



Western Australian Social Procurement: Case Study Number 1

STATE AGENCY: Department of Finance

COMMUNITY OBJECTIVE: Environmentally sustainable Western Australia

Background	Office Products CUAOFP2023 Estimated Contract Value: \$484 million
Procurement	
Planning	Procurement planning activities include consideration of Government’s desired social, economic, and environmental outcomes. Throughout the planning process it was identified that an opportunity to achieve <i>Sustainable Western Australia</i> was applicable for this procurement.
Market Approach to Achieve Community Objective	<p>A qualitative criterion was used in the Request for Tender (RFT).</p> <p>Sustainability and Corporate Responsibility (30% weighting)</p> <p>Sustainability encompasses a range of factors including environmental, social and economic sustainability. This clause relates primarily to environmental sustainability. The respondent is required to provide details of the steps taken to minimise the environmental impact in the manufacturing, distribution, use and disposal of products by addressing the following criteria:</p> <p>a) The WA Government recently released its Plan for Plastics. Respondents must review the information in the link and provide the following:</p> <ul style="list-style-type: none"> • The respondent’s response to the WA Government’s Plan for Plastics; • The respondent’s ability to adapt its product offerings considering broader efforts in society to consume less plastic; • Detail their experience in working with other customers and jurisdictions in addressing similar requirements; • Describe the respondent’s capacity and capability to assist customers in meeting their obligations under the Plan for Plastics; and • Detail the respondent’s ability to provide reports for customers with regards to sustainability

	<p>measures. This may include, but not limited to reports that monitor the use of items proscribed under the Plan for Plastics.</p> <p>b) Outline the proposed methodology of working with common use arrangement customers to achieve more favourable sustainability outcomes. These can include, but are not limited to:</p> <ul style="list-style-type: none">• Transition of customers to products that generate less waste (including reduction of packaging);• Transition of customers to products that include less environmentally harmful components or by-products (including, but not limited to, microbeads, non-sustainably farmed palm oil, hazardous materials and non-biodegradable waste products); and• Transition of customers to more sustainable alternative products, such as refillable, reusable or compostable products. <p>c) Outline initiatives that have been implemented to achieve improved environmental and/or sustainability outcomes within the Respondent's operations.</p> <p>d) Include details of any awards or recognition that the Respondent has achieved or been nominated for in relation to its sustainability or environmental performance.</p> <p>e) Confirm whether:</p> <ul style="list-style-type: none">• The Respondent is a signatory to the National Packaging Covenant, the National Environment Protection (Used Packaging Materials) Measure 2011, or similar convention.• If a signatory, please provide evidence of most recent reporting against the relevant convention or measure. If not a signatory, detail how the Respondent's practices align to the Sustainable Packaging Guidelines as set out by the Australian Packaging Covenant Organisation (www.apco.org.au/sustainablepackagingguidelines).• Include details of any initiatives and/or internal policies the Respondent has undertaken to reduce the environmental impact of their packaging.• The Respondent's offered products are certified by Good Environment Choice Australia (GECA) or a similar independent scheme. Provide
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evidence of certification or detail how the Respondent's practices align to the scheme or equivalent.

- f) State whether any 'take-back' of packaging supplied with Goods is offered and evidence that the collected packaging is recycled and/or reused.
- g) Provide details of any environmental management systems and/or other independent environmental accreditations held by the Respondent. Evidence that such systems and/or accreditations are in place must be provided, and verifiable.
- h) The Commonwealth Modern Slavery Act 2018 requires entities based or operating in Australia which have an annual consolidated revenue of more than \$100 million to report annually on the risks of modern slavery in their operations and supply chains, and actions to address those risks. Other entities based, or operating, in Australia may report voluntarily. Respondents are asked to address the following:
 - Respondents must advise if their organisation is required to submit reports, has voluntarily been submitting reports, or does not submit reports.
 - Regardless of whether reports are submitted, Respondents are requested to share their learnings on Modern Slavery risks in their supply chain and the actions they have taken to address these risks.

Specification in Request

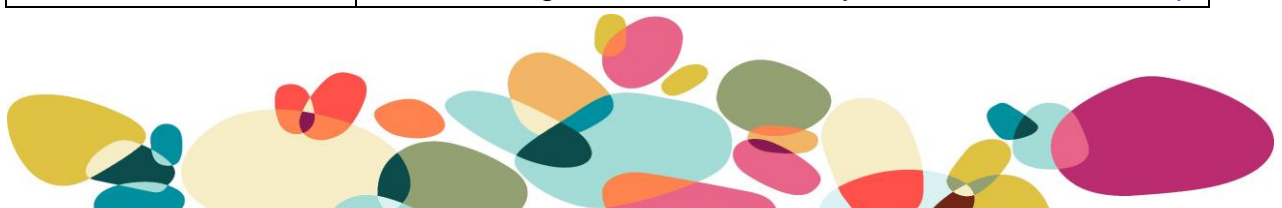
The pricing structure asked for a "green" range product alternative for the most environmentally sustainable option available. The green range for copy paper is any recycled product.

Copy Paper – Sustainability Specifications

Contractors' Copy Paper Goods must meet the following minimum sustainability requirements:

A) Sustainably Sourced Fibre

The Contractor must provide documentary evidence verifying the sustainability of the paper pulp fibres used for manufacturing the copy paper offered. Upon request by the Contract Authority, documentary evidence must be provided in the form of chain of custody certification and/or forest management certification by the [Forest Stewardship](#)



[Council \(FSC\)](#), [Responsible Wood](#) or an equivalent forest management or chain of custody certification recognised by the [Programme for the Endorsement of Forest Certification \(PEFC\)](#).

All evidence used to verify the legal and sustainable fibre source must contain:

- a valid expiry date;
- the paper mill name;
- the Good name;
- the certificate number;
- the name of the independent third-party certification body; and
- a description of the purpose for the certification.

B) Recycled Fibre Content

Recycled fibre content must represent a minimum of 50% of the total fibre content of any copy paper offered under CUAOFP2023. The percentage of recycled fibre content can be a combination of both pre- and post-consumer waste but must not include material that is not acceptable as reclaimed paper material such as:

- dry paper trimmings from production or on-site sheeting and converting operations;
- faulty paper at the mill;
- mill broke, trim and scrap reused onsite in the same manufacturing process;
- obsolete inventories at the mill; or
- wet paper removed from the paper machine.

Upon request by the Contract Authority, the Contractor is required to provide a certification or a test report from a third party or self-declaration from the paper mill (including date, goods covered, and signature of mill manager) that specifies the recycled fibre content of any copy paper supplied under CUAOFP2023.

Respondents must disclose the percentage of recycled fibre content when completing the Attachment D – Pricing” – “A. Copy Paper – Specifications” worksheet for all copy paper that contains pre- and post-consumer recycled fibre content.

C) Fibre Bleaching Process



	<p>Contractors must, upon request by the Contract Authority, provide certification, or where certification is not available, a self-declaration from the paper mill (including date, goods covered, and signature of mill manager), that copy paper are Processed Chlorine Free (PCF), Totally Chlorine Free (TCF) or Elemental Chlorine Free (ECF).</p>
Outcome	
<p>Social / Environmental outcomes achieved</p>	<ul style="list-style-type: none"> • Appointed panellists that will assist agencies in achieving their desired objectives, including but not limited to compliance with Stage 1 of the WA Government’s directive on single-use plastic items. • Appointed panellists which are able to provide sustainable and recyclable alternatives. . This has allowed contract managers to establish a green product catalogue, assisting in achieving sustainable outcomes for government.



Western Australian Social Procurement: Case Study Number 2

STATE AGENCY: South Metropolitan Health Services

COMMUNITY OBJECTIVE: Environmentally sustainable Western Australia

Background	Local Radiation Oncology Services Contract Estimated Contract Value: \$21.2 million
Procurement	
Planning	Procurement planning activities include consideration of Government's desired social, economic and environmental outcomes. Throughout the planning process it was identified that an opportunity to achieve <i>Sustainable Western Australia</i> was applicable for this procurement.
Market Approach to Achieve Community Objective	A qualitative requirement was used in the request. Sustainability (10% weighting) The respondent must demonstrate a commitment to sustainability through responsible: (i) socially responsible, inclusive and ethical employment practices; (ii) occupational health and safety concerns; (iii) practices that have a lower impact on the environment such as packaging, waste reduction initiatives including recycling, water and energy efficiencies; (iv) any internal actions or programs; (v) respondents are required to provide information about the sustainability of their supply chain where the sourcing of locally produced products will be considered favourably; and (vi) consideration of the Government of Western Australia, Premiers Circular 2018/03 – Reducing the Use of Disposable Plastic.
Outcome	
Contractor Initiatives	<ul style="list-style-type: none"> • Paperless practices to reduce dependence on paper. • Providing and using sustainable products in workplaces and to employees and customers. • Increase efficiency of energy consumption at a site-by-site level. • Use of recycling bins.



	<ul style="list-style-type: none">• Waste management strategies to reduce waste going to landfill and further reduce carbon footprint.
Social / Environmental outcomes achieved	Long term environmental benefits for all Western Australians.



Western Australian Social Procurement: Case Study Number 3

STATE AGENCY: Main Roads WA

COMMUNITY OBJECTIVE: Environmentally sustainable Western Australia

Background	<p>Crushed Recycled Concrete (CRC) in Perth is sourced and processed from construction and demolition (C&D) waste from building and infrastructure demolitions such as Subiaco Oval and the WACA grandstand.</p> <p>CRC consists primarily of concrete, but also contains sand, brick, tile, asphalt and glass. CRC can be suitable for use as subbase under full-depth asphalt (FDA) pavements on major road projects and as a basecourse on low traffic roads or in carparks.</p>
Procurement	
Planning	<p>Procurement planning activities include consideration of Government's desired social, economic and environmental outcomes. Throughout the planning process it was identified that an opportunity to achieve <i>Sustainable Western Australia</i> was applicable for this procurement.</p>
Market Approach to Achieve Community Objective	<p>Main Roads Specification 501 incorporates criteria that supports the use of the material in road construction.</p> <p>A qualitative criterion was used in a Request for Tender (RFT).</p> <p>The Roads to Reuse Product Specification by the Department of Water and Environmental Regulation has also been developed which support industry to produce CRC to the necessary standard to that ensures community and workforce safety and that a well-engineered, standardised product is produced and available for road construction. Suppliers of CRC to Main Roads projects are required to be accredited under the Roads to Reuse scheme.</p>
Outcome	
Social / Environmental outcomes achieved	<p>CRC is a high strength, durable product with self-cementing properties and increases in hardness over time. In the right application, CRC offers an engineering benefit in road pavement construction. As a material CRC has advantages for construction site as it works like</p>



	<p>conventional granular materials, provides a tight surface finish and holds up well under heavy traffic.</p> <p>Further, CRC requires less water for compaction than traditional limestone subbase.</p> <p>Roads to Reuse accredited suppliers are available across the Greater Perth area, placing the material close to where it is needed, which cuts down on transport costs, a significant cost for any material.</p>
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Western Australian Social Procurement: Case Study Number 4

STATE AGENCY: Main Roads WA

COMMUNITY OBJECTIVES: Opportunities for Aboriginal communities;
Opportunities for regional Western Australians

Background	<p>Great Northern Highway Upgrade Maggie Creek to Wyndham Project</p> <p>The project, located within the Shire of Wyndham-East Kimberley, involved the investigation, design and construction of 27 kilometres of the existing Great Northern Highway. It consisted of the upgrade of road, culverts, floodways, and off-road drainage, as well as the construction of a passing lane at Maggie's Jump Up. It was delivered in a remote area.</p> <p>Aboriginal and/or Torres Strait Islander people make up 32.7 per cent of the population of the Shire. The Wyndham Aboriginal community is made up of families who have traditional ownership connections to the area, stolen generation descendants who have a long historical connection to the area and more recent residents.</p> <p>The project required exceptional engineering and construction expertise. The primary objectives of the project focussed on providing improved access and efficiency for freight vehicles to and from Wyndham Port whilst improving safety for all road users. In addition to these objectives, Main Roads' drive to enhance the social benefits for local residents, and specifically Aboriginal people, created an opportunity for both companies to work together to achieve meaningful Aboriginal engagement on this project.</p>
Procurement	
Market Approach to Achieve Community Objective	<p>Early involvement and collaboration between WBHO-I and Main Roads allowed for an effective and subsequently successful Aboriginal engagement approach on this project.</p> <p>WBHO-I provided Main Roads with both a conforming Aboriginal engagement proposal and three alternative proposals. This approach afforded Main Roads flexibility of choice by offering additional measurable results in the training and development of Aboriginal people, improved</p>

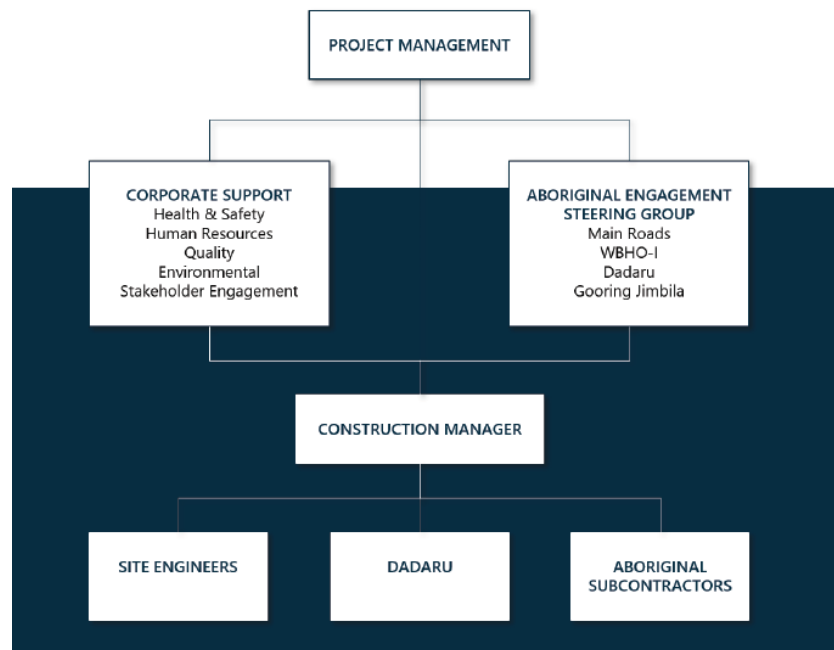


	<p>capability and capacity of the Aboriginal workforce and long term value to the Wyndham community.</p> <p>As part of the Aboriginal engagement strategy implemented on this project, WBHO-I entered into partnership with established Aboriginal-owned businesses, Dadaru Holdings Pty Ltd (Dadaru), which meets a wide array of Civil Contracting, Marine, Electrical and Surveying service needs for clients in the mining, civil construction and marine industries.</p>
<p>Planning</p>	<p>The most successful and meaningful Aboriginal engagement outcomes are achieved when Aboriginal engagement strategies and initiatives are planned and implemented under a structured framework which is supported by committed leadership, effective governance and clear accountabilities.</p> <p>During the planning phase of the project, WBHO-I worked closely with Dadaru and other local Aboriginal businesses to identify suitable work packages and scopes, goods and services that could effectively be delivered and/or supplied by an Aboriginal workforce or local Aboriginal businesses. Planning of the specific Aboriginal engagement solutions started early, with WBHO-I and Dadaru providing Main Roads with one conforming and three alternative Aboriginal engagement proposals, effectively providing the client with flexibility and choice. The alternative proposals focused on three different categories:</p> <ol style="list-style-type: none"> 1. initiatives that create the right environment and support for effective Aboriginal engagement on the project; 2. initiatives that have a direct, immediate and visible Aboriginal engagement impact on the project, primarily in terms of employment and business participation; and 3. initiatives that bring wider long-term Aboriginal engagement, local community and social benefits. <p>The success of the Aboriginal engagement initiatives was fundamentally dependent upon the key people with responsibility and accountability for its implementation. WBHO-I, ultimately responsible for achieving the agreed targets, worked closely with Main Roads and Aboriginal partner Dadaru to assemble a team of experienced people to jointly coordinate and implement the agreed initiatives</p> <p>The WBHO-I project manager had overall responsibility and accountability for implementation of the Aboriginal engagement plan and agreed initiatives.</p>



In addition to the project manager, an Aboriginal Engagement Steering Group was established to provide leadership and governance and to monitor performance against the agreed targets. Feedback from this group was continually used to improve the way in which all Aboriginal engagement initiatives were delivered, whilst also strengthening relationships with the local community.

The organisation structure for the management and implementation of the Aboriginal engagement initiatives on this project is shown below:



The Aboriginal Engagement Steering Group met regularly to provide leadership, governance and oversight on Aboriginal engagement initiatives.

Market Approach

Aboriginal engagement was a primary objective of the project and was a key area of focus for the project team throughout the project phases.

- Development Phase - Early consultation was undertaken with local Aboriginal businesses and communities from which strong relationships were formed. This enabled the team to gain a solid understanding of the Aboriginal businesses and Aboriginal peoples' capabilities as well as the different family and language groups in the region. The project team identified the existing pool of Aboriginal businesses in the local area, and believed that there was a real opportunity to deliver meaningful and



	<p>sustainable Aboriginal engagement in partnership with a major construction contractor.</p> <p>The Aboriginal businesses were approached to attend an industry briefing session regarding the project and the possible work for the local businesses in a competitive market. Part of the session described that a collaborative partnership with an experienced construction contractor would be required, which in turn would provide a solid platform for continuing successful engagement on other future projects in the Kimberley Region. This created an appetite for local businesses with local people to work on a local major construction project.</p> <ul style="list-style-type: none"> • Procurement Phase - contract documentation, in particular the Aboriginal engagement targets, were developed with consideration of the <i>anticipated</i> Government frameworks. Based on the known business capabilities and possible stretch business capabilities, Main Roads then drafted the contract documentation. <p>By leveraging the established Aboriginal-owned businesses in the area, this provided the unparalleled access to local labour, proven capability and an organisational structure in place for resourcing, on-boarding and training of personnel.</p>
<p>Evaluation and Negotiation</p>	<p>Part of the contract documentation was a new Aboriginal Participation initiative incorporated into the design and construct contract procurement process, comprising of:</p> <ul style="list-style-type: none"> • Aboriginal Engagement requirements (minimum mandatory and stretch targets); • Application of Aboriginal Engagement Incentive Payment for stretch target achievement; • Aboriginal Engagement Price Preference. <p>in both the Expression of Interest (EOI) and Request for Proposal (RFP) stages.</p> <p><i>Expression of Interest</i> - Mandatory and stretch targets for Aboriginal engagement were outlined in the EOI. One of the main evaluation criteria for assessing applications was Aboriginal engagement, consisting of a 40 per cent weighting. The assessment of Aboriginal engagement considered the following sub-criteria:</p> <ul style="list-style-type: none"> • Previous experience, • Mandatory minimum targets, • Stretch targets; and • Aboriginal Engagement Officer.



By increasing the weighting of Aboriginal engagement, the team were able to identify those contractors who were genuine about engaging local Aboriginal businesses and people. Those achieving high scores demonstrated good Aboriginal engagement strategies and initiatives, which provided Main Roads with confidence that the successful contractor would achieve mandatory targets and have the ability to achieve stretch targets.

Request for Proposal - The primary objectives for Aboriginal engagement were carried through from the EOI stage. The Design and Construct (D&C) Project Deed included the Aboriginal engagement targets and approved by the Department of Infrastructure, Regional Development and Cities.

Mandatory Minimum Targets:

- 10 per cent total labour hours to be undertaken by Local Aboriginal persons; and
- 4.5 per cent total construction value to be undertaken by Local Aboriginal business.

Stretch Targets:

- 45 per cent of the Contractors total labour hours to be undertaken by Local Aboriginal persons for on-site works,
- 20 per cent of the Contractors total labour hours to be undertaken by non-local Aboriginal persons for on-site works,
- 10 per cent total construction value to be undertaken by Local Aboriginal business for onsite works; and
- 10 per cent total construction value to be undertaken by Local Aboriginal business for offsite works.

A mechanism to calculate Incentive Payments (up to \$1 million) for achieving Aboriginal engagement stretch targets was included in the D&C Project Deed.

To further assess a Proponents capacity and capabilities for Aboriginal engagement, the non-priced assessment included a 20 per cent weighting for Aboriginal engagement with sub-criteria as follows:

- Aboriginal Engagement Plan; and
- Aboriginal Engagement Officer.

In addition, alternative proposals were encouraged to increase Aboriginal participation on the project, which



	<p>generated a suite of options for Main Roads to consider and seek additional funding from the funding bodies.</p>
<p>Contract / Project Management</p>	<p>The successful Proponent, WBHO-I, entered into an exclusive partnership agreement with Aboriginal businesses, Dadaru Holdings Pty Ltd (Dadaru), an East Kimberley local Aboriginal business. Both WBHO-I and Dadaru did considerable work to prepare the local Aboriginal workforce to undertake these works. A 'Work Ready Program' was one of the initiatives completed to attract, identify and engage local Aboriginal persons, as there is a limited number of work-ready people in the Wyndham area.</p> <p>The program included:</p> <ul style="list-style-type: none"> • information sessions in the Wyndham town throughout the early phase of the project, providing context around the project and employment opportunities • engaging with East Kimberley Job Pathways to assist in identifying participants • identifying individual needs including pre-employment medicals, PPE and licencing to give participants the necessary skills required to be job ready once the project commenced. <p>Other Aboriginal businesses were engaged based in Kununurra, Wyndham, and Darwin.</p> <p>WBHO-I and Dadaru implemented a number of initiatives to maximise Aboriginal participation including:</p> <ul style="list-style-type: none"> • Aboriginal Engagement Officer • Aboriginal Mentoring Person • Construction Training and Verification of Competencies (VOC) Program • Cultural Awareness Program • Traineeships • Wyndham Work Camp Inmates <p>Main Roads mandated Monthly Aboriginal Participation Reports for submission by the contractor to track their performance against the mandated and stretch targets for Aboriginal employment and Aboriginal business engagement.</p>
<p>Outcome</p>	



Social / Environmental outcomes achieved

The statistics below show the agreed Aboriginal activities / targets, and actual outcomes achieved on the project.

LOCAL & NON-LOCAL ABORIGINAL WORKERS	ORIGINAL TARGETS	ACTUAL
TOTAL LOCAL ABORIGINAL WORKERS % OF TOTAL LABOUR HOURS (TLH)	10%	32.5%
BUSINESS SPEND		
TOTAL LOCAL ABORIGINAL BUSINESS SPEND % OF TOTAL CONTRACT VALUE (TCV)	4.5%	13.7%

36 local Aboriginal people were employed on the project.

Business outcomes achieved

As head-contractor, WBHO-I was ultimately responsible for the quality performance and management of systems on the GNH Maggie Creek to Wyndham Project. It appointed a dedicated quality manager to develop a project-specific quality management plan, with specific reference to the Aboriginal engagement component of this project. WBHO-I identified specific challenges to quality performance as a result of a significant number of relatively inexperienced Aboriginal employees and Aboriginal subcontractors on site (see further below).

To mitigate these risks, WBHO-I involved its Aboriginal partners and drew on their local knowledge and expertise to implement innovative and practical solutions to avoid any non-conformances. These quality systems and procedures were well and truly tested on this project and were proven to be robust and dependable.



Western Australian Social Procurement: Case Study Number 5

STATE AGENCY: Department of Fire and Emergency Service (DFES)

COMMUNITY OBJECTIVES: Opportunities for Western Australians with a disability

Background	<p>DFES215322 Provision of Maintenance and Testing services of Lay Flat Hoses and Ladders – contracted to Workpower.</p> <p>Workpower have been a longstanding supplier for the provision of Maintenance and Testing services of Lay Flat Hoses and Ladders, since April 2012. DFES undertook a competitive procurement process for this service in 2017 for which Workpower were the successful Respondent.</p> <p>Estimated Contract Value: \$1.8 million</p>
Procurement	
Approach	In 2022 DFES approached Workpower directly utilising the exception process allowed under the Procurement Rules.
Outcome	
Social / Economic outcomes achieved	Workpower employ over 350+ with disability. For this particular contract Workpower employ 40 people, 30 of which have a disability (representing 75% of employees engaged on contract). Workpower are passionate about providing a world of opportunity for people of all abilities. Their commercial businesses employ people with disability who work alongside industry professionals, creating opportunities that enable people with disability to lead more fulfilling lives within their local community and recognise their valuable contribution to society.
Business outcomes achieved	Workpower is a long standing supplier with DFES who continues to deliver a high standard of service with continuous improvements made to service during contract delivery, achieving value for money outcomes. For example, Workpower suggested how to streamline and save costs on their regional service delivery. Previously a standard monthly fee was paid by DFES for state-wide regional maintenance, but it was suggested that the costs be divided into regional costs to better reflect the differences in costs per region, based on each region's travel and accommodation requirements.



	<p>There is now a regional schedule with associated costs. Workpower saved DFES money by suggesting in the new Contract, to courier replacement materials to one regional and remote location, rather than having two personnel drive and deliver materials in person. This would normally require two people to drive a vehicle and stay in accommodation for two nights, but by couriating the parts the two personnel were free to do other work and DFES saved on costs.</p> <p>DFES continues to achieve value for money outcomes as a result of Workpower's quality of service and reasonably competitive pricing.</p>
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Western Australian Social Procurement: Case Study Number 6

STATE AGENCY: Department of Biodiversity, Conservation and Attractions (DBCA)

COMMUNITY OBJECTIVES: Opportunities for Western Australians with a disability

Background	<p>DBCA754032020 – “Provision of Lawn Mowing and Gardening Maintenance Services – Kensington”</p> <p>DBCA was keen to support and engage a WADE which would assist in achieving important social outcomes. DBCA already had an existing successful contract with Lochness who were providing Ground Maintenance services. Working with Lochness, it was discussed how the integration of Intelife services could achieve a positive outcome across the board.</p> <p>Through contracting joint companies, Lochness under the contract of Intelife to achieve results, WADE employees now undertake all grounds maintenance and Lochness doing lawnmowing and slashing.</p> <p>Estimated Contract Value: \$1.4 million</p>
Procurement	
Planning	<p>Considerations to the benefits of social procurement, occurred during the procurement planning stage of the project to ensure the delivery of a procurement plan that could best achieve both cost and social benefits outcomes in a balanced way.</p>
Market Approach	<p>Early engagement with the existing contractor was an integral part of the process, and their mutual support to achieve these social outcomes was beneficial. DBCA engaged Intelife through an exception process. DBCA liaised with Department of Finance to work through the joint arrangements, which was a key part of the process as this was the first partnership arrangement to be put in place.</p> <p>Working within the State’s Social Procurement Framework and Procurement Rules, the contractor Intelife was engaged directly.</p>
Contract / Project Management	<p>DBCA recognises the important benefits for individuals and the community in providing employment opportunities to people with disability.</p>



	<p>DBCA share the outcomes of this contract with staff via an all-staff broadcast, and staff have been really supportive of the work being delivered by Intelife at our Kensington site.</p> <p>An annual barbeque event is held at the Kensington site to acknowledge IDPWD, which is a great opportunity to celebrate with WADEs and meet people with disability who are making a valuable contribution to DBCA.</p>
Outcome	
<p>Social / Economic outcomes achieved</p>	<p>Employment: approximately 10 employees supported, each averaging 10 hours per week.</p> <p>Benefit to supported employees:</p> <ul style="list-style-type: none"> • Horticulture skills are learned and carried out with particular attention to the aesthetic requirements of the crew. • Further opportunities with progressing learning/training for horticulture certificates. • DBCA also invites the teams in creating garden areas within the grounds at Kensington which include themes (Geographical i.e. a garden area is defined by regions within WA i.e. Kimberley) and resourcing plants is a requirement. • DBCA is very inclusive and accommodating to ensure the crew continues. <p>People learn a variety of important job skills including attending work, preparing for shifts, Workplace Health and Safety, time management, and working with others.</p>
<p>Business outcomes achieved</p>	<p>This contract has shown positive results to date and DBCA is keen to continue working with WADE's, to meet business needs whilst ensuring achieving positive social outcomes.</p> <p>DBCA will continue to review the contract outcomes as per the contract review process.</p>

