


# Introducing the Queensland Procurement Policy 2026

Department of Housing and Public Works



We acknowledge the  
Traditional Custodians of the land  
on which we walk, work and live.  
We pay our respects to Elders  
past, present and emerging.

# Key messages



Agencies spend \$35 billion each year on goods/services



We are committed to outcomes and value for taxpayers' money



Commences 1 January 2026



Applies to procurement activities conducted by *all* agencies



Streamlined

# Strategic

Outcome-focused



SIMPLER



FASTER



BETTER

- ✓ This policy defines a **unified approach** to purchasing across government ensuring consistency, efficiency, and better planning
- ✓ Doing business with the Queensland Government under the new policy will be **easier – less red tape, more clarity**, and more opportunity
- ✓ **Streamlined processes** makes it easier to do business with government and give suppliers more opportunities to connect with buyers and grow their business.

# We have ended Best Practice Industry Conditions

This will:



**Address** industry concerns



**Boost** productivity and cut costs through increased market competition



**Support** regional and remote areas



**Unlock** market capacity

# The QPP 2026 at a glance

## Streamlined | Strategic | Outcome-focused

1

### Queensland Procurement Approach

Vision, actions, targets, and outcomes

2

### Queensland Procurement Rules

How procurement is delivered

3

### Procurement Assurance Model

Building supplier capability with an incentive-based approach to accountability

4

### Glossary

Description of terms used

5

### Record of changes

Summary of changes and approved updates over time

- **Reduced duplication**, streamlining 700+ pages down to just 52
- A clear structure that's **easy to read and easy to understand** with plain language
- **Increased clarity** about which clauses apply to which entity types
- **Four clear principles** (simplified from six) guide all procurement decisions
- Drives **fiscal discipline**, focuses on outcomes and value for Queenslanders
- **Supports future consultation and continuous improvement** ensures the QPP remains fit for purpose

# Part 1 – Queensland Procurement Approach: 5 Pillars



## 1 VALUE FOR QUEENSLAND

Deliver value for taxpayers' money and ensure fair and open competition



## 2 LOCAL OPPORTUNITIES

Create opportunities for local suppliers, with an emphasis on small and family businesses and regional enterprises, wherever practical.



## 3 EASY TO DO BUSINESS

Simplify procurement processes to make it easier for suppliers to do business with government.



## 4 OPEN TO NEW IDEAS

Encourage innovation and new market-driven approaches to solve challenges faced by government.



## 5 PRACTICAL ECONOMIC, ENVIRONMENTAL AND SOCIAL IMPACT

Drive sustainable procurement practices and build a diverse supplier base including support for social enterprises and Aboriginal and Torres Strait Islander businesses.

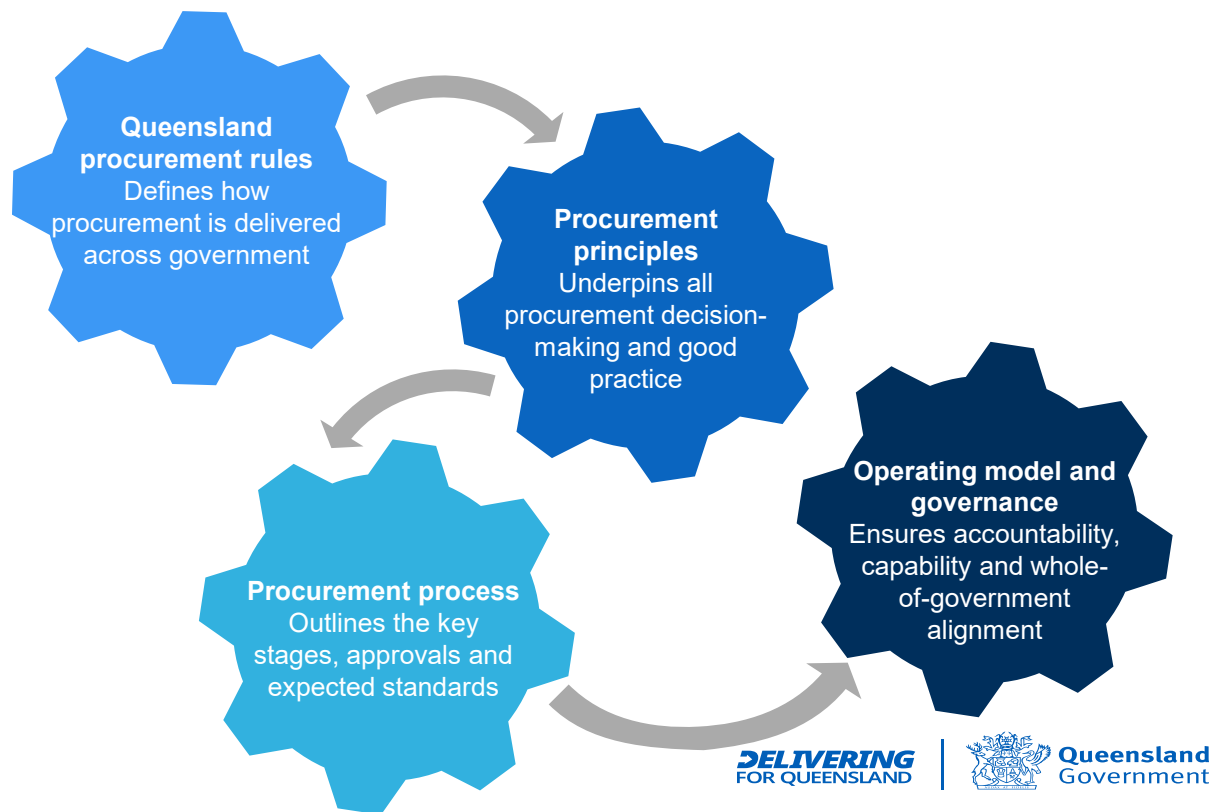


# Part 2 – Queensland Procurement Rules

## Application of the Rules

Where the Rules use these terms:

- **must** → mandatory requirement – agencies are obligated to comply
- **should** → best practice – strongly encouraged where practical
- **may** → discretionary – agency flexibility and professional judgement apply





# Key changes to the rules

- » **Competitive process exemptions:** new rules outlining circumstances where you don't need to seek multiple quotes
- » Whole-of-government minimum **significant procurement threshold of \$500K** replaces inconsistent agency minimums
- » **Purposeful Public Procurement (PPP)** evaluation criterion for significant procurements replaces separate Responsible Public Procurement, Local Benefits Test, Best Practice Principles and Enduring Community Value requirements
- » **Stronger category management focus:** agency procurement plans must now 'reflect' the category strategies to bring life to government's overarching commitments

# Key changes to the rules

## #1 Significant procurement planning

**must** take into account category strategy targets/actions that apply to the procurement

**#2 CUSA must be used** unless one of two exemption situation applies. Agencies must report exemptions annually to QGP

**#5 Exemptions from competitive process** includes a CUSA exemption up to \$500K

**#15 & #23 Agencies must use category invitation and contract templates**

Now applies to all agencies except GOCs

## #32 Extending or renewing

Assess and document that supplier performance met contractual requirements, that value for money had been achieved, and that the extension or renewal offers ongoing value for money.

**#38 & #39 Category councils and category lead agencies** roles and responsibilities outlined

**#40 CUSA Category Council endorsement** to be sought prior to establishing, varying or extending CUSA



Exemptions from CUSA require prior approval from the agency delegate and must still **assess and document** that value for money is achieved.

# PPP outcomes for significant procurement

- **local** benefits, including local workforces and use of local suppliers in the supply chain
- support for local **manufacturing**
- **regional** and community benefits, and impacts on communities
- increase in spend with **small and family businesses** and medium enterprises
- increase in spend with **Aboriginal and Torres Strait Islander businesses**
- increase in spend with **social enterprises**
- increase in spend for **female-owned businesses**
- improved **environmental outcomes**, including reduction in waste and increased use of locally recycled materials
- commitment to **apprentices** and trainees
- encouraging **inclusive employment** practices in the private sector, including:
  - » employment of people with disability
  - » employment of females; or
  - » commitment to employment of Aboriginal and Torres Strait Islander peoples
- increase in spend with Queensland suppliers that are owned by, or employ, **veterans**, or that support veteran transition from the Australian Defence Force to civilian employment, or that partner with veteran charities or training programs
- **enduring community value**, including housing availability and affordability.

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2-4 outcomes

Max 10- 20%  
weighting

Individual criterion  
weighting between  
5 and 10%

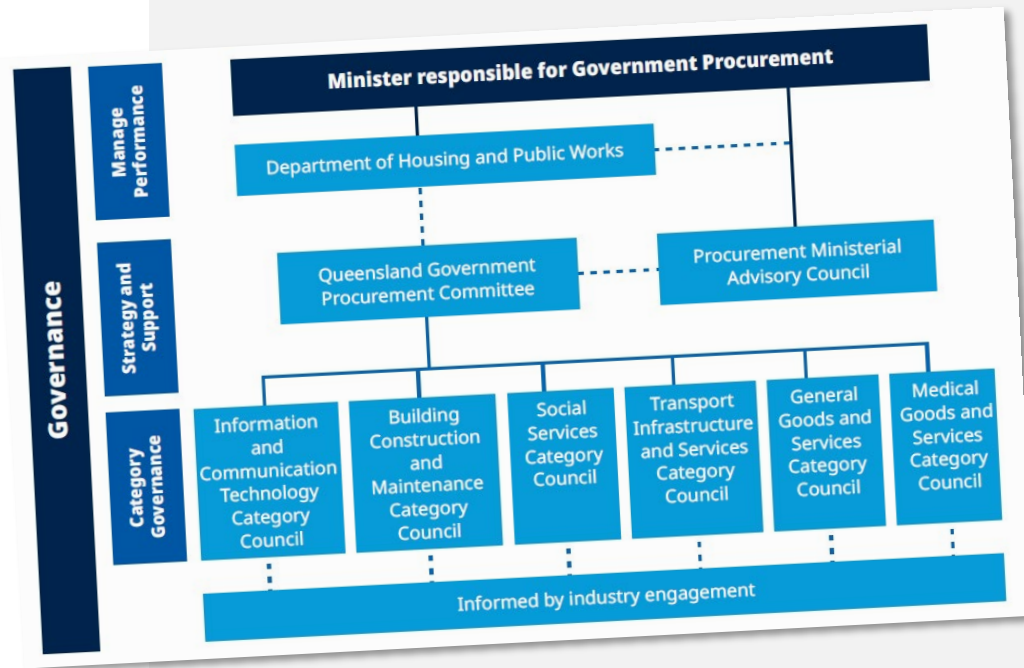
# Procurement governance strengthened

## Agency-led centrally-enabled operating model maintained

With a much stronger focus on category management

## Roles and responsibilities refined

Clarifying the function and operation of our governance groups e.g., Procurement Ministerial Advisory Council, Queensland Government Procurement Committee, Queensland Government Procurement etc.



All underpinned by a robust reporting framework and continuous improvement cycle

# Part 3 – Procurement Assurance Model (PAM)

Queensland Government has made important commitments to the Queensland public. The PAM ensures suppliers do their part by upholding the Code, enabling government to deliver on commitments such as:



**maximise value** and **respect for taxpayers' money**



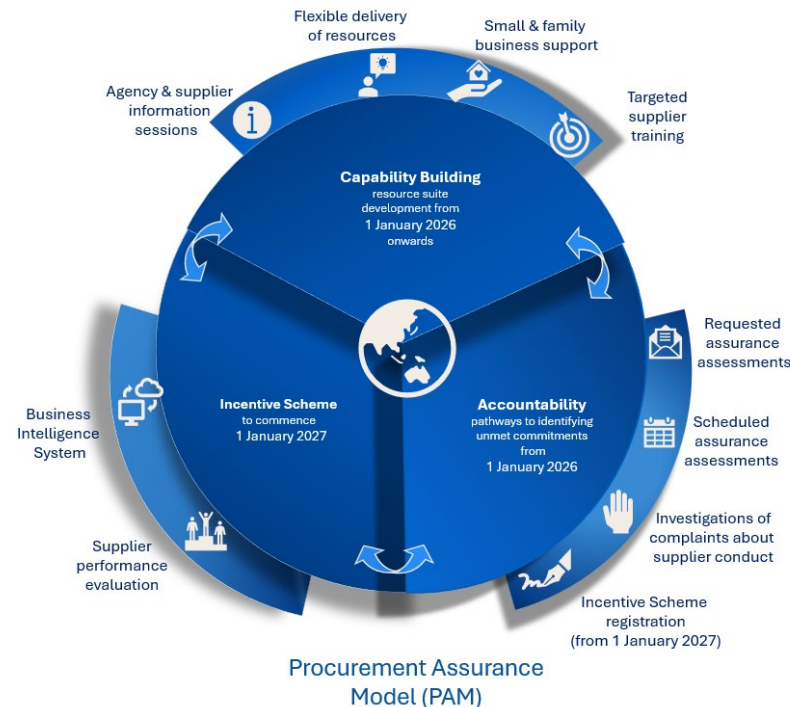
increase engagement with Queensland **small and family businesses**



making sure workers are **well paid and safe**



contracts are adhered to, and **productivity returns** to our job sites



# ESM vs. PAM

Old  
model  
(ESM)

New  
Model  
(PAM)

➤ ESM sanctioned suppliers for all breaches of the EST, even minor, remedied non-compliance.	➤ PAM refers minor and moderate, remedied non-compliance to capability building, without sanction. Only the most egregious matters invoke a sanction.
➤ Rigid, inflexible and no proportionality. ➤ Red tape with multiple policies such as the Mandate, Threshold, BPP.	➤ Flexible with proportional consequences, focusing on support and capability building. ➤ Mandate, Threshold and BPP all replaced with streamlined Supplier Code of Conduct. ➤ No additional records required or burden on suppliers.
➤ Focused on BPP Audit and Construction: approx. 25-30 construction audits per year.	➤ Replaced with Supplier Code of Conduct Assurance Assessments for all procurement categories: approx. 5 per category.
➤ Offered no incentives for high performance and ethical behaviour.	➤ Corrects the current imbalance of 'all stick but no carrot', offering incentives for high performing and ethical suppliers: to be developed by 1 January 2027, in consultation with Industry.
➤ Training opportunities were available only for government agencies.	➤ Training opportunities more focused on suppliers but will include buyers. Consultation ongoing with Industry to develop access to trusted training content.
➤ Narrowly focused and did not adequately reflect global best practice in ethical, social and governance commitments.	➤ Supplier Code of Conduct assessments include a broader ESG test to inform an incentive scheme, such as fraud and corruption, cybersecurity, handling sensitive information, etc.

# Accountability

## Ethical Supplier Mandate



- Punitive
- No incentives
- Reactive
- Audit-focused
- Inflexible
- Burdensome

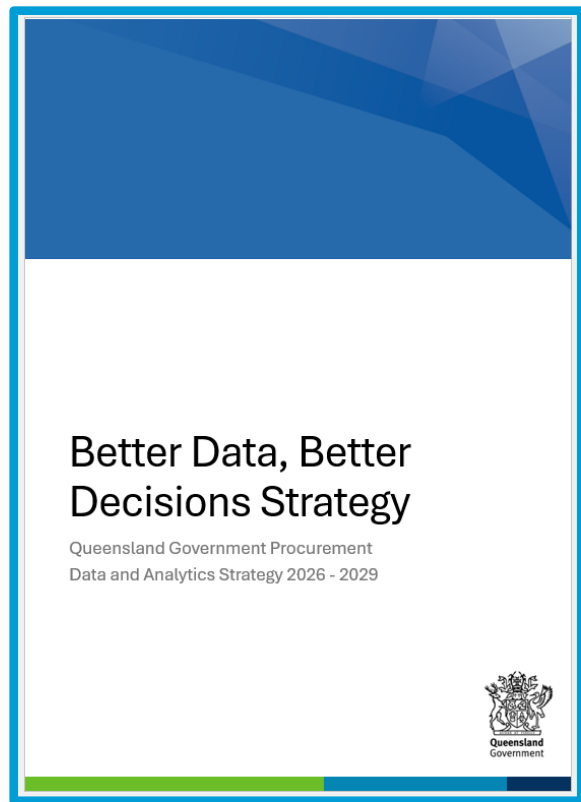
## Procurement Assurance Model



- ✓ Supportive
- ✓ Incentive-focused
- ✓ Proactive
- ✓ Capability-building
- ✓ Flexible
- ✓ Streamlined

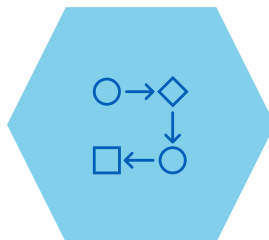


# Data Strategy: Analytics & Insights

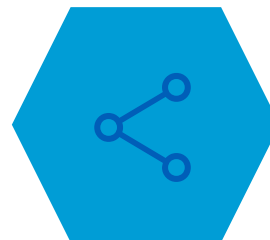


**Vision:** The Queensland Government can **easily access** and **confidently rely on comprehensive data** and advanced analytics to drive **smarter, faster and fairer procurement decisions**.

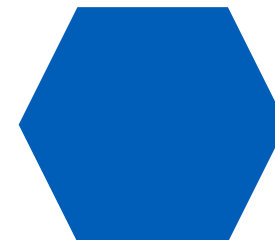
The vision will be achieved through three priority areas:



**Data Integrity & Standardisation**



**Data Accessibility & Productivity**



**Analytics and Insights**

# Better Data Better Decisions Strategy

Priority areas are designed to drive accurate and long-term data, analytics and AI outcomes for Queensland:



## Data Integrity & Standardisation

1

Leverage Automation & AI to Enhance Data Quality

2

Enhance Procurement Data Insights and Intelligence

3

Foster a Culture of Analytics Excellence



## Data Accessibility & Productivity

4

Use AI solution to Improve Productivity in Procurement Processes

5

Increase Data Accessibility



## Analytics & Insights

6

Establish Consistent & Standardised Procurement Data Practices

7

Promote a Culture of Data Accuracy

## Data Strategy – Category benefits

**Building AI tools** to transform 28 million data records to automatically improve data quality; **making predictive analytics a reality**

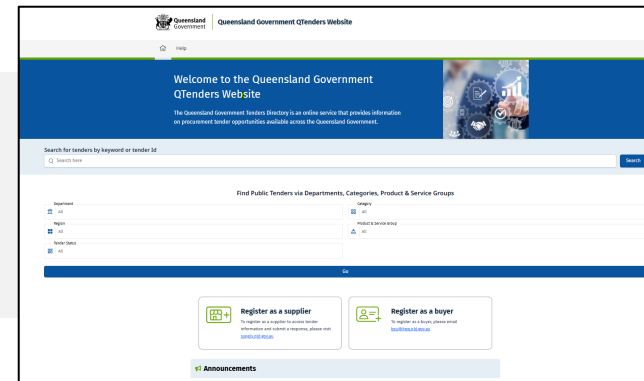
**Increased access to accurate, high-quality data and insights** **enables evidence-based decision making**, helping to optimise procurement strategies and align with government priorities

**Standardising data** across procurement categories to provide a clearer picture of public spending, reducing risks of fraud and improving compliance. This **enhances transparency and accountability**.

# What's new: Procurement systems

## QTenders website

- A new, modern design QTenders site
- URL remains the same [qtenders.hpw.qld.gov.au](http://qtenders.hpw.qld.gov.au)
- Enhanced searching capabilities



## Supplier Badging in QPS

- Easy to identify and engage with validated social enterprises
- More supplier badges to be released soon

People and Planet First  
verified enterprise  
Social Enterprise certified  
(AU)



Meets the Social Enterprise World Forum (SEWF)'s standards for social enterprises.

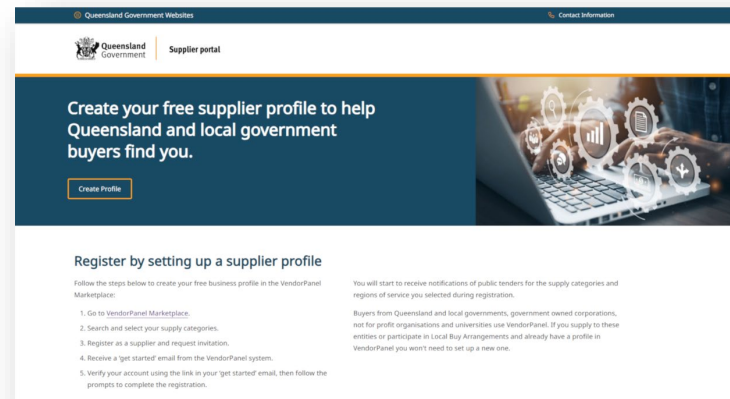


Certified as a social enterprise by Social Traders.

Supplier List	Supplier Intelligence
Company A	
Social Enterprise 1	
Social Enterprise 2	
Social Enterprise 3	

# Queensland Procurement Solution

- **Government agencies** will use the new platform to publish and conduct tender processes
- **Suppliers** will need an account to download documents and submit responses
- **Buyers** will have access to the ‘*Marketplace*’ to search for products and services or to look up supplier profiles by Business Name or ABN
- **Suppliers** should register in the portal and create a business profile, so their business is visible to government buyers



## 2024/2025 ▼

[www.qld.gov.au/procurement/spend](http://www.qld.gov.au/procurement/spend)

Queensland  
Government



**\$35B** annual Queensland Government spend managed more effectively



**Regional economies** supported through engagement with local suppliers and manufacturers



**30%** SME participation target for government contracts plus complementary regional and subcontractor measures



**3%** Aboriginal and Torres Strait Islander businesses procurement target plus complementary subcontractor measure



**Increase in spend** with female owned businesses, social enterprises and veteran-owned suppliers



**Visible strategy and outcomes** by publishing government spend profiles and procurement category strategies

” The launch of QPP 2026 supports the government’s commitment to support the best possible procurement outcomes and value for taxpayers’ money



# Questions?



Explore QPP 2026  
[www.qld.gov.au/procurement](http://www.qld.gov.au/procurement)



Sign up for the latest updates



Check out the supplier portal  
[www.supply.qld.gov.au](http://www.supply.qld.gov.au)



[betterprocurement@epw.qld.gov.au](mailto:betterprocurement@epw.qld.gov.au)



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OUT MORE**