

SOCIAL PROCUREMENT: EXPERT SUPPORT PROGRAM

SOCIAL PROCUREMENT ENGAGEMENT AND AWARENESS STRATEGY

FOR VICTORIAN COUNCILS

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1. PURPOSE OF THE SOCIAL PROCUREMENT ENGAGEMENT AND AWARENESS STRATEGY

The purpose of this Engagement and Awareness Strategy (the strategy) is to provide a step-by-step guide for Victorian councils in developing a communications plan for social procurement initiatives. The strategy will assist social procurement implementation, and more generally, offer key messages and models to generate support for social procurement at all levels of the organisation and externally.

This strategy has been developed as a key tool of Local Government Victoria's *Social Procurement: Expert Support Program*.

2. EXPERT SUPPORT PROGRAM

2.1. Purpose of the Expert Support Program

The *Social Procurement: Expert Support Program* (the program) has been established to support the development of social procurement in Victorian councils with the adoption of *Social Procurement: A Guide for Victorian Local Government* (the guide). The guide was developed by the Department of Planning and Community Development's Local Government Victoria (LGV) through the Councils Reforming Business program and launched in October 2010.

The program is a partnership between LGV and the Community Development Group of the Department of Planning and Community Development, the Department of Human Services and Social Traders. The program has been designed to provide brokerage and practical assistance to eight pilot councils¹ in developing their social procurement capacity.

The ultimate aims of the program were to:

- assist councils in building a business case for social procurement
- build upon initiatives already undertaken by councils in enhancing triple bottom line procurement

¹ Councils participating in the Expert Support Program are: Benalla Rural City Council, Brimbank City Council, Darebin City Council, Glenelg Shire Council, Hume City Council, Maribyrnong City Council, Moonee Valley City Council and Whittlesea City Council.

- develop practical measures and evaluation mechanisms for social procurement
- demonstrate good practice tools, templates and case studies to the broader sector
- build social procurement into a State Government place-based program
- create frameworks to implement social procurement across councils (including tools and templates)
- identify future social procurement opportunities.

2.2. Outcomes of the Program

The program delivered two key outcomes:

1. eight individual social procurement projects - specific to the participating councils
2. overarching tools and templates that can be used by all Victorian councils to assist in developing social procurement strategies and initiatives.

3. STEP-BY-STEP GUIDE

A step-by-step guide for developing a Social Procurement Engagement and Awareness Strategy is outlined below.

3.1 Define your goals

What are you hoping to achieve by developing the strategy? For example, are you trying to:

- create support for your council's social procurement initiatives
- increase understanding of, and support for, social procurement within council
- incorporate social benefit outcomes in other council projects
- improve overall project delivery to maximise community outcomes
- centralise communication of projects within your council
- increase teamwork or cohesion between a project team
- increase project 'buy-in' from the community or industry
- increase council visibility within the community or media.

Having well-defined goals from the outset enables your communications to be clear and consistent.

3.2 Identify your stakeholders

Regular communication with project stakeholders allows you to identify risks and opportunities, resolve issues that may arise and achieve strong overall project outcomes.

It is important to identify all of the audiences for your communication. As depicted in Figure 1, it may be helpful to group stakeholders according to their relationship to the project, including:

- those directly involved in the project
- internal stakeholders (councillors, council officer, executive management team, other council departments)
- external stakeholders (the business community including potential tenderers, social benefit suppliers and social procurement supply-side organisations – such as employment broker agencies, other councils and media outlets).

Each of these groups will require different types of communication at a different frequency.

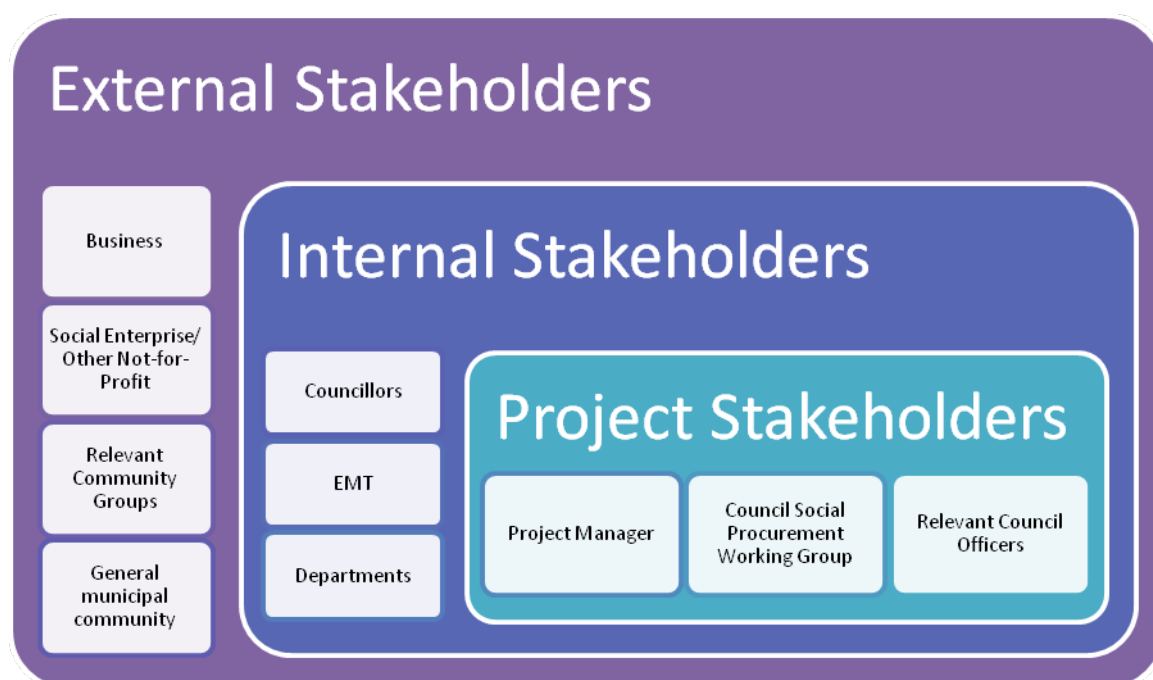


Figure 1: Identification and categorisation of stakeholders

3.3 Conduct stakeholder information needs analysis

Once you have identified the stakeholders with whom you are proposing to communicate, it is necessary to determine their level of knowledge of social procurement and the program.

In doing so, resulting communication messages may be appropriately tailored to effectively engage your stakeholders. For example, if fellow council officers are not familiar with social procurement principles, communication messages for this group must include introductory information and context.

3.4 Define key terms

The primary purposes of communicating the council's social procurement message are to:

- create an understanding of the council's social procurement initiatives
- generate support for these initiatives.

To ensure there is a consistent understanding of key terms, and that everyone is 'on the same page', here are some explanations you may find useful in encouraging stakeholder support:

Social procurement definition For internal stakeholders

Social procurement provides a way to increase economic participation and decrease disadvantage in local communities by reconceptualising council procurement practice. Social procurement is the purchase of goods, services and works that also generate a positive social impact in the local community. For example, this can be achieved through:

- procuring from a local social benefit supplier
- tailoring contracts to specify the delivery of particular social outcomes:
 - employ a certain number of unemployed or disadvantaged local residents
 - provide training opportunities for local residents
 - procurement of a certain percentage of local goods and services in delivering a contract
- directly employing disadvantaged community members in the council workforce, creating training and employment opportunities
- developing joint ventures and partnerships with other organisations to deliver positive social impacts.

By using its purchasing power strategically, councils are able to achieve the social element of their triple bottom line objectives, as defined in Council Plans – without breaching best-value principles. It is important to note that where there may be an added expense to meet social objectives, this may be offset in savings in another area of the council.

Social procurement definition For external stakeholders

Social procurement strengthens the local economy and increases employment opportunities in disadvantaged areas through targeted procurement. Social procurement encourages the purchase of goods, services and works that can deliver multiple outcomes, including positive local social impacts, such as:

- offering employment and training opportunities to unemployed and disadvantaged local residents
- procuring from local businesses and social benefit suppliers
- building the economic viability of local businesses.

Social procurement recognises the role of businesses and individuals in strengthening local community prosperity.

Some social procurement benefits (for general use)

Social procurement can assist councils to:

- address complex issues facing the community
- ensure procurement practices are sustainable and strategically aligned with council objectives
- build and maintain strong communities by generating local employment
- build and maintain a strengthened local economy
- achieve greater value for money for their communities.

Broad explanatory paragraph: putting social procurement into perspective (for general use)

Each year XX City/Shire Council spends \$XX procuring goods and services in a variety of expenditure areas. Social procurement encourages councils to consider what could be achieved if even just a small percentage of council spend was focused on 'value adding', so that the purchase of goods and services can also generate positive social outcomes. For example, waste management need not solely be centred on a contract to collect bins and manage waste, it could also:

- simultaneously generate local employment
- increase community recycling options
- educate the community about waste minimisation
- reduce landfill

- contribute to building the local economy.

Social benefit supplier definition (for general use)

Social benefit suppliers are organisations and businesses whose mission is centred on a social purpose, and/or owned by a group of people who are considered disadvantaged in their local community. By virtue of their ownership structure, social benefit suppliers channel economic and social resources into marginalised communities.

For example, social benefit suppliers may include Indigenous businesses, social enterprises, Australian disability enterprises, intermediate labour market companies, social firms, community enterprises, cooperative social enterprises, fair trade social enterprises, community development finance institutions or charitable business ventures.

3.5 Set the context

A critical method of encouraging support for social procurement is to provide your audience with an explanation of *why* social procurement is inherently important to council operations and to the broader community. This often involves providing your audience with case studies and important statistics to prove the value of social procurement and alleviate any concerns that it will create an additional financial burden on council.

Therefore, before addressing key messages to the designated audience, it is important to set the individual context of your municipality – in relation to the social objectives that can be achieved in your particular municipality.

For example, the following statistics and information can strengthen support for social procurement:

- number or percentage of unemployed residents
- levels of disadvantage across specific demographics
- specific opportunities for training and employment
- cultural considerations within the wider municipality
- existing council policies and plans that can be supported and complemented by social procurement activities – for example, health and wellbeing plans, social engagement strategies, youth strategies, economic development strategies, disability action plans and communications plans.

3.6 Create key messages for each stakeholder group

Concise, sharp, key messages that convey the value of your project will be invaluable when communicating with stakeholders. Local Government Victoria and Landell Consulting have created a number of key messages – grouped into key topics – which you may find useful in your own communications.

As your project stakeholders are likely to be rather diverse – from the business community to local media – you may find it necessary to tailor or build upon these, depending on the audience you are targeting. For example, messages targeting the local business community may need to encourage businesses to develop their own social procurement strategies, and allay unfounded fears about anti-competitive practices.

General messages:

- Social procurement creates pathways to employment and training opportunities for disadvantaged community members.
- Addressing social issues through targeted procurement creates a more engaged community.
- Creating pathways to employment and training alleviates the burden on social welfare models and council resources.

Community benefits:

- Social procurement creates a community of equal opportunity.
- Social procurement can offer new opportunities to people experiencing multiple barriers to employment.
- Social procurement can play a role in creating healthy communities, supporting social inclusion and enhancing the wellbeing of local residents.
- Engaging local residents increases pride in the community, and can help to reduce crime and vandalism.
- Social procurement can strengthen council partnerships with a diverse range of community and government stakeholders.
- Training opportunities can up-skill community members and place them in a better position for long-term employment.

Council as leaders:

- By playing a leadership role in social procurement, councils can have a direct impact in lowering unemployment rates.
- Taking a lead in this burgeoning space can increase council respect and recognition within the local government sector and the wider community.
- As councils are on the forefront of local issues, they have the most to gain in alleviating disadvantage in the community.
- Councils can set an example for local businesses by purchasing locally, promoting social benefit suppliers, directly employing disadvantaged community members or adding contract clauses that mandate social benefits.
- Championing social procurement within council and the broader community sets an example for local businesses and residents.

Triple bottom line objectives and best practice procurement:

- Social procurement principles build on regular procurement principles and encourage best practice.
- Social procurement principles do not differ from regular procurement principles and do not compromise on quality.
- Incorporating social procurement into council procurement policy solidifies best practice.
- Social procurement encourages the best overall result for the money spent.
- Social procurement seeks the optimum outcome for the local community.
- Social procurement encourages open and fair competition, accountability, probity and transparency.
- Social procurement does not give unfair advantage to any sector or supplier in the procurement process – importantly, it provides social benefit suppliers with the opportunity to participate in an open and fair process.
- Social procurement operates within established council procurement processes which ensure quality purchasing.
- Social procurement does not undermine the commercial principles or values that underpin procurement.
- Social procurement is evolving procurement practices without placing extra demand on council resources.

Local economic development:

- Social procurement helps to develop a broad, diverse and flexible supplier market.
- Councils can reap savings by improving competition in their supplier market.
- Widening the local government supply market ensures that a greater diversity of suppliers can bid for contracts.
- Creating a level playing field for all suppliers – including social enterprises, Indigenous businesses, minority-owned businesses and volunteer organisations – ensures that council's supply market remains dynamic, diverse and more competitive in the long-term.
- Social procurement can provide a new, localised solution to long-standing economic and social issues.
- Greater employment and training opportunities can help to encourage rural residents to remain in regional areas.
- Greater training opportunities can help to ensure the work readiness of local residents.
- Social procurement fosters a new social economy that encourages local involvement.
- Encouraging local businesses to subcontract to, or joint venture with, social benefit suppliers may raise awareness of local business opportunities.
- Building the capacity of local businesses, developing local business networks and re-educating the broader business community can complement social procurement initiatives.
- Social procurement allows and encourages businesses to give back to the community.
- Social procurement initiatives allow councils to encourage a local focus in State and Commonwealth Government projects undertaken in the municipality.

Council expertise:

- Educating and training staff in social procurement ensures council staff fully understand its various elements and benefits.
- Educating and training staff is invaluable – knowledge is power.
- Embracing social procurement can raise awareness within council of new practices.
- Social procurement encourages a whole-of-council approach to community initiatives and council projects.
- A new whole-of-council procurement approach underpins effective social procurement.
- Reconceptualising procurement can lead to new opportunities.
- Social procurement can support a change in, and maturation of, procurement practice/policies.
- Social procurement signifies a progressive organisational culture.
- Social procurement can support a shift in organisational culture.

3.7 Demonstrate the benefits of social procurement through case studies

Case studies can be an effective way to illustrate the multiple benefits of undertaking social procurement initiatives. A succinct 100-word version of the case studies featured in *Social Procurement: A Guide for Victorian Local Government* has been included below and may prove useful in generating support within your council for social procurement.

As your council undertakes more initiatives of this nature, it might be useful to capture the project concept, objectives and outcomes in case study format to communicate through established council channels and encourage other councils to undertake similar projects.

Unemployed youth join council ranks

Moonee Valley City Council (MVCC) tackled the high rates of unemployment in its local public housing estates by creating positions within council for young African residents aged between 16 and 25. Victorian Government funding and productive partnerships with community organisations such as the YMCA helped to make this program a success. One year after the program commenced, 20 youths had joined the council ranks, setting the bar for local employers to also hire young public housing residents in their respective organisations. The program's wide ranging success has ensured that the project was refunded by the council and the Victorian Government to undertake phase two.

Yarra City Council awards its street cleaning contract to social enterprise

Yarra City Council partnered with the Brotherhood of St Laurence (BSL) to create local jobs for long-term unemployed residents and residents of refugee backgrounds. Acknowledging that social enterprises have the ability to deliver quality employment and service delivery outcomes, the council successfully applied for a ministerial exemption to award its street cleaning contract in two local suburbs to the BSL. The BSL's models focused on employing and training participants over 12 months and then supporting them to obtain mainstream employment. This initiative resulted in both social and economic outcomes – the council was able to establish a pathway to employment for public housing estates residents (who are now working at the council depot) and also diversify its workforce, which lead to noticeable positive impacts on its organisational culture. The initiative has also created a long-term cost saving for the council and contributed to a more diverse local supply market.

Ministerial exemption creates 50 jobs each year

The Department of Human Services, through its Neighbourhood Renewal program, was granted an exemption within its Departmental Tendering Provisions to allow a single tender to be obtained by community enterprises. The exemption allowed for tasks such as landscaping and fencing to be provided by well-established community enterprises in 19 Neighbourhood Renewal sites across Victoria. The arrangements not only met the probity requirements of providing value for money and delivering commercial quality works, but also channelled \$3 million annually into social enterprise and created over 50 new jobs per year.

Brisbane City Council helps to build capacity of social enterprises

Brisbane City Council has demonstrated its commitment to promoting, developing and utilising the services of social enterprises through an innovative Social Procurement Policy Framework. The council constantly reviews its policies and processes to ensure that social enterprises become an integral part of a diverse and dynamic supplier market and that positive social impacts form part of the key deliverables in the council's procurement practices.

This council has developed a number of approaches to build the capacity of social enterprises to participate in competitive procurement and eventually compete for commercial tenders for contracts, including the development of an internal list of social enterprise suppliers within its supplier database. When purchasing goods or services, council staff are encouraged to consider purchasing from one of the social enterprises listed.

While most procurement from social enterprises takes place within council's standard procurement processes, one model the council utilises disaggregating larger contracts and offering smaller parts to new and emerging social enterprises. This is seen as an important step in developing the capacity of start-up social enterprises to compete in the open market.

Waste transfer station management outsourced to social enterprise

Darebin City Council awarded a contract to Outlook Environmental to run its waste transfer station and resource recovery centre after a competitive tender process. Outlook Environmental, an award-winning social enterprise, was not only able to effectively divert waste from landfill to resource recovery, but also create employment and vocational training for disadvantaged workers and provide bargain-priced recycled goods to the community

Ministerial exemption enables training package for disadvantaged youths

After receiving Commonwealth funding of \$400,000 to construct two new bike paths within its municipality, Banyule City Council was awarded a ministerial exemption to allow Mission Australia to deliver the required construction work without first conducting a public tender. To address long-term unemployment within the municipality, Mission Australia employed unskilled youths aged 16-25 years from the local community to deliver the works. Participants were also employed through a Kangan Batman TAFE group training scheme, providing training opportunities for students studying Certificate II and III Horticultural (Landscaping).

The Public Tenant Employment program helps to create local employment

With the inclusion of social clauses in contracts, the Department of Human Services (DHS) has awarded contracts on the condition that positive social impacts are delivered to the community. The DHS Housing Division adds social clauses into many of its contracts, stating that contractors employ a certain number of public housing tenants (exact numbers vary according to contract size) as a key deliverable. This clause covers a range of contracts, from basic services such as cleaning, landscaping and security, to more complex services such as construction. The Public Tenant Employment Program (PTEP), a program funded by the Victorian Government, provides recruitment services to assist contractors with this task. The PTEP has been a cost-effective strategy for DHS, having resulted in almost 650 jobs and more than 1,300 training opportunities for public housing tenants over the past five years. It has provided tenants with a pathway out of poverty, lowered the turnover of tenants due to stable employment and provided tenants with training opportunities they would not have otherwise received.

Public housing residents undertake local security and concierge services

A productive partnership between the Department of Human Services and the Brotherhood of St Laurence allowed a social enterprise to provide concierge services at the base of seven high-rise housing estates in the City of Yarra. To better address the rising rates of crime and violence around the estates, a social enterprise named Community Contact Service was developed to deliver concierge services. The initiative improved the physical environment and sense of safety in the estates, decreased turnover of residents, increased employment rates and tenant income, and created greater levels of social capital and resident pride in the community. The initiative also served as an intermediate labour market program, providing public housing tenants with 12 months of supported employment and training, followed by support to find further employment at the end of their traineeship.

The program has grown substantially and now provides approximately 20 jobs each year for public housing tenants, with 80% of these employees transitioning to mainstream employment positions after 12 months.

3.8 Dispel common misconceptions of social procurement

Change can be an overwhelming concept for some organisations. Councillors, council senior management and council officers unfamiliar with social procurement may be hesitant to alter existing practices.

It is important to take the time to address any concerns within your council. Below are some common misconceptions of social procurement and responses to address them.

Common Misconceptions

Myth 1: The principles of social procurement differ from common public procurement principles.

Fact: Social procurement aligns with all of the principles of procurement outlined in the Victorian Local Government Procurement Strategy and the Local Government Procurement Best Practice Guideline, as produced by Local Government Victoria. Social procurement does not counter or challenge any of the basic principles of public procurement, including:

- value for money
- open and fair competition
- accountability
- risk management
- probity and transparency.

Myth 2: Social procurement contravenes the 'best practice' principle.

Fact: On the contrary – social procurement *encourages* the best overall result for the money spent. In some cases where it may appear to be an expensive option based on the provision of a good or service alone, it is important to assess the meaning of 'best value' in procurement. The overall benefits can outweigh the costs if both benefits and costs are assessed in more than monetary terms. The optimum outcomes for the local community should be considered when contemplating value for money.

Myth 3: Social outcomes can only be delivered through social enterprise.

Fact: Although social enterprises are central to developing a broad, diverse and flexible supplier market, generating social impacts does not only occur through social enterprise. A number of organisations through their organisational structure have the ability to deliver positive social impacts.

Organisations that are not centred on delivering social impacts have the ability to deliver these objectives if councils ask for them. Currently, the playing field in competitive tender processes is not even, and social enterprise – along with small and medium enterprises, Indigenous businesses, social benefit suppliers and volunteer organisations – are not well represented among local government suppliers. Developing the local government supply market to ensure that a greater diversity of suppliers can bid for contracts is not anti-competitive, but *pro-competitive*, ensuring that the supply market remains dynamic and diverse.

Myth 4: Social procurement requires creating special preferences for social benefit suppliers.

Fact: Social procurement does not give unfair advantage to any sector or supplier in the procurement process. Providing social benefit suppliers with the opportunity to participate in an open and fair process is not the same as giving them preference. Social procurement is possible through the engagement of all types of businesses, not just the not-for-profit sector.

Myth 5: Councils must compromise on the quality of the goods and services obtained through social procurement.

Fact: Councils exploring social procurement do not compromise on the quality of the goods and service sought. Rather, social procurement operates within established council procurement processes which ensure quality purchasing.

Myth 6: Social procurement requires changing all procurement arrangements or adding social clauses to every council contract.

Fact: Social procurement can take many forms and does not require every council contract to be altered. This remains a council decision as to when contracts are altered. Social procurement does not undermine the commercial principles or values that underpin procurement. Rather, social procurement ensures where appropriate, contracts include positive social impact objectives that are relevant to the content of the contract, the context of the work and the overall objectives of the council.

Myth 7: Social procurement occurs 'under the radar'.

Fact: Social procurement does not operate outside of the standard procurement procedures. Social procurement operates within regulatory frameworks.

3.9 Identify and address risks

Building on the 'myth busting' strategies contained in section 3.8, it is important to acknowledge any risk factors of which councillors or council staff may be apprehensive – given the 'newness' of social procurement – and offer a strategy or rebuttal to the identified risk.

Identifying these potential or perceived risks and creating mitigating strategies ahead of time can help to allay any apprehension. These strategies will support the positive messages developed in section 3.6. For example:

| POTENTIAL OR PERCEIVED RISK | MITIGATION STRATEGY OR RESPONSE |
|--|--|
| Failure of a social benefit supplier to deliver the negotiated services | <ul style="list-style-type: none"> • Specifications in the procurement documentation and the project contract should carefully and clearly outline the required outcomes of the project. The successful organisation must be able to prove that it can deliver these outcomes. • Project risk log (initiated at the outset of the project) should immediately identify any delivery problems to enable the supplier to mitigate the problem through a rectification strategy as soon as possible. • Communications strategy developed with the supplier should specify that suppliers must immediately contact the council when a delivery problem is identified. |
| Failure of the supplier to achieve the specified social outcome of the project | <ul style="list-style-type: none"> • Specifications in the procurement documentation must clearly outline the social outcome(s) that the project is expected to achieve. In its response to the procurement (for example, tender), the successful supplier must have provided a methodology which will achieve the specified social outcome. • Project risk log (initiated at the outset of the project) should immediately identify a social outcome delivery problem to enable the supplier to mitigate the problem via a rectification strategy as soon as possible. • Communications strategy developed with the supplier should specify that suppliers must immediately contact the council when a delivery problem is identified. |
| There are insufficient suppliers to provide a service | <ul style="list-style-type: none"> • During business case development, the council should undertake market research (including a Request for Information or an Expression of Interest) to ensure that there are sufficient organisations in the market capable of delivering the service. • In the event that there are few organisations capable of undertaking the project, a more targeted procurement process may be undertaken (for example, a selective procurement). |
| Project costs are exceeded | <ul style="list-style-type: none"> • Cost requirements must be clearly articulated in procurement documentation. The successful supplier must have provided a clear breakdown in its costs to deliver the project and these should be deemed by the council to be reasonable and acceptable. • Council should include a contingency cost (between 5%-10% at discretion of council) in the business case to cover small-scale cost overruns. • Project risk log (initiated at the outset of the project) should immediately |

| | |
|---|--|
| | identify cost overruns and the communications strategy developed with the supplier should specify that suppliers must immediately contact the council when a cost overrun is identified. |
| Issues affecting competitive neutrality | <ul style="list-style-type: none"> • No organisation should receive any communication about a potential social procurement project which other organisations do not receive unless: <ul style="list-style-type: none"> ▪ this organisation can be proven to provide a unique service, and ▪ an exemption to negotiate with the company providing the unique service is secured. • If the council is seeking to develop the capacity of a particular organisation, this can be provided through a third-party organisation, to ensure that the organisation and the council are at arm's length. |
| Supplier insolvency | <ul style="list-style-type: none"> • Due diligence review of any potential supplier should be undertaken prior to the appointment of the supplier. • Procurement documentation must include the requirement for suppliers to provide key information to prove their financial solvency. • For larger projects, a detailed financial viability assessment of the suppliers should be sought from a corporate advisory consultant. |

3.10 Determine message delivery mechanism

Once your key messages have been agreed upon, it is important to determine the best mechanisms by which to deliver these messages. The type of stakeholder with whom you are communicating will determine the particular message and the communication method to be utilised.

Consider what tools you have or might require to communicate effectively with your identified stakeholders. It may be worth learning the media preferences and lifestyle choices of your stakeholders so you can make an informed decisions on the best contexts to reach them with your message.

Communications include all written, spoken, and electronic interaction with associated audiences, including but not limited to:

- periodic print publications, such as newsletters and flyers
- online communications, such as emails, council website, intranet, online discussion boards, Huddle, online surveys and eNewsletters
- social media, such as Facebook or Twitter
- public relations materials and media collateral
- committee and board communiqués

- meeting and discussion materials
- presentations, workshops and information sessions
- official launches of social procurement initiatives
- certificates and awards
- annual reports
- signage.

It may be helpful to populate the sample table below with the agreed key messages for each stakeholder group and the manner in which the message will reach them.

| Stakeholder group | Key messages | Delivery mechanism |
|---------------------------|---|---|
| Project staff | {Insert agreed key messages for each stakeholder group} | <ul style="list-style-type: none"> • Email • Face to face meetings • Online discussion boards |
| Internal staff | | <ul style="list-style-type: none"> • Email • Workshops and information sessions • Training sessions • Online discussion boards • Staff newsletters • Intranet |
| Executive management team | | <ul style="list-style-type: none"> • Briefing notes • Presentations • Email |
| Councillors | | <ul style="list-style-type: none"> • Briefing notes • Presentations • |
| Business community | | <ul style="list-style-type: none"> • Business forums • Council website • Email • Local business associations • |
| Other councils | | <ul style="list-style-type: none"> • Email • Regular meetings • |
| Media / general community | | <ul style="list-style-type: none"> • Media releases • Verbal briefs to editors • Council website • Regular newsletters |

3.11 Draft a communications timetable

A detailed schedule of events, activities and actions is required to ensure that the appropriate, tailored messages are delivered to the respective stakeholders at the right time throughout the project. This fluid document also allows you to track your communication frequency and efficacy.

A timetable grid, as demonstrated below, can be helpful in outlining and monitoring all communication activities. This complements the table developed in 3.9.

| Stakeholder | Elements / details | Medium | Reporting requirements | Date / timing | Responsible staff member | Action status | Evaluation methods |
|--------------------|---|-----------------------------|---|---|--------------------------|---|---|
| Business community | Article targeting the local business community, encouraging them to XX. | Council website (news page) | Approved by Marketing Manager and Executive Management Team | Article to be published on 4/5/11 to coincide with official launch of project | Jodie | Article has been prepared. Awaiting EMT sign off. | Measure number of web page hits before and after article is posted. |

3.12 Evaluate the engagement and awareness strategy

After implementing your communications plan, it is critical that you evaluate its results. A process for measuring results is usually built into the plan at the drafting stage.

Results – facts, figures and testimonials – from this process can help to continue bolstering support for social procurement initiatives.

Your evaluation method should reflect the nature of your plan and project. Some examples include:

- measuring your council's progress towards implementing social procurement against predetermined Key Performance Indicators
- evaluating employment figures
- a detailed report on progress at pre-determined intervals
- an online stakeholder survey.