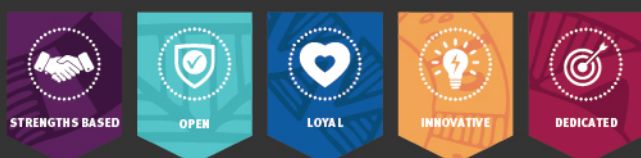


Indigenous Business Procurement Guide

Department of Aboriginal and Torres Strait Islander Partnerships

August 2019



Department of Aboriginal and
Torres Strait Islander Partnerships



Table of Contents

1	Indigenous Procurement Guide	4
1.1	Acknowledgments	4
1.2	Disclaimer	4
2	Introduction	5
3	Policy provision	5
4	What is Aboriginal and Torres Strait Islander business procurement?	5
5	Procurement process	6
5.1	Procurement approach	7
5.2	Unbundling large contracts	7
5.3	Evaluation plan	8
5.4	Agency procurement thresholds	8
5.5	Low-value or low risk procurement	8
5.6	Aboriginal and Torres Strait Islander business clauses	9
5.7	Local benefits test	10
5.8	Set-aside and selective offer process	10
5.8.1	Set-Aside	10
5.8.2	Selective Offer Process	11
6	Debriefing unsuccessful bidders	11
7	Capability uplift and networking opportunities	12
8	What is an Aboriginal and Torres Strait Islander business?	12
8.1	Where can I find Aboriginal and Torres Strait Islander businesses?	12
9	Frequently asked questions	13
10	Appendix 1 – Discrete or high Aboriginal and/or Torres Strait Islander population communities	14
10.1	Discrete locations and Indigenous communities	14
10.2	Locations of high population	16
11	Appendix 2 – Aboriginal and Torres Strait Islander clause examples	18
12	Appendix 3 – Value analysis framework	20

1 Indigenous Procurement Guide

1.1 Acknowledgments

This guide has been produced by the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP).

This Guide draws from various sources. Most particularly the guide references ideas and frameworks described in the Social Procurement Guide, produced by the Department of Housing and Public Works.

If you have any suggestions about how we can improve this guide, or if you have any questions, contact us at: enterprise@datsip.qld.gov.au

1.2 Disclaimer

This document is intended as a guide only. It should be read in conjunction with the Queensland Procurement Policy, agency procurement policies and procedures, and any other relevant documents that may be applicable.

The Department of Aboriginal and Torres Strait Islander Partnerships disclaims all liability that may arise from the use of this document. In preparing this document, reasonable efforts have been made to use accurate and current information. Users of this document should, however, note that information may have changed since its publication. Where errors or inaccuracies are brought to the attention of DATSIP, a reasonable effort will be made to correct them.

Whilst every effort has been made to ensure the information contained herein is accurate, this guide is not provided as 'legal advice' and users should seek legal advice specific to their circumstances.

Note: The term Aboriginal and Torres Strait Islander procurement used in this document refers to procurement or purchasing from Aboriginal and/or Torres Strait Islander owned businesses.

2 Introduction

Increasing the employment, independence and wellbeing of Aboriginal and Torres Strait Islander people is a Queensland Government priority that can be advanced by strengthening the Aboriginal and Torres Strait Islander business sector. Procurement targets for goods and services from Indigenous Business is an important contributor to this goal.

This guide is designed to help government buyers understand and implement the requirements of the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy (QIPP) into their procurement and contracting practices. This guide should be read in conjunction with the Queensland Procurement Policy (QPP) and your agency's policies, procedures and guides for procurement.

This guide should also be seen as an example that may be taken up in part or full by the private sector.

3 Policy provision

The QIPP provides a whole-of-government framework to increase Queensland Government procurement from Aboriginal and Torres Strait Islander businesses to at least three percent of addressable spend by 2022.

The target set in the QIPP is also reflected in the Queensland Government Procurement Strategy – Backing Queensland Jobs – along with the QPP. The aims and target set by the QIPP also align with the Queensland Government's intent to use procurement spend to advance economic, environmental and social outcomes for the benefit of Queenslanders.

4 What is Aboriginal and Torres Strait Islander business procurement?

An Aboriginal and Torres Strait Islander business is defined as one that is at least 50 per cent Aboriginal or Torres Strait Islander owned. Aboriginal and Torres Strait Islander business procurement refers to how Queensland Government expenditure on goods and services can be used to support Aboriginal and Torres Strait Islander business sustainability and growth. By leveraging even a small slice of the government's spend, Aboriginal and Torres Strait Islander communities and businesses across the state can benefit significantly.

Securing value for money is central to procurement practice for government buyers. Government objectives to provide opportunities to advance economic and social outcomes for Aboriginal and Torres Strait Islander Queenslanders should be considered as part of a broader context of value for money. In other words, delivering the best value for Queensland is more than just the 'price paid'. Relevant to this is the Queensland Government's [Social Procurement Guide](#).

5 Procurement process

Opportunities to support Aboriginal and Torres Strait Islander procurement should be considered from the outset of the procurement process, starting with the planning stage. Opportunities identified in the planning stage should then be flowed on throughout the process. While there may be opportunities to integrate Aboriginal and Torres Strait Islander businesses at each stage, consideration during planning is most likely to maximize results.

Aboriginal and Torres Strait Islander procurement practice should occur as part of 'business as usual' when buying for the Queensland Government. In line with the QPP, category and agency procurement planning should include an assessment of opportunities to pursue economic, environmental and social objectives of the government – this includes opportunities to pursue Aboriginal and Torres Strait Islander benefits. Aboriginal and Torres Strait Islander procurement does not change the fundamentals of a typical procurement process.

This guide is structured to align with key stages of a significant procurement process.

Government buyers should become familiar with government category and agency priorities. As highlighted elsewhere in this guide, even small purchases can be an effective way to contribute to these priorities.

There are three key activities to be performed in parallel when planning your Aboriginal and Torres Strait Islander procurement:

Clearly defining outcomes – ensure that the core outcomes being sought (the reason why the goods/services are being purchased) are well understood and clearly defined. Focusing on outcomes promotes innovation regarding how the goods/services might be delivered.

Supply market analysis – proactive analysis of the supply market to understand the capacity and capability of Aboriginal and Torres Strait Islander businesses can help inform the most appropriate procurement strategy to achieve the required procurement outcomes. Analysis will identify existing Aboriginal and Torres Strait Islander businesses that could deliver the good or service required. Alternatively, where non-Indigenous businesses are engaged to deliver the contract, this analysis can help to identify the suitability of employment or apprenticeship targets for Aboriginal people and Torres Strait Islander people, or opportunities for subcontracting to, or collaborating with Aboriginal and Torres Strait Islander businesses.

Aboriginal and Torres Strait Islander businesses value analysis – understand and clearly set out the benefit a procurement initiative can deliver to Aboriginal and Torres Strait Islander communities and businesses. See the framework example in **Appendix 3**.

Identifying and assessing opportunities, costs, risks, issues and mitigation strategies and then documenting findings in a business case will assist buyers to better understand and set out the value proposition of adding requirements for Aboriginal and Torres Strait Islander business engagement or employment outcomes. See **Diagram 1**.

Diagram 1

Tips about what to include in a business case

- Make sure Aboriginal and Torres Strait requirements are proportionate to the tender.
- Make sure the business case includes Aboriginal and Torres Strait Islander outcomes in the objectives of the project.
- Include the findings from the Aboriginal and Torres Strait Islander value analysis identifying opportunities, risks and issues.
- Include Aboriginal and Torres Strait businesses into a supply market analysis and, if necessary, make appropriate links to Aboriginal and Torres Strait chamber of commerce, intermediaries, support organisations and resources.
- Clearly describe benefits and any potential costs of including Aboriginal and Torres Strait Islander requirements.
- Incorporate any risks and mitigation strategies related to Indigenous procurement.
- Ensure Aboriginal and Torres Strait Islander outcomes are built into the requirements and performance measures within the business case.

Aboriginal and Torres Strait Islander requirements within significant procurements should be clearly documented in a procurement plan or business case. When including Aboriginal and Torres Strait Islander benefit considerations, a clear rationale should be articulated, setting out the benefits, any costs and including a value and risk management assessment and mitigation plan.

5.1 Procurement approach

Aboriginal and Torres Strait Islander procurement requirements, specifications and evaluation criteria must be clear and achievable. This is usually achieved through the inclusion of specific clauses in tender documents and contracts.

When developing a procurement strategy, it is important to consider which tendering method will provide the best opportunity to achieve the procurement objectives. Tender methods include: open tendering, limited tendering, selective tendering and set aside. Any of these can include Aboriginal and Torres Strait Islander procurement requirements.

Identifying the customer should form part of the standard planning process for any procurement. The needs analysis will assist in this process, by highlighting any procurement specifically aimed at Aboriginal and Torres Strait Islander people or communities.

5.2 Unbundling large contracts

When planning procurement, consideration should be given to the possibility of repackaging or unbundling large projects in order to maximise the opportunity for Aboriginal and Torres Strait Islander businesses. This may provide an opportunity for Aboriginal and Torres Strait businesses, including local suppliers, to participate and build their capacity to effectively quote for tenders.

For example

- Removing a portion of sites/regions from a standing offer arrangement and tendering those specific sites to Aboriginal and Torres Strait Islander businesses.
- Identifying a select portion of sites/services within a project and requesting the contractor to subcontract the select portion directly to an Aboriginal and Torres Strait Islander business.

Buyers may choose to break up a larger contract and apply the selective offer process to the various smaller parts, as this may be beneficial to both the supply market and achieving government targets and commitments.

5.3 Evaluation plan

An offer evaluation plan is a useful internal planning and control document for the management and conduct of offer evaluation. The plan sets out responsibilities in the offer evaluation process, a timetable for the evaluation and details the processes that will be followed when evaluating offers. The plan should be developed at the same time as the invitation documentation so that the guidelines for evaluation are consistent with the evaluation criteria specified in the invitation documentation.

There is no standard format for an offer evaluation plan. However, in the context of Aboriginal and Torres Strait Islander procurement, a plan could contain the following information:

- objectives of the procurement being undertaken, such as Aboriginal and Torres Strait Islander procurement or employment outcomes
- a description of the requirement and the deliverables, detailing any specific Aboriginal and Torres Strait Islander outcomes
- specific evaluation criteria to achieve the identified Aboriginal and Torres Strait Islander procurement, and/ or employment outcomes
- listing of the evaluation criteria to be applied in evaluating offers received (these must be consistent with the criteria identified in the invitation documentation, especially with regard to mandatory criteria)
- demonstration of the procurement effort to identify and consider suitable Aboriginal and Torres Strait Islander businesses

Further information on evaluation can be found

here: <http://www.hpw.qld.gov.au/SiteCollectionDocuments/ProcurementGuideEvaluatingOffers.pdf>

5.4 Agency procurement thresholds

When planning, procurement officers are required to follow agency procurement threshold rules. These will guide the procurement process to be followed. The expected value of the procurement must be estimated before a decision on the procurement method is made.

For low value procurement at or below the relevant procurement threshold, the procurement officer is only required to seek or obtain a minimum number of quotes. This could include one verbal quote, or one or a number of written quotes.

Each agency sets its own procurement thresholds; therefore, procurement officers will need to check their agency's relevant thresholds to establish what procurement process to follow.

5.5 Low-value or low risk procurement

Low value, low risk, direct purchases, mostly using quotes or corporate cards plays an important role in securing Aboriginal and Torres Strait Islander procurement. For example: these smaller purchases can help Aboriginal and Torres Strait Islander businesses remain viable, prove their capacity as suppliers and 'scale up' gradually. Purchasing can have considerable impact because there are so many of these transactions. For low value procurements, only requiring one or more quotes, procurement officers are encouraged to search the Black Business Finder (BBF) or Supply Nation in the first instance to identify any suitable businesses. Prioritising the use of local suppliers and inviting one regional/Queensland

Indigenous supplier to quote or tender also aligns with the Queensland Government Procurement Strategy.

There are many areas of supply where the BBF and Supply Nation identify multiple businesses. Therefore, where more than one quote is required, it may be possible to satisfy procurement requirements by inviting a number of Aboriginal or Torres Strait Islander businesses to provide a quote.

DATSIP staff can also provide guidance in many cases in relation to capable Aboriginal or Torres Strait Islander suppliers.

5.6 Aboriginal and Torres Strait Islander business clauses

Aboriginal and Torres Strait Islander procurement requirements should clearly state the intended Aboriginal and Torres Strait Islander business outcome and be proportionate to the value of the procurement. Potential suppliers can then determine and articulate their capacity to deliver.

Where appropriate, Aboriginal and Torres Strait Islander Business clauses should be treated as specified requirements of a tender and drafted in such a way as to allow them to be 'weighted' in the evaluation process. Weighting an Aboriginal and Torres Strait Islander business requirement and including it alongside other specifications provides a clear signal to the supply market regarding the value the buyer places on Aboriginal and Torres Strait Islander business outcomes.

This approach enables potential suppliers to plan strategically before tendering. For example, a mainstream supplier might collaborate with an Aboriginal and Torres Strait Islander business to help deliver on Aboriginal and Torres Strait Islander requirements of the procurement. Weighting of clauses that reflect the required outcomes is particularly suitable where there is a capable group of Aboriginal and Torres Strait Islander businesses within the potential supply market with a track record for delivering on contract requirements.

Aboriginal and Torres Strait Islander requirements can be included in tenders as unweighted criteria. Tenderers are asked to consider benefits to Aboriginal and Torres Strait Islander businesses or for Aboriginal or Torres Strait Islander employment, as well as the weighted evaluation criteria within a tender. A buyer might list those criteria as 'highly desirable'. This indicates to potential suppliers that the buyer has a preference they meet this criterion.

Using unweighted clauses provides more flexibility to consider suppliers that might not necessarily comply 100 percent with the criteria, who might otherwise be excluded if the criteria was mandatory or weighted. This approach might be suited to cases where the buyer wants to test the capacity of a supply market, including mainstream suppliers, to deliver benefits to Aboriginal and Torres Strait Islander people and businesses.

There are different ways to draft Aboriginal and Torres Strait Islander clauses in tender documents.

- **Prescriptive** - tender documents specify targets or specific outcomes. For example, a predetermined number, or percentage of Aboriginal and Torres Strait Islander jobseekers to be employed when delivering on the contract. Or, Aboriginal and Torres Strait Islander businesses must be engaged as part of the total solution offered by the supplier.
- **Non-prescriptive** - procurement documents ask potential suppliers to describe the nature and extent of benefits to be delivered to Aboriginal and Torres Strait Islander people and how these will be achieved.

- **Mixed** - it is possible to incorporate a mix of prescriptive and non-prescriptive clauses. For example, a buyer might prescribe a particular Aboriginal and Torres Strait Islander outcome appropriate to the procurement, such as employment opportunities, but ask suppliers to describe how they will deliver on these requirements.

Additional guidance can be obtained from the [Social Procurement Guide](#) – example clauses for tenders and contracts provides some additional assistance in drafting Aboriginal and Torres Strait Islander specific clauses in tender documentation.

Note: example clauses are provided at **Appendix 2**.

5.7 Local benefits test

The local benefits test may assist in procuring from Aboriginal and Torres Strait Islander businesses where they employ a local workforce. The type of benefits a supplier can bring will vary from procurement to procurement, therefore agencies are to identify during the planning stage what benefits are appropriate. This can include engaging with particular types of suppliers to contribute to government targets, such as Aboriginal and Torres Strait Islander businesses who employ a local workforce.

Further information on Local Benefits Test can be found here: <http://www.hpw.qld.gov.au/SiteCollectionDocuments/LocalBenefitsTest.pdf>

5.8 Set-aside and selective offer process

5.8.1 Set-Aside

A set-aside is a practice whereby a specific procurement initiative or portion of the contract requirement is 'quarantined' and offered, in the first instance, to Aboriginal and Torres Strait Islander businesses.

The Queensland Indigenous Procurement Policy has specific requirements for set-asides:

- The goods or services being purchased will be delivered to Aboriginal people or Torres Strait Islander people in discrete locations, or in other locations that have a high Aboriginal population and/or Torres Strait Islander population; or
- The goods or services being purchased target the specific needs of Aboriginal and Torres Strait Islander Queenslanders (or a cohort of Aboriginal people and/or Torres Strait Islander people).

An analysis of the supply market will establish the capacity to supply by Aboriginal and Torres Strait Islander businesses and the number of competitive value for money offers that may be obtained that comply with agency procurement processes and procedures. It is important any set-aside process encourages competition among eligible businesses and ensures a value for money outcome.

Set-asides do not need to be used where no suitable Aboriginal and Torres Strait Islander business can be identified in the market analysis stage. In addition, agencies are not required to award a procurement as a result of this set aside process if no business is evaluated as representing either value for money, or as having the necessary capability or capacity to supply.

See **Appendix 1** for a list of Discrete Aboriginal and Torres Strait Islander Communities and areas with high Aboriginal and Torres Strait Islander Population.

5.8.2 Selective Offer Process

When planning procurement, it is important to consider which procurement approach has the best potential to deliver on the government's targets, including Aboriginal and Torres Strait Islander procurement outcomes.

A selective offer process can be a good procurement option to advance government objectives, however the process must be done in a logical and justifiable manner. The use of a selective offer process will be dependent on the goods or service to be procured and the availability of a competitive Aboriginal and Torres Strait Islander business market to deliver on the requirements and to ensure competition and deliver a value for money outcome.

An example of a situation which may suit a selective offer process includes where:

- analysis shows there is a competitive Aboriginal and Torres Strait Islander business market for particular goods or services, and
- analysis shows that the goods or services can be delivered by an Aboriginal and Torres Strait Islander business that can deliver a value for money outcome.

An analysis of the supply market will establish the capacity of Aboriginal and Torres Strait Islander businesses to supply; and the number of competitive value for money offers that can be obtained, that comply with agency procurement processes and procedures. It is important any selective offer process encourages competition among eligible businesses and ensures a value for money outcome.

6 Debriefing unsuccessful bidders

The QIPP emphasises the support for Aboriginal and Torres Strait Islander businesses to develop and increase supply capabilities.

Agencies should be proactive in offering and providing debriefing sessions for Aboriginal and Torres Strait Islander businesses that have been unsuccessful in tendering or quoting for government business.

The tendering or quoting process can be long and have a big impact on their business operations. If their bid is unsuccessful it can be a disheartening feeling for an Aboriginal and Torres Strait Islander business especially if they have not bid for government work before.

By providing feedback, a government procurement official can help the Aboriginal and Torres Strait Islander business understand how the buyer scored their proposal and will help them to develop better tender responses in the future.

To increase the success rate of Aboriginal and Torres Strait Islander businesses tendering and quoting for Queensland Government contracts, targeted support is being provided by government to develop capability in Aboriginal and Torres Strait Islander businesses. Consider asking unsuccessful Indigenous businesses if they would like to have a Department of Aboriginal and Torres Strait Islander Partnerships officer attend a debriefing with them, with a view to informing potential capacity or capability building support.

7 Capability uplift and networking opportunities

The QIPP emphasises supporting Aboriginal and Torres Strait Islander businesses to find and win opportunities to supply to the Queensland Government. This involves government buyers working with Aboriginal and Torres Strait Islander businesses to achieve government targets.

Meet the Buyer and other similar events provide a valuable networking opportunity. They bring together senior project and contract managers from Queensland Government to facilitate opportunities for Aboriginal and Torres Strait Islander businesses to meet key state government staff with responsibility for the design of projects, sourcing business solutions, plus purchasing goods and services. These events also help Aboriginal and Torres Strait Islander businesses to understand how government quoting and tendering works.

The events can encompass all types of procurement, including a strong focus on current and future projects being developed across Queensland, and provide an opportunity for all Aboriginal and Torres Strait Islander businesses to learn more about the opportunities available from Queensland Government.

Evidence has shown that these types of events create genuine opportunities for Aboriginal and Torres Strait businesses and Queensland Government to leverage the QIPP.

8 What is an Aboriginal and Torres Strait Islander business?

For the purposes of the QIPP, an Aboriginal and Torres Strait Islander business is one that is at least 50 per cent owned by Aboriginal people and/or Torres Strait Islander people.

8.1 Where can I find Aboriginal and Torres Strait Islander businesses?

- The Black Business Finder (BBF) is Queensland Government's Aboriginal and Torres Strait Islander business platform on the Industry Capability Network. There are currently more than 600 Aboriginal and Torres Strait Islander businesses listed across a wide range of goods and services. <http://www.bbf.org.au/>
- Supply Nation Indigenous Business Direct database. <http://supplynation.org.au>
- Office of the Registrar of Indigenous Corporations <http://register.oric.gov.au/PrintCorporationSearch.aspx?state=QLD>
- The Department of Aboriginal and Torres Strait Islander Partnerships regional offices also hold information on Aboriginal and Torres Strait businesses in their region. Contact details for DATSIP regional centers can be found here: <https://www.datsip.qld.gov.au/people-communities/regional-centres>

9 Frequently asked questions

When did the QIPP start?

The policy commenced on 1 September 2017.

Is the 3% target measured against individual agencies?

The 3% target is a whole-of-government target and therefore each agency will look to maximise their contribution to the target based on spend and the capability of the Aboriginal and Torres Strait Islander business supply market.

The target applies only to addressable spend, defined by the Queensland Government Procurement Committee as “the portion of the Queensland Government’s spend that can be influenced by purchasing and procurement activities, including sourcing and category management”.

Can I engage Aboriginal and Torres Strait Islander businesses outside of Queensland?

The QIPP applies to Queensland Aboriginal and Torres Strait Islander businesses, or Aboriginal and Torres Strait Islander businesses with a Queensland-based operation. Any spend with Aboriginal and Torres Strait Islander businesses that don’t meet that criteria will not contribute towards the 3% government target.

Can I invite identified Aboriginal and Torres Strait Islander businesses to submit a quote or tender?

Yes, you can invite Aboriginal and Torres Strait Islander businesses to submit a quote or tender and not contravene probity rules, provided it is done in a manner consistent with the QIPP, QPP and your agency’s procurement policies and procedures.

Can I invite only Aboriginal and Torres Strait Islander businesses to quote?

You can invite one or more quotes from Aboriginal and Torres Strait Islander businesses where the procurement aligns with your agency’s low value procurement thresholds. Only Aboriginal and Torres Strait Islander businesses can be invited for Set-Aside/Selective Offers where there is a suitable number of Aboriginal and Torres Strait Islander businesses available (as per requirements under the QIPP).

When should Aboriginal and Torres Strait Islander businesses be considered in the procurement process?

Agencies should implement procedures in the procurement and purchasing planning and requirement processes to ensure Aboriginal and Torres Strait Islander businesses are considered and informed as early as possible in the process.

Does procuring from Aboriginal and Torres Strait Islander businesses support Queensland Government objectives?

Yes

- ✓ supports the QIPP target of increasing government procurement with Aboriginal and Torres Strait Islander businesses to 3% of addressable spend
- ✓ in many instances procuring from an Aboriginal and Torres Strait Islander business supports the QPP Strategy “putting locals first” initiative.

If in doubt, ask your Manager for guidance.

10 Appendix 1 – Discrete or high Aboriginal and/or Torres Strait Islander population communities

10.1 Discrete locations and Indigenous communities

Location	Per cent Indigenous population
Aurukun	92.3
Cherbourg	98.7
Coen	84
Doomadgee	94.5
Hope Vale	95.1
Kowanyama	91.6
Lockhart River	92.1
Mapoon	91.1
Mornington	87.7
Napranum	95.2
Northern Peninsula Area	89.3
Palm Island	95.4
Pormpuraaw	85.1
Torres	93.4
<i>Bamaga and Surrounds</i>	83.6
<i>Horn Island</i>	76.3
<i>Muralag and Inner Islands (Includes Prince of Wales (Muralag), Hammond (Kiriri) and Horn (Nguraupai) Island, and some parts of Thursday Island)</i>	79.8
<i>Port Kennedy (Thursday Island)</i>	65.5
<i>TRAWQ (Thursday Island) (This includes the communities of Tamwoy, Rosehill, Aplin, Waiben and Quarantine on T.I.)</i>	91.9

9.1 - Discrete locations and Indigenous communities continued

Location	Per cent Indigenous population
Torres Strait Islands	93.4
<i>Badu Island</i>	87.3
<i>Boigu Island</i>	93.6
<i>Dauan Island</i>	92
<i>Erub (Darnley) Island</i>	96
<i>Hammond Island</i>	95.7
<i>Iama (Yam) Island</i>	96.8
<i>Kubin (Moa) Island</i>	95.4
<i>Mabuiag Island</i>	98.6
<i>Mer (Murray) Island</i>	96.6
<i>Poruma (Coconut) Island</i>	96.4
<i>Saibai Island</i>	88.3
<i>St Pauls (Moa) Island</i>	97.2
<i>Ugar (Stephen) Island</i>	86.6
<i>Warraber Island</i>	98.3
<i>Yorke Island</i>	94
Woorabinda	95.9
Wujal	93.2
Yarrabah	98.2

10.2 Locations of high population

Location	Per cent Indigenous population
Carpentaria (includes Burke, Carpentaria, Doomadgee, Mornington)	71.1
Cape York (includes Cook, Hope Vale, Lockhart River, Mapoon, Napranum, Wujal Wujal)	57.1
Mount Isa Region	27.6
Manoora	26.3
Far South West (includes Bulloo, Paroo, Quilpie)	24.2
Kingaroy Region - North	22.3
Weipa	21.7
Central Highlands - East (includes Central Highlands - Duaringa and Woorabinda)	20.8
Manunda	19.4
Mount Isa	18.8
White Rock	18.7
Woree	18.6
Innisfail	18.1
Balonne	17.4
Tablelands (part of the Tablelands - Mareeba region)	17.3
Wulguru - Roseneath	16.6
Westcourt - Bungalow	15.7
Far Central West (Barcoo, Boulia, Diamantina, Winton)	15.7
Edmonton	15.1
Mount Morgan	14.6
Wacol	13.9
Bentley Park	13.6
Mareeba	13.5
Daintree	13.5
Charleville	13.5
Condon - Rasmussen	13.4

Herberton	13.4
Slade Point	13.1
Kelso	12.8
Kuranda	12.6
Kirwan - East	12.0
Heatley	12.0
Charters Towers	12.0
Gordonvale - Trinity	11.6
Gulliver - Currajong - Vincent	11.5
Lakes Creek	11.1
Kanimbla - Mooroolbool	10.9
Bowen	10.4
Rockhampton City	10.1
Riverview	10.1
Garbutt - West End	10.1

11 Appendix 2 – Aboriginal and Torres Strait Islander clause examples

The below table provides examples of prescriptive and non-prescriptive Aboriginal and Torres Strait Islander clauses that could be included in procurement documents.

Type	Non-Price Criteria Examples
Engaging Aboriginal and Torres Strait Islander Business (Prescriptive)	A minimum of 25% of the employees delivering the contract must be full time Aboriginal and Torres Strait Islander employees of your company.
	Any subcontractor engaged to deliver a portion of the services must be a local Aboriginal and Torres Strait Islander business.
	50% of the total value of the contract must be undertaken by an Aboriginal and Torres Strait Islander business as a joint venture.
	20% of the total value of the contract must be undertaken by an Aboriginal and Torres Strait Islander business as a sub-contractor.
	20% of all materials used to deliver the services, must be purchased from an Aboriginal and Torres Strait Islander business.
Engaging Aboriginal and Torres Strait Islander Business (Non-prescriptive)	Outline opportunities for participation by Aboriginal and Torres Strait Islander businesses including sub-contracting
	What steps will you take to increase your Aboriginal and Torres Strait Islander workforce should you successfully win this tender?
	How do you support Aboriginal and Torres Strait Islander businesses within Queensland?
	Provide information regarding any long-term business arrangements you currently have in place with Aboriginal and Torres Strait Islander businesses?
	What percentage of your annual business spend is with Aboriginal and Torres Strait Islander businesses?

Response Question	How would this be evaluated?	Clauses for a resulting contract (subject to proposals described in tender)
<p>Jobs for Aboriginal and Torres Strait Islander Queenslanders</p> <p>Please indicate how many full-time equivalent (FTE) or trainees/apprenticeship positions your organisation will support directly or indirectly via supply chains, for [name the jobseeker target group or disadvantaged jobseekers] when delivering on this contract.</p>	<p>These requirements should be weighted where possible.</p> <p>Things to look for in relation to employment include:</p> <ul style="list-style-type: none"> • number of Aboriginal and Torres Strait Islander people engaged over the life of the project and (where possible) beyond • a history of delivering employment and training opportunities for Aboriginal and Torres Strait Islander people • supporting information including fact sheets, equal opportunity strategies, evidence of collaborations with third party providers 	<p>The supplier agrees to support [number] FTE employment opportunities for Aboriginal and Torres Strait Islander jobseekers in connection with the [project]. The customer will be notified within ten (10) business days of any significant issues associated with achieving or maintaining this target.</p> <p>Reviews of progress, FTE positions or any issues associated with the employment commitment will form part of scheduled contract management meetings.</p> <p>OR</p> <p>The supplier will provide [name the reporting timeframe] reports regarding status of these employment requirements.</p>
<p>Directly engaging Aboriginal and Torres Strait Islander businesses</p> <p>Do you identify as an Aboriginal and Torres Strait Islander business?</p> <p>If yes - Provide a brief description of your organisational structure and any broader Aboriginal and Torres Strait Islander social or economic benefits</p>	<p>This question requires a yes or no response.</p> <p>Where asked, tenderers should provide evidence of social benefits delivered previously and describe proposed benefits and how they would be delivered.</p>	<p>The customer will be notified within ten (10) business days if the status of the supplier changes and it is no longer an Aboriginal and Torres Strait Islander business.</p>

12 Appendix 3 – Value analysis framework

Aboriginal and Torres Strait Islander value goal	Opportunities within tender documents & contracts	Opportunities within supply chains	Potential risks and mitigation strategies	Other considerations
<p>Example</p> <p>Employment opportunities for Aboriginal and Torres Strait Islander people.</p>	<p>The inclusion of job targets for Aboriginal and Torres Strait Islander people.</p> <p>Or</p> <p>The inclusion of clauses in tender documents asking tenderers to identify policies or practices designed to provide employment opportunities for Aboriginal and Torres Strait Islander people.</p>	<p>The opportunity for subcontracting arrangements leading to employment of Aboriginal and Torres Strait Islander people.</p> <p>For example:</p> <p>Opportunities for Aboriginal and Torres Strait Islander businesses to be engaged as subcontractors or service providers to a lead contractor.</p>	<p>Risk: Unfavourable supplier reaction to Aboriginal and Torres Strait Islander clauses</p> <p>Response: Use market engagement activities and briefing sessions to inform all potential suppliers about opportunities for Aboriginal and Torres Strait Islander employment and the benefits of employing Aboriginal and Torres Strait Islander workers.</p>	<p>Capacity building opportunities for mainstream businesses can be considered.</p> <p>Opportunities for collaborations with Aboriginal and Torres Strait Islander businesses.</p> <p>Government buyers should plan early for reporting requirements, measuring and evaluating outcomes.</p>