

have
your say

Draft Procurement Strategy

Engagement Report

February 2025 | Version 1.0



PORT MACQUARIE
HASTINGS COUNCIL

Project Name	Draft Procurement Strategy		
Engagement Officer	Lucy Nielson		
Project Manager	Solomon Schneider		
Operation Plan #	NA	CM Reference	SF25/576

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INTRODUCTION

Background

Our Draft Procurement Strategy focuses on supporting local businesses and strengthening our community while adhering closely to local government legislation. We are dedicated to building strong partnerships with businesses and stakeholders, ensuring our procurement processes are transparent, inclusive, and beneficial to our local economy.

Four key themes will guide our journey:

- Deepening our community: We will help local businesses to thrive and win opportunities with Port Macquarie-Hastings Council (PMHC).
- Active leadership: We will lead by example and shape our supply chain to foster community growth and promote inclusivity.
- Shaping our norms and practices: Keeping things simple to improve results.
- Building trust in PMHC: Embedding good governance.

Local content evaluation criteria within the Draft Procurement Strategy is intended to replace the current offset methodology within the Tendering Local Preference Policy and more effectively maximise the participation of local business in Council contracts and projects. This adjustment aligns with the broader aims of the strategy to strengthen community connections and bolster regional growth.

Engagement approach

This project was previously open for consultation during the local government election caretaker period with permission from Council's governance team. During caretaker period social media posts and other community and stakeholder correspondence was limited. There was a low survey response rate.

Councillors have requested an updated communication plan to ensure a broad consultation process on the Draft Procurement Strategy, encouraging diverse input from regional businesses and suppliers by direct outreach to known business working groups within our region as well as all vendors currently registered in Council's Procure to Pay system.

Re-exhibit the Draft Procurement Strategy and place the proposed rescission of the Tendering Local Preference Policy on public exhibition for a period of 28 days, with public submissions to be considered and presented to the Ordinary Council meeting in March 2025.

Spectrum of Participation

Port Macquarie-Hastings Council undertakes engagement using the industry standard IAP2 Spectrum of Participation which is designed to assist with the selection of the level of participation that defines Council's promise and the community's role in the decision-making process.

Following the International Association for Public Participation (IAP2) matrix, the level of engagement for the draft Procurement Policy ranged from Inform to Consult. This means we sought to:

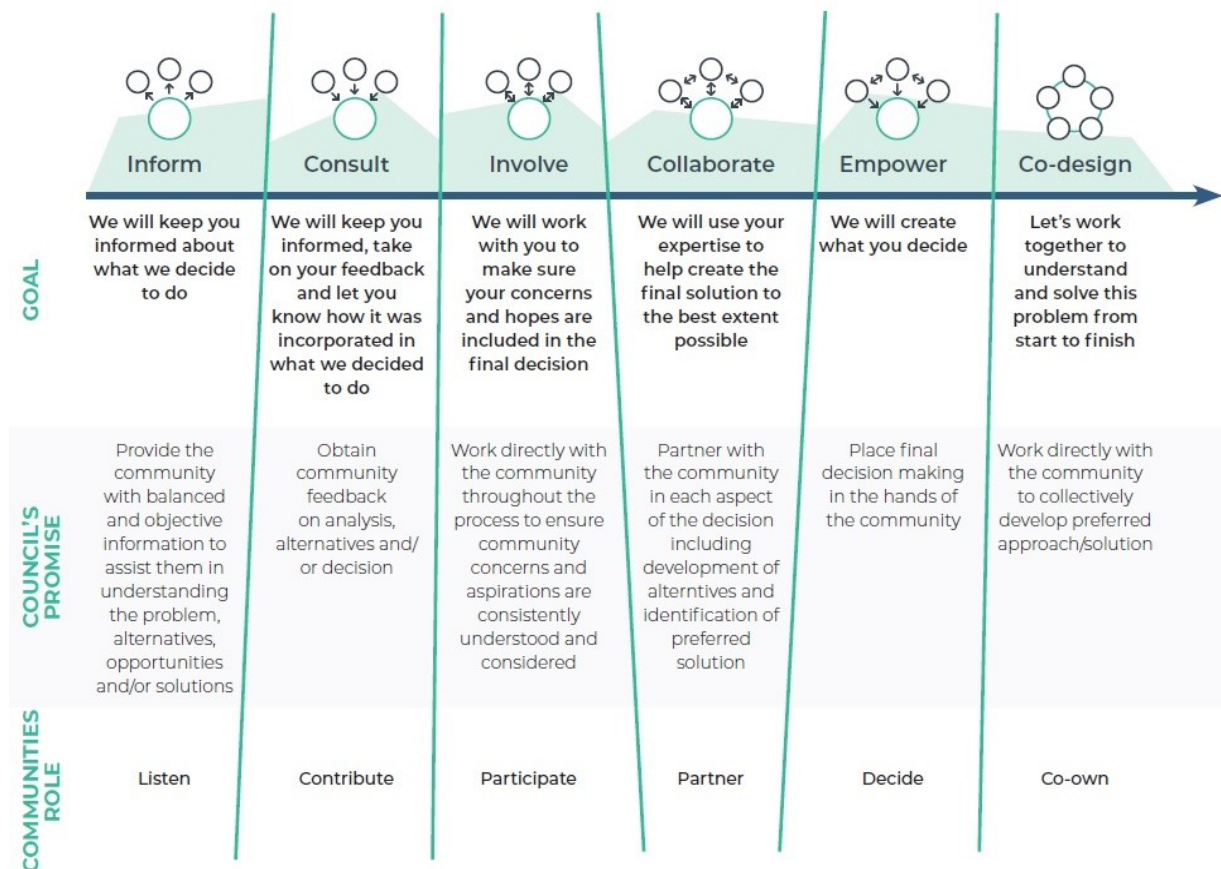
- Provide the public with balanced and objective information to assist them in understanding the project.

- Obtain feedback on analysis, alternative and/or decisions.

Our commitment from this process is to:

- Keep the community informed.
- Listen and acknowledge concerns and aspirations.
- Let the community know how their input has influenced decisions made in finalising the design.

Our Have Your Say webpage was the key platform used in this engagement with feedback submitted via an online survey and through direct email. The consultation was open between Monday 13 January and Tuesday 11 February 2025.



ENGAGEMENT OVERVIEW

Feedback collected across all engagement activities is presented below in summary form - key themes have been identified across all submissions and de-identified, verbatim feedback has been appended.

About verbatim feedback

Deidentified, verbatim feedback is appended in some instances. Feedback that is not appended is summarised in this report, with verbatim responses shared with the Business and Performance team and tabled with the Council Report for this project.

In addition to the length of some submissions, reasons for not appending these include:

- Detailed locations of properties
- Personal information
- Government agency responses

Community members can request to view verbatim submissions, any requests will be considered by our Governance team prior to release.

Data analysis and generative AI

Key themes throughout this report have been identified using generative artificial intelligence (AI). For the purposes of this report, generative AI refers to a system that can create content based on the data that we provide.

Prior to using AI our team would create a code frame (a list of themes) to tag feedback. This manual process is an effective method on smaller, single focused engagement projects (such as local playgrounds).

Benefits of using AI

Using AI to analyse large amounts of free text feedback in community engagement reporting offers significant benefits, including:

- Efficiency and speed: AI can process and analyse vast amounts of text data much faster than manual methods.
- Consistency and objectivity: AI provides consistent analysis, reducing the biases that can occur with human interpretation and ensuring uniformity in data evaluation.

Considerations in the use of AI

Perception of bias: AI models only work on the data that is inputted and this may be perceived as under-representing marginalised groups or minority views.

Relying solely on AI for community engagement may overlook the importance of human interaction, empathy, and relationship-building in fostering trust and understanding within the community.

Attempts to address this are made through additional instructions. Further analysis of the AI-generated data provided is also undertaken to combat potential bias.

Human-centred engagement

AI is a tool that can assist the engagement reporting process. We are committed to human-centred engagement throughout our community across a range of engagement methods.

All themes generated using AI have been reviewed and interrogated to ensure that the sentiment represents the feedback received.

Privacy

No identifying information was included when using AI to analyse feedback.

Council staff work to a Code of Conduct and in accordance with our legislative requirements. This includes the Government Information (Public Access) Act 2009 (NSW), the Privacy and Personal Information Protection Act 1998 (NSW) and the Health Records and Information Privacy Act 2002 (NSW). Further details are outlined in Council's Privacy Statement and Privacy Management Plan Policy.

These are [available on our website](#), along with our Legislative Compliance Policy.



Information Session (Cancelled)

The Draft Procurement Strategy Information Session was scheduled for Wednesday 5 February, 5:30 pm at the PMHC function room.

Due to unforeseen circumstances the Draft Procurement Strategy Information Session was cancelled on Friday 31 January. While the session was cancelled, the Draft Procurement Strategy remained on public exhibition until 11 February 2025.

16 people had registered to attend the information session.

Sent on: Thursday, January 30, 2025 10:44:40 PM
Subject: Cancelled - Draft Procurement Strategy Information Session

Good morning,

Due to unforeseen circumstances, the Draft Procurement Strategy Information Session scheduled for 5 February 2025 has had to be cancelled. We regret any inconvenience this may cause and appreciate your understanding.

While the session will no longer take place, the Draft Procurement Strategy will remain on public exhibition until 11 February 2025. We strongly encourage you to share your feedback through the [Have Your Say](#) platform or via communityengagementcommunications@pmhc.nsw.gov.au, which will remain open for submissions until that date.

If you have any questions relating to the strategy, please call Solomon Schneider via 02 6581 8111.

Submissions will be collated and reported to the March 2025 Ordinary Council Meeting.

We appreciate your continued engagement in this process and thank you for your valuable input.

Kind regards
Community Engagement Team



Community Engagement Officer
Livable Communities Team

Port Macquarie Hastings Council

Bega Country

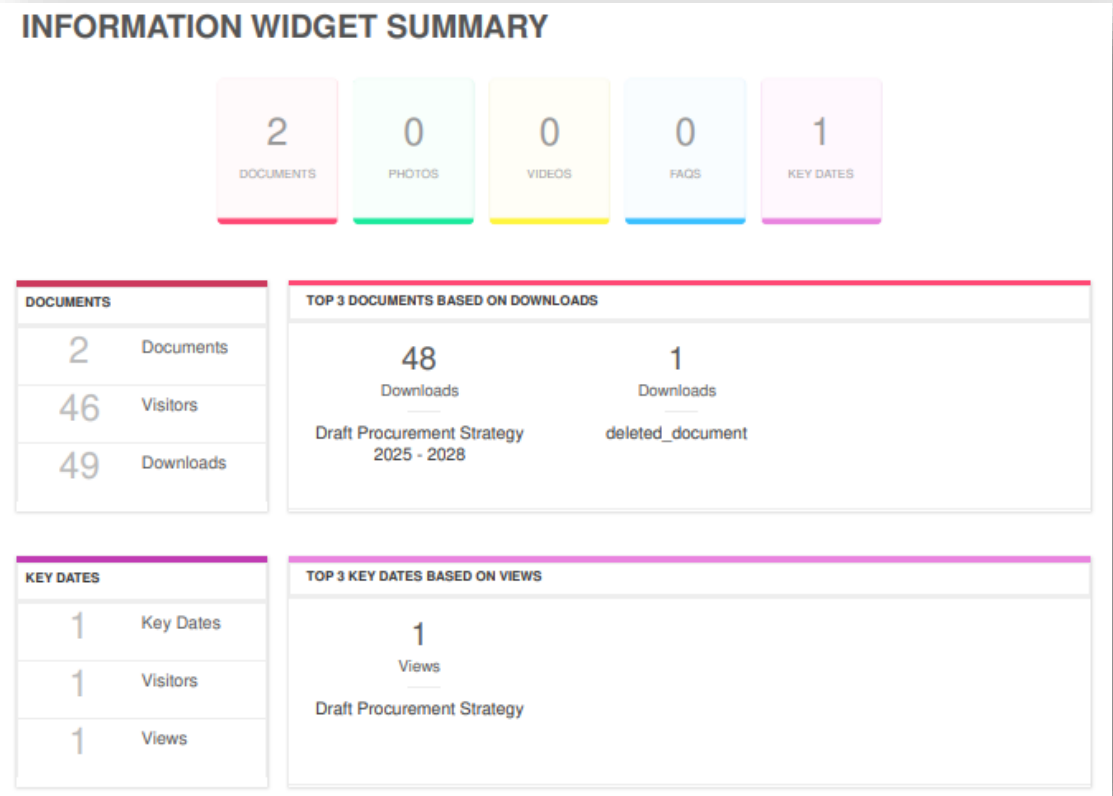
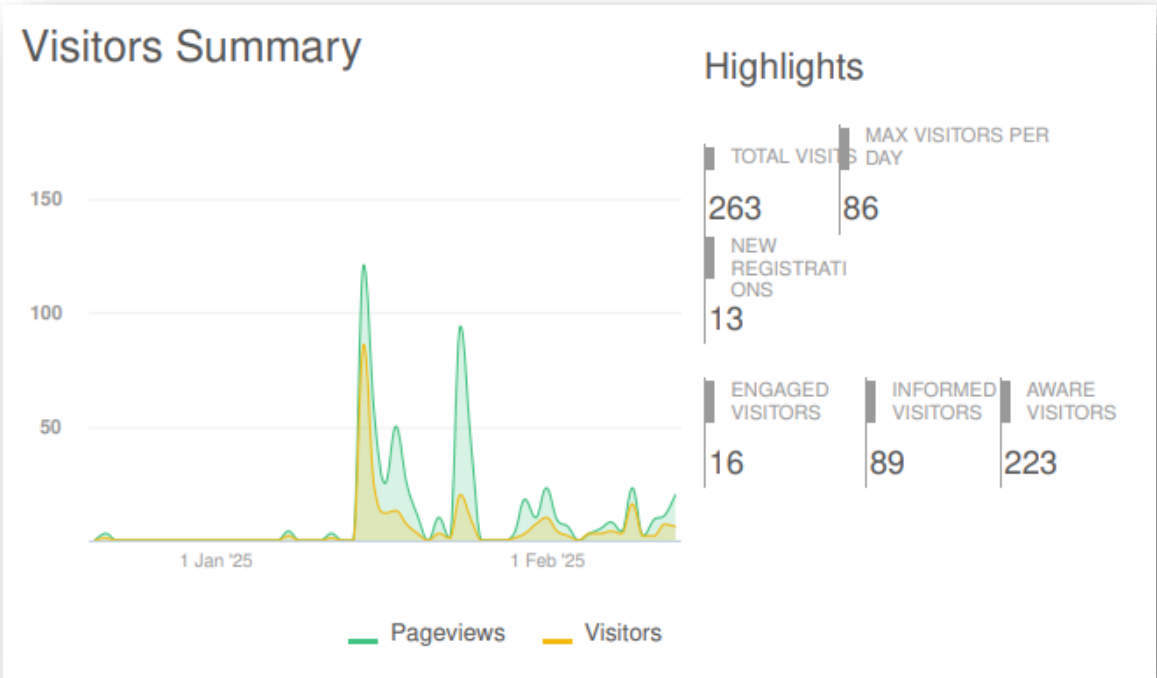
Tel 02 6581 8111 or visit pmhc.nsw.gov.au

Socials [@pmhcouncil](#)



have
your say

The following graph summarises the user activity for the exhibition period.



PROJECT TITLE	AWARE	INFORMED	ENGAGED
Draft Procurement Strategy	223	89	16

Tool Type	Engagement Tool Name	Visitors	Registered
Survey Tools	Information Session Registration	23	16
Survey Tools	Draft Procurement Strategy - feedback	39	2



Email submission

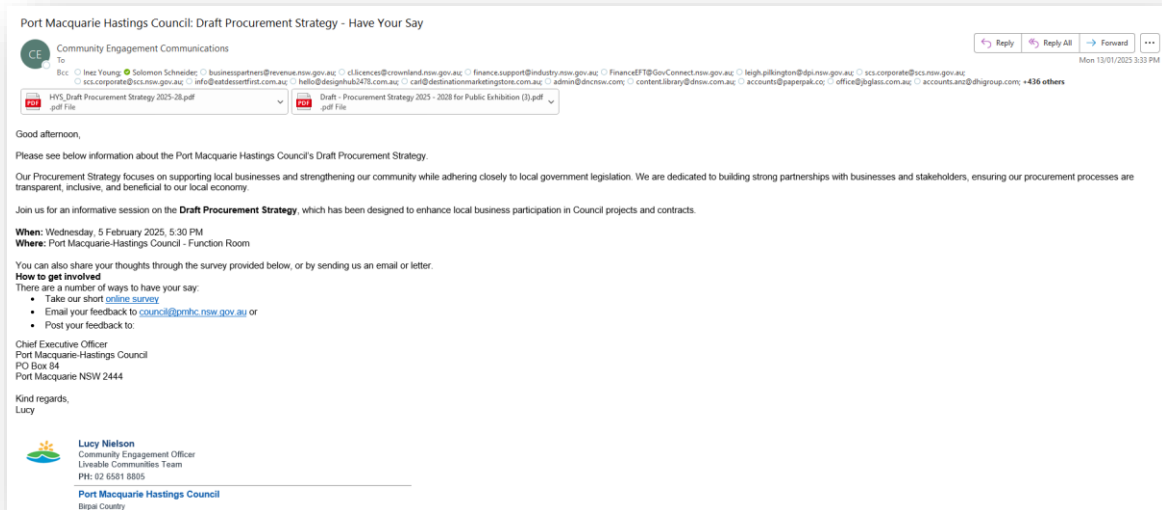
From:
Sent: Thursday, January 16, 2025 7:20 PM
To: Council
Subject: Draft procurement strategy

Great document .
 Has Council tested the document with any Local Business's ?
 The focus from Council is this must be an easy process for the owners on the ground.
 Small business is now consumed in paperwork .
 Therefore, the success will be to keep it simple .
 The use of language that can be understood by all owners .Whether large or small.
 Just a few thoughts

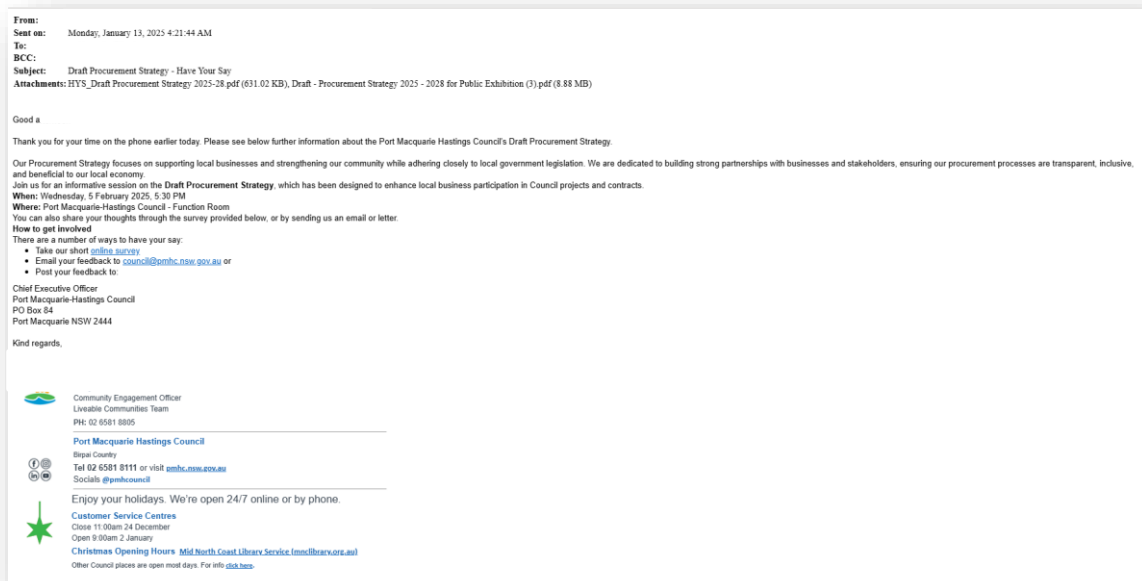


Communications

Email to Port Macquarie, Camden Haven, Wauchope Chambers of Commerce, Regional Development Australia & Business NSW



Email to PMHC suppliers over last 3 years (approx. 1800)



Economic Development EDM

Business & Tourism Lists (Eblast just for this item)

Council Draft Procurement Strategy 2025

 Economic Development Team <economic@pmhc.nsw.gov.au>

 If there are problems with how this message is displayed, click here to view it in a web browser.



Draft Procurement Strategy - Information Session



Draft Procurement Strategy - Information Session

Join us for an information session on the Draft Procurement Strategy, which has been designed to [support local business participation in Council contracts and tenders](#).

When: Wed 5 February 2025, 5.30 PM

Where: Port Macquarie-Hastings Council - Function Room

What's on the agenda?

We'll discuss the proposed Local Content Evaluation Criteria, set to replace the current offt methodology within the Tendering Local Preference Policy.

This update aims to:

- Maximise participation of local businesses.
- Strengthen community connections.
- Bolster regional growth in alignment with the strategic broader goals.

Don't miss this opportunity to learn about the changes, ask questions, and provide valuable feedback!

[Register Here](#)

Connect with your local Chamber of Commerce

Business Development Officer/Manager
[Shirley Schilling](#)



PORT MACQUARIE-HASTINGS COUNCIL



Port Macquarie-Hastings Council
150 Macquarie Street
Port Macquarie NSW 2444
Phone 02 6561 8000
Email general@pmhc.nsw.gov.au

[Contact Us](#) | [Privacy Policy](#)

Tourism EDM



Draft Procurement Strategy - Have Your Say

Our Procurement Strategy focuses on supporting local businesses & strengthening our community while adhering closely to local government legislation. We're dedicated to building strong partnerships with businesses and stakeholders, ensuring our procurement processes are transparent, inclusive, and beneficial to our local economy.

You can share your thoughts through the survey provided below, or by sending us an email or letter.

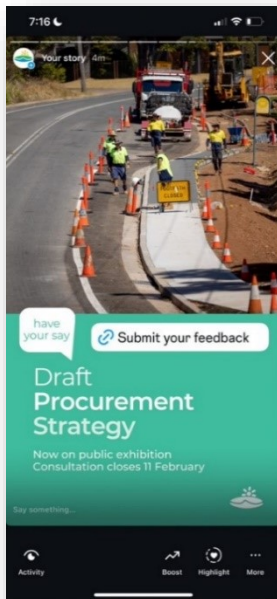
How to get involved

There are a number of ways to have your say:

- Take our short online survey [Draft Procurement Strategy | Port Macquarie-Hastings Council Have Your Say](#). **Closes 5pm Tues 11 Feb**
- Email your feedback to council@pmhc.nsw.gov.au or
- Post your feedback to: Chief Executive Officer, Port Macquarie-Hastings Council, PO Box 84, Port Macquarie NSW 2444.

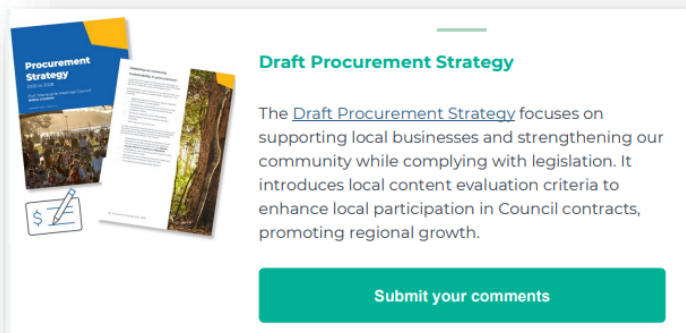
NOTE: THE INFO SESSION SCHEDULED FOR 5 FEB HAS BEEN CANCELLED.

Instagram and Facebook Story

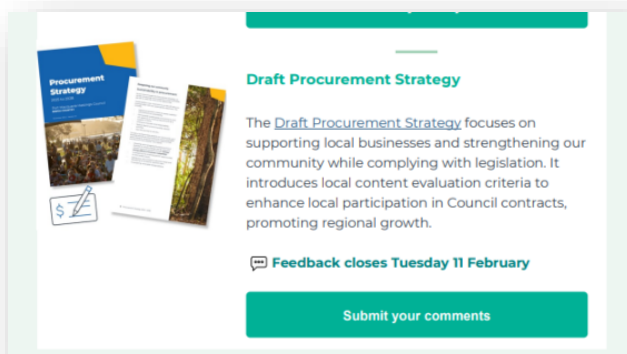


HYS monthly EDM

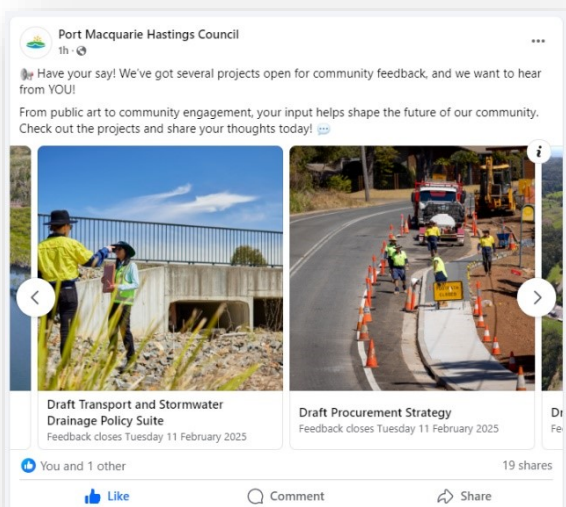
January



February



Social media post - shared into 19 local Facebook groups.



RESULTS SUMMARY/CONCLUSION

The feedback provided covers several key themes, outlined below:

- Local Employment and Workforce Development: Prioritise local hiring, especially for disadvantaged groups, and encourage partnerships for workforce training and upskilling.
- Support for Local Businesses: Simplify tendering for small businesses, offer workshops for capacity building, and encourage larger contractors to subcontract locally.
- Social Procurement: Engage social enterprises and include community benefit clauses in contracts to create more job opportunities for underrepresented groups.
- Sector-Specific Opportunities: Focus on growth industries like construction, renewable energy, and tech, while supporting sustainable and green procurement.
- Simplification for Small Businesses: Streamline compliance and tendering processes to reduce administrative burden.
- Innovation and Sustainability: Foster innovation through outcome-based contracts, pilot programs, and financial support for sustainable solutions.
- Diversity and Inclusion: Broaden supplier diversity to include Indigenous, women-owned, and culturally diverse businesses, and offer capacity-building programs.
- Transparency and Accountability: Track local content and diversity metrics and establish feedback mechanisms to improve the process.

Recommendations include increasing local content weighting, using subcontracting to promote local business, and ensuring leadership commitment to inclusivity.

NEXT STEPS

Council's procurement team will finalise the strategy before reporting to the 20 March Ordinary Council Meeting where the elected Councillors will consider it for adoption.

For information about Council meetings, agenda items, reports and minutes, please visit our webpage www.pmhc.nsw.gov.au/Your-Council/Council-meetings/Agendas-and-minutes

APPENDIX

Appendix A: Redacted HYS Submissions

Question	Response A	Response B
In what ways could the strategy better support job creation within our community?	1. Prioritize Local Employment in Procurement Contracts Include Local Workforce Requirements: Mandate that contracts for high-value projects include provisions for contractors to hire a percentage of their workforce locally. Weighting for Local Employment: Apply evaluation criteria that reward suppliers who demonstrate a commitment to creating local job opportunities, particularly for disadvantaged groups such as youth, Indigenous Australians, and people with disabilities. 2. Support Workforce Development and Upskilling Procurement-Driven Training Programs: Require suppliers to partner with local training providers (e.g., TAFE) to create job training or apprenticeship programs tied to procurement projects. Career Pathways for Underrepresented Groups: Partner with local employment services and community organizations to encourage job creation for marginalized groups, including women returning to the workforce, First Nations people, and long-term unemployed individuals. 3. Encourage Social Procurement Social Enterprise Engagement: Actively procure goods and services from social enterprises that provide employment pathways for disadvantaged groups. Community Benefits Clauses: Incorporate community benefit requirements into contracts, such	

	as commitments to job creation, internships, or training programs for local workers. 4. Expand Local Business Capacity Workshops for Business Growth: Provide training sessions for local businesses on scaling their operations to meet procurement requirements, enabling them to grow and create new jobs. Subcontracting Opportunities: Require larger contractors to allocate a portion of their work to local small and medium-sized enterprises (SMEs) as subcontractors. 5. Promote Regional Economic Clusters Sector-Specific Initiatives: Identify key industries (e.g., tourism, construction, renewable energy) where procurement can drive job creation. Support the growth of these sectors through tailored procurement strategies. Collaborative Ecosystems: Facilitate partnerships between local suppliers, educational institutions, and government bodies to create job-rich economic hubs in targeted industries. 6. Track and Report Job Creation Performance Metrics: Include measurable job creation outcomes as part of procurement performance reporting, such as the number of local jobs created or retained due to procurement activities. Transparency in Community Impact: Regularly share updates on how procurement initiatives have directly contributed to local employment and economic growth. 7. Technology and Innovation to Boost Employment Digital Job Platforms: Expand the PMHC Marketplace to include opportunities for local freelancers, contractors, and gig	
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	workers to participate in smaller-scale projects. Innovative Workforce Solutions: Encourage suppliers to adopt innovative approaches to workforce development, such as remote work hubs, flexible work arrangements, and micro-credentialing. 8. Engage the Local Community Job Fairs and Networking Events: Partner with local chambers of commerce and job networks to organize procurement-linked job fairs where suppliers can meet and recruit local talent. Community Feedback Loops: Consult with local residents and businesses to identify barriers to employment and adjust procurement practices to address these challenges.	
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Are there specific opportunities for local suppliers that you think the strategy should highlight or expand upon?	Sector-Specific Procurement Opportunities Construction and Infrastructure Projects: Highlight upcoming infrastructure initiatives (e.g., roads, public buildings, flood mitigation) that prioritize local contractors and suppliers for materials and services. Renewable Energy Projects: Create opportunities for local suppliers to participate in sustainable energy projects, such as solar panel installation, battery storage systems, and energy-efficient retrofits. Tourism and Cultural Development: Engage local suppliers for tourism-related projects, such as developing recreational areas, providing cultural tours, or managing event logistics. 2. Small-Scale and Low-Risk Contracts Simplified Tendering for Small Businesses: Lower barriers for small and micro-businesses by introducing simpler tender processes for low-value, low-risk contracts. Direct Engagement Programs: Identify contracts (e.g., catering, landscaping, maintenance, office supplies) that can be directly awarded to local suppliers under a simplified procurement framework. 3. Subcontracting and Tiered Opportunities Mandated Local Subcontracting: Require larger contractors to allocate a percentage of their work to local subcontractors, particularly in large-scale projects. Tiered Procurement Models: Develop models that allow small businesses to contribute to larger contracts in niche or specialized areas, such as IT support, custom fabrication, or specific consulting roles. 4. Supplier Diversity and Social	
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	Enterprises Aboriginal and Torres Strait Islander Businesses: Partner with Indigenous suppliers for cultural consultancy, art commissions, or land management services. Social Enterprises: Highlight opportunities in cleaning services, packaging, catering, and other fields where social enterprises can make significant contributions. 5. Emerging Industries and Innovation Tech and Digital Services: Encourage local startups to bid for contracts in IT, cybersecurity, app development, and digital transformation projects. Circular Economy Initiatives: Highlight opportunities for suppliers engaged in waste reduction, recycling, and upcycling to provide innovative solutions. 6. Sustainability and Green Procurement Environmentally Friendly Products and Services: Expand opportunities for local businesses offering eco-friendly products (e.g., recycled materials, biodegradable goods) or services (e.g., energy audits, environmental impact assessments). Net-Zero Collaboration: Include local suppliers in carbon offset programs, such as reforestation, renewable energy projects, or green infrastructure development. 7. Training and Capability Development Workshops and Networking Events: Organize supplier training sessions and networking events to help local businesses understand and meet procurement requirements. Mentorship Programs: Pair established suppliers with emerging local businesses to build	
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	capacity and competitiveness. 8. Highlight Future Procurement Pipeline Annual Procurement Roadmap: Publish a clear pipeline of procurement opportunities over the next 12 months, categorized by industry, value, and complexity, so local suppliers can prepare and plan. Early Market Engagement: Host pre-tender workshops to share details of upcoming opportunities and gather input from local suppliers on how they can participate. 9. Support for Local Innovation Pilot and Trial Programs: Encourage local suppliers to participate in pilot projects or outcome-based procurement, particularly for innovative products or services. Co-Creation with Suppliers: Collaborate with local suppliers to design innovative solutions that meet the council's strategic goals while fostering business growth. 10. Local Supplier Recognition and Incentives Recognition Program: Introduce awards or certifications to highlight high-performing local suppliers and encourage others to engage with council procurement. Incentives for Local Partnerships: Offer incentives or additional scoring in evaluations for suppliers that create jobs or collaborate with other local businesses.	
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How can the Council simplify the procurement process to better support small businesses?	As above.	Ensure that contractor management is not overly onerous or expensive. City of Coffs Harbour uses the Conserve Platform which costs money and is very onerous for small business - please avoid this! Toowoomba Regional Council uses Beakon which I found easier. Not duplicating compliance submission requirements would be one way of simplifying it (I've had a number of tenders for other organisations where all the documentation needs to be submitted with a tender, and then again to a third party or or online platform after award).
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Do you see any potential in the strategy for fostering innovation and sustainable practices among local businesses?	Outcome-Based Contracts: Shift from traditional specifications to outcome-based procurement. This encourages suppliers to propose innovative solutions that deliver better results (e.g., energy efficiency, cost reductions, or advanced technology). Example: Instead of specifying equipment types, focus on outcomes like reducing water usage in irrigation projects. Pilot and Prototype Programs: Include pilot projects or trials in procurement opportunities, enabling local businesses to test and demonstrate innovative ideas. Example: Partnering with tech startups to pilot smart city solutions like sensor-based waste collection. Innovation Challenges: Launch procurement-linked challenges where local businesses compete to solve specific community or operational problems (e.g., reducing flood risks or improving public transport efficiency). Support for Emerging Industries: Promote opportunities in high-growth sectors like renewable energy, green technology, and digital transformation, where innovation thrives. Example: Engage local suppliers in developing renewable energy solutions, such as solar farms or battery storage systems. 2. Embedding Sustainability into Procurement Sustainability as Evaluation Criteria: Expand sustainability requirements in tender evaluations. Reward businesses that use eco-friendly materials, have emissions reduction plans, or employ circular economy	No - having a weighting for local business means that local businesses don't need to be as innovative or competitive as remote businesses to win work from PMHC. The higher the weighting, the less competitive and innovative the local company needs to be.
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	principles. Example: Award additional points to suppliers offering carbon-neutral delivery services. Education on Sustainable Practices: Offer training and resources to help local suppliers understand and implement sustainable practices in their operations. Example: Workshops on reducing supply chain emissions, switching to renewable energy, or improving waste management. Promote Circular Economy Practices: Encourage suppliers to adopt circular economy principles, such as recycling, repurposing materials, and reducing waste in their supply chains. Example: Partner with suppliers specializing in upcycling construction materials for infrastructure projects. 3. Partnerships to Foster Innovation and Sustainability Collaboration with Research Institutions: Partner with universities, TAFEs, and innovation hubs to connect local businesses with research opportunities, funding, and expertise. Example: Partner with a local university to develop sustainable solutions for stormwater management. Supplier Co-Creation Programs: Establish forums where suppliers collaborate with PMHC on innovative projects, sharing ideas for improving service delivery and sustainability outcomes. Example: Co-designing eco-friendly public spaces with local landscape designers and architects.	
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	4. Financial and Technical Support for Innovation Grants for Sustainable Innovation: Provide financial incentives, such as grants or reduced fees, to suppliers proposing sustainable and innovative solutions. Example: Subsidize renewable energy installations for businesses that commit to reducing carbon emissions. Access to Technology Platforms: Enable suppliers to use the PMHC Marketplace for showcasing innovative products and sustainable solutions, facilitating exposure to potential buyers.	
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How do you feel the proposed Local Content Evaluation Criteria will impact local business participation in Council projects and contracts?	Positive Impacts on Local Business Participation Increased Opportunities for Local Suppliers The criteria prioritize local businesses by giving them an advantage in the evaluation process. This will encourage greater participation from local suppliers who may have previously felt excluded from large or competitive contracts. For low-value, low-risk contracts, the "first consideration for local businesses" approach reduces competition from larger, non-local entities, making opportunities more accessible. Support for Economic Growth By including a minimum 5% weighting for Local Content in high-value/high-risk contracts, the strategy ensures that local businesses have a fair chance to compete, directly contributing to regional job creation and economic development. Encouragement of Collaboration and Partnerships Local businesses may be incentivized to partner with larger, non-local contractors to meet Local Content requirements, promoting knowledge sharing, upskilling, and economic inclusion. Motivation for Business Growth and Innovation With Local Content as a key criterion, businesses will be encouraged to align their operations with Council's priorities, such as sustainability, inclusivity, and social value, fostering a more innovative and competitive local business ecosystem. Potential Challenges Administrative Burden for Small Businesses	A small weighting benefit for local content can be helpful for local business. However, large weightings can have adverse commercial outcomes, and can threaten the ability of Council to obtain specialist contractors in some fields. Allowing local content to be made up with sub-contractors can be a good way to promote local business in a low-risk manner. My business will typically engage local sub-contractors for tasks such as traffic control.
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	Smaller local businesses may struggle to meet documentation or compliance requirements associated with proving their local contributions, such as local workforce percentages or supply chain localization. If the evaluation process is overly complex, it could deter smaller enterprises from participating. Balancing Quality and Local Content While supporting local suppliers is critical, there is a risk of prioritizing Local Content over quality or cost-effectiveness if the weighting is not applied judiciously. This could lead to inefficiencies or suboptimal outcomes for certain contracts. Limited Reach for Specialized Projects For highly specialized projects, local businesses might lack the capacity or expertise to meet contract requirements, potentially excluding them even with Local Content considerations. Recommendations for Improvement Increase the Weighting for Local Content The minimum 5% weighting for high-value contracts could be increased, especially for contracts with significant community impact. A higher weighting (e.g., 10-15%) would further level the playing field for local businesses. Simplify the Compliance Process Streamline the processes for demonstrating Local Content contributions by providing clear templates or automated tools to reduce administrative burdens on small businesses. Support Capacity Building Pair the Local Content criteria with initiatives to upskill local suppliers,	
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	ensuring they are well-prepared to meet the requirements of larger or more complex contracts. Monitor and Report Outcomes Track the impact of Local Content weighting on business participation, contract outcomes, and community benefits. Use this data to refine the criteria and address unintended consequences, such as quality trade-offs. Encourage Subcontracting to Local Suppliers For contracts awarded to larger, non-local companies, include provisions requiring subcontracting or local supplier engagement to ensure community benefits are realized. Incorporate Social Value Metrics Expand the Local Content criteria to include broader social value outcomes, such as job creation, workforce diversity, and supplier diversity, providing additional benefits to the community.	
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Do you have any other feedback?	Diversity Australia commends Port Macquarie Hastings Council for its ambition to foster inclusivity, sustainability, and community growth through the Procurement Strategy. To further align the strategy with diversity and inclusion principles, we recommend the following enhancements: 1. Strengthening Supplier Diversity Expand Supplier Inclusion: Broaden the scope of supplier diversity to explicitly recognize and engage Aboriginal and Torres Strait Islander businesses, women-owned enterprises, LGBTQIA+ suppliers, and businesses owned by culturally and linguistically diverse (CALD) communities. Set Measurable Goals: Include measurable targets for engaging diverse suppliers, such as allocating a percentage of total procurement spend or the number of contracts awarded to these groups annually. 2. Inclusive Engagement Initiatives Early Market Engagement: Facilitate inclusive market engagement activities, such as workshops and roadshows, specifically tailored to diverse and underrepresented suppliers. Education and Awareness for Staff and Suppliers: Train PMHC procurement teams on inclusive practices and provide resources for suppliers on how to navigate procurement processes. Emphasize cultural awareness training to support interactions with Aboriginal and Torres Strait Islander businesses. 3. Building an Inclusive Supply Chain Evaluation Criteria: Include diversity and inclusion as explicit criteria in procurement evaluations, emphasizing suppliers' commitments to equity,	
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	inclusion, and social impact within their operations. Support Diverse Supplier Readiness: Launch capacity-building programs, such as mentoring, training, and networking events, to help diverse suppliers build capability and compete effectively in procurement opportunities. 4. Transparency and Accountability Tracking and Reporting: Implement transparent reporting mechanisms to measure the success of diversity initiatives, such as supplier diversity metrics, community impact, and social value outcomes. Share progress with stakeholders through annual diversity impact reports. Feedback Loops: Establish formal feedback channels where diverse suppliers can share their experiences and provide insights into improving procurement processes. 5. Leveraging Technology for Accessibility Digital Inclusion: Ensure the PMHC Marketplace and procurement platforms are accessible to all suppliers, including those with disabilities or language barriers. Provide resources in multiple languages and formats to ensure equitable access. 6. Targeted Action for Aboriginal and Torres Strait Islander Suppliers Cultural Representation: Align procurement initiatives with the principles of reconciliation and respect for Traditional Owners. Embed cultural protocols and support mechanisms for Aboriginal and Torres Strait Islander suppliers. Partnerships: Collaborate with Indigenous-led organizations to co-design strategies that amplify	
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	procurement opportunities and support economic growth for First Nations businesses. 7. Leadership Commitment to Diversity Demonstrating Leadership: Ensure PMHC leaders actively advocate for diversity and inclusion in procurement by setting a clear tone from the top. This could include public commitments to supplier diversity and participating in inclusion-focused initiatives. 8. Expanding Social Procurement Social Enterprises and Employment Pathways: Increase procurement opportunities for social enterprises and suppliers that provide employment pathways for underrepresented groups, such as people with disabilities, migrants, and First Nations people.	
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Port Macquarie Hastings Council

BIRPAI COUNTRY

pmhc.nsw.gov.au

Email council@pmhc.nsw.gov.au

PO Box 84 Port Macquarie NSW 2444

    Tel **02 6581 8111**

Socials [@pmhcouncil](#)