



# On decisions and power in NSW Government contracting

**February 2025**

Buy NSW says that best practice involves focussing on outcomes, not processes.<sup>1</sup> This allows government to deliver value for money and align with business needs.<sup>2</sup> In the procurement process, the term “relationship” is used, not “partnership”. Partnership is mentioned within the NSW Government's Procurement Policy Framework (2024), and it relates to a public-private partnership with \$200 million or more.

Buy NSW says the first stage of best practice procurement strategy is planning, and the first step of planning is identifying the business need, which is developed by consultation with internal stakeholders.<sup>3</sup> Other steps involve analysing and engaging the market, then finalising the procurement strategy.

The second stage involves finding the right supplier, going to market and awarding the contract. The third stage involves managing the relationship with the supplier.

Figure 1 shows the series of steps involved in government procuring the supply of services, and who makes decisions at each.

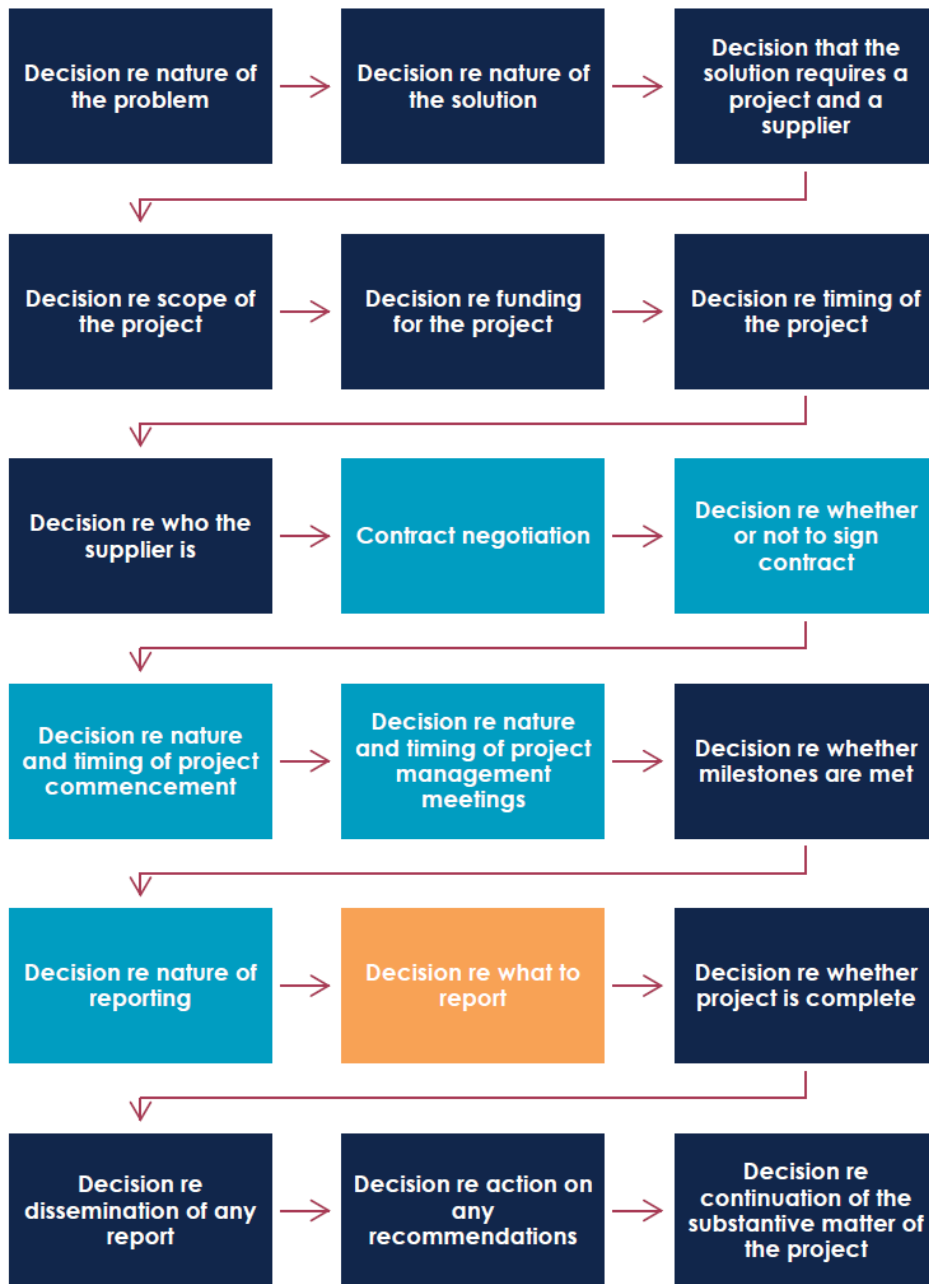
<sup>1</sup> <https://www.info.buy.nsw.gov.au/buyer-guidance/get-started/best-practice-procurement>

<sup>2</sup> <https://www.info.buy.nsw.gov.au/buyer-guidance/get-started/best-practice-procurement>

<sup>3</sup> <https://www.info.buy.nsw.gov.au/buyer-guidance/get-started/best-practice-procurement/plan>



Figure 1: Steps and decisions in standard government projects with an external supplier



Legend

Decision made by government	Decision is shared	Decision made by supplier
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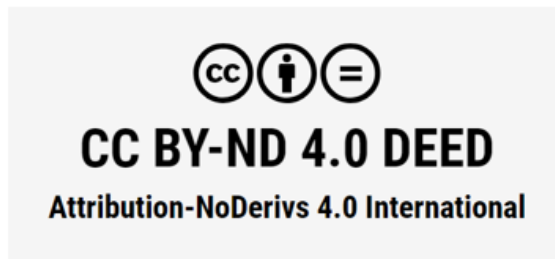
Yulang argues that a relationship is not a partnership unless it is equal. (Williams & Ragg, 2025) Figure 1 shows clearly that in standard relationships between governments and suppliers, decisions are overwhelmingly made by government.

## Suggested citation

Williams, M. & Ragg, M. (2025). *On decisions and power in NSW Government contracting*. Yulang Indigenous Evaluation. <https://yulang.com.au/starburst-indigenous-evaluations/ondecisions/>

## References

Williams, M. & Ragg, M. (2025). *On decisions and power in NSW Government contracting*. <https://yulang.com.au/indigenous-evaluation-projects/decisionsandpower/>



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