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Request No.	Feedback Request	Project Leadership Response
2	Business Views and Issues	
2.1	To what extent are the issues and examples mentioned in this paper relevant to your experience of public procurement?	Agree with the issues raised and they are relevant to my experience of public procurement in the construction industry. The issues can best be categorised as lack of accountability and transparency.
2.2	Have you encountered other issues not covered by this section and, if yes, what are they?	All issues appear to be covered.
2.3	What improvements can you suggest to cut red tape and unnecessary costs?	Reduce the amount of onerous and duplicated paperwork. Reforms implemented by the State Procurement Board go part of the way.
3	South Australian Government Procurement System	

3.1	Do the guidelines, rules and other procedures of the State Procurement Board provide reasonable guidance on the requirements of the procurement process? If not, how could they be improved?	They need to be transparent with clear lines of effective accountability.
3.2	Is the application of those guidelines, rules and other procedures by agencies reasonable? If not, how could they be improved?	They need to be transparent and have an accountable person or board. There needs to be a clear and unequivocal strategy.
3.3	Are the thresholds for small medium and large tenders reasonable? If not, are there more reasonable thresholds?	They appear to be satisfactory but should be tested or effectiveness.
3.4	Do you receive reasonable feedback on the outcomes of the tender process? If not, what additional feedback is required?	Not in relation to panel tenders I have been involved in. Feedback on unsuccessful bids should be mandatory.

3.5	How can agencies improve how they manage contracts?	They need to be held to account. Empower authority to deal with issues not bury there head in the sand. For example what did DPTI know about the pending collapse of York Civil, considering they had representatives on the Alliance Leadership Team on the Torrens River to Torrens Road South Road upgrade project. The nature of an alliance project is transparency in terms of cost and performance in part.
3.6	Do the current guidelines, rules, procedures and the operation of the complaints process work satisfactorily? How can they be improved?	As concerns still exist, either compliants are not being raised or they are not being effectively acted on.
3.7	Why are complaints infrequent?	People are reluctant to complain as they see it as a waste of time as nothing gets done and the same processes are repeated with the same failings.

3.8	<p>Has the balance between value for money objectives, meeting the objectives of government and growing the local economy been achieved by the current arrangements? If not, how can it be improved?</p>	<p>No, far from it. There needs to be a clear strategy of accountability and transparency to ensure all objectives are met, including the stakeholders. Inadequate stakeholder engagement has resulted in the right turn issue on the North Terrace Tram project. Issues with subcontractor payments will once again arise on projects where the head contractor is underperforming, under the supervision of the State Government agencies. There needs to be an environment where the difficult questions can be asked, be proactive rather than reactive.</p>
3.9	<p>Is the economic contribution test a useful tool in the supplier selection process? If not, how could it be improved?</p>	<p>It is useful but needs to be done in conjunction with net worth, including people.</p>

3.10	Is the level of reporting and compliance required under the IPP effective? If not, are there suggestions for making it more effective?	No. There is no checking on compliance, just rubber stamping
3.11	Does the State Procurement Board risk management framework provide sufficient guidance to agencies? If not, how could it be improved?	No. The risk management framework needs to effectively assign accountability and outline mitigation measures.
3.12	Can the application of the risk management framework by public authorities be improved? How might this be done?	Yes. Through a framework of effective accountability and transparency. It also needs to effectively specify the application of the framework across the board and in all specific instances. See later comments in relation to the Gateway review process.
3.13	Are the South Australian procurement system's key performance measures adequate? If not, are there other measures that could be used?	No. Needs to also include effective stakeholder engagement, eg the right turn for the KWR/North Terrace tram link upgrade.
4	Insights from other jurisdictions	

4.1	To what extent would any of these approaches improve procurement process for small business in South Australia? Why?	An opportunity to review these initiatives and apply the most effective here in SA.
4.2	What other policies supporting SME procurement in other jurisdictions should be considered in South Australia?	The Gateway review process to ensure accountability and transparency against key strategic outcomes. This process is from the UK and is used in NZ and Australian states including SA by both public and private enterprise, eg BHP as well as the Federal Government.
4.3	How could government and business benefit from a more targeted or industry specific approach to procurement and industry participation policies?	To ensure effective accountability and transparency.
4.4	What policies would be most beneficial?	Gateway review process as its basis is the principles of Plan/Do/Check/Act, effective transparency, accountability, inclusivity and empowerment.

4.5	To what extent could these types of programs and policies improve the efficiency and effectiveness of the South Australia procurement system? Why?	The Gateway review process using an independent review process to ensure accountability and transparency.
4.6	What other overseas, public and private sector examples are you aware of that would improve South Australia's procurement system?	Gateway review process.
4.7	To what extent can value for money be achieved through innovative, socially inclusive and/or ecologically sustainable procurement approaches?	Innovation enables organic growth that in turn generates a value for money mindset that is sustainable at many levels.
4.8	What other programs or policies should be considered? Why?	Gateway review process as stated previously.