



Procurement

Sustainable and responsible sourcing and supply-chain risk.

How to use this handbook

This volume is the practitioner (site and technical) reference for the Procurement factor. It sets out what Procurement governs, every assessment element with its own process and controls, the Queensland and Commonwealth instruments that apply, and the primary metric for each element. It is decision support, not legal advice or a substitute for a site-specific assessment — confirm every regulatory point against the current instrument and, where a threshold is close or a critical exception applies, obtain specialist and legal review.

FIELD	DETAIL
Volume	13 of 17 — Environmental Knowledge Handbooks
Factor	Procurement
Jurisdiction	Queensland, Australia
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Prepared by	QTEN — Queensland Technical Excellence Network
Review	SME, spatial and legal review before reliance

Executive overview

Procurement is where environmental and social intent either becomes real or evaporates: most of an organisation's environmental footprint and much of its integrity risk sit in its supply chain. In Queensland public-sector and aligned procurement runs to the Queensland Procurement Policy and financial-accountability obligations, while modern-slavery risk engages the Commonwealth Modern Slavery Act 2018. The task is to build environmental, climate and social requirements into sourcing, manage probity, and assure supplier performance against what was specified.

Scope

Procurement resolves into four secondary factors — Procurement Governance and Strategy; Sustainable and Responsible Procurement; Sourcing and Contracting; Supplier and Contract Management — and twenty assessment elements. Every element is set out below with its own process and controls and its primary decision metric; identifiers are shared with the companion Knowledge System workbook and the platform calculators.

Assessment elements & process

Each assessment element below carries what it governs and its key pressures, the appropriate site process and controls, and the primary metric that measures it. Work every element that your project engages.

ASSESSMENT ELEMENT	WHAT IT GOVERNS & KEY PRESSURES	PROCESS & CONTROLS
Procurement Governance and Accountability <i>Governance compliance</i>	Procurement governance and accountability. Pressures: out-of-framework awards, weak accountability.	Apply the procurement framework and delegations; govern awards; verify governance compliance.
Category and Procurement Strategy <i>Strategy coverage</i>	Category and procurement strategy coverage. Pressures: reactive buying, no category strategy.	Develop category strategies aligned to need and value; cover key spend; review.

ASSESSMENT ELEMENT	WHAT IT GOVERNS & KEY PRESSURES	PROCESS & CONTROLS
Value for Money and Whole-life Value <i>Whole-life value result</i>	Value for money and whole-life value. Pressures: price-only decisions, ignored whole-life cost.	Assess whole-life value including environmental and social; document; select on whole-life value.
Procurement Risk and Assurance <i>Procurement risk treatment</i>	Procurement risk and assurance. Pressures: untreated supply and delivery risk.	Assess procurement risk; treat and assure; monitor treatment through the contract.
Probity, Integrity and Conflict Management <i>Probity compliance</i>	Probity, integrity and conflict management. Pressures: probity breaches, conflicts.	Apply probity plans; declare and manage conflicts; document; verify probity compliance.
Environmental and Circular Procurement <i>Sustainable spend coverage</i>	Environmental and circular procurement coverage. Pressures: generic specs, unverified claims.	Specify environmental and circular criteria; verify supplier claims; track sustainable-spend coverage.
Climate-aligned and Low-carbon Procurement <i>Procured emissions performance</i>	Climate-aligned and low-carbon procurement. Pressures: high embodied and operational emissions.	Specify low-carbon options; assess procured emissions; select and track emissions performance.
Social Procurement and Local Participation <i>Social and local value delivery</i>	Social procurement and local participation. Pressures: tokenistic targets, unverified participation.	Set social and local targets; verify participation; deliver and track social/local value.
Human Rights and Modern Slavery <i>Human-rights due diligence coverage</i>	Human rights and modern slavery due diligence. Pressures: hidden labour-rights risk.	Assess modern-slavery risk across the chain; require declarations; remediate; track coverage.
Supplier Code of Conduct and Ethical Performance <i>Supplier conduct assurance</i>	Supplier code of conduct and ethical performance. Pressures: unethical supplier conduct.	Require a supplier code; assess conduct; assure performance; act on breaches.
Market Analysis and Supplier Engagement <i>Market engagement effectiveness</i>	Market analysis and supplier engagement. Pressures: poor market knowledge, weak engagement.	Analyse the market; engage suppliers early; shape sustainable solutions; measure effectiveness.
Specification and Evaluation Design <i>Specification sustainability coverage</i>	Specification and evaluation design. Pressures: specs that exclude sustainability, weak criteria.	Design specifications and evaluation to include sustainability and value; weight appropriately; verify coverage.
Tender Evaluation and Due Diligence <i>Evaluation and due-diligence completeness</i>	Tender evaluation and due diligence. Pressures: incomplete evaluation and due diligence.	Evaluate against criteria; conduct due diligence; document; confirm completeness.
Contracting and Sustainability Clauses <i>Contract clause coverage</i>	Contracting and sustainability clauses. Pressures: contracts lacking sustainability and performance terms.	Include environmental, social and performance clauses and KPIs; confirm clause coverage.
Negotiation, Approval and Award <i>Approval and award compliance</i>	Negotiation, approval and award. Pressures: out-of-authority award, poor documentation.	Negotiate and award within delegation; document the basis; verify approval and award compliance.
Supplier Performance and Relationship Management <i>Supplier performance score</i>	Supplier performance and relationship management. Pressures: unmanaged performance.	Manage supplier performance against KPIs; hold reviews; score and improve performance.

ASSESSMENT ELEMENT	WHAT IT GOVERNS & KEY PRESSURES	PROCESS & CONTROLS
Contract, Commitment and Benefits Management <i>Commitment and benefit realisation</i>	Contract, commitment and benefits management. Pressures: unrealised commitments and benefits.	Track commitments and benefits; manage the contract; realise and report benefits.
Supply-chain Traceability and Data <i>Traceability and data completeness</i>	Supply-chain traceability and data. Pressures: opaque chains, poor data.	Require traceability and data; assess completeness; use to manage risk and claims.
Nonconformance, Remedies and Supplier Development <i>Nonconformance closure and development</i>	Nonconformance, remedies and supplier development. Pressures: unresolved nonconformance.	Manage nonconformance and remedies; develop suppliers; close out and track.
Procurement Reporting, Disclosure and Improvement <i>Reporting completeness and improvement</i>	Procurement reporting, disclosure and improvement. Pressures: incomplete reporting, no improvement.	Report procurement outcomes and spend; review; correct and improve.

Regulatory mapping

The instruments most often engaged for Procurement. Confirm currency and application to the specific site and activity before relying on any entry.

INSTRUMENT	JURIS.	WHAT IT DOES	TYPICAL TRIGGER
Queensland Procurement Policy	Qld	Value-for-money, ethical, sustainable and social procurement principles.	Procuring under the Queensland framework.
Financial Accountability Act 2009	Qld	Accountability and internal controls for public-sector spending.	Procuring as a Queensland public entity.
Modern Slavery Act 2018	Cth	Modern-slavery reporting and supply-chain due diligence.	Meeting the reporting threshold or managing chain risk.
Human Rights Act 2019	Qld	Human-rights-compatible decisions by public entities.	Public-entity procurement decisions.
Waste Reduction and Recycling Act 2011	Qld	Supports circular and recycled-content procurement.	Specifying circular procurement outcomes.

Assurance & evidence

- **Source currency.** Confirm the instruments, criteria and trigger values cited are current and correctly applied to the site and activity.
- **Records.** For each element engaged, retain the assessment, the controls applied, monitoring against the metric, and any statutory notifications — the evidence that the process was followed.
- **Independent review.** Interpretations, threshold decisions and critical exceptions are reviewed by a suitably qualified person before reliance.

TALK TO QTEN

Managing procurement on a live project? QTEN helps Queensland clients turn this handbook into a defensible, evidence-backed position — scoping, assessment, controls, approvals and review. Bring us your site and we will help you get it right, and prove it.

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