

**Governments  
Working Together**

**STRATEGIC PLAN**  
**2022-2025**  
*2022 Edition*



## Our Four Disciplines

The APCC embraces the full spectrum of procurement and construction policy and delivery with a focus on professionals and practitioners across our four disciplines:



Public works construction from buildings to other infrastructure



Covering all forms of goods and services, including strategy and the end-to-end process



Delivery of integrated strategic asset management



Owned and leased government property, particularly office accommodation

## Our Values



To share knowledge



A coordinated and collaborative approach



Professional integrity

## Chairs Report

**Adding value through a collaborative approach to leverage public sector procurement initiatives across Australasia is the keystone of the APCC's work**

The issues facing governments of the 21st century require more than the traditional 'siloes' responses. Critical change factors and the need for rapid solutions call for governments to take proactive, strategic approaches that regularly cross established boundaries of delivery agencies.

The global imperative for governments to improve service delivery across an ever-increasing range of services has intensified over the past few years. The APCC actively supports its members to achieve value for money outcomes, service delivery improvements and the enhancement of a more competitive and innovative economy. If APCC members are to keep pace with our societies' expectations, and global markets, we need to understand the role of procurement in meeting the needs of increasingly diverse and complex government policies and priorities.

The open exchange of information between individual members afforded through APCC forums allows us to effectively harness the collective expertise of public procurement leaders across Australia, New Zealand, and through our close ties with the OECD, across the world. In co-ordinating and facilitating this work, the APCC is at the forefront of developing strategies, outputs and outcomes that are directly relevant to the needs and priorities of our governments.

The work of the APCC is shaped by the need for procurement to deliver on broader government policies which, in turn, generate the need for new business models. Cross-jurisdictional collaboration is a mechanism to design, test and build these business models and solutions.

The implementation of this new Strategic Plan is an opportunity to re-align the direction, goals and projects of the APCC to best address the emerging procurement and construction issues facing members. This new Strategic Plan will further enable the APCC to play its role in driving contemporary procurement and construction policies and practices and will also enable Australian and New Zealand government procurement and construction agencies to perform as global leaders.

— Glenn Bain | APCC Chair



## The APCC

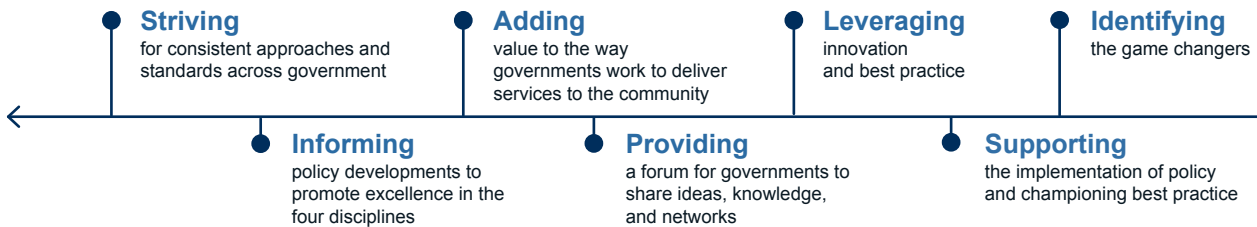
The Australasian Procurement and Construction Council Inc (APCC) is the peak Council for leadership and collaboration in four key disciplines: **procurement, construction, asset management, and property management**. APCC's members are the Australian, State, Territory and New Zealand, government departments and agencies, responsible for these services and policies. The APCC membership comes together to leverage and add value to what and how governments buy, build, and manage their assets.

## Our Vision

The leading Australasian Council improving outcomes in the delivery of government procurement and construction.

## Our Mission

To deliver optimum value for members through creating, promoting, and sharing of procurement and construction best practice information, intelligence, and insights by:



## Our Collaboration

Through leadership and collaboration, the APCC is a national centre of excellence on policy, principles, and best practice and fosters working relationships that optimise government procurement and construction outcomes.

**The APCC encourages innovative solutions in procurement and construction and is responsive to the changing needs of government. It is at the forefront of developing strategies that balance complex and divergent procurement and construction imperatives, such as value for money, risk, sustainability, competition, and whole-of-life considerations.**

The important role that APCC members play, by sharing their learnings, and by leveraging and adding value to what and how governments buy and build, has never been more significant. The APCC exposes its members beyond their jurisdiction to a broader pool of experience and expertise.

The APCC members champion innovation and capture the benefits of nationally consistent approaches, leading to efficiency gains and added value for government, industry, and Australian and New Zealand communities.

The collective expertise of the APCC builds on the individual member jurisdictional initiatives, which contribute to the development and delivery of outcomes of national relevance.

# STRATEGIC PLAN

## GOALS & STRATEGIES

Collaborate to lead and improve public sector procurement and construction

### Lead

#### Good government procurement and construction leads to good public services

There has been a dramatic transformation in public sector procurement and construction in recent years. This transformation has been driven by:

1. Higher expectations of citizens
2. Greater public scrutiny
3. Global supply chains
4. Technology advancements
5. Digitalisation, and
6. Procurement as a vehicle to implement broader government policies.

In response to these drivers, public procurement and construction has transformed from a process-driven role to be a strategic lever for governments to deliver on broader social, economic, and environmental policies.

Government procurement and construction are now recognised as a critical major economic lever for change. Procurement and construction can have a major impact on resources, capability, skills, and drive the imperative to improve efficiency and effectiveness.

#### This Strategic Plan looks to:

- Simplify and modernise government procurement and construction to make it easier for suppliers to undertake business with government and deliver on broader policy outcomes
- Improve access to government business and increase the numbers of contracts awarded to Small and Medium Enterprises
- Leverage procurement and construction to deliver greater economic, social, and environmental outcomes
- Improve procurement and construction outcomes through digital solutions
- Access global, national, and local best practice.

#### Broader benefits include:

- Accessing best practice
- Sharing materials, experience and intelligence across government
- Improving data visibility and decision-making
- Creating opportunities for savings, process improvements, and reducing waste
- Enhance procurement and construction as a business enabler
- Improve recognition of procurement and construction in the 'C' suite and decision-making where procurement and construction is the lever.



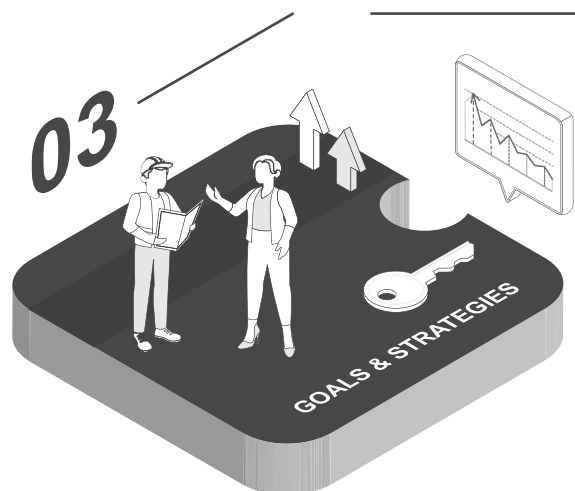
### Lead

#### To create a modern, innovative, and fit for purpose public sector procurement and construction profession

- Share advancements in simplifying procurement and construction processes
- Increase government contracts awarded to SMEs.

#### To develop and/or share leading procurement and construction practice

- Identify local and global leading practices and share across the APCC committees
- Share practices to deliver greater economic, social, and environmental outcomes from procurement and construction.



The collective strategies build a procurement and construction function that delivers best-in-class solutions to achieve high quality public outcomes.

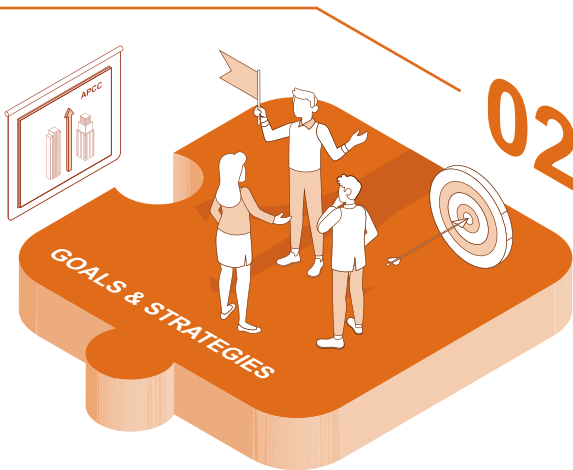
## Collaborate

**To strengthen APCC as the peak reference body for public sector procurement and construction**

- Establish forums and information networks to draw on for formulating solutions
- Continue to build the knowledge capital that is the APCC collective.

**To foster meaningful partnerships**

- Sponsor strong relationships with government partners and other stakeholders to promote a consistent and coordinated national approach to government procurement.



## Improve

**To unlock greater value from government procurement and construction**

- Assist members to incorporate innovation into procurement and construction disciplines
- Implement the *ANZ Procurement Capability and Workforce Strategy 2021-2025*, to change the focus of government procurement to that of a business enabler and outcomes-driven.

**To reduce the cost of doing business with government**

- Share members experiences with leveraging technology, processes, and practices (including contracting models) that make it easier for suppliers to do business with government
- Drive greater consistency in procurement and construction policies, practices, and processes where it leads to a reduction in the cost of doing business with government.

# Collaboration

Through collaboration, the APCC creates and facilitates information networks designed to avoid duplication across the membership, and to source and share new ideas.

**The APCC creates and facilitates information networks designed to share and learn, from each others collective ideas. APCC networks deliver best in class solutions to achieve high quality public outcomes.**

By being at the forefront of emerging issues, the APCC can identify trends and issues before they emerge, and work with its members to be prepared for their impact on procurement and construction.

The APCC views collaboration as the key to harnessing the collective knowledge of its members, making it a centre of excellence and innovation for government procurement and construction.

The APCC will continue to build strong relationships with government and non-government stakeholders, to leverage expertise and resources for the benefit of its members.

The APCC is well positioned to lead a path to professionalism in the critical government disciplines of procurement and construction.

**This Strategy aims to:**

Strengthen APCC as the peak Council representing public procurement and construction across Australia and New Zealand by continuously building the APCC knowledge hub.

**Broader benefits include:**

- Leveraging the work of others that aligns with local priorities
- Accessing a one-stop-shop for procurement and construction expertise, processes and policies
- Accessing procurement and construction solutions and latest trends and practices.

# Improve

**Improvements to procurement and construction are key to maintaining a strong and innovative economy**

**This Strategic Plan sets out to:**

- Reduce the cost of procurement and construction for suppliers and government
- Recognise procurement and construction as a critical business function by aligning procurement and construction outcomes with business objectives.

**Create a procurement and construction profession that is respected, trusted, and delivers optimum outcomes by:**

- Leveraging technological advancements to modernise government procurement and construction
- Driving consistency in policy and processes
- Increasing the pool of available procurement talent
- Government seen as a customer of first choice.



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