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Enduring community value guide

Queensland
Government

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Contact us

We are committed to continuous improvement. If you have any suggestions about how we can improve this document, or if you have any questions, contact us at betterprocurement@hpw.qld.gov.au.

Disclaimer

This document is intended as a guide only for the internal use and benefit of government agencies. It may not be relied on by any other party. It should be read in conjunction with the Queensland Procurement Policy, your agency's procurement policies and procedures, and any other relevant documents.

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Administration

Version 1.2 of this document replaces all previous versions of this document and takes effect immediately.

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Purpose

This guide supports procurement officers, project leads and decision-makers to understand the concept of enduring community value (ECV) and the role of procurement, including contract management, to facilitate ECV in projects valued at $100 million or more. This guide should be read in conjunction with your agency's procurement policies and procedures.

Enduring community value

Why

The QPP reinforces that value is more than just the lowest price, and is about advancing economic, ethical, social and environmental outcomes. The rising cost of living, impacts of climate change, the need for governments to do more with less and contemporary community expectations on ethical sourcing practices, have driven a greater focus on how procurement can be used to create long-term value for the community.

ECV is a policy mechanism that enables buyers to leverage government procurement to deliver on what is needed today, while creating economic, ethical, social and environmental value for Queenslanders now and into the future. In other words, it is about going above and beyond the minimum requirements, to leave a positive legacy.

Pursuing intergenerational economic, ethical, social and environmental value aligns with community expectations on the role of government in advancing the public interest. Pursuing ECV will also promote human rights as legacy outcomes are people focussed and centred around a strong vision for a more inclusive, sustainable and connected society.

The asset portfolio and procurement pipeline of Queensland's energy transformation, and the Brisbane 2032 Olympic and Paralympic Games, present an excellent opportunity to create ECV. While ECV has a strong alignment with legacy outcomes sought through the Brisbane 2032 Olympic and Paralympic Games, this guide focusses on broader ECV opportunities that may be present in all major projects.

What

The QPP defines ECV as the 'long-term economic, ethical, social and environmental value to current and future generations of Queenslanders and is created through responsible public procurement choices'.

What ECV looks like and its respective time period will differ for each procurement. As a general rule, a long-term view of more than 10 years should be taken where possible. This necessitates robust planning and forecasting, noting that ECV outcomes will be subject to, and may evolve, as new challenges or opportunities emerge over time, which could be driven by a range of factors (e.g. geopolitical, economic, environmental, ethical, social).

With a focus on *long-term* economic, ethical, social and environmental value, ECV is distinct from, but complementary to, existing procurement policy mechanisms such as the Local Benefits Test. For example, while supporting quality, local jobs may be a key priority for a major project, applying an ECV lens on this may result in the buyer seeking commitments from suppliers on how further training and career pathways may be provided to those from disadvantaged backgrounds in emerging sectors (e.g. renewable energy) to support long-term social outcomes post-completion of the project.

How

The QPP requires agencies to, for projects of $100 million or more, progress opportunities to create ECV through responsible public procurement choices, including the use of local workforces and increasing opportunities for apprentices and trainees wherever possible.

Although any procurement can potentially create ECV, projects of $100 million or more present particular opportunities in this area. This requires ensuring procurement's role is collaborative and future-focused rather than transactions-based.

Note
Agencies have the flexibility to implement this clause in line with their specific procurement policies, procedures and practices, and their respective needs and project goals.

In summary, to progress ECV opportunities in projects of $100 million or more, agencies should:

- identify these opportunities
- determine whether procurement is the most appropriate vehicle to progress these opportunities
- and if so, ensure these are reflected in procurement documentation (e.g. procurement plans, invitation documentation, contract documentation) and managed as part of contract delivery.

Agencies should consider the following to enable implementation of Clause 26 of the QPP:

- Supporting procurement decision-makers to engage early with key stakeholders at the investment planning stage.
- Updating procurement and major project policies and procedures to support incorporation of ECV opportunities in projects valued at $100 million or more.

Dollar ($) value

All references to a dollar value in this guide refer to the Australian dollar (AUD) and are exclusive of GST.

Engaging early with key stakeholders at investment planning stage

Why

Identifying ECV opportunities and determining whether procurement is the most appropriate vehicle to progress the same requires procurement decision-makers to engage with key stakeholders at the early stages of investment planning.

For the purpose of this guide, investment planning means activities related to strategic planning for the organisation through to planning for a major program or project.

Key stakeholders
Key stakeholders that procurement decision-makers may engage with include: • teams responsible for business, investment, program and/or project planning (collectively known as 'investment planning teams') • relevant procurement Category Councils • agencies responsible for government targets and objectives • industry representatives • other Queensland Government agencies • other local, state, national and international government agencies • community groups.

When

It is recommended that engagement commence as early as possible. This could be as early as during strategic planning for the organisation, through to the planning phase for major programs and projects (e.g. during the strategic assessment of needs stage, or development of the program or project brief).

As an example of how early within the context of major project planning, this has been highlighted in yellow against a sample of project and building frameworks used in the Queensland Government as outlined in **Table 1** below.[1]

Table 1: Sample of Queensland Government project and building frameworks

Generic major project delivery process (derived from QT Project Assessment Framework)	Building Construction and Maintenance category-related major project delivery process (derived from Queensland Government Building Policy Framework – Growth and Renewal)	Transport Infrastructure and Services category-related major project delivery process (derived from DTMR OnQ Project Management Framework)
Strategic Assessment of Service Requirement	Stage 1: Needs Assessment	Business, portfolio or strategic planning
Preliminary Evaluation	Stage 2: Planning	Portfolio management
Business Case Development	Stage 3: Acquisition	Program management
Supply Strategy Development	Stage 4: Commission	Project management
Source Suppliers	Stage 5: Operate, maintain and monitor performance	
Establish Service Capability	Stage 6: Asset evaluation and future need	
Deliver Service		
Benefits Realisation		

How

To support early, effective strategic engagement, procurement decision-makers need to be recognised as a trusted, strategic partner.[2] The outcomes of engagement will inform the following pre-procurement considerations for a major project:

- defining the goal(s) of the major project, including ECV-related
- conducting a project local needs analysis to refine ECV-related project goals
- identifying and validating ECV-related project goals which can be facilitated by procurement (refer to the 'Identifying ECV procurement opportunities' section of this guide).

Defining the goal(s) of the major project, including ECV-related goals

This involves a holistic consideration of what the major project seeks to achieve, including analysis of:

- what ECV can be pursued throughout the major project (from planning, design, construction, commissioning, operation through to maintenance)
- an assessment of the time period, costs, benefits and risks (including unintended consequences – e.g. impacts to housing stock/affordability, over-reliance on government work).

In identifying what ECV can be pursued throughout the major project, agencies may consider how the project supports legacy-related objectives. At a minimum, this should be aligned with long-term strategies and plans from the Queensland Government (e.g. *Elevate 2042: Brisbane 2032 Olympic and Paralympic Games Legacy Strategy*).[1] To supplement this, agencies may also refer to strategies and plans from international organisations (e.g. United Nations Sustainable Development Goals).[2]

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[1] There are other frameworks used in the Queensland Government. This includes, for example, the Digital and ICT investment review which is an independent review at set points within the initiative lifecycle, complementing the timing of initiative gated assurance reviews. Further information available here: https://www.forgov.qld.gov.au/information-and-communication-technology/queensland-government-enterprise-architecture-qgea-ict-investment-review.

[2] See Oliver Wyman, Strategic Collaboration in Procurement – Moving from a transactional relationship towards a business partner relationship, 2017, https://www.oliverwyman.com/content/dam/oliver-wyman/v2/publications/2017/mar/strategic-collaboration-in-procurement-final2.pdf.

[1] See *Elevate 2042: Brisbane 2032 Olympic and Paralympic Games Legacy Strategy*, https://q2032.au/plans/games-legacy.

[2] For example, refer to the Thames Tideway project managed by the Tideway Group in the United Kingdom where 54 of the project's legacy commitments were mapped against the United Nations Sustainable Development Goals. See Page 7-8 of The Tideway Group, *Sustainability Report 2022*, 2022, https://www.tideway.london/media/5689/tideway-sustainability-report-2022.pdf.

Note agencies may refer to a variety of frameworks to help guide what ECV could look like. Examples have been provided in **Appendix 1** as a resource to help guide agencies in this process. Agencies may wish to refer to other resources as applicable, for example whole-of-government and/or agency strategies and plans.

For case studies on what ECV could look like in major projects, refer to **Appendix 2**.

Conducting a project local needs analysis to refine ECV-related project goals

The project local needs analysis helps to form a picture of what the local community looks like and what its future needs are. It will underpin a targeted approach that maximises value, and should cover demographic trends, inequalities, experiences and expectations, supply and demand of services, gaps and priorities. This may also involve consideration of impacts from future projects.[3]

For example, in one area low employment rates for young people might be an issue, and in another area crime, poor air quality, or mental health may be a priority.[4]

Identifying ECV-related project goals which can be facilitated by procurement (refer to the 'Identifying ECV procurement opportunities' section of this guide)

To do this, it is necessary to have a clear understanding of the remit of procurement, and how it can support the achievement of identified ECV-related project goals. It is recommended that this be explored in consultation with key stakeholders as outlined in the 'Why' section of this guide.

Some ECV-related project goals may be more appropriate to be progressed outside of procurement. For example, if an ECV opportunity involves partnering with local charities or community groups (which may or may not be within the boundaries of the project site), the project owner may facilitate this via a grant arrangement.

Identifying ECV procurement opportunities

Through comprehensive planning, research and engagement, opportunities for ECV-related project goals which can be facilitated by procurement can be identified.

Not all ECV outcomes need to be progressed in any one procurement – it will depend on its nature, value and risk. The project local needs analysis mentioned above, along with a supply market analysis and any relevant category strategies, will help to identify which ECV outcomes are appropriate. Examples of ECV outcomes that can be facilitated by procurement include, but are not limited to, the following:

- Sustainable, quality, local jobs supported from the building of assets or creating new long-term manufacturing sector jobs.
- Breaking the cycle of unemployment for disadvantaged job seekers in regional areas.[5]
- Ensuring well-planned public spaces are contained in specifications for major projects as appropriate.
- Assets which are long-term energy efficient and embrace circular economy principles, contributing less waste to the environment over time.
- Maintaining environmental sustainability through best practice environmental management, including activities that support decarbonisation and emissions reduction.
- Positive relationship development between community, government agency/ies and other stakeholders.

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[3] See Page 10, Useful Projects, *Maximising Social Value from Infrastructure Projects*, 2020, https://www.uts.edu.au/sites/default/files/2023-12/Maximising_social_value_from_infrastructure_projects_v1.1.pdf.
[4] See also Page 10, Useful Projects, *Maximising Social Value from Infrastructure Projects*, 2020, https://www.uts.edu.au/sites/default/files/2023-12/Maximising_social_value_from_infrastructure_projects_v1.1.pdf.
[5] Undertaking social procurement can contribute to ECV outcomes. Resources are available to assist buyers to undertake social procurement at https://www.forgov.qld.gov.au/finance-and-procurement/procurement/procurement-resources/consider-social-procurement.

- Identification of opportunities to grow supplier diversity in the supply chain or local community through engaging innovation-driven enterprises.
- Creating opportunities for entrepreneurship and innovation-driven enterprises to start, stay and scale locally for supporting economic growth and job creation.
- Ensuring skills and training opportunities are leveraged for the long-term benefit of local communities and the broader workforce, and are aligned with relevant whole-of-government workforce strategies such as the *Good people. Good jobs: Queensland Workforce Strategy 2022-2032.* [6]

While the QPP does not prescribe ECV-specific targets to be met, pursuing ECV outcomes can contribute to meeting government targets and objectives as set out in Principle 1.

Incorporating ECV procurement opportunities - procedural considerations

Once ECV-related project goals which can be facilitated by procurement are identified, procurement should ensure that these are appropriately captured within invitation and contractual documentation.

Plan

- Incorporating relevant ECV-related project goals as a procurement objective, as part of a procurement strategy (i.e. define what is ECV for your particular procurement), aligning with relevant legislation, the QPP and procurement-related policies.

    With ECV, it encourages buyers to think 'outside of the box' and be future-focused, to ensure major projects' procurement activities support broader, long-term outcomes.

    For example, while supporting local jobs may be a key priority for a major project, applying an ECV lens on this may result in the buyer seeking long-term commitments from suppliers on how further training and career pathways may be provided to those from disadvantaged backgrounds in emerging sectors (e.g. renewable energy) post-completion of the project.

    Achieving a procurement strategy with ECV outcomes may also require consideration of innovative delivery models where the supply chain is incentivised to deliver added value to the buyer (e.g. concession contracts, unbundling, Public Private Partnerships, Alliance contracting).

- Engage early with industry on the procurement strategy options and how ECV can be delivered. Agencies can reach out to the Department of State Development, Infrastructure and Planning (DSDIP) to develop tailored industry engagement strategies and DSDIP also plays a role in industry capability development.

- Identifying potential roles and responsibilities, including how data on ECV outcomes will be collected, and performance tracked and reported. This may be considered through the contract management framework or through a project's overarching benefits realisation framework.[7]

Source and evaluate

- Outlining in invitation documentation government's intent to seek ECV outcomes, in addition to the business need. Reflecting this intent in setting evaluation criteria (which includes ECV evaluation criteria) and evaluation criteria weightings.

- Consider adjusting the overall evaluation criteria weightings ratio to support achievement of this intent. This may involve allocating a greater weighting percentage to non-price evaluation

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[6] *Good people. Good jobs: Queensland Workforce Strategy 2022-2032*, https://desbt.qld.gov.au/employment/support-employers/workforce-strategy.
[7] See *Project Assessment Framework Benefits realisation August 2024*, https://s3.treasury.qld.gov.au/files/paf-benefits-realisation.pdf?v=3.

criteria, of which ECV is an example of a non-price criterion (e.g. 60% non-price : 40% price , or 70% non-price: 30% price).

In adjusting the overall evaluation criteria weightings ratio, and determining the weighting for the ECV evaluation criteria, this involves considering a range of factors to ensure a value for money outcome. These factors include, but are not limited to, the following:

- o procurement objective and strategy
- o outcome of the project local needs analysis and supply market analysis
- o any weightings used in previous similar procurement
- o outcome of consultation with, and alignment with category strategy prepared and endorsed by, the relevant Category Council
- o weighting allocated to other evaluation criteria.

Other procurement policy requirements should be included as evaluation criteria where applicable. However tailoring ECV evaluation criteria and weightings in consideration of the abovementioned sub-points will reduce the risk of duplication and dilution of evaluation criteria.

This guide does not outline potential weightings for ECV evaluation criteria. It supports agencies' flexibility in implementing the intent of the policy requirement in line with their specific procurement policies, procedures and practices, and their respective needs and project goals.

- Preparing outcome-based evaluation questions to elicit innovative commitments by asking suppliers to respond with long-term positive impact solutions.

  For example, instead of 'Supplier to commit to X number of apprenticeships during the project', consider 'How will you deliver high quality apprenticeship opportunities and support apprentice career progression?'.

- Planning for a robust and defensible evaluation methodology.[8]

  Where an outcome-based response is sought, this will require time and collaboration amongst procurement and investment planning teams to carefully consider and articulate how each response will be scored.

- Provide forward notice of the procurement opportunity through the Queensland Government Forward Procurement Pipeline.[9]

  Buyers may also require head contractors to advertise any opportunities on QTenders[10] or eTender.[11]

Award

- Embedding commitments made by the supplier in the contract.
- Use of specific key performance indicators is recommended, combined with adding ECV commitments as a standing agenda item for supplier meetings.
- Including in the contract potential roles and responsibilities, including how data on ECV outcomes will be collected, and performance tracked and reported.

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[8] See the *Evaluating Offers* guide, https://www.forgov.qld.gov.au/finance-and-procurement/procurement/procurement-resources/search-for-procurement-policies-resources-tools-and-templates/evaluating-offers.
[9] Queensland Government Forward Procurement Pipeline, https://qtenders.epw.qld.gov.au/fpp/.
[10] QTenders, https://qtenders.epw.qld.gov.au/qtenders/.
[11] eTender, https://etender.hpw.qld.gov.au/.

Manage

- Preparing a contract management plan.[12]
- Tracking and reporting on performance against commitments (e.g. developing reporting tools and processes for contractors to report to the agency).[13]

  Focus should not only be on quantitative data, but also qualitative data (e.g. case studies) as it enables a narrative to be told.

  In the case of designing ECV reporting for a contractor and subcontractor(s) arrangement, where practical, reporting should be the responsibility of the contractor as the burden of extending ECV reporting to a subcontractor needs to be taken into account, particularly where the subcontractor is a small business.

- Promptly addressing contract risks and issues and escalating where necessary.
- Each agency is responsible for reporting on compliance with Clause 26 of the QPP in line with the whole-of-government procurement reporting framework.

  It is a matter for agencies to collect and report procurement-related data and information to Queensland Government Procurement in line with this framework.

  For more information refer to your agency's central procurement unit or head of procurement, or Queensland Government Procurement.

  Provide relevant information for project benefits realisation reporting (as part of the Project Assessment Framework stages) where this avenue has been identified in the project planning phase for reporting on ECV outcomes.

Further information

Contacts

Please contact Queensland Government Procurement (betterprocurement@epw.qld.gov.au) if you have any questions on this guide.

Links

- ForGov Procurement Guidance - https://www.forgov.qld.gov.au/finance-and-procurement/procurement/procurement-resources/procurement-guidance
- Social procurement guidance materials - https://www.forgov.qld.gov.au/finance-and-procurement/procurement/procurement-resources/consider-social-procurement

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[12] See the *Contract Management Framework*, https://www.forgov.qld.gov.au/finance-and-procurement/procurement/procurement-resources/manage-a-contract.
[13] See the *Managing and monitoring supplier performance* guide, https://www.forgov.qld.gov.au/finance-and-procurement/procurement/procurement-resources/search-for-procurement-policies-resources-tools-and-templates/managing-and-monitoring-supplier-performance.

Appendix 1 – Example frameworks

Example 1 - National Themes, Outcomes and Measures (TOMS) Framework (Social Value Portal, United Kingdom)

The TOMS Framework was developed by the Social Value Portal, a social impact company based in the UK, to support the public and private sectors to measure and report on social value. Initially delivered as a solution for the *Public Services (Social Value) Act 2012*, the TOMS Framework has evolved into a social value measurement standard across the UK.

The TOMS Framework includes social value measures designed to maximise impact across five key themes – jobs, growth, social, environment and innovation. The TOMS Framework also contains key performance indicators to help measure, track, manage, and improve on social value.

An example of the TOMS Framework is outlined in **Table 2** below:

Table 2: Example TOMS Framework

Themes	Outcomes
Jobs: Promote Local Skills and Employment	More local people in employment
	More opportunities for disadvantaged people
	Improved skills for local people
	Improved employability of young people
Growth: Supporting Growth of Responsible Regional Business	More opportunities for local small and medium enterprises (SMEs) and voluntary, community and social enterprises (VCSEs)
	Improving staff wellbeing
	Ethical Procurement is promoted
	A workforce and culture that reflect the diversity of the local community
	Social value embedded in the supply chain
Social: Healthier, Safer and more Resilient Communities	Crime is reduced
	Creating a healthier community
	Vulnerable people are helped to live independently
	More working with the community
Environment: Protecting and Improving Our Environment	Climate impacts are reduced
	Air pollution is reduced
	Better places to live
	Sustainable Procurement is promoted
Innovation: Promoting Social Innovation	Other measures

Agencies may refer to this table to develop fit-for-purpose ECV outcomes, for example if innovation is identified as a key outcome:

- Theme: Innovation: Promote Entrepreneurship and Increase Supply Chain Resilience
- Outcome: More innovation-driven enterprises start, stay and scale locally; more diverse supply chain; greater adoption and diffusion of new technologies; increased productivity.

More information about this example

A Social Value Toolkit for District Councils, https://www.local.gov.uk/sites/default/files/documents/District%20Councils%20Social%20Value%20Toolkit%20Final_0.pdf.

Social Value Portal, https://www.socialvalueportal.com/measurement.

Page 26, Useful Projects, *Maximising Social Value from Infrastructure Projects*, 2020, https://www.uts.edu.au/sites/default/files/2023-12/Maximising_social_value_from_infrastructure_projects_v1.1.pdf.

Example 2 – Social Procurement Framework (Victorian Government, Australia)

The Social Procurement Framework 'aims to ensure value for money considerations are not solely focused on price, but encompass opportunities to deliver social and sustainable outcomes that benefits the Victorian community'. It applies to Victorian Government departments and agencies when they procure goods, services and construction.

The Framework contains mandatory buyer requirements and recommended actions for inclusion of social and sustainable objectives into procurement. Buyers are expected to decide which social and sustainable objectives are to be pursued and prioritised in each procurement. These social and sustainable objectives relate to themes such as:

- Social enterprises, Australian Disability Enterprises and Aboriginal businesses
- Disadvantaged communities
- Gender
- Disability
- Family violence leave
- Fair and safe workplaces
- Environmental sustainability
- Climate change.

These recommended actions are scaled against the location and/or value of the procurement. It includes examples of programs with intergenerational benefits – like the Public Tenant Employment Program. Further details of these recommended actions are presented on the Victorian Government's 'Social Procurement Framework requirements and expectations' webpage.

More information about this example

The State of Victoria, Introduction to the Social Procurement Framework, 2023, https://www.buyingfor.vic.gov.au/introduction-social-procurement-framework.

The State of Victoria, Social Procurement Framework requirements and expectations, 2023, https://www.buyingfor.vic.gov.au/social-procurement-framework-requirements-and-expectations.

Example 3 – Gold Coast 2018 Commonwealth Games (Queensland, Australia)

The Gold Coast 2018 Commonwealth Games legacy report (*GC2018 Legacy: Beyond the Games report 2024*) assessed the benefits over the first five years following the Gold Coast Commonwealth Games against key objectives in the associated Games Monitoring and Evaluation Framework. This included assessment of success against key themes including:

1. Our economy - leveraging opportunities to strengthen Queensland's economy and grow business and employment.
2. Our lifestyle – leading our community to a more healthy, active and sustainable lifestyle.
3. Our community - maximising opportunities GC2018 presents to celebrate our diversity and promote community cohesion and pride.
4. Other benefits (such as legislative change that has had legacy benefits for Queensland businesses).

While this guide uses the general rule of a long-term view of more than 10 years for consideration of ECV, this report may assist agencies in understanding what ECV could look like and for identifying potential roles and responsibilities for how data on ECV outcomes will be collected, and performance tracked and reported.

More information about this example

Ernst & Young Global Limited for The State of Queensland, *GC 2018 Legacy: Beyond the Games report 2024*, 2024, https://www.dts.qld.gov.au/__data/assets/pdf_file/0007/1897963/gc2018-beyondthegames-legacy-report.pdf.

Appendix 2 – ECV and major projects

Case study 1 - Thames Tideway Tunnel (Tideway Group, United Kingdom)

The Thames Tideway Tunnel is a £4.5bn project delivered by Tideway, a company owned by a consortium of investors, with more than two million pensioners having an indirect investment in Tideway through UK pension funds managed by those investors. Preparatory work on the project began in 2015 with completion anticipated in 2025.

The consortium's backing fulfils a key component of the Her Majesty's (HM) Treasury's National Infrastructure Plan, designed to finance the development of UK infrastructure with the support of highly experienced private investors.

While the primary purpose of the project is to reduce sewage overflows into the River Thames, Tideway has gone beyond to develop a legacy program aligned with its vision for the project to reconnect London with the River Thames.

The legacy program sets out 54 legacy commitments across five themes (environment; health, safety and wellbeing; economy; people; place) aligned with the UN Sustainable Development Goals that it intends to deliver during and after construction. Legacy commitments of note include:

- Minimise carbon footprint.
- Infrastructure supports biodiversity.
- Lorry and vulnerable road users' initiatives.
- Support the London Living Wage.
- Create employment opportunities for the workless.
- Work with charities to employ one ex-offender per 100 staff.
- Connect people of reduced mobility with the river.
- Contractors' local community investment activities.

Procurement features heavily as a vehicle to deliver the ECV commitments, underpinned by Tideway's commitment to the values of safety, legacy, collaboration, respect and innovation which it expects its suppliers to adhere to.

More information about this example

Global Infrastructure Hub, Thames Tideway Tunnel, 2021, https://infrastructuredeliverymodels.gihub.org/case-studies/thames-tideway-tunnel/.

Jacobs, Delivering social value on Thames Tideway, https://www.jacobs.com/depth/delivering-social-value-thames-tideway.

P Love, L Ika, J Matthews, X Li and W Fang, *A procurement policy-making pathway to future-proof large-scale transport infrastructure assets*, Vol 90, Elsevier, 2021, https://www.sciencedirect.com/science/article/pii/S073988592100041X.

The Tideway Group, *A Supplier's Guide to Tideway – Our vision, our values and how we would like to work with you*, https://www.tideway.london/media/4370/tideway-suppliers-guide.pdf.

The Tideway Group, *Social Impact and Value Assessment of Tideways' Legacy Programme*, https://www.tideway.london/media/6069/tideway_social-impact-technical-report-1.pdf.

The Tideway Group, *Sustainability Report 2022*, 2022, https://www.tideway.london/media/5689/tideway-sustainability-report-2022.pdf. Useful Projects,

Maximising Social Value from Infrastructure Projects, 2020, https://www.uts.edu.au/sites/default/files/2023-12/Maximising_social_value_from_infrastructure_projects_v1.1.pdf.

Case study 2 – Queensland Train Manufacturing Program (Queensland Government, Australia)

The Queensland Government's Queensland Train Manufacturing Program (QTMP) was established to meet the increasing demand for rail transport in South East Queensland over the next 10 years.

The QTMP will build 65 new six-car passenger trains at a purpose-built manufacturing facility at Torbanlea, in the Fraser Coast region.

As part of the program a new rail facility will also be constructed at Ormeau, in the Gold Coast region.

The QTMP will support South East Queensland's population and economic growth, as well as Cross River Rail and the Brisbane 2032 Olympic and Paralympic Games.

An ongoing co-design process with the disability sector is shaping the new QTMP trains to ensure compliance, functionality, and accessibility for all passengers.

Construction of the facilities, trains, and maintenance of the fleet will support Queensland jobs now and into the future. The program also brings with it a pipeline of training and development opportunities.

The benefits of the QTMP include increased capacity, improved network efficiency, contribution to the economy and regional growth.

More information about this example

The State of Queensland (Department of Transport and Main Roads), Queensland Train Manufacturing Program, 2025, https://www.tmr.qld.gov.au/projects/programs/queensland-train-manufacturing-program.

High-tech mock-up gives Queenslanders first look at new trains, 2025, https://statements.qld.gov.au/statements/102557.

Tradie jobs bonanza to put Queensland Train Manufacturing Program back on track, 2025, https://statements.qld.gov.au/statements/103011.