

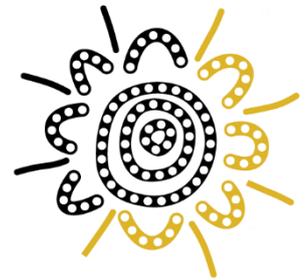


Government of **Western Australia**
Department of **Treasury and Finance**

Agency Aboriginal Procurement Plan Guideline

Supporting the Aboriginal Procurement
Policy

March 2026



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This document is part of the suite of whole-of-government procurement resources designed for use by State agencies that are subject to the [Western Australian Procurement Rules](#) and other procurement connected policies and directions. Refer to the [Buying for government](#) page on [WA.gov.au](#) to access these resources.

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Introduction

The Agency Aboriginal Procurement Plan Guideline (the Guideline) assists State agencies to develop a procurement strategy to maximise contracting with Aboriginal suppliers¹ through the Agency Aboriginal Procurement Plan (AAPP) process.

State agencies are required to submit an AAPP to the Department of Treasury and Finance (DTF) annually as part of the Strategic Forward Procurement Plan (SFPP) process.

AAPPs were introduced to the Aboriginal Procurement Policy (APP) on 1 July 2025 following recommendations from the APP Review and the Office of the Auditor General's audit into the [Implementation of the Aboriginal Procurement Policy](#) to improve agencies performance against APP targets across the public sector.² The updated APP, including AAPP requirements, can be found [here](#).

It is expected that State agencies' approach to AAPPs is informed by the Western Australian Government commitments to genuine partnership and collaboration as set out in the [Aboriginal Empowerment Strategy](#) and culturally informed principles including cultural safety and respect.

For further information regarding developing and submitting an AAPP, please contact the Social Procurement team via socialprocurement@dtf.wa.gov.au.

Purpose

AAPPs should serve as a foundational document that guides procurement strategies and engagement practices with Aboriginal suppliers, and which agencies can reference through the year to ensure they are achieving their objectives. As such, AAPPs should capture all relevant procurements, regardless of value. While most contracts valued \$50,000 and above will count towards the APP contracting target, contracts valued below this threshold can be captured in the AAPP as these smaller contracts can help to build capacity and capability for small and/or new Aboriginal suppliers.

AAPP Requirements

The [Aboriginal Procurement Policy](#) outlines the following requirements for AAPPs:

AAPPs

State agencies are required to develop an AAPP.

The AAPP must include:

- engagement principles for working with Aboriginal people and suppliers;

¹ The term 'Aboriginal suppliers' refers to registered Aboriginal businesses listed in the Aboriginal Business Directory of Western Australia and/or Supply Nation's Indigenous Business Direct or Aboriginal Community Controlled Organisations (ACCOs) as defined by the Developing Community Services in Partnership Policy.

² OAG recommended that contracting entities "should consider ways to increase direct engagement with Aboriginal businesses", and "review their procurement strategies and processes to ensure they are not unduly onerous for potential suppliers"

- specific measures to increase contracting opportunities for Aboriginal suppliers based on the agency’s procurement activities; and
- specific measures to increase subcontracting opportunities for Aboriginal suppliers and employment opportunities for Aboriginal people as required for applicable contracts under the Aboriginal participation requirements.

Where an agency has a Reconciliation Action Plan (RAP), the AAPP should be aligned to it.

Agencies will submit AAPPs to DTF annually as part of the SFPP submission process. The State agency’s Accountable Authority is required to endorse and approve the AAPP before submitting it to DTF.

These are the minimum requirements. State agencies can adapt the template to include information or measures that align to their experience and capability under the APP. For example, agencies may choose to reference their Agency Commissioning Plan in their AAPP.

While the AAPP template should include realistic and achievable measures, DTF will not use it as a compliance tool. Therefore, State agencies are encouraged to apply horizon thinking and consider some aspirational outcomes to strengthen their processes and outcomes for contracting with Aboriginal suppliers in the short term and longer term.

Process

State agencies will receive an AAPP template and accompanying guideline in the first quarter of each calendar year, along with the SFPP materials. AAPPs will share the same submission timeframe as SFPPs. As AAPPs will capture procurements at all values, State agencies will need to complete and submit an AAPP even if that agency has no planned procurements to report via the SFPP.

To ensure AAPPs are completed and submitted correctly, State agencies should follow the steps below:

1	Use the template provided by DTF to complete the AAPP.
2	Seek endorsement and approval of the AAPP from your agency’s Accountable Authority.
3	Have your agency’s Accountable Authority sign the SFPP Agency Certification document provided in the SFPP pack, which includes a statement that an AAPP has been completed.
4	Include your AAPP when you submit your agency’s SFPP and signed Agency Certification to DTF.

Alignment to RAP

A RAP outlines actions and deliverables that an organisation has committed to as part of advancing reconciliation. As articulated by [Reconciliation Australia](#), RAPs are based on a framework of relationships, respect and opportunities. Some of the actions and deliverables in an agency's RAP may be relevant to procurement, like increasing Aboriginal supplier diversity to support improved economic and social outcomes. Agencies should align their AAPP to their RAP, where one exists, to ensure executive support for contracting with Aboriginal suppliers and to encourage procurement practices that support improved economic and social outcomes for Aboriginal people.

The following examples provided by Reconciliation Australia can be used:

RAP Action	RAP Deliverable – Reflect
Increase Aboriginal supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal suppliers in a particular business area.
	Consider use of Supply Nation membership.
	RAP Deliverable – Innovate
	Develop and implement an Aboriginal procurement strategy.
	Consider use of Supply Nation membership.
	Develop and communicate opportunities for procurement of goods and services from Aboriginal suppliers to staff.
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal suppliers.
	Develop commercial relationships with Aboriginal suppliers.
	RAP Deliverable – Stretch
	Develop and implement an Aboriginal procurement strategy.
	Consider use of a Supply Nation membership.
	Develop and communicate opportunities for procurement from Aboriginal suppliers to staff.
	Review and update procurement practices to remove barriers to procuring from Aboriginal suppliers.
	Maintain commercial relationships with <i>[number]</i> Aboriginal suppliers, including <i>[list suppliers]</i> : (Either set measurable target AND/OR list business names).
	Set targets for annual procurement from Aboriginal suppliers that go beyond the mandated APP target.
	Train all relevant staff in contracting with Aboriginal suppliers.

Engagement with Aboriginal suppliers

DTF has provided some suggested principles for contracting with Aboriginal suppliers below, with examples of how they can be applied in practice (**Appendix 1**). These principles and applications are based on the principles in the [Aboriginal Empowerment Strategy](#) and Social Ventures Australia's [First Nations Practice Principles](#).

If your agency already has partnership or engagement principles/strategies in place, you can reference these in this section of the AAPP template or provide a hyperlink to your agency's online materials. For existing principles/strategies, assess their effectiveness and whether there are any new approaches your agency can incorporate.

In line with the [Aboriginal Empowerment Strategy](#), any principles and/or strategies should be based on genuine partnerships and engagement with Aboriginal people, strong accountability and culturally responsive ways of working.

Principles	Example Application
<p>Recognise diversity Aboriginal suppliers are diverse, with varied capabilities, capacities and experiences.</p>	<ul style="list-style-type: none"> Recognise the diversity of services offered by Aboriginal suppliers, from traditional knowledge-based services (for example, land management) to modern industries (for example, information technology or construction). Recognise that Aboriginal people are diverse with different languages and communication needs. Consider the location and available resources of Aboriginal suppliers to respond to a Request to ensure accessibility and equity. Diversify the industries where your agency could procure from Aboriginal suppliers.
<p>Accountability Engage with Aboriginal suppliers in a transparent and informed way. Build in flexibility and innovation to improve outcomes.</p>	<ul style="list-style-type: none"> Focus Request specifications on performance and functional requirements, rather than being descriptive about how an outcome should be delivered. This can provide some flexibility in the quotes/offers from Aboriginal suppliers. Communicate expectations, potential long-term benefits and risks to Aboriginal suppliers. Communicate the reasons where a tender has been unsuccessful.
<p>Respectful relationships Build genuine and respectful relationships with Aboriginal suppliers.</p>	<ul style="list-style-type: none"> Consider cultural competency training for procurement officers, contract managers and other agency staff to understand the specific cultural contexts of the Aboriginal suppliers with whom they are engaging. Discuss requirements and undertake any negotiations in an informed and culturally responsive manner. Consider having a face-to-face meeting with prospective Aboriginal suppliers to learn more about their capacity to deliver on a contract.
<p>Real partnership Focus on partnerships that create reciprocal value and mutual learning.</p>	<ul style="list-style-type: none"> Where appropriate, seek to build deeper relationships with Aboriginal suppliers outside of engagements specifically relating to a procurement opportunity.

Measures to increase contracting opportunities for Aboriginal suppliers

Best practice and strategies

- Plan your procurements:
 - Set clear targets for contracting with Aboriginal suppliers - at a minimum set the mandated APP target.
 - Identify planned procurements on your agency's SFPP that will target Aboriginal suppliers
- Engage with Aboriginal suppliers - face to face is best.
- Consider the use of case studies, testimonials, videos and interviews as part of the procurement process.
- Consider supplier capacity and sustainability:
 - To increase opportunities for small or emerging suppliers, consider disaggregating a larger procurement into multiple smaller procurements, where appropriate and in accordance with Western Australian Procurement Rule C4.1(3).
 - In other instances, for example if the supplier has to make a substantial capital investment to supply the contract, a longer-term contract may be more appropriate as it provides certainty for the supplier.
- Consider providing general guidance to developing Aboriginal suppliers on responding to Requests. Information about training and support for Aboriginal suppliers is available on wa.gov.au.
- Build relationships with Aboriginal suppliers through the Local Content Advisory Network, Supply Nation, Aboriginal Business Directory WA, Aboriginal business expos and networking events.
- Include social procurement criteria in Requests and contracts and include an assessment of social value in your tender evaluation of value for money.
- Provide as much prior notice to Aboriginal suppliers as possible that a Request is going to be released to the market, to provide them an opportunity to plan internal resources and potentially access [support services](#) available to Aboriginal businesses.
- If possible, schedule the release of the Request to avoid overlap with other agency Requests or supplier reporting periods.
- Celebrate and share success stories within your agency, and tell us, at DTF, about them at socialprocurement@dtf.wa.gov.au.

Determine your agency's APP contracting target

What is the minimum number of contracts that your agency needs to award in the next financial year to meet the APP contracting target?

If your agency anticipates that it will award approximately 100 contracts in the upcoming financial year, and the APP contracting target is 4.5%, then your agency should award **5 contracts** to Aboriginal suppliers ($100 \times 0.045 = 4.5$).

If your agency has a small procurement volume and low contract values, consider including contracts that are valued below \$50,000. While most contracts valued \$50,000 and above will count towards the APP contracting target, contracts valued below this threshold can be captured through supplementary reporting to DTF. These smaller contracts are important to consider, as they can help to build capability for small and/or new Aboriginal suppliers.

If your agency has successfully achieved the targets under the APP previously, consider:

- setting a higher contracting target - this could be a higher target for your agency, or for a specific area of procurement; and/or
- focusing on a different area of procurement - for example, a category or delivery region where your agency has been less successful in procuring from Aboriginal suppliers.

Identify Aboriginal suppliers

Which procurements would be suitable for the direct engagement of an Aboriginal supplier or a restricted Request to Aboriginal suppliers in the next financial year?

- Use the Aboriginal business directories Supply Nation or the Aboriginal Business Directory WA, or the APP Agency Dashboard, to identify Aboriginal suppliers.
- Engage with Aboriginal suppliers through Aboriginal business expos, networking events, through supplier networks such as regional Aboriginal business chambers, Noongar Chamber of Commerce and Industry, Council of Aboriginal Services Western Australia (CASWA), or by contacting Aboriginal business service providers such as Waalitj Hub, Morrgul, or Many Rivers³.
- Identify an Aboriginal supplier from an agency-specific panel arrangement or Common Use Arrangement.

³ Aboriginal business service providers will offer a range of services to organisations seeking to meet Aboriginal supplier contracting or employment targets. These services may be for free or fee-based.

Procurement Review

Review your agency's historical contracts and upcoming procurements to help identify opportunities for engaging Aboriginal suppliers.

Historical contracts

- Review your agency's contracts valued \$50,000 and above from previous financial years and identify contracts that could have been awarded to Aboriginal suppliers.
- Note any future opportunities to engage Aboriginal suppliers when these contracts come up for renewal.

Upcoming procurements

- Review upcoming procurements to identify opportunities to contract Aboriginal suppliers and adapt your procurement strategy accordingly.
- Consider your agency's procurement needs for the upcoming financial year, and identify any procurements where you:
 - Could directly engage an Aboriginal supplier.
 - Will need to apply the Aboriginal Participation Requirements. Identify these applicable contracts for Aboriginal Participation Requirements through the SFPP process.
 - Could include mechanisms such as qualitative criterion or price preferencing that support Aboriginal suppliers, either as a direct supplier or indirectly, such as subcontracting.

Reflection

Some guiding questions have been provided below, but feel free to include any relevant information in this section of the AAPP.

- Share any success stories or lessons learnt that to help drive improvement across the public sector.
- Identify whether your agency's strategies for engaging Aboriginal suppliers have improved and whether they helped address challenges your agency may have experienced when identifying/procuring from Aboriginal suppliers.
- Identify the financial years where your agency did not meet the APP target and consider the reasons for this. What lessons might be taken from these reasons to inform engagement and/or procurement activities going forward?
- Reflect on your agency's performance in meeting the Aboriginal Participation Requirements. Outline any issues or challenges with meeting these requirements, and any lessons learnt to inform activities going forward.