemptions from competitive processes to reflect their operating environment and risk profile, to drive relevant government objectives, targets and/or commitments outlined in [Part 1](#) in line with their agency procurement plan for procurement up to a maximum value of:
 - » \$500,000 including GST for goods and services
 - » \$8.5 million including GST for construction services.

Publish potential future procurement opportunities

- Agencies **must** provide details of potential future procurement activities as specified in agency procurement plans. Where available, this can be provided for up to ten years in advance to Queensland Government Procurement for publication on the Forward Procurement Pipeline.

Government-owned corporations and public sector companies are exempt from publishing details of procurement activities where the activity has not been publicly announced and where publication would compromise competition.
- Where procurement is disclosed on the Forward Procurement Pipeline, and a flexible procurement technique is intended to be used, this **must** be stated on the pipeline.

3.2. Sourcing, evaluating and contract formation

Ethical supply

9. Within invitation documentation, agencies **must** require suppliers to warrant that they adhere to the *Queensland Government Supplier Code of Conduct*. Contract documentation **must** include a condition requiring that suppliers must adhere to the code during the contract term and which outlines that a breach of the *Queensland Government Supplier Code of Conduct* is a breach of the contract.
10. Agencies **must** not engage suppliers that are suspended on the Queensland Government Procurement Assurance Portal.

Specifications

11. When developing specifications to define requirements (including mandatory criteria), agencies **should** ensure that these do not restrict innovative solutions or limit opportunities for local suppliers or small and family businesses, and medium enterprises.
12. Agencies **should** consider outcome-based specifications to pursue innovative supply solutions. In exceptional circumstances where an outcome-based, functional, performance or technical standard is not sufficient to define requirements, a brand name can be used but **must** be accompanied by the term “or equivalent”. If a brand name must be specified, Queensland manufactured products **should**, wherever possible, be specified as the first option.
13. Agencies **should** consider requesting information only at the point in time that it is required during the evaluation process (rather than up front). For example, this may include requesting evidence of insurances held or certifications, reference reports only if the supplier is shortlisted or successful.
14. Agencies **must** consider requirements for the management of cyber security risks including within the supply chain.

Invitation documentation

15. Agencies **must** use the template invitation documentation relevant to the category being procured.
Applies to budget sector agencies, statutory bodies and other public sector companies.
16. For invitation documentation, agencies **should**:
 - consider and incorporate relevant government procurement objectives, targets and/or commitments outlined in [Part 1](#)
 - ensure it is written simply in plain language
 - ensure it includes relevant questions to enable supplier responses to government procurement priorities (e.g. confirming Queensland SME status)
 - ensure it does not include mandatory criteria which may restrict innovative offers, in order for an innovative offer to be considered and still be considered conforming
 - ensure it does not require a conforming offer to be submitted in order for a supplier to submit an alternative or innovative offer
 - for significant procurements only, include quality assurance requirement(s) appropriate to the good and/or service sought.
17. Where suppliers are requested to pass through contract requirements or terms to their subcontractors, the contractual requirements and/or terms **should** reflect the scope of services to be delivered by the subcontractor, rather than the entire agreement.

Purposeful public procurement

18. Agencies **should** consider using flexible procurement techniques to pursue relevant government objectives, targets and/or commitments outlined in [Part 1](#). These include limited offer method and set-asides. Where a flexible procurement technique is used, agencies **must** assess and document value for money, for example through research, benchmarking or other relevant costs assessments (such as quantity surveyor reports).
19. For routine procurement only, agencies **must** invite at least one local supplier or small and family business or a Queensland regional business to respond. This may be a supplier that is a party to a common-use supply arrangement in accordance with rule 2. If this is not practical, document a reason why.
20. For significant procurement, a purposeful public procurement evaluation criterion **must** be applied. For this criterion:
 - between two and four of the purposeful public procurement outcomes **must** be selected for consideration in the criterion to support achieving [Part 1](#), depending on the outcomes pursued as part of the procurement strategy
 - a maximum weighting of between 10 and 20% of the total **must** be applied. For each selected outcome, each individual criterion weighting must be between 5 and 10%.

The purposeful public procurement outcomes are:

- local benefits, including local workforces and use of local suppliers in the supply chain
- support for local manufacturing
- regional and community benefits, and impacts on communities
- increase in spend with small and family businesses and medium enterprises
- increase in spend with Aboriginal and Torres Strait Islander businesses
- increase in spend with social enterprises
- increase in spend for female-owned businesses
- improved environmental outcomes, including reduction in waste and increased use of locally recycled materials
- commitment to apprentices and trainees
- encouraging inclusive employment practices in the private sector, including:
 - » employment of people with disability
 - » employment of females
 - » commitment to employment of Aboriginal and Torres Strait Islander peoples
- increase in spend with Queensland suppliers that are owned by, or employ, veterans, or that support veteran transition from the Australian Defence Force to civilian employment, or that partner with veteran charities or training programs
- enduring community value, including housing availability and affordability.

In assessing the purposeful public procurement evaluation criterion, agencies **must** only consider how the supplier's response contributes to achieving the specified outcomes.

If the purposeful public procurement evaluation criterion is not applied, agencies **must** document the reason why.

Publish opportunities

21. Agencies **should** use the Queensland Procurement Solution for all procurement activities wherever practical.
 - When an open offer method is used, agencies **must** use the Queensland Procurement Solution to publish the tender details, this will then be displayed on the Queensland Government QTenders website and communicated to suppliers.

- Where common-use supply arrangements are listed on the Queensland Procurement Solution agencies **should** use this platform to request quotes from suppliers.

Evaluation and contract documentation

22. For evaluation documentation, agencies **must** ensure that decision-making is documented and enables quality supplier debriefs.
23. Agencies **must** use template contract documentation relevant to the category being procured.
Applies to budget sector agencies, statutory bodies and other public sector companies.
24. For contract documentation, agencies **must**:
 - ensure it is written simply in plain language
 - ensure it incorporates specific supplier commitments made during the offer or negotiation process and reporting on those commitments, where required
 - for significant procurements only, ensure it includes a condition requiring ongoing compliance with the contracted quality assurance requirement(s).
25. For contract negotiations agencies **should** consider, where appropriate, up-front contract payments of up to 30% for small and family businesses and medium enterprises.
Factors including the nature and value of the engagement are to be considered along with risk.
26. Agencies **must** include appropriate clauses in contracts to manage information and cyber security risks.

3.3. Award

27. Where a supplier has been invited to submit an offer, agencies **must** offer feedback to all suppliers who have responded. The level of feedback provided should be aligned to the level of information requested from a supplier.
28. Agencies **must** publish the following minimum details for awarded contracts valued at \$10,000 and above:

Details to be published	Contract value (including GST)			
	\$10,000 and above	\$500,000 and above	\$8.5 million and above	\$10 million and above
Basic details: - name and address of the procuring agency - description of the goods and/or services - the date of award or contract date - the value of the contract or common-use supply arrangement - the name and address of the supplier » if the disclosure is a variation to a contract » if a specific confidentiality provision has been used	Yes	Yes	Yes	Yes
Procurement method used (i.e. open, selective or limited)		Yes	Yes	Yes

Details to be published	Contract value (including GST)			
	\$10,000 and above	\$500,000 and above	\$8.5 million and above	\$10 million and above
» Procurement method justification when limited method used		Goods and services only	Construction services only	Yes
Additional details: - identifying details (reference information for the offer and contract) - number of offers sought - evaluation criteria and weightings - form of contract - deliverables - contract milestones - contract performance management (such as KPIs or other arrangements that measure supplier performance)				Yes

Applies to budget sector agencies and statutory bodies.

29. Agencies **must** publish details of new and updated common-use supply arrangements and other arrangements which can be accessed by more than one agency on the Queensland Government Arrangements Directory.

3.4. Contract management

30. Agency procurement policies and/or procedures **must** specify how contracts will be managed, including establishment, disclosure, performance, renewal and recording. An agency contract management framework **should** address:

- Contract set-up
 - classifying the contract based on a value/risk assessment
 - confirming contract management roles
 - conducting a contract hand-over
 - finalising a detailed contract management plan
 - setting-up information management (e.g. the Queensland Procurement Solution)
 - conducting a kick-off meeting.
- Contract management
 - performance monitoring and management
 - financial and records administration
 - risk management
 - complaint/dispute management
 - how to manage contract extension, renewal or variation.



3. Contract close-out

- conducting a final performance review
- properly closing out the contract once all obligations have been met
- lessons learned from the contract.

31. Agencies **must** prepare a contract management plan for all significant procurement contracts.

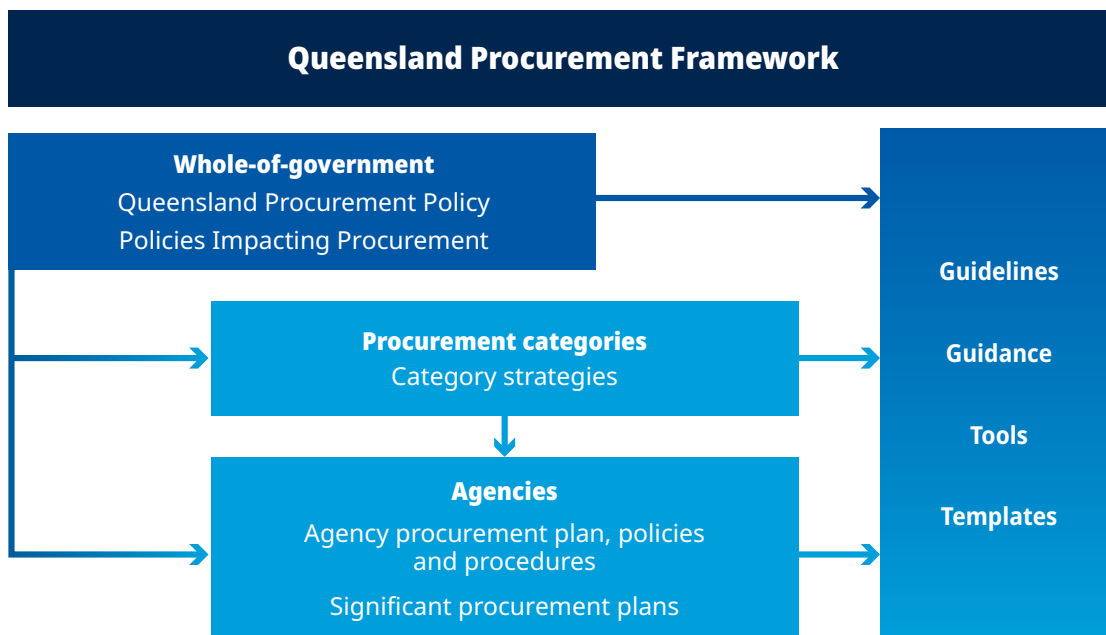
32. When considering extending or renewing a contract, agencies **must** assess and document that supplier performance met contractual requirements, that value for money had been achieved, and that the extension or renewal offers ongoing value for money.

4. Operating model and governance

4.1. Operating model

33. The Queensland Government has established an agency-led, centrally-enabled procurement operating model. The Queensland Procurement Framework, through which procurement is undertaken, is based on a category management approach within a whole-of-government framework of legislation, policies impacting procurement, guidelines, guidance and templates.

The QPP is the lead document for the Queensland Procurement Framework, put into action by agencies.



4.2. Governance structure

34. The following structure strengthens our procurement governance and engagement with industry by facilitating information sharing, strategic input and collaboration through the following groups:

- the Queensland Government Procurement Committee – provides direction, informed deliberation and strategic advice about whole-of-government procurement and category management activities

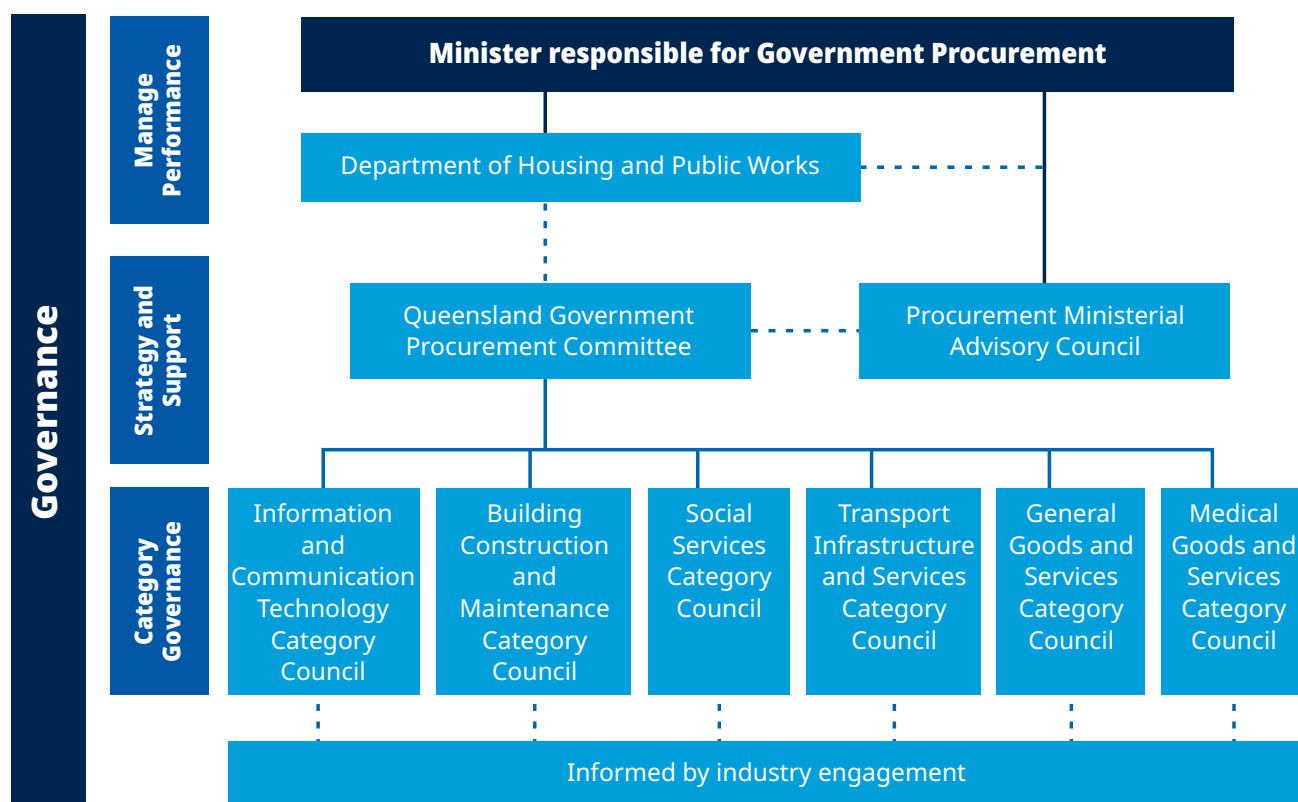
- the Procurement Ministerial Advisory Council – provides a platform for the Minister responsible for government procurement to engage with industry thought leaders on the strategic positioning of the Queensland Government’s procurement direction, and to optimise its approach, including to procurement opportunities for the Brisbane 2032 Olympic and Paralympic Games.

Category councils, with the support of category lead agencies, oversee and direct strategic procurement activities for six categories of expenditure:

- Building Construction and Maintenance (Department of Housing and Public Works)
- General Goods and Services (Department of Housing and Public Works)
- Information and Communication Technology (Department of Customer Services, Open Data and Small and Family Business)
- Medical Goods and Services (Queensland Health)
- Social Services (Department of Families, Seniors, Disability Services and Child Safety)
- Transport Infrastructure and Services (Department of Transport and Main Roads).

For more information on governance refer to the diagram below, and www.qld.gov.au/procurement.

Queensland Government Procurement governance structure



4.3. Roles and responsibilities

Queensland Government Procurement Committee

35. The Queensland Government Procurement Committee:

- **must** provide strategic direction and advice about Queensland Government procurement and category management activities
- **must** steward implementation of the QPP, and policies impacting procurement, by enabling whole-of-government procurement change
- **must** promote cross-agency collaboration on categories of significant expenditure to achieve savings and benefits

- **must** provide guidance on the prioritisation and application of competing government objectives that impact on procurement
- **must** address recommendations received from Ministerial advisory councils, industry advisory groups and category councils
- **must** approve the terms of reference and membership for each procurement category council
- **may** request action plans from category lead agencies, outlining how they will work to further enhance the functional maturity of their category. These action plans are to be informed by the findings of their category management functional maturity assessments
- **may** approve new or substantially revised standard invitation and contract documentation to ensure it is written simply in plain language and consistent across government
- **may** approve policies impacting procurement as outlined in section 4.4 of [Part 2](#)
- **may** recommend the lapse of policies impacting procurement if they have not been reviewed for a period of five years.

Procurement Ministerial Advisory Council

36. The Procurement Ministerial Advisory Council will:

- focus on strategic issues that relate to procurement in Queensland
- provide industry perspectives on the strategic positioning of the Queensland Government's procurement direction
- be involved in strategic policy decision-making relating to Queensland Government procurement activities to influence purposeful public procurement outcomes.

Queensland Government Procurement, Department of Housing and Public Works

37. Queensland Government Procurement, Department of Housing and Public Works administers the Queensland Procurement Framework which operationalises the QPP. This means:

- ensuring the QPP, its related guidelines and guidance are appropriate, reflect best practice and result in a high standard of procurement performance
- consulting with the relevant stakeholders when making changes to the framework and key framework documents
- providing expert procurement advice and support to agencies
- facilitating collaboration across agencies and industry
- engaging with the Queensland Government Procurement Committee and Procurement Ministerial Advisory Council on matters of strategic importance
- providing guidance to agencies in relation to economic, environmental, social and governance benefits and opportunities
- overseeing a consistent approach to procurement methodology and procedures, including reducing procurement process costs for suppliers and agencies across government
- developing a template for use by category lead agencies in the development of category strategies
- coordinating whole-of-government procurement capability building and training initiatives, including coordinating certification reporting by agencies
- coordinating whole-of-government reporting under the QPPRF
- in consultation with relevant agencies, coordinate the publication of a Forward Procurement Pipeline
- establishing and maintaining a whole-of-government procurement assurance function, which is authorised to assess a supplier's adherence to the *Queensland Government Supplier Code of Conduct* and which conducts assurance assessments, audits, investigations, complaints and advisory activities in line with the principles outlined in [Part 3](#)
- ensuring that any proposed policy impacting procurement is practically implementable and complies with the QPP and any applicable legislation.

Category councils and category lead agencies

38. Category lead agencies play an enabling role across the procurement lifecycle by setting direction, providing tools and insights, and supporting agencies to deliver value. Their responsibilities include:
1. Category planning and demand analysis
 - analyse historical and forecast spend across government to identify opportunities for aggregation and standardisation
 - provide insights into demand drivers to support agency planning and prioritisation
 - align category planning with whole-of-government objectives, policy priorities, and budgetary settings.
 2. Stakeholder engagement and alignment
 - build strong relationships with internal stakeholders to understand service delivery needs and emerging requirements
 - facilitate cross-agency collaboration to identify shared challenges and opportunities
 - promote consistent procurement behaviours aligned with government values and goals.
 3. Category strategy development
 - provide a strategic framework for sourcing, supply market engagement, and contract development
 - embed government priorities such as sustainability, housing, local industry development, and ethical supply chains
 - equip agencies with guidance, tools, and market intelligence to support strategic decision-making.
 4. Sourcing and supplier market guidance
 - provide supplier market insights, sourcing templates, and risk-based sourcing guidance
 - engage with industry to understand trends, encourage innovation, and promote supplier readiness
 - support agencies in shaping the market and sourcing innovative or non-traditional solutions where appropriate.
 5. Commercial enablement and contract management support
 - develop contract templates and negotiation guidance
 - provide advice on performance-based contracting and supplier relationship management
 - support agencies in building commercial capability and managing complex or strategic contracts.
 6. Benefits realisation and continuous improvement
 - monitor and report on realised benefits including cost savings, quality improvements, and broader social or environmental outcomes
 - facilitate annual evaluations, share lessons learned, and maintain visibility of category performance
 - use insights to refine strategies and inform future category planning.
39. Each category lead agency **must**:
- prepare a category strategy, using the template approved by the Minister responsible for government procurement. The strategy **must** be endorsed by the relevant category council and approved by the Minister responsible for government procurement. The strategy, which **must** be reviewed and published annually by 31 March, **must** include:
 - » value for money priorities for each subcategory of spend
 - » how spend within the category will support the achievement of the government's objectives, targets and/or commitments set out in [Part 1](#)

- » identification of opportunities to generate savings and benefits from procurement activities, including review and management of demand and an assessment of whether collaboration with other agencies or categories could deliver greater savings, efficiencies and benefits
- » identification of risks to supply chains, such as from modern slavery, or other impacts
- » identification of where procurement activity will preference a capable and competitive local manufacturing sector to boost local content and manage risk for critical supply chains
- » identification of opportunities to drive innovative procurement outcomes
- » the schedule for refreshing or establishing new common-use supply arrangements to ensure they reflect a diverse supplier base and include regional and remote suppliers in line with [Part 1](#)
- develop and manage template invitation and contract documentation in simple plain language relevant to the category being procured
- undertake at least one category management functional maturity assessment by 30 September, every three years
- review their category council memberships every two years
- unless otherwise approved by the Queensland Government Procurement Committee, ensure their category council includes at least one member from an agency with policy accountability for the following interests: people with disability; regional Queenslanders; Aboriginal or Torres Strait Islander businesses; state development and/or manufacturing policy; other policy or operational accountabilities as determined from time to time by the Queensland Government Procurement Committee
- facilitate cross-agency consultation and coordination of regional procurement
- have an industry engagement mechanism to seek perspectives on proposed category strategies and initiatives. This includes ensuring that the interests of diverse supplier types are represented.

Accountable officers

40. Accountable officers **must** establish and maintain systems that seek to:

- ensure that agency procurement policies and/or procedures are in place, reflect the QPP, and are able to be accessed by all agency employees
- ensure that agency policies and/or procedures require employees within their agency to follow the *Rules*
- ensure an agency procurement plan is in place for each agency which reflects the QPP, and that, as a minimum, the plan:
 - » is approved prior to the commencement of each financial year
 - » is provided to Queensland Government Procurement by the end of the first quarter of each financial year
 - » sets out the management and organisation of the procurement function, including an assessment of overall agency procurement capability and strategies for improvement
 - » outlines how the objectives of the procurement function support broader government and agency objectives
 - » implements and is consistent with whole-of-government procurement category strategies
 - » identifies opportunities to support innovative procurement outcomes
 - » provides an analysis of savings and benefits opportunities and strategies to achieve these
 - » contains performance measures aligned to [Part 1](#)
 - » contains the agency's approach to procurement risk management
 - » contains a schedule of potential future procurement opportunities
- ensure that requests for assistance and information from the whole-of-government procurement assurance function maintained by Queensland Government Procurement are facilitated in accordance with [Part 3](#)

- retain responsibility for procurement delivered on their agency's behalf by an external provider including, for example, procurement delivered by shared service providers or under corporate partnership agreements
- ensure mechanisms are in place to maintain the integrity of the procurement decision-making process, by ensuring that:
 - » probity is integrated within the procurement framework and managed relative to the value and risk of a particular procurement activity (for example, the development of probity plans for high value and/or high-risk procurement activities)
 - » there are conflict of interest and complaints management policies in place which specifically address procurement
 - » probity is not a barrier to innovation
- ensure that when establishing and managing common-use supply arrangements:
 - » sufficient resources are allocated to support establishing, managing and reviewing the arrangements
 - » the relevant Category Council's endorsement is sought prior to establishing, varying or extending any common-use supply arrangements
 - » the Queensland Procurement Solution is used to manage the arrangement where there are benefits to both buyers and suppliers, wherever practical
- ensure that an assessment of procurement functional maturity is undertaken at least once every three years by 30 September. **Applies to departments only**
- ensure that procurement certification targets are established and monitored each year. **Applies to departments only**
- ensure that procurement is an effective, efficient and economical function within their agency
- implement a workforce approach to procurement capability by ensuring that:
 - » procurement capability of the agency is analysed to identify opportunities for further development
 - » any employees new to purchasing or procurement are able to demonstrate that they have undertaken training regarding basic procurement obligations
 - » systems are established and maintained to continuously improve the capability of procurement and non-procurement staff involved in the procurement process
- support a risk tolerant, supportive culture to allow employees spending public money to build confidence and effectively:
 - » consider non-cost factors in achieving value for money
 - » focus on achieving outcomes rather than just following process
 - » engage early with markets to inform procurement strategies
 - » simplify processes and documentation to allow increased participation for diverse suppliers
 - » explore flexible procurement practices and non-conforming or alternative approaches
 - » engage with suppliers for market-driven solutions or consideration of innovative products and services.

41. Accountable officers **must** establish and maintain systems that seek to ensure their delegates collect procurement-related data and information, including about agency compliance with the QPP, and provide it to Queensland Government Procurement and/or policy impacting procurement sponsor agencies when requested or as otherwise required. All agencies, including category leads, **must** provide the relevant procurement-related data as prescribed by the QPPRF in [Part 1](#), to Queensland Government Procurement and/or policy impacting procurement sponsor agencies.

Applies to budget sector agencies, statutory bodies and other public sector companies.

42. Accountable officers **may**:

- devolve procurement decision-making for routine procurement to a delegate closest to the geographical location where the good and/or service is to be supplied
- in accordance with the *Financial Accountability Act 2009* and the *Financial Accountability Handbook* published by Queensland Treasury, delegate responsibilities to nominated positions or officers to confirm that procurement processes comply with the QPP and related guidelines and take account of related guidance
- have ownership of an existing, or propose a new, policy impacting procurement including responsibility for the policy's development, implementation, ongoing maintenance, review and evaluation as outlined in section 4.4 of [Part 2](#).

Employees

43. Any person involved in procurement activities, including associated delegates, **must**:

- comply with the QPP, implementing the four principles of procurement
- ensure all stages of the procurement process are defensible and appropriately documented relative to the value and risk of the procurement.

4.4. Policies impacting procurement

An agency seeking approval to use procurement to drive policy outcomes across government (including the establishment of new procurement targets and/or commitments) **must** follow the gated approval process set out in this section to establish a policy impacting procurement.

44. The following principles **must** underpin the development, implementation, and ongoing maintenance and evaluation of any policy impacting procurement:

- Ensure consistency with the QPP and other approved policies impacting procurement
- Strengthen and support market diversity, and not be anti-competitive in nature
- Take a whole-of-government approach, with collaboration across government agencies and lead agency category teams
- Show an understanding of the needs of, and potential impact on, government agencies, businesses, and supply markets
- Ensure practicality of implementation, not putting in place burdensome administrative or reporting requirements, while also considering government agency and supply market capability and capacity
- Ensure that outcomes and other benefits can be measured and managed, and that these outweigh the costs.

45. Prior to seeking to develop any policy impacting procurement, a sponsoring agency **must** consider other options to achieve the intended outcome which includes:

- developing guidance or other supporting tools to enable government buyers to insert provisions within tenders and contracts
- engaging directly with and developing industry and the supply market
- developing an education campaign to influence or change government buyer and/or supply market behaviour or practice
- collaborating directly with lead agency category teams and agencies to integrate the desired outcomes into their strategies, plans, major tenders and contracts.

46. Development process and approval gates:

Stage	Description
Stage 1	Initial support Consult with Queensland Government Procurement, government agencies and category lead agencies, to identify the policy outcome to be advanced. An agency seeking to introduce or substantially amend any policy impacting procurement must present to the Queensland Government Procurement Committee addressing the following: • What is the problem that needs to be addressed? • What the agency has already considered (i.e. outcomes of rule 45)? • What other alternative policy approaches or initiatives exist that could address the problem? • How would updating the QPP address this problem? • What changes to buyer and/or supplier behaviour would be required to address the problem? • How the proposal interacts and is consistent with the QPP and existing policies impacting procurement? • What evidence is there that the outcomes sought can be realised, or realised in a more effective way, via a policy impacting procurement? • What data is required to monitor and report on the impact or progress of the policy approach, how it will be captured and how it will be incorporated within the QPPRF? GATE 1 APPROVAL The Queensland Government Procurement Committee must provide approval to progress to Stage 2.

Stage	Description
Stage 2	Queensland Government Procurement Committee Endorsement An agency seeking to introduce or substantially amend any policy impacting procurement must, in consultation with Queensland Government Procurement, develop a draft policy position that: • confirms: » the problem to be addressed » how a policy impacting procurement will address the problem » why a policy impacting procurement is the preferred approach, and provides a comparison to other alternatives • addresses how the policy impacting procurement aligns with the principles outlined in rule 44 • confirms whether there is an established authority (i.e., Minister direction and/or inclusion on the Cabinet Forward Timetable) • confirms the sponsoring Director-General • provides: » implementation plan (including a timeline for implementation, communications approach and roles and responsibilities, along with detail on initiatives that will support any required behavioural change) » reporting schedule (i.e., details on how the initiative will be baselined, measured, and reported on, including information on data sources and roles and responsibilities) » evaluation method (i.e., how and when the effectiveness of the policy impacting procurement itself will be assessed and whether the policy impacting procurement is achieving the outcomes originally sought) » timing (the proposed start date and review date) • confirms and details the availability of the resources within the agency (including staffing) for the development, implementation, data collection, and management of the policy impacting procurement (note: where the agency intends to support the policy from within existing resources, the resources required to support the policy impacting procurement must still be determined to ensure the proposal can be adequately supported) • confirms that Queensland Government Procurement has been consulted as part of the policy design process. Queensland Government Procurement will facilitate consultation of the draft policy position with relevant stakeholders and governance bodies as appropriate, including, but not limited to, the Queensland Government Procurement Committee, the Procurement Ministerial Advisory Council and category councils. GATE 2 APPROVAL 1. Endorsement for the outcomes from the Department of the Premier and Cabinet, and Queensland Treasury. 2. A sponsoring agency must then present to the Queensland Government Procurement Committee the outcomes of Stage 2 and seek approval to progress to Stage 3.

Stage	Description
Stage 3	Executive Government approval The sponsoring agency progresses the policy impacting procurement for Executive Government approval. This submission must include: • consultation: details on the consultation undertaken, including confirmation of Queensland Government Procurement Committee approval (refer Gates 1 and 2). • implementation: the implementation plan, reporting schedule and evaluation method, including a timeframe for when the policy impacting procurement will be reviewed. The minimum review time is one year from when the QPP is updated and the maximum review time is three years. • financial considerations: details regarding the resourcing and costs associated with the implementation and ongoing management and reporting of the policy impacting procurement. Sourcing funding for this resourcing and associated costs is the responsibility of the sponsoring agency. • agreed timing (the proposed start date and review date). GATE 3 APPROVAL Seek Executive Government approval of the policy impacting procurement.

47. Following Executive Government approval or review of a policy impacting procurement:

- Queensland Government Procurement will amend the QPP
- the timing of review of any policy impacting procurement will be aligned with the timing of reviews of the QPP
- the sponsoring agency **must**:
 - » deliver the implementation plan including development of guidelines and industry engagement
 - » monitor outcomes, including data collection, reporting and evaluation
 - » evaluate the policy impacting procurement, including if it is meeting the originally intended government objectives, targets and/or commitments outlined in [Part 1](#).

48. Set out in the table below are the policies impacting procurement which have been incorporated into this QPP:

Policy outcome area	Agency responsible for associated guidance, industry engagement, reporting, review and evaluation
Aboriginal and Torres Strait Islander businesses	Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism
Small business outcomes	Department of Customer Services, Open Data and Small and Family Business

49. Existing policies impacting procurement, which are outlined in documents separate to the QPP, are set out in the table below:

Policy outcome area	Agency responsible for associated guidance, industry engagement, reporting, review and evaluation	Policy impacting procurement	Application	Key dates
Financial management	Queensland Treasury	<u>Queensland Leasing Approval Policy for Public Sector Entities</u>	Applies to all leases except a motor vehicle lease obtained from Q-Fleet by a tied client, or public private partnerships. <i>Applies to: budget sector agencies, statutory bodies, government-owned corporations (GOCs).</i>	Start date: December 2019
Local industry participation	Department of State Development, Infrastructure and Planning	<u>Queensland Charter for Local Content</u>	Applies to certain project categories and thresholds. <i>Applies to: budget sector agencies, GOCs, rail government entities.</i>	Start date: June 2021
Employment capability outcomes in the building and civil construction industry	Department of Trade, Employment and Training	<u>Building and Construction Training Policy</u>	Applies to eligible building and/or civil construction projects. <i>Applies to: budget sector agencies, statutory bodies, GOCs.</i>	Start date: July 2014
Building construction and maintenance	Department of Housing and Public Works	<u>Building Policy Framework</u>	Applies to all building construction and maintenance projects and programs. <i>Applies to: Queensland Government departments.</i>	Start date: December 2024
Value for money in the delivery of government projects	Queensland Treasury	<u>Project Assessment Framework (PAF)</u>	Applies to projects and supplements the QPP with guidance on how the QPP is applied within the various stages of the PAF. <i>Applies to: budget sector agencies, statutory bodies.</i>	Start date: July 2015
Social services sector	Department of Families, Seniors, Disability Services and Child Safety	<u>Best practice industry conditions for social service procurement</u>	Social services procurement except where agencies are working with the sector on trial or pilot programs.	Start date: June 2024



PART 3

Procurement Assurance Model



Procurement Assurance Model

The Queensland Government is committed to conducting business exclusively with ethical suppliers, now and into the future through the Procurement Assurance Model (PAM). The PAM includes the PAM Framework. This model establishes clear standards to verify supplier ethics and integrity across government procurement activities, ensuring suppliers to Queensland Government are held accountable to the expectations of best-in-class procurement. This balanced approach to ethical procurement progresses Queensland's immediate procurement priorities while also positioning us to maintain high ethical supply chain standards as we prepare for future opportunities, including the Brisbane 2032 Olympic and Paralympic Games.

While this is always a priority for responsible government, it is particularly important to have assurance of supply chain ethics in the lead up to Brisbane 2032.

The PAM enables the Queensland Government to effectively implement [Part 1](#) and the *Queensland Government Supplier Code of Conduct* while providing comprehensive assurance that ethical standards are maintained throughout supply chains. The PAM upholds the practical commitments to responsible procurement practices and ensures accountability at every level.

Built on examples of international best-in-class procurement practices, the PAM integrates three core interlinked assurance systems: incentive scheme, capability building and accountability.

Incentive scheme – commences 1 January 2027

An incentive scheme will be developed to encourage and incentivise high-performing and ethical suppliers to improve the quality and reputation of the government supply chain. Five principles underpin the incentive scheme.

1. The accreditation or incentive-recognition scheme is non-mandatory. A supplier does not need to attain an incentive accreditation to successfully tender for Queensland Government work.
2. Suppliers need only register with no requirement for an extra submission or detailed application to seek an incentive accreditation.
3. There must be a central, “tell me once” test¹, and a past performance assessment² that applies equitably across all procurement thus providing government with a system of assurance that is not solely dependent on self-reporting. The performance rating will not be required for new suppliers.
4. Support through capability building will be given to those who do not meet the requirements.
5. Incentives must be attached to the accreditation scheme.

Capability building

The aim of the capability building stream is to support small and family businesses and medium enterprises in particular, but also all suppliers, to improve ethical supply practices and processes to enhance quality, productivity and accountability.

There are two components of capability building:

1. **Proactive:** The Procurement Assurance Branch will coordinate a system of in-person and online training, online and print guidance and high quality third-party referrals to support suppliers in improving their maturity, efficiency, delivery of and compliance with the government's ethical procurement priorities. This will be directed to both suppliers and state agencies and entities.
2. **Reactive:** Rather than default penalties for low and moderate non-compliance, the Procurement Assurance Branch will coordinate targeted training, advice and/or support for affected suppliers focusing on the identified gaps. This will be sourced from the Procurement Assurance Branch itself, procuring agency support, specialist agency subject matter experts and quality third-party providers. It will be targeted at the specific needs of the supplier.

¹ Detailed stakeholder consultation and design work is required. It is envisaged to be a business intelligence system that scans public regulator outcomes to ensure that a minimum standard of adherence to the *Queensland Government Supplier Code of Conduct* is achieved to give government an assurance prior to incentivising a supplier.

² A whole-of-government simple performance rating scoring system, based on existing systems.

Accountability

The purpose of the procurement assurance function is to evidence and provide assurance to government that [Part 1](#) is prioritised in practice. This means that unacceptable and unethical supplier practices are removed from the supply chain to protect the government's reputation and to protect Queenslanders engaged by such suppliers. This function and broader compliance activity is underpinned by the PAM Framework which outlines the compliance processes, supplier responsibilities and penalties related to identified non-compliance. Risk-informed *Assurance Assessments* will help identify suppliers that may not have met the behavioural standards expected of the *Queensland Government Supplier Code of Conduct* and are critical in upholding the integrity of [Part 3](#).

Support structures are built into [Part 3](#) to build capability and fortify business practices to help produce stronger and more resilient supply chains that are aligned with the government's procurement objectives, targets and/or commitments outlined in [Part 1](#).

Failure by a supplier to comply with any reasonable request for records outlined in the *Queensland Government Supplier Code of Conduct* by the Procurement Assurance Branch may result in that supplier being subject to consequences for unmet commitments as outlined in the PAM.



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PART 4

Glossary



Term	Description
Aboriginal and Torres Strait Islander business	Aboriginal and Torres Strait Islander business include: • Indigenous-owned businesses • Indigenous not-for-profit organisations • Queensland Indigenous local councils. All, except Queensland Indigenous local councils, must be registered on at least one recognised Indigenous business directory.
Accountable officer	Accountable officer has the meaning conferred by the <i>Financial Accountability Act 2009</i> . For the purposes of the QPP, this term also includes chief executive officers of government-owned corporations, statutory bodies and public sector companies.
Agency	For the purposes of the QPP, an agency is: • a department or a statutory body as defined in the <i>Financial Accountability Act 2009</i> • an entity declared by regulation to be a government-owned corporation under the <i>Government Owned Corporations Act 1993</i> (<i>government-owned corporation or GOC</i>) • public sector companies.
Budget sector agency (BSA)	For the purposes of the QPP, a budget sector agency is an entity declared to be a department pursuant to section 197 of the <i>Public Sector Act 2022</i> . It also includes the Electoral Commission of Queensland, Office of the Governor, Public Sector Commission, Queensland Audit Office and Queensland Ombudsman.
Category	A group of similar goods and/or services with common demand drivers and a similar supply base.
Category management	A lifecycle approach to managing spend grouping categories together, aligning the approach to the characteristics of the category.
Common-use supply arrangement	An arrangement intended for whole-of-Queensland Government use established between the principal and the successful offeror (including without limitation a standing offer arrangement, a register of pre-qualified suppliers, panel arrangement or preferred supplier arrangement).
Declared emergency	A declaration of an emergency by the Australian or Queensland governments.
Digital investments	Investments where technology is the primary lever for achieving desired outcomes and benefits and may include: software as a service (SaaS), software development, large-scale information technology installations, and may be a program, project or an initiative.
Diverse supplier	A supplier who is any of the following: • small and family business or medium enterprise • Aboriginal and Torres Strait Islander business • social enterprise.
Dumped goods	Goods resulting from a practice whereby a supplier deliberately exports goods to another country at a price below the price charged in the country of manufacture, or below the cost of manufacturing the good.
Employee	Refers to, for the purposes of the QPP, any employee of an agency, whether permanent, temporary, full-time, part-time or casual, and any volunteer, student, contractor, consultant or anyone who works in any other capacity for an agency.

Term	Description
Enduring community value	The long-term economic, environmental, social and governance value to current and future generations of Queenslanders and is created through purposeful public procurement choices.
Flexible procurement techniques	Flexible procurement techniques refer to varying approaches and methods to approach the market or invite suppliers to respond to a procurement activity that can be used to achieve desired procurement outcomes.
Foreign interference	Any attempt, by any jurisdiction outside Australia, to secretly interfere with decisions and other matters in Australia. This includes, but is not limited to, actions which are any of the following: • dishonest • use unfair power • hidden • threatening to or corrupting of an individual • intended to influence an individual's political rights • undermining of Australia's national interests • undermining of the interests of the State of Queensland.
Forward Procurement Pipeline	An interactive dashboard which provides information on future procurement opportunities prior to a tender being released.
Goods and/or services	Includes all property (except for real property) and all types of services including building and construction services, and infrastructure.
Government objectives	Government objectives or objectives of the government may be stated in legislation, whole-of-government procurement policy and policies impacting procurement, whole-of-government procurement plans, directions or formal agreements between government and agencies.
Indigenous business directories	These are Indigenous business directories as determined by the Director-General, Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism and published on www.qld.gov.au/procurement .
Indigenous-owned businesses	An eligible Indigenous-owned business must be: • at least 50% owned by an Aboriginal person(s) and/or a Torres Strait Islander person(s); and • be either a sole trader, partnership, incorporated entity or trading through a trust; and • have a current Australian Business Number (ABN).
Indigenous not-for-profit organisations	An eligible Indigenous not-for-profit organisation must be: • an incorporated association or a public company limited by guarantee; and • can provide company constitution, charitable constitution or governance documentation; and • can demonstrate 50% of the board of directors are of Aboriginal or Torres Strait Islander descent; and • have a current Australian Business Number (ABN).
Lead agency	An agency responsible for managing common categories of expenditure across two or more agencies.

Term	Description
Limited offer method	A procurement method where the agency invites a supplier(s) of its choice to offer, including direct sourcing strategies.
Local benefits	Economic impact benefits deriving from procurement investment supporting local suppliers and local workforces including within the supply chain.
Local supplier	A local supplier is a Queensland supplier that maintains a local workforce. Where the goods or services are to be delivered outside south-east Queensland, agencies may define local by applying a limited radius between a supplier's permanent place of business or established presence and where the goods and/or services are being delivered.
Local workforce	A supplier's workforce whose usual place of residency is located within a 250 km radius of the supplier's permanent place of business or established presence and who are involved in the delivery of goods and/or services.
Minister responsible for government procurement	The Minister allocated responsibility for whole-of-government procurement via the <i>Administrative Arrangements Orders</i> .
Modern slavery	Modern slavery has the meaning as defined in the <i>Modern Slavery Act 2018</i> (Cth).
Open offer method	A procurement method where all interested suppliers may submit an offer.
Policy impacting procurement	Any whole-of-government policy or instrument, excluding the Queensland Procurement Policy-related guidelines and guidance, that influences or impacts procurement activities, practices and decisions, usually for the purposes of advancing particular economic, environmental, social or governance outcomes.
Procurement	Procurement encompasses the whole process of obtaining goods and/or services. This includes identification of needs; planning; design; standards determination; specification writing; selection of suppliers; financing; contract management; disposals; other related functions. For clarity, where the term procurement is used in the QPP, it should be read to encompass the act of purchasing (also sometimes referred to by agencies as buying). The following expenditure is not considered to be procurement: • Real property transactions – e.g. selling, purchasing, renting, leasing land or existing buildings • Arrangements or transactions typically classified as grants, where the substance of the arrangement or transaction is such that the value of what one entity receives from another entity is not of approximately equal value, in the form of cash, goods, non-monetary assets and/or services. These arrangements or transactions can also be in the nature of incentives, donations, contributions, debts forgiven, rebates, tax relief and other similar funding arrangements as detailed in the <i>Financial Accountability Handbook</i> administered by Queensland Treasury • Investments, loans and guarantees (except for 'digital investments' as the term is used in this policy) • Public employment contracts³ (noting engagement of contractors, consultants and contingent labour are in scope for procurement).
Project	A temporary endeavour undertaken to create a unique product, service or result.

³ Public employment contracts are not within scope of procurement. These include, for example, contracts entered into under sections 155, 190 and 191 of the *Public Sector Act 2022* (or equivalent provisions under the former *Public Service Act 2008*). Public employment contracts do not include engagement of contractors, consultants and contingent labour.

Term	Description
Public sector company	For the purposes of the QPP, a public sector company is • as defined in the Queensland Treasury <i>Company Financial Reporting in the Queensland Public Sector</i> policy; and • does not include a government-owned corporation.
Purchasing	The process of acquiring goods and/or services (including by way of license or lease) in exchange for payment, which includes ordering, entering into contract terms, receipting and payment of goods and/or services.
Purposeful public procurement	Procurement that encompasses added value for outcomes consistent with government's approach (Part 1).
Queensland Government Arrangements Directory	An online resource that provides information on available procurement arrangements. It helps agencies and suppliers find common-use supply arrangements such as standing offer arrangements or preferred supplier panels.
Queensland Government innovation challenge	A competitive open market procurement process, possibly incorporating a grant, which invites Queensland small and medium enterprises to submit solutions to problems identified by a Queensland Government agency leading to an opportunity to procure the solution.
Queensland Government Procurement Assurance Portal	The portal maintained by Queensland Government Procurement and available at https://qgpassuranceportal.hpw.qld.gov.au .
Queensland Government QTenders website	A public facing website where open offer method tender opportunities from agencies are published.
Queensland Indigenous local council	Queensland is home to several Indigenous local councils, which are responsible for governing specific Aboriginal and Torres Strait Islander communities. These councils operate under the <i>Local Government Act 2009</i> and other relevant legislation. Below is a list of all Indigenous local councils in Queensland: • Aurukun Shire Council • Cherbourg Aboriginal Shire Council • Doomadgee Aboriginal Shire Council • Hope Vale Aboriginal Shire Council • Kowanyama Aboriginal Shire Council • Lockhart River Aboriginal Shire Council • Mapoon Aboriginal Shire Council • Mornington Shire Council • Napranum Aboriginal Shire Council • Northern Peninsula Area Regional Council • Palm Island Aboriginal Shire Council • Pormpuraaw Aboriginal Shire Council • Torres Shire Council • Torres Strait Island Regional Council • Woorabinda Aboriginal Shire Council • Wujal Wujal Aboriginal Shire Council • Yarrabah Aboriginal Shire Council.

Term	Description
Queensland Procurement Solution	A procurement platform that helps agencies identify potential suppliers, conduct procurement activities, and manage arrangements and contracts. Open market tenders issued through the platform are published on the Queensland Government QTenders website.
Queensland regional business	A Queensland supplier with its main business address registered in the Australian Business Register outside south-east Queensland (SEQ). The following statistical areas level 4 (SA4) are considered outside SEQ: Cairns, Central Queensland, Darling Downs - Maranoa, Mackay - Isaac - Whitsunday, Queensland - Outback, Toowoomba, Townsville, Wide Bay.
Queensland small and medium enterprise	A small and medium enterprise that is also a Queensland supplier.
Queensland supplier	A supplier with an Australian Business Number (ABN) registered in the Australian Business Register with a main business address in Queensland.
Routine procurement	Procurement that an agency has classified as low value and low risk.
Selective offer method	A procurement method where suppliers that have met pre-established criteria are invited to offer.
Set-asides	A form of selective offer method that involves reserving or setting aside certain government procurement contracts for diverse suppliers or specified types of suppliers, for example, to develop a diverse and competitive supplier pool for government. Only the suppliers which meet the characteristic identified in the set-aside will be invited to quote or tender in the first instance.
Significant procurement	Procurement of goods and/or services above a threshold determined by the agency as being high value and/or high risk. The threshold set by agencies cannot be lower than the whole-of-government significant procurement threshold of \$500,000 including GST.
Small business	For the purposes of the QPP, the Australian Bureau of Statistics definition of small business is used: Small business is defined as those businesses employing less than 20 people.
Small and family business	Recognising that a significant number of small businesses are family businesses, a small and family business is a small business for the purposes the QPP.
Small and medium enterprise	A business employing less than 200 people.
Social enterprise	An organisation that: • is led by an economic, social, cultural or environmental mission consistent with a public or community benefit; and • trades to fulfil their mission and derive a substantial portion of their income from trade; and • reinvests most of their profit/surplus into the fulfilment of their mission.
Social procurement	Social procurement in government is when buyers use their purchasing power to generate social value in addition to the goods and/or services they require.

Term	Description
Social value	Social value is described as the positive impacts on people, places or communities generated through procurement practices. When undertaking procurement activities, social value considerations include, but are not limited to: • the creation of training and employment opportunities, particularly for disadvantaged or marginalised jobseekers such as people with disability • considering supplier's corporate social responsibility policies and practices.
Sponsoring agency	An agency seeking to introduce or substantially amend any policy impacting procurement with responsibilities outlined in Part 2 section 4.4.
Supplier	An entity known to be capable of supplying required goods and/or services. It includes manufacturers, stockists, resellers, merchants, distributors, consultants and contractors.
Supply chain	A channel of goods distribution, which starts with the supplier of raw materials or components, moves through an operational process to the distributor and retailer, and finally to the consumer.
Value for money	The best available outcome for money spent. Refer Principle 1 for details.



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PART 5

Record of changes



Version	Update	Change effective from
1.0	QPP 2026 published	11 November 2025
1.1	Rule 20 updated	11 November 2025



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