
**ORDINARY MEETING
OF
PŪRORO TAHUA | FINANCE AND PERFORMANCE
COMMITTEE
AGENDA**

Time: 9:30am
Date: Thursday, 18 August 2022
Venue: Ngake (16.09)
Level 16, Tahiwi
113 The Terrace
Wellington

MEMBERSHIP

Mayor Foster
Deputy Mayor Free
Councillor Calvert (Chair)
Councillor Condie
Councillor Day
Councillor Fitzsimons
Councillor Foon (Deputy Chair)
Liz Kelly
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Rush
Councillor Woolf
Councillor Young

Have your say!

You can make a short presentation to the Councillors, Committee members, Subcommittee members or Community Board members at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 04-803-8337, emailing public.participation@wcc.govt.nz or writing to Democracy Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number, and the issue you would like to talk about. All Council and committee meetings are livestreamed on our YouTube page. This includes any public participation at the meeting.

AREA OF FOCUS

The Pūroro Tahua | Finance and Performance Committee has the following responsibilities:

- Financial oversight
- Procurement policy
- Financial and non-financial performance oversight in relation to the Long-term Plan and Annual Plan
- Health and Safety
- Non-strategic asset investment and divestment as provided for through the LongTerm Plan and recommending to Council for matters not provided for in the LongTerm Plan.
- Council Controlled Organisation oversight and performance, with the exception of Wellington Water Limited which sits with the Infrastructure Committee
- Council Controlled Organisation director review and appointments
- WellingtonNZ oversight and performance

The Committee has the responsibility to discuss and approve a forward agenda.

To read the full delegations of this committee, please visit wellington.govt.nz/meetings.

Quorum: 9 members

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1. Meeting Conduct

1.1 Karakia

The Chairperson will open the meeting with a karakia.

Whakataka te hau ki te uru, Whakataka te hau ki te tonga. Kia mākinakina ki uta, Kia mātaratara ki tai. E hī ake ana te atākura. He tio, he huka, he hauhū. Tihei Mauri Ora!	Cease oh winds of the west and of the south Let the bracing breezes flow, over the land and the sea. Let the red-tipped dawn come with a sharpened edge, a touch of frost, a promise of a glorious day
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At the appropriate time, the following karakia will be read to close the meeting.

Unuhia, unuhia, unuhia ki te uru tapu nui Kia wātea, kia māmā, te ngākau, te tinana, te wairua I te ara takatū Koia rā e Rongo, whakairia ake ki runga Kia wātea, kia wātea Āe rā, kua wātea!	Draw on, draw on Draw on the supreme sacredness To clear, to free the heart, the body and the spirit of mankind Oh Rongo, above (symbol of peace) Let this all be done in unity
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1.2 Apologies

The Chairperson invites notice from members of apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

1.3 Conflict of Interest Declarations

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

1.4 Confirmation of Minutes

The minutes of the meeting held on 16 June 2022 will be put to the Pūroro Tahua | Finance and Performance Committee for confirmation.

1.5 Items not on the Agenda

The Chairperson will give notice of items not on the agenda as follows.

Matters Requiring Urgent Attention as Determined by Resolution of the Pūroro Tahua | Finance and Performance Committee.

The Chairperson shall state to the meeting:

-
1. The reason why the item is not on the agenda; and
 2. The reason why discussion of the item cannot be delayed until a subsequent meeting.

The item may be allowed onto the agenda by resolution of the Pūroro Tahua | Finance and Performance Committee.

Minor Matters relating to the General Business of the Pūroro Tahua | Finance and Performance Committee.

The Chairperson shall state to the meeting that the item will be discussed, but no resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Pūroro Tahua | Finance and Performance Committee for further discussion.

1.6 Public Participation

A maximum of 60 minutes is set aside for public participation at the commencement of any meeting of the Council or committee that is open to the public. Under Standing Order 31.2 a written, oral or electronic application to address the meeting setting forth the subject, is required to be lodged with the Chief Executive by 12.00 noon of the working day prior to the meeting concerned, and subsequently approved by the Chairperson.

Requests for public participation can be sent by email to public.participation@wcc.govt.nz, by post to Democracy Services, Wellington City Council, PO Box 2199, Wellington, or by phone at 04 803 8334, giving the requester's name, phone number and the issue to be raised.

2. General Business

ANNUAL REPORT 2021/22 PROGRESS UPDATE

Kōrero taunaki | Summary of considerations

Purpose

1. This report to Pūroro Tahua | Finance and Performance Committee provides a progress update on the development of the 2021-22 the Annual Report.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
- People friendly, compact, safe and accessible capital city
- Innovative, inclusive and creative city
- Dynamic and sustainable economy

Strategic alignment with priority objective areas from Long-term Plan 2021–2031

- Functioning, resilient and reliable three waters infrastructure
- Affordable, resilient and safe place to live
- Safe, resilient and reliable core transport infrastructure network
- Fit-for-purpose community, creative and cultural spaces
- Accelerating zero-carbon and waste-free transition
- Strong partnerships with mana whenua

Relevant Previous decisions

Outline relevant previous decisions that pertain to the decision being considered in this paper.

Significance

The decision is **rated low significance** in accordance with schedule 1 of the Council's Significance and Engagement Policy.

Financial considerations

- Nil Budgetary provision in Annual Plan / Long-term Plan Unbudgeted \$X

2. The review of the Annual Report update has no financial considerations

Risk

- Low Medium High Extreme

3. Overall, the review of the Annual Report update is of low risk.

Authors	Bronwen Green, Senior Advisor, Planning and Reporting Lloyd Jowsey, Team Leader, Planning and Reporting Joy Volkerling, Senior Advisor, Planning & Reporting
Authoriser	Baz Kaufman, Manager Strategy and Research Stephen McArthur, Chief Strategy & Governance Officer Sara Hay, Chief Financial Officer

Taunakitanga | Officers' Recommendations

That Pūroro Tahua | Finance and Performance Committee:

- 1) **Receive** the information.
- 2) **Note** the progress update on the Annual Report 2021/22.
- 3) **Note** the timeline for producing the Annual Report.

Whakarāpopoto | Executive Summary

4. The Annual Report (the Report) provides a concise, readable, and compliant review of the performance of the Council for the relevant financial year. This Paper provides an progress update to developing the Report.
5. The adoption of the 2021/22 Annual Report is scheduled to occur on 15 December 2022. The usual timeline to adoption has been extended this year to accommodate the local government election period and significant capacity constraints being experienced by the Council's external Auditors - Audit New Zealand.
6. The Annual Audit will be completed by 14 November. This means that:
 - Audit New Zealand will not complete their audit before the local body elections; and
 - The Annual Report will be adopted by the first meeting of the newly elected Council on 15 December 2022.
7. To achieve the audit plan timeframe, and obtain Councillor feedback, there will be a combined workshop with the outgoing Audit and Risk Subcommittee (open to all Councillors) scheduled for 30 August 2022.
8. The development process includes five layers of internal and external benchmarking review and assurance. This drives the continuous improvement of the content, structure, layout and presentation of the final documents. The 2020/21 Annual Report received a gold award in the Australasian Reporting Awards (ARA), believed to be the first New Zealand Local Authority to achieve this level of external award.
9. Continuous improvement of the 2021/22 Annual Report includes further simplification of the structure and organisation of information to ensure a clear and concise performance story.
10. The guiding theme for this Annual Report is "A city in transition" and aligns with the Pre-election report. The content will therefore include information on how the Council has adapted and learned from its response to significant pandemic and other relevant events during the 2021/22 year. The design and visual elements in the final document will also be guided by this theme.
11. The next steps in the Annual Report development process includes combined Audit and Risk Subcommittee and the Finance and Performance Committee workshop 30 August 2022.

Takenga mai | Background

12. The Annual Report provides a concise, readable, and compliant review of the performance of the Council for the relevant financial year.

13. Section 98 of the Local Government Act (LGA) 2002 requires the Council to prepare and adopt an Annual Report containing specified disclosures within four months after the end of the financial year. However, the pandemic significantly constrained Audit New Zealand's ability to carry out its annual audits in a timely manner. Parliament therefore passed a Bill to extend the statutory reporting time frames in the Crown Entities Act 2004 and the Local Government Act 2002 to 31 December.
14. Section 111 of the LGA 2002 requires Council to comply with New Zealand generally accepted accounting practice (NZ GAAP) in preparing the Annual Report. This is the accounting standards framework issued by the External Reporting Board (XRB).
15. Council officers propose to prepare the 2021/22 Annual Report for adoption on 15 December 2022. Due to both the extended timing of the final audit sign-off and that 2022 is an election year, the Annual Report development process has been changed to include both the outgoing Council and Subcommittees as well as the incoming Council.
16. To achieve the audit plan timeframe, there will be a workshop with the combined Audit and Risk Subcommittee and the Finance and Performance Committee. This workshop is open to all Councillors and scheduled for 30 August 2022. The workshops provide Councillors with the opportunity to review and provide feedback on the draft Annual Report prior to the Election.

Kōrerorero | Discussion

17. An overview of progress so far (to 10 August 2022) and next steps is as follows:

Progress to date:

Date	Purpose
3 May (Audit and Risk Subcommittee)	Provided an overview of the proposed approach to the Annual Report structure and an overview of the audit process and risks
16 June (Finance and Performance Committee)	Briefing on the proposed approach and Annual Report Structure.
June /August (Officers)	Initial draft development with input from the wider business

Review and Assurance

18. The Annual Report development process includes five layers of internal and external review and assurance:
 - A. Early in the development process there is a review of the previous year's Annual Report to identify areas of continuous improvement. This includes both legislative compliance as well as content, structure, layout, and the visual presentation of both financial and non-financial information. The improvements for the 2021/22 Annual Report focus on the:
 - continued simplification of the front-end summary and visual presentation of both financial and non-financial performance information; and
 - further refinement of the report layout and presentation.
 - B. The internal ELT and peer review of KPI, target and narrative information supplied from across the organisation, to ensure the accuracy, consistency and

honest accounting of performance of the report. This includes cross-checking of previous results against last year's reported information and these checks continue throughout the development programme up to adoption.

- C.** A legislative compliance and audit standards review of relevant information by the Council's external auditors AuditNZ across the interim, pre-final and final annual audit for the financial year covered by the Annual Report. This includes PBE Accounting Standards, LGA requirements, and Local Government (Financial Reporting and Prudence) Regulations 2014.
- D.** Plain English and public audience focused review and editing of the whole document. The focus here is to ensure the report structure, visual elements and language support a readable and easily navigable document.
- E.** An additional layer of external benchmark review and feedback from the Australasian Reporting Awards (ARA) judging panel against international standards of excellence for external accountability reporting. The 2020/21 Annual Report received a gold award, the first New Zealand Local Authority to achieve this level of award.

Whai whakaaro ki ngā whakataunga | Considerations for decision-making

Alignment with Council's strategies and policies

- 19. The Annual Report is a detailed look at Council financial and non-financial performance in the 2021/22 year. This includes how we have performed in implementing Council's strategies and policies.

Engagement and Consultation

- 20. No consultation is required for the Annual Report, but it includes information on consultations that were carried out in 2021/22 on key projects.

Implications for Māori

- 21. The Annual Report contains a review of 2021/22 delivery against our priority objective: strong partnerships with mana whenua – upholding Te Tiriti o Waitangi, weaving Te Reo Māori and Te Ao Māori into the social, environmental, and economic development of our city, and restoring the city's connection with Papatūānuku (nature). Also, our engagement with the Māori community for the 2021/22 year, including changes that were made and the focus for the future.

Financial implications

- 22. The Annual Report includes full Financial Statements for 2021/22. There are no financial implications arising from this paper as it is a backwards reflection of performance.

Legal considerations

- 23. The Annual Report is a requirement under the Local Government Act 2002 (the Act); failure to adopt by 31 December 2022 will breach the Act.

Risks and mitigations

- 24. Overall, this proposal is rated as low risk on the Council's risk framework.

Disability and accessibility impact

25. The final Annual Report and Summary will be uploaded to the Council website as a fully designed pdf and as an accessible document.

Climate Change impact and considerations

26. The progress made on Te Atakura during the 2021/22 financial year features under delivery against our priority objectives for the 2021/31 Long-term Plan.

Communications Plan

27. The Local Government Act required the Annual Report and Summary of the Annual Report to be published within one month of adoption. Copies are held in libraries, service centres and on the Council's website, as well as available on request. Some information from this Public Excluded report will be made public however the final report will only be available once the Audit is concluded, and the report is adopted. This will be done through Committee agendas and paper.

Health and Safety Impact considered

28. There are no impacts on Health and Safety, but the Annual Report includes a summary of the health and safety performance for 2021/22.

Ngā mahinga e whai ake nei | Next actions

29. The next actions in the Annual Report development process are:

Date	Purpose
18 August - Finance and Performance Committee progress briefing	Progress update on the Annual Report including high level financial and non-financial performance
30 August (Combined Workshop Audit and Risk Subcommittee, Finance and Performance Committee)	Annual Report Workshops, review and discuss <ul style="list-style-type: none"> Statement of Service Performance and non-financial performance and full Annual Report document review (chaired by C. Calvert) Financials and Audit progress
14 September (Audit and Risk Subcommittee meeting)	Presentation of post interim/ pre-final audit management report Recommend that F&P agree the Annual Report (Public Excluded)
29 September (Finance and Performance Committee)	Recommend current Council to approve Annual Report, subject to audit changes
29 September (Council)	Agree to recommendation that new Council f adopt the Annual Report for Wellington City Council and Group for the year ended 30 June 2022
3 October	Annual Report Audit begins
8 December (Council)	Briefing and document review - review final annual report and recommendation to adopt.
15 December (Council)	Council to adopt Annual Report including the provision of the Auditor's opinion

Attachments

Nil

BIANNUAL PROCUREMENT STRATEGY REVIEW

Kōrero taunaki | Summary of considerations

Purpose

1. This report to Pūroro Tahua | Finance and Performance Committee provides an update on key activities led and supported by Commercial Partnerships across three streams of work:
 - a. Updated Policy, Procedures and Contract Management Framework
 - b. Broader Outcomes, including Te Upoko o Te Ika a Māui Commitment
 - c. Procurement activities, including Sludge Minimisation Facility, Fleet Replacement Programme and other projects.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
- People friendly, compact, safe and accessible capital city
- Innovative, inclusive and creative city
- Dynamic and sustainable economy

Strategic alignment with priority objective areas from Long-term Plan 2021–2031

- Functioning, resilient and reliable three waters infrastructure
- Affordable, resilient and safe place to live
- Safe, resilient and reliable core transport infrastructure network
- Fit-for-purpose community, creative and cultural spaces
- Accelerating zero-carbon and waste-free transition
- Strong partnerships with mana whenua

Relevant Previous decisions

Procurement Strategy, 11 Feb 2021
Audit NZ Report on Procurement, Contracts and Project
Management, 12 Nov 2020

Financial considerations

- Nil Budgetary provision in Annual Plan / Long-term Plan Unbudgeted \$X

Risk

- Low Medium High Extreme

Author	Iestyn Burke, Principal Advisor Commercial Procurement
Authoriser	Sara Hay, Chief Financial Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion

That the Pūroro Tahua | Finance and Performance Committee:

1. Receive the information.
2. Note that the next report-back on progress in implementing the Procurement Policy, Procedures and Contract Management Framework, including Broader Outcomes achievements in February 2023.

Whakarāpopoto | Executive Summary

2. In February 2021 the Wellington City Council Procurement Strategy was adopted with the purpose of “describing how the Council’s procurement and commercial activity will support the achievement of the Council’s strategic objectives in ways that align with its values and strategic policies, always seeking to maximise the overall benefits that can be delivered as a result”.
3. Key achievements for noting since the adoption of the Procurement Strategy include:
 - a. Updated Policy, Procedures and Contract Management Framework
 - i. An update of the Procurement Policy and Procedures to better reflect the Procurement Strategy and Commercial Partnerships ability to ensure strategic commitments such as Te Atakura and Tūpiki Ora can be embedded in Council commercial activities. This documentation is currently out for internal consultation with Business Units.
 - ii. The development of a Council wide Contract Management Framework, alongside the associated Contract Management Policy and Procedures, training for Business Units, and the development of the Contracts Module to support quality contract data capture, impact reporting and insights. This will also enable Council to have greater visibility of spend with local business, Māori and Pasifika owned business and social enterprise.
 - b. Embedding Broader Outcomes, including activating Te Upoko o Te Ika a Māui Commitment:
 - i. Launch of the Broader Outcomes Strategy for Council.
 - ii. Training for Commercial Partnerships team to support them in their advisory work with Council.
 - iii. Development of a cross-government working group co-led with Greater Wellington City Council that will likely involve Hutt City Council, Porirua City Council, and Kapiti Coast District Council to bring to life the Te Upoko o Te Ika a Māui Commitment for the region. This working-group is an acknowledgement that uplifting and supporting the Māori economy will be better achieved through Kotahitanga – Working Together, and membership alongside a Terms of Reference and associated action plan are all in the process of being confirmed.

- iv. As part of Council actions under Te Upoko o Te Ika a Māui Commitment, our partnership with Amotai has seen increased engagement with Māori businesses in the region on major contracts, including \$1 million infrastructure contract award to a Māori business, and various contracts awarded through Mataaho Aronui to a value of \$990k.
- c. The successful delivery of numerous procurement activities/projects as noted later in this report.
- d. Successful recruitment of the Commercial Partnerships team, to support the activities outlined in this report. This enables Council to deliver on the Procurement Strategy and to encourage continuous improvement for the current and future delivery needs of Council.

Takenga mai | Background

- 4. Council purchases a significant volume and variety of goods and services ranging in scope from major contracts for civil works, horizontal and vertical construction, large maintenance contracts, professional services, land, building and art acquisitions to small items such as office supplies and minor equipment, with external expenditure of over \$500m per annum.
- 5. In September 2020 Audit NZ noted that Council lacked an enterprise-wide Procurement Strategy, and that “due to the devolved procurement operating model, there is a lack of understanding of and visibility around Council-wide procurement and contracting activity”. The report recommended that “Council develop a roadmap of work to be undertaken to improve the procurement capability within the Council”.
- 6. In February 2021 the Council Procurement Strategy was adopted with the purpose of “describing how the Council’s procurement and commercial activity will support the achievement of the Council’s strategic objectives in ways that align with its values and strategic policies, always seeking to maximise the overall benefits that can be delivered as a result” including but not limited to:
 - a. Refresh of Procurement Policy And associated procedures.
 - b. Council Contract Management Framework approved and in the process of being implemented.
 - c. Contract Management Solution (TechOne upgrade) to centralise contract data in order to mature contract activities at Council. Scheduled go live date is late 2022.
 - d. Broader Outcomes Strategy endorsed and activated on a number of projects.
 - e. Recruitment of staff in order to address significant long-term resourcing challenges.

Kōrerorero | Discussion

- 7. This paper provides an update on key activities led and supported by Commercial Partnerships across three major streams of work:
 - a. Refreshing the Council Procurement Policy, Procedures and activating the Contract Management Framework.
 - b. Embedding Broader Outcomes, including Te Upoko o Te Ika a Māui Commitment.
 - c. Delivery of over 160 procurement activities since the approval of the Procurement Strategy, including but not limited to large scale projects such

as: Te Matapihi Seismic Strengthening project; Sludge Minimisation Facility; Fleet Replacement Programme; LGWM Transformational Programme – Detailed Business Case; and Waste Management Contract Renewal.

Key achievements - Updating the Council Procurement Policy, Procedures and activating the Contract Management Framework

8. As part of further actions in response to the 2020 Audit NZ report on Council-wide procurement activities, it was decided that alongside the Procurement Strategy adopted in February 2021 that the Procurement Policy and Procurement Procedures should also be refreshed. This would allow the full suite of procurement related documents and guidance to be up to date and fit for purpose to meet current and future commercial activities.
9. The refresh of this suite of documents has included:
 - a. Refresh of the Procurement Policy to include provisions that enable Council to meet: 2021-2031 Long Term Plan; Tūpiki Ora Māori Strategy; Te Atakura First to Zero; Broader Outcomes; and, Te Upoko o te Ika a Māui Commitment.
 - b. Refresh of the Procurement Procedures to allow for the commercial function to better consider risk, social/cultural/economic/environmental outcomes, value and cost savings.
 - c. Publishing of the Broader Outcomes Strategy and development of the complementary Broader Outcomes Toolkit and Evaluation Methodology Matrix.
 - d. Launch of the Contract Management Framework, and associated training for business units.
 - e. Working towards updating the Commercial Partnerships intranet page to be a more effective reference point for internal customers with procurement queries.
 - f. Progress to develop category management and a cost saving strategy for Council.

Key achievements – Embedding Broader Outcomes, including Te Upoko o Te Ika a Māui Commitment

10. Activating Commercial Partnerships role in enabling Broader Outcomes to enhance the overall prosperity of the Wellington region and create meaningful partnerships with mana whenua. This commitment has seen the Commercial Partnerships team implementing three actions:
 - a. Increasing spend with Māori, Pasifika and social enterprise guided by Te Upoko o Te Ika a Māui Commitment targets that will be developed in 2022 by the Commercial Partnerships team in collaboration with other key partners across Council.
 - b. Investing in increasing visibility of the Māori, Pasifika and social enterprise market through the government supplier diversity intermediary Amotai and social enterprise group Ākina, which will enable Council to make better commercial decision aligned with the market and grow local enterprise capability.

-
- c. Sharing learnings, resources and market intelligence across the region through:
 - i. Co-leading the establishment of a working group with Greater Wellington for Te Upoko o Te Ika a Māui Commitment to increase impact, build better commercial understanding of the Māori economy and grow the economy with our other regional partners.
 - ii. Proactive involvement in the cross-government Broader Outcomes Hapori to be aligned with sector approaches and activities enabling social, cultural, economic and employment outcomes.
 - iii. Working with Local Government Strategic Procurement Group.
 11. Following the approval of the Te Upoko o Te Ika a Māui Commitment, Council has achieved:
 - a. Awarded an infrastructure contract with a 100% owned Māori supplier with a total value of \$1M.
 - b. Contract with a number of Māori and iwi-owned organisations through Mataaho Aronui to a value of \$990k.
 - c. Scoping up additional opportunities with Amotai and their nominated suppliers.
 - d. Hosting Amotai supplier briefings for the upcoming Transitional Cycleways and Minor Civils Physical Works Supplier Panel.
 - e. Discussions with LT McGuinness and Ngāti Toa on their new iwi recruitment initiative "Rāranga". Options for piloting this initiative have been discussed for Te Matapihi ki te Ao Nui.
 12. The SMF Project itself is a broader outcome as we strive to divert sludge from the Southern Landfill by instead producing a grade A useable biosolid product and gas collection. The future use of the biosolids produced will be determined alongside Mana Whenua and iwi during the construction of the new facility.
 13. Sludge Minimisation Facility (SMF): Procurement activities have been completed:
 - Approved Procurement Strategy for overall programme
 - Peer Review Services contract awarded
 - Independent Cost Manager contract awarded
 - Early Contractor Involvement (ECI) contract awarded
 - Design Services contract awarded
 14. The ECI contract does include broader outcome requirements in the form of "Corporate Social Responsibility" (CSR) parameters - which covers:
 - a. Promotion and facilitation of partnership, participation and protection principles for Māori;
 - b. Demonstrating sustainable and environmentally friendly practices;
 - c. Being a good employer, demonstrated by such things as equal employment opportunities for diverse individuals
 15. Targeted KPIs including those specifically for targeted Broader Outcomes will be developed as part of the ECI process to be included within the Head Contractor NEC4 construction contract. These will include many of the above points as tangible outcomes to be tracked against agreed set targets.

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16. Early success on the SMF Design contract has seen Broader Outcomes be activated early on the project, with two junior and mid-level female engineers local to Wellington who have an interest in wastewater treatment the ability to participate in the project. Although small, this is a great step in the direction of increasing diversity and uplifting skill sets in the constrained construction workforce.

Key achievements – Procurement

17. Progress is being made in our EV and Hybrid Fleet Replacement Programme with 48% of the light passenger vehicle fleet now transitioned to EVs from Internal Combustion Engine (ICE). The balance of the ICE fleet to be transitioned to EVs/Hybrids by the end of the 2022 calendar year. Other achievements of note pertaining to this programme include:
- a. Vehicles being rebranded with refreshed decals applied which feature both English and Te Reo Māori.
 - b. Commercial Partnerships worked with various stakeholders (e.g. pool fleet users, staff with a vehicle assigned to their role) to ensure a smooth transition to the new EV and Hybrid Fleet. The opportunity was also taken to refresh User Guides and the Operations Manual relating to Fleet at Council which has provided more clarity to kaimahi on the effective use of the Council Fleet.
 - c. Charging infrastructure has also increased as part of the EV and Hybrid Fleet roll out with 11 chargers installed in Tahiriwi and Boulcott Street offices, alongside the Karori Cemetery, the Botanic Gardens, Berhampore Nursey, the Southern Landfill, and the Council depot in Newtown. Kaimahi can also take advantage of the regional EV charging infrastructure already installed around Pōneke. A further 11 chargers are planned to be installed in Tahiriwi by the end of August 2022.
 - d. Commercial Partnerships, in collaboration with the Climate team, want to encourage more of our kaimahi to reduce their transport emissions by trying alternative transport options. Commercial Partnerships is considering a car sharing pilot so that, when required, people have another option available to them. If successful, this may further rationalise our fleet of light passenger vehicle, lowering our overall carbon footprint at Council.
18. LGWM Transformational Programme – Detailed Business Case:
- a. The Transformational Programme is one of three core programmes that make up the LGWM portfolio. It comprises the large programme elements that will help shape future growth, transform the city, substantially change how people move around and move more people with fewer vehicles.
 - b. The Indicative Business Case (to be approved later this year) has identified Option 1 (CBD to South Coast Light Rail and New Public Transport Tunnel) as the preferred option.
 - c. Commercial Partnerships are supporting the development of the procurement plan relating to the purchasing of professional services to progress the preferred option through a Detailed Business Case (DBC). The DBC will align the transport and urban development in a compelling and integrated case for investment; and allow for the design and construction of transformational change projects for the City. LGWM is seeking to appoint a collaborative partner(s) who will be part of the core LGWM team responsible for the timely

and right sized delivery of investment narratives. Contract award is anticipated in early 2023, post DBC funding approval.

- d. Commercial Partnerships continue to work closely with LGWM team to review and sign off procurement plans with a focus on embedding Broader Outcomes into the delivery of the Project.
19. Waste Management Contract Renewal: Council has held contracts with EnviroWaste for the collection of kerbside recyclable material and collection of domestic kerbside refuse since 2010. The contract was due to expire in August 2022 and a commercial decision made to extend the contract. This decision allows Council sufficient time to undertake the “Waste Management and Minimisation Plan” which will inform future commercial direction for this service.

Key upcoming activities planned

20. Continue to roll out the Procurement Policy, Procedures and the Contracts Module for Council as key deliverables under the Contract Management Framework.
21. Undertake wider education and training for Council on updated Commercial Partnerships Policy and Procedures to ensure new ways of working are well understood and effectively implemented.
22. Continue to embed Broader Outcomes into our commercial activities to realise positive social, cultural, economic and environmental outcomes for our communities.
23. Refresh Commercial Partnerships Pokapū information, including key information on Broader Outcomes, Contract Management, and the EV Fleet.
24. Focused action on category management, contract spend/deliverables and efficiency areas to achieve cost-savings as part of good commercial practice.

Ngā mahinga e whai ake nei | Next actions

25. Implement planned upcoming activities described within this paper.
26. Provide an update to the Pūroro Tahua | Finance and Performance Committee in February 2023 on progress.

Attachments

- | | | |
|---------------|---|---------|
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| Attachment 2. | Broader Outcomes Toolkit   | Page 33 |

**Absolutely Positively
Wellington City Council**
Me Heke Ki Pōneke

Wellington City Council Me Heke Ki Poneke

Broader Outcomes Strategy August 2022

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Our Values

 He tangata, he tangata, he tangata We put people at the heart of what we do	 Whakapai ake We're always improving
 Mahi ngātahi We collaborate	 Mana tiaki We care for our places

Purpose

This Broader Outcomes strategy guides and is supported by the Wellington City Council Me Heke Ki Pōneke (Council) Policies and Procedures that are applied across all Council procurement and commercial activities.

Council will ensure that its procurement and commercial activities that pursue Broader Outcomes are aligned with and enable the delivery of: [2021-2031 Long Term Plan](#); [Tūpiki Ora Māori Strategy](#); [Te Atakura First to Zero](#) and Te Upoko o te Ika a Māui.

Introduction

Council procurement

Every year Wellington City Council spends over \$500m on external suppliers to help the Council run its operations and deliver its projects. This includes a wide range of works, goods and services across all Council functions that together enable the delivery of community infrastructure, facilities, and services for the residents of Pōneke.

Commercial Partnerships work together with Business Units to enable Council to partner with organisations to deliver on commercial outcomes that align with our organisation's values, are guided by our vision, and upholds our commercial principals. Positive social, cultural, economic, and environmental outcomes for Pōneke are at the heart of our commercial decision making.

Kia mahi ngātahi mō Pōneke mō tōna āpōpō.

Working together for Wellington's future.

Broader Outcomes terminology

Broader Outcomes as a defined term refers to positive social, cultural, economic, and environmental outcomes for Pōneke being embedded in Council commercial decision making. Alternative terms the market may be familiar with include: social procurement, sustainable procurement, social wellbeing, or social impact. All are referring to the same purpose of Broader Outcomes.

Strategy scope

The scope of this strategy encompasses all Council commercial activities. The strategy is intended to reflect the commercial role at Council in leading the introduction, development, and implementation of Broader Outcomes through a commercial lens, in partnership with the wider organisation, public sector and industry.

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This strategy is also available for reference and use by our Council Controlled Organisations (CCOs), suppliers, including sub-contractors and industry representatives/bodies. This is a key expectation and deliverable for our supply chains, and it is critical that all parties collaborate on shared values and focus outcomes, as well as partnering for success.





Executive Summary - He Whakarāpopototanga

Implementing Broader Outcomes at Council

The approach to achieving Broader Outcomes means that Council will actively seek to realise a range of social, cultural, economic, and environmental outcomes for Pōneke through our commercial function.

Target outcomes to be pursued

Due to the nature and breadth of our categories of spend at Council there are multiple opportunities to identify, prioritise and implement Broader Outcomes. Commercial Partnerships team together with relevant internal partners agreed four target outcome areas to focus on through its commercial and project activities. These four target outcome areas are directly aligned with the Council four dimensions of wellbeing, and are as follows:

	<p>Māori</p> <p>We are committed to developing trusted relationships and partnerships that are mutually beneficial, collaborative that ensures the rights and aspirations of mana whenua are upheld and protected. We pro-actively support partnership with Māori and iwi-owned businesses throughout our supply chains to grow Māori economic development.</p>
	<p>Taiao (environment)</p> <p>We recognise and protect te taiao by prioritising commercial solutions that enable us to make sustainable investments and partnering with our wider supply chains who share our sustainability goals and invest in climate-positive outcomes.</p>
	<p>Pāpori (social/community)</p> <p>We champion a diverse, safe, inclusive, and accessible workforce, to ensure positive pāpori (social/community) outcomes throughout our supply chains and investment partners.</p>
	<p>Ōhanga (economy)</p> <p>We pro-actively support a sustainable and diverse local ōhanga (economy) through partnering and collaborating with local Wellington business to ensure a thriving Capital city.</p>

Key objectives/Success factors

The extent to which Broader Outcomes are explored or pursued will vary depending on the nature of the programme, project or commercial activities being undertaken. Target outcomes are influenced by many

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factors including geographic location, market dynamics, local/regional/ national capability and capacity, overall value, and community objectives/ aspirations.

They are further impacted by unintended negative consequences, which must be considered and managed when planning for Broader Outcomes. To help achieve Broader Outcomes several key objectives and success factors have been developed to guide application.

Māori	
<p>Key objectives</p> <ul style="list-style-type: none"> Proactive and sustainable partnership with Māori and iwi-owned businesses¹ committed to under Te Upoko o Te Ika a Māui Commitment. Proactive and meaningful engagement with iwi and hapū to activate mana whenua aspirations in contract delivery. Te Reo Māori and Te Ao Māori is normalised in our city through greater access, investment, and more opportunities to celebrate across our supply chains. 	<p>Key Result Areas</p> <ul style="list-style-type: none"> Spend targets per annum with Māori businesses to increase opportunities to grow iwi and Māori businesses Quarterly mana whenua hui with Commercial Partnerships representation to increase understanding of iwi aspirations. Cultural competency development initiatives requirement on Council projects of significance. Associated results/outcome areas in Tūpiki Ora
Taiao (environment)	
<p>Key objectives</p> <ul style="list-style-type: none"> Prioritisation of sustainability focused requirements and solutions that are backed by science based targets (carbon, resource efficiency, waste, biodiversity and preservation of the natural environment) aligned with Te Atakura First to Zero and the Carbon Neutral Government Programme. Increase understanding of carbon and ecological implications of commercial decisions so negative impacts can be mitigated or managed. Proactive partnership with local organisations and wider supply chain who invest in climate-positive outcomes and offer regenerative solutions to our sustainability requirements. 	<p>Key Result Areas</p> <ul style="list-style-type: none"> Supplier and supply chain demonstration of commitment to environmental outcomes, science-based targets and certification or audit compliance with relevant policy, legislation, and strategic commitments. Report on progress or adherence to environmental targets specific for project AND/OR Alignment of contract targets with Te Atakura - First to Zero three key goals: <ul style="list-style-type: none"> Reduce city emissions by 57% by 2030, and to net zero by 2050. Reduce the Council emissions to net zero by 2050.

¹ A Māori business can be defined as being a business that is at least 50% of the ownership is held by Māori (including individuals, collectives and/or businesses); or uses the current Inland Revenue eligibility to be a Māori authority (i.e., is eligible for a Māori authority tax code)

Pāpori (social/community)	
<p>Key objectives</p> <ul style="list-style-type: none"> • Increase in local and diverse people² reflected in the inclusive workforces of our supply chains working on our projects. • Proactive investment in job creation, employment stability and inclusive workforce development on our projects. • Evidence of supplier and supply chain investment in communities through partnerships with local groups (community, sports, arts, schools) to enhance co-creation and inclusivity on our projects. 	<p>Key Result Areas</p> <ul style="list-style-type: none"> • Local employment targets. • Relevant diversity and inclusion targets on Council projects of significance³. • Successful audit of Living Wage requirement. • Increase in local community investment initiatives requirements on Council projects of significance.
Ōhanga (Economy)	
<p>Key objectives</p> <ul style="list-style-type: none"> • Proactive and sustainable partnership with local Wellington businesses to support a prosperous local economy. • Increased focus on supplier diversity initiatives to contribute to a healthier, diverse supplier⁴ market. • Integration of mentoring and business development opportunities on our projects to enhance economic wellbeing of local supplier markets. 	<p>KRAs</p> <ul style="list-style-type: none"> • Effective use of spend targets with diverse businesses. • Relevant mentoring and business development initiatives on Council projects of significance.

Strategy Implementation - Mahia Te Mahi

Council roles & responsibilities

The Commercial Partnerships team will collaborate with key partners, business units and other subject matter experts to develop and implement Broader Outcomes.

² Diverse people include but are not limited to people who identify as/with Māori, Pasifika, disability, LGBTQI+, refugees/migrants, people experiencing long-term or cyclical unemployment, Not in Education/Employment/Training (NEET), re-entering the workforce from childcare/ill-health (physical or mental)/correctional sentence or transitioning workforce sectors.

³ Council projects of significance are any projects over \$1 million in value or contracts greater than 5 years in duration.

⁴ Diverse suppliers or businesses include but are not limited to small-to-medium and locally owned enterprise, Māori and Pasifika enterprise, and social enterprise.

Me Heke Ki Pōneke | Wellington City Council





By partnering with these business groups, the Commercial Partnerships team can ensure outcomes are aligned to organisational objectives, strategies and policies as well as supporting the operational application to commercial activities. Roles and responsibilities for internal Council partners are defined here:

Business Unit	Role & Responsibility
Commercial Partnerships team	<ul style="list-style-type: none"> Co-develop with Council SMEs guidance on the implementation and application of Broader Outcomes at Council. Provide advice and commercial guidance to enable Broader Outcomes to be pursued on projects and commercial activities. Lead the capability uplift of Broader Outcomes within Council
ELT, Managers & Contract Managers	<ul style="list-style-type: none"> Ensure business group commercial activities embed Broader Outcomes where appropriate. Ensure collaboration is maintained with the Commercial Partnerships team on the application of Broader Outcomes. Maintain required reporting and monitoring mechanisms for Broader Outcomes.
Te Mataaaho Aronui	<ul style="list-style-type: none"> Co-develop Māori and iwi-related targets in relation to projects that are aligned to Tūpiki Ora and Broader Outcome objectives. Support engagement with iwi Māori, mana whenua and Māori business/enterprise through commercial activities.
Planning & Environment Group	<ul style="list-style-type: none"> Lead and support the application of environmental, sustainability and urban design matters in relation to Te Atakura - First to Zero and Broader Outcomes. Co-develop environmental targets in relation to projects that are aligned to environmental and climate-related policy and Broader Outcome objectives. Work with Climate Change Response team.
People & Culture Group	<ul style="list-style-type: none"> Ensure business unit accountable for people, culture and diversity related strategies are connected to the pursuit of Broader Outcomes. Provide advice and guidance to Commercial Partnerships team of effective outcomes to be pursued on project that align with the Inclusion and Diversity strategy.

Key success partners

Council recognises that success requires partnership with not only our internal business units and suppliers, but also other external enterprises and SMEs. Council has identified relationships with potential key success partners to support the pursuit and successful implementation of Broader Outcomes.

Success partners may be able to provide specialist support, guidance, and assistance to Council projects/initiatives across each of the four target outcomes to ensure Broader Outcomes pursued are reflective of the aspirations of the community.

Target Outcomes	Internal Success Partners	External Success Partners
 <p>Māori</p>	<ul style="list-style-type: none"> Te Mataaho Aronui Māori Group Tira Poutama Iwi Partnerships Tatai Heke Māori Chief Māori Officer 	<ul style="list-style-type: none"> Taranaki Whānui Ngāti Toa Rangatira Amotai Te Awe Wellington Māori Business Network Te Puni Kōkiri
 <p>Taiao (environment)</p>	<ul style="list-style-type: none"> Planning & Environment Group Environmental Reference Group Safe and Sustainable Transport Reference Group 	<ul style="list-style-type: none"> Sustainable Business Network Sustainability Trust Waste Forum Wellington Region Climate Change Working Group
 <p>Pāpori (social/community)</p>	<ul style="list-style-type: none"> People & Culture Group Accessibility Advisory Group Rainbow Advisory group Youth Council Pacific Advisory Group 	<ul style="list-style-type: none"> Ministry of Social Development Multi-Cultural Council of Wellington Whaikaha Ministry for Disabled People
 <p>Ōhanga (economy)</p>	<ul style="list-style-type: none"> Economic Wellbeing Strategy lead 	<ul style="list-style-type: none"> Wellington Business Network Chrysalis Wellington Women in Business Network Ākina

Procurement lifecycle process & minimum expectations

While the Commercial Partnerships team can support, guide, and advise on a project-by-project basis the following are expectations on how Broader Outcomes should be incorporated into commercial activities.

Commercial Lifecycle	Minimum Expectations
Plan - Whakatakoto	<p><u>Initiate project</u></p> <ul style="list-style-type: none"> Work with internal teams and key success partners early to identify broader outcome opportunities and define fit-for-purpose target outcome areas. Check with the Commercial Partnerships team to determine if this category or a similar project has previously been implemented to ensure prior lessons learned can be applied.

Commercial Lifecycle	Minimum Expectations
	<p><u>Analyse the market</u></p> <ul style="list-style-type: none"> Analyse or test the market’s appetite on Broader Outcomes. Work with Commercial Partnerships to establish what success partners could support Broader Outcomes.
	<p><u>Plan approach to market and evaluation</u></p> <ul style="list-style-type: none"> Create and agree with partners and SMEs the defined target outcome areas and appropriate methodology for delivery including reporting requirements. <p><i>Note: If unsure of the potential implications that these commitments may create, please check with your relevant Project Sponsor, Commercial Partnerships, Legal teams, or SME.</i></p>
Source - Kaitaonga	<p><u>Approach the market and select supplier</u></p> <ul style="list-style-type: none"> Ensure sourcing documents incorporate Broader Outcomes and that evaluation methods allow for meaningful responses to be given by suppliers. Confirm likely costs, challenges, and opportunities to implement Broader Outcomes. Clarify any opportunities, issues, or misunderstandings with suppliers.
	<p><u>Negotiate and award contract</u></p> <ul style="list-style-type: none"> Identify key Broader Outcomes requirements for negotiation, including critical deliverables, risks, metrics, reporting methodologies and frameworks. Ensure success partners and SMEs are utilised where necessary to support delivery, co-development of reporting and achieving benefit realisation. Confirm benefits and associated timelines that measure the impact of Broader Outcomes overtime (social impact assessments or social value ratios)
Manage - Rauhi	<p><u>Manage contract, reporting and relationships</u></p> <ul style="list-style-type: none"> Measure short and long-term impact of Broader Outcomes, project success and performance of success partners where agreed. Distribute reports to relevant parties (Climate Change team, Te Mataaho Aronui, Commercial Partnerships) to meet organisational reporting commitments.

Commercial Lifecycle	Minimum Expectations
Review - Arotake	<ul style="list-style-type: none"> • Identify constraints and additional areas of support required for optimisation and continuous improvement. • Conduct lessons learnt sessions with suppliers, partners, and SMEs to determine success of Broader Outcomes. Ensure any lessons learnt are shared with Commercial Partnerships.

Conclusion - Kupu Whakamutunga

Delivering value for money and meaningful social, cultural, economic, and environmental outcomes for Pōneke is at the heart of our Council commercial decision making. Commercial Partnerships are committed to ensuring Council is supported to evolve into an organisation that can achieve Broader Outcomes and fulfil its strategic commitments to our communities.

This strategy will evolve overtime as the social, cultural, economic, and environmental outcomes requiring focus and investment evolve. Commercial Partnerships will manage how Broader Outcomes needs to adapt, including associated training and co-development of reporting, monitoring or reviews with the appropriate business units.



Document control

Policy owner	Commercial Partnerships
Date approved	February 2022
Endorsed by Council	February 2022
Review period	2 years

Next policy review date	June 2024
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Broader Outcomes Toolkit

Toolkit to help develop fit-for-purpose evaluation
criteria questions for Broader Outcomes

Broader Outcomes at Council

Procurement at Council

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Kia mahi ngātahi mō Pōneke mō tōna āpōpō.

Working together for Wellington's future.


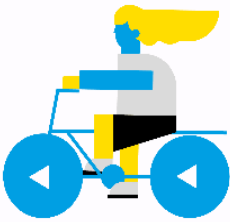

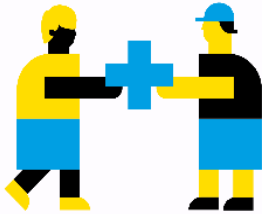
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Target outcomes to be pursued





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Key objectives

The extent to which Broader Outcomes are explored or pursued will vary depending on the nature of the programme, project or commercial activities being undertaken. Target outcomes are influenced by many factors including geographic location, market dynamics, local/regional/ national capability and capacity, overall value, and community objectives/ aspirations.

They are further impacted by unintended negative consequences, which must be considered and managed when planning for Broader Outcomes. To help achieve Broader Outcomes several key objectives and success factors have been developed to guide application, and potential success partners detailed in the following tables.

Target Outcomes	Internal Success Partners		External Success Partners	
Māori 	Tatai Heke Māori Chief Māori Officer Tira Poutama Iwi Partnerships	Te Mataaho Aronui Māori Group Mātauranga Māori Capability Framework Working Group	Taranaki Whānui Amotai	Ngāti Toa Rangatira Te Awe Wellington Māori Business Network Te Puni Kōkiri
Taiao (environment) 	Planning & Environment Group Climate team	Environmental Reference Group Safe and Sustainable Transport Reference Group	Sustainable Business Network Sustainability Trust	Waste Forum Wellington Region Climate Change Working Group
Pāpori (social/community) 	People & Culture Group Accessibility Advisory Group Rainbow Advisory Group	Youth Council Pacific Advisory Group	Ministry of Social Development	Multi-Cultural Council of Wellington Whaikaha Ministry for Disabled People
Ōhanga (economy) 	Economic Wellbeing Strategy lead	WellingtonNZ	Chrysalis Wellington Women in Business Network Ākina	Wellington Business Network

Key objectives



Māori

Key objectives

- Proactive and sustainable partnership with Māori and iwi-owned businesses committed to under Te Upoko o Te Ika a Māui Commitment.
- Proactive and meaningful engagement with iwi and hapū to activate mana whenua aspirations in contract delivery.
- Te Reo Māori and Te Ao Māori is normalised in our city through greater access, investment, and more opportunities to celebrate across our supply chains.

Key Result Areas

- Spend targets per annum with Māori businesses to increase opportunities to grow iwi and Māori businesses
- Quarterly mana whenua hui with Commercial Partnerships representation to increase understanding of iwi aspirations.
- Cultural competency development initiatives requirement on Council projects of significance.
- Associated results/outcome areas in [Tūpiki Ora](#)

Taiao (environment)

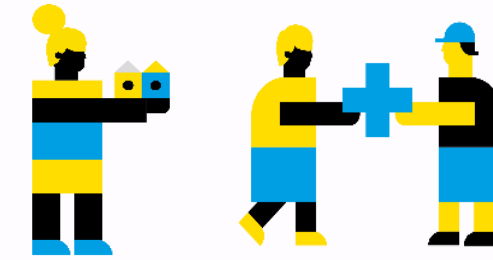
Key objectives

- Prioritisation of sustainability focused requirements and solutions that are backed by science based targets (carbon, resource efficiency, waste, biodiversity and preservation of the natural environment) aligned with [Te Atakura First to Zero](#) and the [Carbon Neutral Government Programme](#).
- Increase understanding of carbon and ecological implications of commercial decisions so negative impacts can be mitigated or managed.
- Proactive partnership with local organisations/wider supply chain who invest in climate-positive outcomes and offer regenerative solutions to our sustainability requirements.

Key Result Areas

- Supplier and supply chain demonstration of commitment to environmental outcomes, science-based targets and certification or audit compliance with relevant policy, legislation, and strategic commitments.
- Report on progress or adherence to environmental targets specific for project AND/OR
- Alignment of contract targets with [Te Atakura - First to Zero](#) three key goals: Reduce city emissions by 57% by 2030, and to net zero by 2050 and reduce the Council emissions to net zero by 2050

Key objectives



Pāpori (social/community)	
<p>Key objectives</p> <ul style="list-style-type: none"> • Increase in local and diverse people reflected in the inclusive workforces of our supply chains working on our projects. • Proactive investment in job creation, employment stability and inclusive workforce development on our projects. • Evidence of supplier and supply chain investment in communities through partnerships with local groups (community, sports, arts, schools) to enhance co-creation and inclusivity on our projects. 	<p>Key Result Areas</p> <ul style="list-style-type: none"> • Local employment targets. • Relevant diversity and inclusion targets on Council projects of significance. • Successful audit of Living Wage requirement. • Increase in local community investment initiatives requirements on Council projects of significance.

Ōhanga (Economy)	
<p>Key objectives</p> <ul style="list-style-type: none"> • Proactive and sustainable partnership with local Wellington businesses to support a prosperous local economy. • Increased focus on supplier diversity initiatives to contribute to a healthier, diverse supplier market. • Integration of mentoring and business development opportunities on our projects to enhance economic wellbeing of local supplier markets. 	<p>KRAs</p> <ul style="list-style-type: none"> • Effective use of spend targets with diverse businesses. • Relevant mentoring and business development initiatives on Council projects of significance.

RFX Questions & Evaluation Criteria

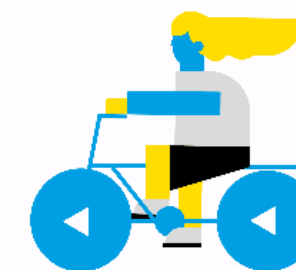
Target Outcome Area - Māori



- What partnerships have you established with Māori business or what opportunity do you have to partner with Māori business for the duration of this project?
- Do you have any Māori employment targets for your company or as part of your programs or projects? If so, please provide details of how will this be applied to this project/product/service?
- How do you ensure tikanga is upheld through your partnerships with Māori? Provide evidence on how this will be embedded for this project/product/service?
- What kind of future are you working to create for your organisation and Māori as te Tiriti Partners? How will this be effective for this project/product/service? Relate this to Council's [Tūpiki Ora](#) strategy.
- What programs do you currently have in your organisation that specifically address te ao Māori and Māori aspirations? How will this be implemented for this project/product/service and how effective has it been in practice?
- What employment opportunities for local Māori would be embedded on this project?
- How do you ensure partnership with iwi, hapū, mana whenua when conducting projects in Pōneke? How will this be effective for this project/product/service? Relate this to Council's [Tūpiki Ora](#) strategy.
- How do you ensure business is conducted in a culturally responsive and inclusive manner that honours and empowers Māori, te Tiriti and mana whenua? How will this be effective for this project/product/service? Relate this to Council's [Tūpiki Ora](#) strategy.
- Do you have a Māori engagement strategy/approach or relationship agreement when your company works with mana whenua? If so, what does this cover and how effective has it been in practice? Provide evidence and relate this to Council's [Tūpiki Ora](#) strategy.
- How will skills development and training opportunities be embedded in this project for Māori employees, in particular rangatahi Māori? How will then contribute to the uplifting of skills for the **[insert name]** sector?

RFX Questions & Evaluation Criteria

Target Outcome Area - Taiao (environment)



- What impacts might this project/product/service have, in generating waste, pollutants or emissions? Are there lower-impact alternatives that perform to an equivalent standard that you would embed on this project?
- What on-site/in-house policies and practices do you have to minimise, reduce and divert waste during construction/manufacturing/service delivery, and how will these be applied to this project?
- How will you manage and reduce your carbon, water and materials impacts (or consumption levels) during construction/manufacturing/service delivery and how can we partner with you to achieve this for this project/product?
- What kind of future are you working to create for your organisation to address the current impact you have on the environment? How can we partner with you to achieve this through our project?
- How will you monitor, manage and work to reduce emissions for this project/product/service? How can we partner for success? Relate this to Council's [Te Atakura First to Zero](#) and the [Carbon Neutral Government Programme](#).
- Where do you see environmental efficiencies able to be pursued for this project/product/service, and how can we partner to achieve this? i.e. biodiversity increase, energy management/energy efficient practice, water management, products with closed-loop supply chain/recycling options?
- How can we partner to incentivise your organisation and project supply chain to achieve environmental innovation for this project/product/service? Relate this to Council's [Te Atakura First to Zero](#) and the [Carbon Neutral Government Programme](#).
- Do you monitor the sustainability performance of your supply chain (materials, processes, etc.)? If YES, on which issues and why, and how will this be utilised for our project/product/service? If NO, is there future intention to do this and could we partner with you to achieve this?
- What environment or sustainability social enterprises would you partner with to achieve environment and sustainability outcomes for this project/product/service? How can we support this partnership?
- Does your company intentionally partner with subcontractors/the wider supply chain to achieve positive environmental objectives YES/NO (If yes, please provide details and detail how it will be incorporated into this project)
- How will a te ao Māori or Mātauranga Māori lens be applied to environmental/sustainability outcomes on this project?

RFx Questions & Evaluation Criteria

Target Outcome Area - Pāpori (social/community)



- Describe the fair work practices you have in place in your organisation to ensure employee health, safety and wellbeing, including your international and domestic supply chain, and how these will be applied to this project?
- How will you ensure compliance with legislation around working conditions, employment and health and safety across your supply chain (including sub-contractors) for this project/product/service?
- How might you track and report on socio-economic wellbeing (social impact/social value ratios) for the duration of this contract?
- Please advise the viability of Living Wage for your staff employment on this project. Please further detail how we could partner for success with you on this?
- Do you have a diversity strategy or collection of programmes to enhance and support as inclusive workforce (including subcontractors and wider supply chain)? Detail how this will be embedded for this project/product/service.
- What investment will you make into taking people out of unemployment or who would traditionally have difficulties accessing employment i.e. career opportunities for people with disabilities, providing career advice and/or mentoring, using local suppliers or social enterprises, and how will it apply to this project/product/service?
- Detail what **[insert relevant field]** skills training/development programs (including any apprenticeship or tertiary programs)/diverse employees programs you currently have in place within your company?
- How you would look to minimise the potential negative impact of a large workforce moving into an area e.g availability of accommodation, rental price increases and the post contract impact? How can we partner with you to achieve this for this project/product/service?
- How will you ensure you operate in a culturally responsive manner for your diverse workforce when delivering on project/product/service such as this? How can we partner with you to ensure this is a success?
- How can we partner to incentivise your organisation and project supply chain to achieve community-focused innovation on this project?
- What commitment to support socio-economic issues in your communities do you have that you need to take into account/ what communities are the most impacted by, or critical to delivery on this when delivering this project/product/service?
- How can we partner with you to involve local school, community groups, iwi, hapū, or other local organisations with the likes of site visits, careers talks, safety talks, curriculum or literacy support for this project/product/service?

RFX Questions & Evaluation Criteria

Target Outcome Area - Ōhanga (Economy)



- How do you plan to deliver on supplier diversity (i.e. social enterprises, Pasifika businesses, locally-owned businesses) within your supplier base for this project/product/service? How can we partner with you to achieve this?
- How would you look to promote, engage and employ diverse community enterprises for this project/product/service? How would you ensure community enterprises are used throughout the term of the contract, and that the local community supply chain is left intact and potentially with long term prospects once the project/product/service is complete?
- What partnerships or agreements do you have in place with Pasifika businesses that will be embedded on this project?
- What partnerships or agreements do you have in place with social enterprises that will be embedded on this project?
- What positive economic outcomes do you invest in for Pōneke, and how will this be applied to this project? Refer to Council's **Economic Wellbeing Strategy** for alignment.
- What opportunities to mentor your local sub-contractors, or new local sub-contractors as part of delivery on this project? Council are committed to developing the **[insert name]** sector for Pōneke and are interested in how this might be achieved on this project.
- What local enterprises would you look to partner with to support local economic development on this project? Detail how this relationship will be developed and the outcomes that will be achieved as a result of this action.
- How might you track and report on socio-economic wellbeing (social impact/social value ratios) for the duration of this contract?
- Economic development of Pōneke is a critical focus area for Council, what innovations or initiatives that would enable this to be achieved could be pursued on this project? Provide detail on how this might be monitored and managed to ensure success. Refer to Council's **Economic Wellbeing Strategy** for alignment.
- What partnership agreements will you establish with local enterprises as part of delivery on this project?
- What local businesses could be partnered with on this project, and what risks associated with local sourcing need to be mitigated or managed if this partnership were pursued?
- How you would look to minimise the potential negative impact of a large workforce moving into an area e.g availability of accommodation, rental price increases and the post contract impact? How can we partner with you to achieve this for this project/product/service?

FORWARD PROGRAMME

Kōrero taunaki | Summary of considerations

Purpose

1. This report provides the Forward Programme for the Pūroro Tahua | Finance and Performance Committee for the remainder of the triennium.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- | | |
|--|---|
| Strategic alignment with priority objective areas from Long-term Plan 2021–2031 | <input type="checkbox"/> Sustainable, natural eco city |
| | <input type="checkbox"/> People friendly, compact, safe and accessible capital city |
| | <input type="checkbox"/> Innovative, inclusive and creative city |
| | <input type="checkbox"/> Dynamic and sustainable economy |
| | <input type="checkbox"/> Functioning, resilient and reliable three waters infrastructure |
| | <input type="checkbox"/> Affordable, resilient and safe place to live |
| | <input type="checkbox"/> Safe, resilient and reliable core transport infrastructure network |
| | <input type="checkbox"/> Fit-for-purpose community, creative and cultural spaces |
| | <input type="checkbox"/> Accelerating zero-carbon and waste-free transition |
| | <input type="checkbox"/> Strong partnerships with mana whenua |

Relevant Previous decisions

Not applicable.

Financial considerations

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Nil | <input type="checkbox"/> Budgetary provision in Annual Plan / Long-term Plan | <input type="checkbox"/> Unbudgeted \$X |
|---|--|---|

Risk

- | | | | |
|---|---------------------------------|-------------------------------|----------------------------------|
| <input checked="" type="checkbox"/> Low | <input type="checkbox"/> Medium | <input type="checkbox"/> High | <input type="checkbox"/> Extreme |
|---|---------------------------------|-------------------------------|----------------------------------|

Author	Emily Deans, Democracy Advisor
Authoriser	Sara Hay, Chief Financial Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion

That the Pūroro Tahua | Finance and Performance Committee:

- 1) Receive the information.

Whakarāpopoto | Executive Summary

2. The Forward Programme sets out the reports planned for Pūroro Tahua meetings for the remainder of the triennium.
3. The Forward Programme is a working document and is subject to change on a regular basis.

Kōrerorero | Discussion

4. Thursday 29th September 2022
 - Wellington Water Q4 Report (Chief Infrastructure Officer)
 - Annual Report 2021/22 (Chief Strategy and Governance Officer)
 - Board appointment to Wellington Regional Economic Development Agency (Chief Strategy and Governance Officer) - PX
 - (Expected) Report from Kāwai Mahirahira | Audit and Risk Subcommittee - Monthly Health and Safety Update (Chief People and Culture Officer)

Attachments

Nil

ACTIONS TRACKING

Kōrero taunaki | Summary of considerations

Purpose

1. This report provides an update on the past actions agreed by the Pūroro Tahua | Finance and Performance Committee at its previous meetings.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- | | |
|--|---|
| Strategic alignment with priority objective areas from Long-term Plan 2021–2031 | <input type="checkbox"/> Sustainable, natural eco city |
| | <input type="checkbox"/> People friendly, compact, safe and accessible capital city |
| | <input type="checkbox"/> Innovative, inclusive and creative city |
| | <input type="checkbox"/> Dynamic and sustainable economy |
| | <input type="checkbox"/> Functioning, resilient and reliable three waters infrastructure |
| | <input type="checkbox"/> Affordable, resilient and safe place to live |
| | <input type="checkbox"/> Safe, resilient and reliable core transport infrastructure network |
| | <input type="checkbox"/> Fit-for-purpose community, creative and cultural spaces |
| | <input type="checkbox"/> Accelerating zero-carbon and waste-free transition |
| | <input type="checkbox"/> Strong partnerships with mana whenua |

Relevant Previous decisions

Not applicable.

Financial considerations

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Nil | <input type="checkbox"/> Budgetary provision in Annual Plan / Long-term Plan | <input type="checkbox"/> Unbudgeted \$X |
|---|--|---|

Risk

- | | | | |
|---|---------------------------------|-------------------------------|----------------------------------|
| <input checked="" type="checkbox"/> Low | <input type="checkbox"/> Medium | <input type="checkbox"/> High | <input type="checkbox"/> Extreme |
|---|---------------------------------|-------------------------------|----------------------------------|

Author	Emily Deans, Democracy Advisor
Authoriser	Sara Hay, Chief Financial Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion

That the Pūroro Tahua | Finance and Performance Committee:

1. Receive the information.

Whakarāpopoto | Executive Summary

2. This report lists the dates of previous committee meetings and the items discussed at those meetings.
3. Each clause within the resolution has been considered separately and the following statuses have been assigned:
 - In progress: Resolutions with this status are currently being implemented.
 - Complete: Clauses which have been completed, either by officers subsequent to the meeting, or by the meeting itself (i.e. by receiving or noting information).
4. All actions will be included in the subsequent monthly updates, but completed actions will only appear once.

Takenga mai | Background

5. At the 13 May 2021 Council meeting, the recommendations of the Wellington City Council Governance Review (the Review Report) were endorsed and agreed to be implemented.
6. The purpose of this report is to ensure that all resolutions are being actioned over time. It does not take the place of performance monitoring or full updates. The committee could resolve to receive a full update report on an item if it wishes.

Kōrerorero | Discussion

7. Following feedback, the status system has been changed so that resolutions either show as 'in progress' or 'complete'.
8. Of the 17 resolutions of the Pūroro Tahua | Finance and Performance Committee in June 2022:
 - 16 are complete.
 - One is in progress.
9. Three in progress actions were carried forward from the June action tracking report.
 - Two are still in progress.
10. Note that there were resolutions made in the public excluded portions of the previous Pūroro Tahua | Finance and Performance Committee meetings.
11. For a public excluded resolution, each individual clause will not be reported on in a public meeting. These resolutions have been treated as a whole.
12. Updates on individual clauses of a public excluded resolution can be provided to councillors outside of a formal meeting.
13. Further detail is provided in Attachment One.

Attachments

Attachment 1. Actions Tracking - August 2022  

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#	Date	Meeting	Report	Clause	Status	Comment
17	17 June 2021	Pūroro Tahua Finance and Performance Committee	4.1: Chaffers Marina Limited Options	all clauses	In progress	
87	18 November 2021	Pūroro Tahua Finance and Performance Committee	2.8 Te Upoko o Te Ika a Māui Commitment	3. Note that spend targets are yet to be developed and will brought back to the Committee for approval.	In progress	We are actively working with Mataaho Aronui, Iwi partners & Commercial Partnerships to develop and agree these targets and then will report back to the Committee for approval. Update will be provided to Finance and Performance Committee 18 August 2022.
165	19 May 2022	Pūroro Tahua Finance and Performance Committee	2.2 Performance Report Quarter Three 2021/22	5. Recommend to Council that the operational (opex) budget for the CCO Covid Response Support be increased by \$600k for 2021/22.	Complete	This was approved in the 30th of June Council meeting.
174	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.1 Health, Safety and Security	1. Receive the information.	Complete	The committee formally received the information in the relevant report.
175	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.2 Annual Report 2021/22 - Format including process and theme	1. Receive the information.	Complete	The committee formally received the information in the relevant report.
176	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.2 Annual Report 2021/22 - Format including process and theme	2. Note the approach, theme and structure for the 2021/22 Annual Report (and Summary Annual Report) is similar to the 2020/21 Annual Report. This is subject to: a. the final performance story for actual full year results; and b. the key messages for the Annual Report Summary document.	Complete	The information was formally noted by the committee.
177	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.2 Annual Report 2021/22 - Format including process and theme	3. Note the Audit Plan for the year ending 30 June 2022 (Attachment 1).	Complete	The information was formally noted by the committee.
178	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.3 Allocation of landfill surpluses	1. Receive the information.	Complete	The committee formally received the information in the relevant report.
179	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.3 Allocation of landfill surpluses	2. Agree the framework as outlined in this paper.	Complete	
180	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.3 Allocation of landfill surpluses	3. Note that funding will be increased, as outlined in this paper, and this framework will be implemented for use on initiatives identified in our current and future Waste Minimisation and Management Plans (WMMP).	Complete	The information was formally noted by the committee.
181	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.3 Allocation of landfill surpluses	4. Request officers develop a quarterly report on the progress of the zero waste programme and this be included in the Priority Investment Report to the Pūroro Waihangā Infrastructure Committee.	Complete	
182	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.3 Allocation of landfill surpluses	5. Request officers provide a full breakdown of the landfill surplus and its allocation through the Annual Plan and Long Term Plan process.	In progress	
183	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.4 CCO Final Statements of Intent	1. Receive the information.	Complete	The committee formally received the information in the relevant report.

#	Date	Meeting	Report	Clause	Status	Comment
184	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.5 Actions Tracking	1. Receive the information.	Complete	The committee formally received the information in the relevant report.
185	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	2.6 Forward Programme	1. Receive the information.	Complete	The committee formally received the information in the relevant report.
186	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	A.1 Traffic Resolutions: Barnett Street and three-hour parking	1. Receive the information.	Complete	The committee formally received the information in the relevant report.
187	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	A.1 Traffic Resolutions: Barnett Street and three-hour parking	2. Note that Council has previously resolved to return the Barnett Street Parking Area to an all-day operating model and to increase time limits for on-street parking from 2 hours to 3 hours between the hours of 5pm and 8pm weekdays and 8am to 8pm on weekends	Complete	The information was formally noted by the committee.
188	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	A.1 Traffic Resolutions: Barnett Street and three-hour parking	3. Approve the following amendments to the Traffic Restrictions, pursuant to the provision of the Traffic and Parking Bylaw 2021: a. TR56-22 Wellington Central, Wellington – Increase in metered parking time restrictions. b. TR69-22 Barnett Street Car Park, Te Aro – Increase in time restrictions and operating hours of metered spaces.	Complete	
189	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	A.1 Traffic Resolutions: Barnett Street and three-hour parking	4. Note that options for supporting the Arts and Events sector through pandemic recovery, are currently being explored in discussion with the sector.	Complete	The information was formally noted by the committee.
190	Thursday, 16 June 2022	Pūroro Tahua Finance and Performance Committee	3.1 FIFA Football Women's World Cup 2023 Funding	all clauses	Complete	

3. Public Excluded

Recommendation

That the Pūroro Tahua | Finance and Performance Committee:

1. Pursuant to the provisions of the Local Government Official Information and Meetings Act 1987, exclude the public from the following part of the proceedings of this meeting namely:

General subject of the matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
3.1 CCO Board Appointments	7(2)(a) The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
