



# Auckland Transport Procurement Strategy

**Date: May 2022**

**Next Revision Date: May 2025**



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# 1 Introduction

AT has delivered a significant transformation of the transport system since its inception over a decade ago, with annual passenger boardings exceeding 100 million prior to the outbreak of COVID-19. We have also made significant strides forward in adapting and developing our procurement practices to enable this transformation.

However, expectations on AT continue to increase as the region recovers from the pandemic, despite the pressures of operating in a financially constrained environment. This presents both challenges and opportunities to AT to rethink how to meet those expectations, including its procurement approach.

Despite the significant funding uncertainty arising from COVID-19, Auckland will still have a significant programme of activity ahead of it over the 2022-2031 period, especially delivering our climate change response, achieving equitable transport outcomes and improving the safety of both our transport network and our places of work. AT is committed to delivering this programme on behalf of its shareholder (Auckland Council) and joint funding partner Waka Kotahi, and will work collaboratively with partners, the transport sector, suppliers, stakeholders and the communities AT serves.

The purpose of this procurement strategy, and the policies, standards, procedures and guidelines that support it, is to ensure that a robust and consistent procurement practice is applied across all AT procurement activities supporting AT's programme and ensure that sustainable 'Value for Money' is delivered through the whole of life of an asset or service.

In this update to our procurement strategy, we have maintained our strategic focus to confirm our status as 'Trusted Business Partners' internally, whilst positioning AT as 'Customer of Choice' with its suppliers. We have enhanced our Procurement Model, emphasising the importance of Spend Category and Supplier Relationship Management, and have further developed the definition and approach of our 'Value for Money' drivers, namely:

*Operational Excellence* - covering a broad spectrum of deliverables across safety, risk management, probity and fairness, quality, programme and project delivery and purchasing support.

*Sustainable Procurement* - accelerating Auckland's transformation to a regenerative economy by creating shared socio-economic prosperity and enhancing the natural environment. This includes Procurement's role as a lever to deliver AT's Māori Responsiveness Plan.

*Commercial Performance* - focusing on developing and applying Business Awareness, Commercial Acumen and a Total Cost of Ownership approach to commercial outcomes.

Each value driver is then enhanced by our ability to tap into supplier market capability through *Supplier Enabled Innovation (SEI)*.

We have also enhanced the collaboration across the Auckland Council Group and will be seeking to maximise the opportunities presented by the newly established Council Group Procurement Policy, an outcome of the recent Council Controlled Organisation (CCO) review.

This is a transformative and incredibly exciting time for Auckland, and Procurement can and will take a key role in leveraging the very best that our suppliers and partners can offer us to solve our challenges and deliver our transport programme. We look forward to the continued collaboration across the transport industry and being part of the positive change for future generations of Tamaki Makaurau.

A handwritten signature in blue ink, appearing to read 'Andy Richards', is positioned above the printed name.

Andy Richards

Group Manager Procurement



## 2 Procurement Strategy context

### 2.1 Auckland Transport - who we are and what do we do?

Auckland Transport (AT) is a Council Controlled Organisation (CCO) of Auckland Council (AC). AT provides transport services to Auckland's 1.7 million residents and its visitors. Our day-to-day activities keep Auckland's transport systems moving; planning, delivering and operating the region's public transport system, delivering and maintaining the local road network, managing on and off-street parking, delivering and maintaining the active transport system, promoting travel choices and planning for the future.

AT maintains and operates 7,661 kilometres of arterial and local roads, 348 kilometres of cycleways and 7,460 kilometres of footpaths, as well as numerous public transport and parking facilities, including two airfields in the Gulf Islands. We design, build, manage and promote most of Auckland's transport infrastructure and services, systems, facilities, customer apps and the region's integrated public transport ticketing system, AT HOP. AT is the regional guardian of \$21 billion of publicly owned assets.

AT was established under the Local Government (Auckland Council) Act 2009, where its specific purpose is to:

*"...contribute to an effective, efficient and safe Auckland land transport system in the public interest."*

Under the legislation, AT has the powers and roles of a regional council and road controlling authority. AT's functions under the legislation are to:

- *Prepare the regional land transport plan for Auckland in accordance with the Land Transport Management Act 2003,*
- *Manage and control the Auckland transport system in accordance with this act,*
- *Carry out research and provide education and training in relation to land transport in Auckland,*
- *Undertake any other transport functions that the Auckland Council may lawfully direct it to perform or delegate to it,*
- *Undertake any transport functions expressly conferred on the Auckland Council by any enactment that the Council may lawfully delegate to it,*
- *Undertake or exercise any functions, power and duties in respect of State highways that the New Zealand Transport Agency may lawfully delegate to it,*
- *Undertake any other functions that are given to it by this Act or any other enactment, or that are incidental and related to, or consequential upon, any of its functions under this Act of any other enactment.*

In addition, AC has delegated the following activities to AT:

- *Management and control of off-street parking,*
- *Acquisition of property (for transport related purposes),*
- *A range of maritime functions administered by the Harbourmaster.<sup>1</sup>*

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<sup>1</sup> Statement of Intent 2021/22 – 2023/24



## 2.2 AT's purpose, promise, objectives and values

AT's 'Plan on a Page' goes to the heart of our purpose and our culture – who we are as an organisation, how we want to behave, our aspirations and what we want to achieve together for Auckland. AT's overall purpose is to deliver Easy Journeys - Connecting people and communities.

<b>Our purpose</b> Why we exist	<b>Easy Journeys</b> Connecting people and communities		
<b>Customer value proposition &amp; brand</b> Promise to our customers	<b>Let's go there</b> - enabling Aucklanders to move freely with confidence <ul style="list-style-type: none"> <li>• Safe &amp; Liveable</li> <li>• Enabling &amp; Efficient</li> <li>• Protects &amp; Restores</li> </ul>		
<b>People value proposition</b> Promise to our people	<b>Worthwhile and meaningful work that makes a difference</b> <ul style="list-style-type: none"> <li>• Worthwhile outcomes for our diverse city</li> <li>• Inclusive culture - diversity of people, thought and experience</li> <li>• Learning culture - diversity of challenges and opportunity</li> </ul>		
<b>Our strategic spotlights</b> How we'll transform Tamaki Makaurau	<b>Whirinaki</b> Building trust, confidence and mana	<b>Safety &amp; Wellbeing</b> In life, work and travel	<b>Climate Change &amp; Sustainability</b> Reducing emissions and protecting our environment
<b>AT business objectives</b> What we have committed to deliver	<ol style="list-style-type: none"> <li>1. Make Tamaki Makaurau's transport system safe</li> <li>2. Provide excellent customer experiences</li> <li>3. Tackle climate change and look after our resources</li> <li>4. Support Māori wellbeing, outcomes and expectations</li> <li>5. Build effective relationships with our communities, partners and stakeholders</li> <li>6. Deliver value for money</li> <li>7. Make AT a great place to work</li> </ol>		
<b>Our values &amp; leadership tohu</b> Who we are	<b>Auahatanga</b> Better, bolder, together I am an innovator, strategic thinker, champion of excellence	<b>Tiakitanga</b> Safe with us I am a culture builder, guardian, influencer	<b>Manaakitanga</b> We care... Full stop. I am a trusted partner, collaborator, connector
			<b>Whanaungatanga</b> We connect I am an enabler, developer, part of the community

Version 1  
27 July 2022

## 2.3 The AT Board of Directors

AT's activities are directed and guided at a strategic level by the Board of directors:

- Between six and eight voting directors are appointed by AC and will generally serve a term of one to three years and then may be re-appointed by AC for a further three years.
- Two of those directors may be members of AC.
- In addition, one non-voting member is nominated by Waka Kotahi New Zealand Transport Agency (Waka Kotahi).
- AT currently has nine board members and two CCO liaison councillors.

The two CCO liaison councillors are appointed to AT and frequently attend board meetings. The councillors are nominated by the AC Governing Body, and are selected from Auckland's elected [Ward councillors](#).

The AT Board has overall responsibility for delivering transport in Auckland. This includes managing and controlling public transport and local roads, as well as preparing the Auckland Regional Land Transport Plan (RLTP). All decisions relating to the operation of AT are made by, or under, the authority of the Board in accordance with the Local Government (Tamaki Makaurau Reorganisation) Amendment Act 2009, the Local Government (Auckland Council) Act 2009, and the Local Government (Auckland Transitional Provisions) Act 2010.

In general, the Board holds publicly open monthly meetings, in accordance with its principle of open and transparent decision making. Closed sessions are also held to respect the need for commercially sensitive information to be protected.

The board has four sub-committees as follows, which assist it in discharging its governance obligations. Each is chaired by a member of the board:





- Design and Delivery Committee;
- Finance and Assurance Committee;
- Safety Committee; and
- People and Culture Committee.

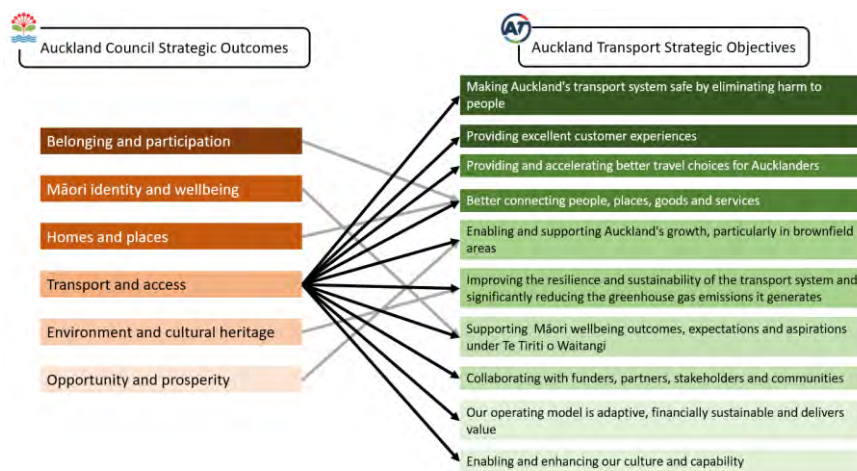
Of relevance to Procurement specifically, the Finance and Assurance Committee (FAC) assists the Board to fulfil its responsibilities for financial reporting, monitor the capital portfolio of projects, and provide audit and risk management. It provides assurance regarding compliance with internal controls, policies and procedures. Any updates or changes to the Procurement Strategy and Policy are also discussed and reviewed in this forum, prior to any approval at AT Board level.

## 2.4 AT’s Relationship with Auckland Council and Local Boards

### Auckland Council

Auckland Council (AC), established on 1 November 2010, represents nearly 1.7 million people stretching from Wellsford in the north to Waiuku in the south. While AC owns the local road network, AT manages and maintains it.

AT is subject to accountability mechanisms including the Statement of Intent (SOI), an annual letter of expectations, a shareholder expectation guide, Board performance reviews and quarterly, half-yearly and annual reports. The Local Government Act 2002 requires AT to give effect to AC’s Long Term Plan (LTP) and to act consistently with relevant aspects of other plans and strategies. AT’s Strategic Objectives have a direct link or indirect influence on all of the AC’s Strategic Outcomes as outlined below:



### Local Boards

Local Boards make decisions on local matters, provide local leadership and build strong communities. There are 21 boards with 149 members operating across Auckland.

AT works closely with Local Boards to deliver transport services throughout Auckland and boards have their say on the transport programme prepared by AT.

Every three years, boards develop a local plan that outlines the community’s aspirations and priorities, desired projects and potential funding. Each board oversees local services and has a budget to meet the cost of providing these services.

### Auckland Council Group Procurement

AT, along with AC, and other CCOs, such as Watercare, are also guided by the [Auckland Council Group Procurement Policy](#). The Group Procurement Policy formalises the expectation that the Council Group (AC and its CCOs, with the exception of Ports of Auckland Limited) will procure goods and services



together where there are benefits to be realised for the Council Group's ratepayers, taxpayers and customers.

Its purpose is to ensure that the Council Group minimises duplication, maximises value and reduce costs by procuring together in accordance with this policy, unless doing so would impede any outcomes outlined in the Auckland Plan or CCO SOIs.

In applying the Policy, AT should ensure that all planned procurement should in the first instance be considered as a potential group source opportunity to leverage our size for cost reduction and value optimisation, as well as to influence the market on our sustainability objectives through all stages of the procurement lifecycle (Plan, Source and Manage).

Throughout the procurement lifecycle, all Council Group organisations must:

- Collaborate in the development of procurement systems and tools to reduce duplication where possible across the Council Group, and to make working with the Council Group as simple as possible for suppliers.
- Share their forward procurement programmes to ensure planning decisions can be made from a Council Group perspective rather than from just an individual organisational view.
- Work together to create procurement strategies and plans that are best fit for the market.
- Use Council Group size and strength to deliver value, foster market competition where appropriate, and develop market capacity and capability as needed.
- Use a consistent benefit reporting framework to track and report delivery of value for ratepayers, and customers, and to report on sustainability benefits that contribute to the Auckland Plan outcomes.
- Address market and supply risks collectively, ensuring a consistent and effective approach to risk management across all procurement activities

## 2.5 AT's Relationship with Waka Kotahi and the RLTP

The Government's policy for transport is set out in the Government Policy Statement (GPS) on Land Transport Funding. Waka Kotahi invests in the country's transport system through the National Land Transport Fund (NLTF).

[Future Connect](#) is the long-term network plan for Auckland's transport system. It identifies the most important parts of the transport network and identifies the most critical issues and opportunities. This helps AT inform and deliver Auckland's [Regional Land Transport Plan \(RLTP\)](#), funded by the NLTF.

The Auckland Regional Land Transport Plan 2021-2031 sets out the land transport objectives, policies and measures for the Auckland region over its 10 year timeframe. It includes the land transport activities of Auckland Transport, Auckland Council, Waka Kotahi NZ Transport Agency, KiwiRail, and other agencies, and is reviewed and updated every three years.

Auckland is a desirable place for people to live, and it is growing – fast. Our rising population supports economic growth and increases the vibrancy of our region. But as our population grows, there is more demand for housing, utilities like water and for travel around our region. The declaration of a climate emergency in Auckland in 2020, together with the ongoing health, financial and supply chain impacts of COVID-19 has recently added to the challenges that we face in Auckland.

This current social, cultural, economic and environmental context means our transport system also faces significant challenges now and into the future:

- Climate change and the environment – Emissions and other consequences of Auckland's transport system today are harming the environment and contributing to the transport system becoming increasingly susceptible to the impacts of climate change.
- Safety – People being seriously injured and killed in our transport system is not acceptable. Our roads need to be forgiving of the mistakes people make and do more to prevent serious harm.





- Access – Our population and the number of kilometres we travel in our cars is leading to congested roads and high travel times. Further development of our transport network is needed to increase the use and speed of public transport and walking and cycling facilities as well as improve freight productivity. This is needed to provide better access to employment and social opportunities for more people.
- Travel choices – Better and faster public transport options are needed to give Aucklanders more choices in the way they travel. Congestion will continue to get worse if we don't provide more desirable transport options than the car.

The content of the RLTP aims to respond to these challenges, as well as being guided heavily by a number of Central and Local Government policies, strategies and decisions. AC's Planning Committee, which guides the physical development and growth of the region, has endorsed the RLTP.

Waka Kotahi requires AT to have a Procurement Strategy, endorsed by the Waka Kotahi board, which is kept up to date with changes in strategic direction and best practice, documenting our long term integrated approach to the procurement of transport sector activities funded under Section 20 of the Land Transport Management Act and Amendment Act 2013.

## 2.6 Strategic Planning Framework

In addition to the RLTP, there are several key guiding documents which set the context and direction of AT, including our procurement activities. These include:

- [The Auckland Plan 2050](#) – The long-term 30 year spatial plan for Auckland. It considers how to address the key challenges of high population growth, shared prosperity, and environmental degradation.
- [The Government Policy Statement on Land Transport 2021](#) – produced by Central Government, the GPS sets out the Government's priorities, objectives, and funding levels for land transport. It establishes funding ranges for land transport activity classes and identifies the results expected from this investment.
- [The National Land Transport Programme](#) – produced by Central Government, the NLTP contains all the land transport activities, such as public transport services, road construction and maintenance, that Waka Kotahi anticipates funding over the next three years.
- [The Integrated Transport Programme \(ITP\)](#) – produced by AT, the ITP integrates key strategies, technical plans, programmes, and project packages developed by AT, AC Waka Kotahi and KiwiRail to deliver an integrated 'one system' approach for developing and operating Auckland's transport system.
- [The Auckland Transport Alignment Project \(ATAP\)](#) – ATAP is the aligned, strategic approach of AC and the Government and makes recommendations on transport investment priorities.
- [Future Connect](#) – Future Connect is the long-term network plan for Auckland's transport system. It identifies the most important parts of the transport network, and identifies the most critical issues and opportunities, and informs the RLTP.
- [The Regional Land Transport Plan \(RLTP\)](#) – the RLTP is the plan of how transport delivery agencies intend to respond to growth and other challenges facing Auckland over the next 10 years.
- [The Regional Public Transport Plan \(RPTP\)](#) – produced by AT, the RPTP specifies the public transport policies and services that AT proposes for Auckland. A service must be included in the plan for AT to contract for its provision.
- [Statement Of Intent](#) (AT's SOI sets out the strategic approach and priorities for the next three years.
- The AT Business Plan – This is an internal document detailing AT's annual objectives, outcomes and activities towards achieving the RLTP and SOI.



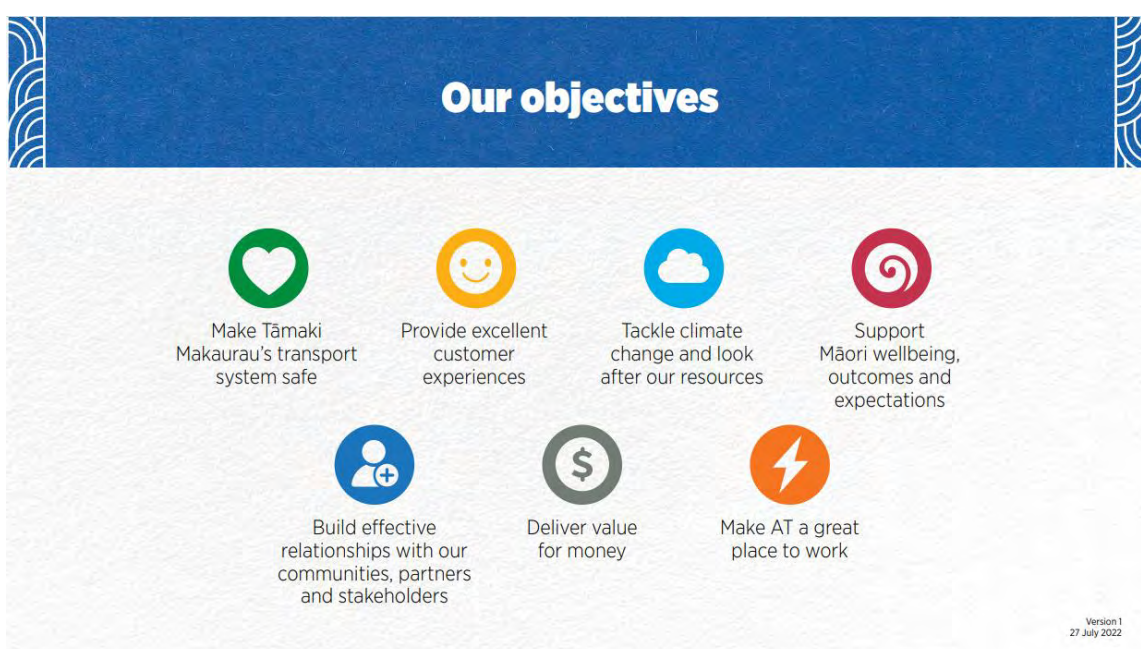
- [The Māori Responsiveness Plan](#) – Our plan outlines Auckland Transport’s (AT) commitment to meeting its legal and relationship commitments and how we can be more responsive to Māori.
- [Hīkina te Wero: Environment Action Plan](#) - The purpose of this Plan is to establish a framework for AT’s long-term approach to the environment.

In developing our Procurement Strategy, we have ensured alignment with AT’s strategic planning landscape and our internal AT Procurement Policy, as well as the following external requirements:

- Official Information Act 1982
- The Local Government Official Information and Meetings Act 1987
- The Local Government Act 2002
- The Local Government (Auckland Council) Act 2009
- The Land Transport Management Act 2003
- The Commerce Act 1986
- Fair Trading Act 1986
- Contract and Commercial Law Act 2017
- The Electronic Transactions Act 2002
- The Public Records Act 2005
- The Health and Safety at Work Act 2015
- Employment Relations Amendment Act 2018
- The Office of the Auditor General: Procurement Guidance for Public Entities (2008)
- Waka Kotahi Procurement Manual (Amendment 6, 2022)
- The NZ Government Procurement Rules (4th edition 2019)
- The Ministry of Business, Innovation and Employment (MBIE) Mastering Procurement Guide (2011)
- The Auckland Council Group Procurement Policy (2021)

## 2.7 AT Strategic Objectives

AT has seven strategic objectives which drive delivery of the transport components of the Auckland Plan 2050. Our work programme and performance measures at AT are then aligned to these specific strategic objectives, as illustrated below.





## 3 Procurement Operating Model

### 3.1 Procurement's Purpose and Value Proposition

The term 'procurement' covers all aspects of acquiring and delivering goods, services and works (renewal and new construction). It starts with identifying the need and finishes with either the end of a service contract or the end of the useful life and disposal of the asset. This is called the procurement lifecycle.

The purpose of this strategy, and the policies, standards, procedures and guidelines that support it, is to ensure that a robust and consistent procurement practice is applied across all AT procurement activities. It outlines the approach AT takes to planning, sourcing and managing the goods, services and physical works that it buys.

AT is a significant procurer in value, scale and complexity, and is ultimately accountable to the ratepayers of Auckland and taxpayers of New Zealand, through its funding arrangements with AC and Waka Kotahi. This strategy reflects the overarching value proposition that guides AT procurement, namely:

“Sustainable value for money through the whole of life of an asset or service”

Value for money means getting the best possible result from our procurement, using resources effectively, economically and without waste, and taking into account:

- the total costs and benefits of a procurement (total cost of ownership), and
- its contribution to the results AT is trying to achieve.

AT Procurement achieves this outcome by:

- Being customer and outcome focused
- Supporting sustainable supply markets and collaborative relationships
- Being committed to working with our suppliers, their parents, affiliates, subsidiaries and subcontractors, to deliver safe, fair, sustainable and responsible approach to business
- Engaging with Mana whenua where any procurement or supplier engagement may impact on the outcomes of the [Māori Responsiveness Plan](#)
- Leveraging the outcomes of the [Sustainable Procurement Action Plan](#)
- Supporting innovative and cost-effective delivery arrangements
- Acting with integrity in an open, fair and transparent manner
- Making it easy to do business with AT, minimising transaction costs, and paying our suppliers promptly
- Providing competent procurement practitioners and executing efficient and effective procurement processes (standards, procedures and guidelines)

Procurement at AT is guided by two strategic objectives:

- **Trusted Business Partner** – developing constructive and collaborative partnerships with our internal business owners, by building trust and confidence through our credibility, delivery and alignment of purpose
- **Customer of Choice** - aiming to position AT as 'customer of choice' with our suppliers, to secure the very best capability, innovation and service from the marketplace in order to deliver 'value for money' outcomes for AT.

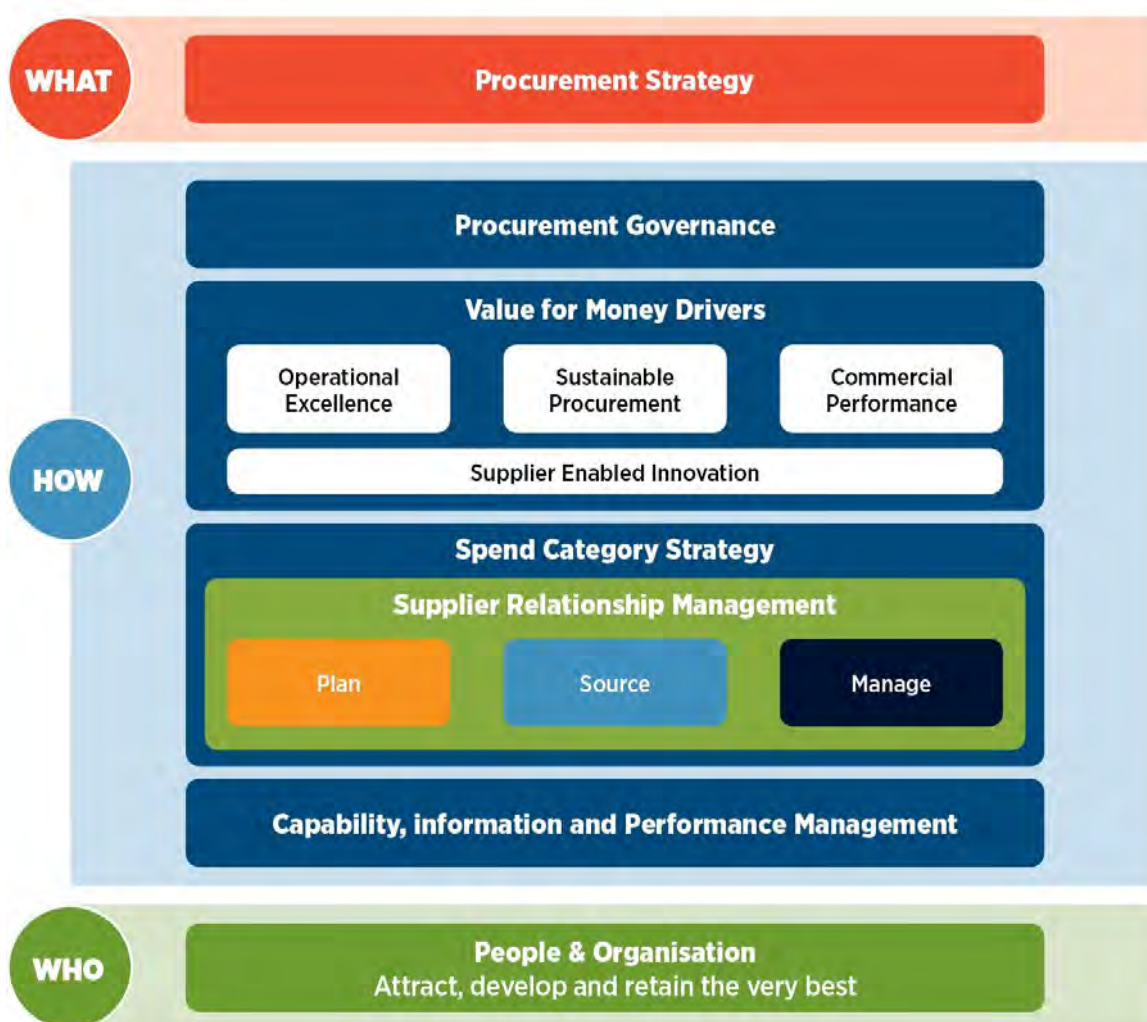
## 3.2 Our Operating Model

AT Procurement's Operating Model is intended to assist AT and its suppliers by:

- Providing visibility and transparency of our procurement function and how we will undertake our procurement activities
- Making it easier for suppliers to do business with us through smarter procurement methods and practices
- Implementing alternative and innovative procurement models to enable us to become a 'customer of choice' for suppliers

AT Procurement's Operating Model has been developed to support our programme of work in the upcoming years. It acknowledges that the successful delivery of our programme will require a highly effective procurement function which partners with the business, understands its supplier markets, implements strategies for engaging with those markets, and manages risk and supplier performance.

The Procurement Operating Model is detailed below and outlines the key building blocks that make up an effective and efficient procurement process:





### 3.3 Procurement Governance and Organisation

Governance, accountability, and performance of procurement outcomes sit with the Group Manager, Procurement. Our Procurement Governance Framework follows the hierarchy of Strategy, Policy, Standards, Procedures and Guidelines.



The Governance Framework highlights how the Procurement Model is supported by a robust set of rules and guidance. This Strategy outlines our overall aim and approach as a procurement function and how we operate, while the Policy, Standards, Procedures, and Guidelines are the associated resources that are developed, maintained and continuously improved to meet the ongoing needs of our Procurement Model.

While the policy is also approved by the AT Board, the standards and procedures have a formal internal AT change control process, driven by a Continuous Improvement Framework, that allows flexibility to continuously improve to meet our evolving needs. As such, they are not explicitly included in this strategy document but can be referenced in the [Procurement section of AT's corporate website](#), as well as AT's internal intranet.

The elements of the governance framework can be defined as follows:

**Strategy** – our Procurement Strategy provides a high-level outline of who we are, what we want to achieve, and how we will achieve it. It is our approach to procurement, designed to achieve AT's objectives.

**Policy** – the purpose of our Procurement Policy is to ensure that a consistent procurement practice is applied across all AT procurement activities. It outlines the approach AT will take to planning, sourcing, and managing its procurements.

**Standards** – these are our mandatory actions or rules that give our Procurement Strategy and Policy support and direction. These Standards will also assign quantifiable measures. AT will have Standards for each of the Plan, Source, and Manage phases of procurement, and for the value for money drivers, which are Commercial Performance, Sustainable Sourcing, Supplier-Enabled Innovation, and Operational Excellence.

**Procedures** – these are the detailed, step-by-step instructions to achieve the desired outcomes of our Standards. They are created for internal use and adhere to change control processes.

**Guidelines** – where they add value, these are recommendations to users, designed to streamline processes according to what the best practices are. They provide additional guidance to the Procedures and feature on templates process documentation throughout our Procurement Framework.





## 4 Procurement Strategy

### 4.1 Objectives and Outcomes

The objective of our Procurement Strategy is to demonstrate how we will proactively and sustainably support the delivery of our business priorities, deliver safe outcomes, improve commercial discipline, manage procurement reputational risk, and improve the efficiency and effectiveness of the procurement process.

The objectives of AT's business-wide procurement strategy include:

- alignment of purchasing objectives and outcomes with AT's vision and business objectives
- a focus on best value for money being sought through all procurement activity
- robust probity and accountability for procurement outcomes.

AT's Procurement practices should:

- contribute to AT's purpose and objectives
- help obtain best value for money from all purchasing activity
- help effectively manage supplier markets
- effectively manage risks associated with purchasing activity
- enable the best quality of goods and services to be obtained
- ensure they are undertaken in a way that ensures probity and accountability for outcomes.

### 4.2 Procurement Value for Money Drivers

AT is a significant procurer in value, scale and complexity, and is ultimately accountable to the ratepayers of Auckland and taxpayers of New Zealand, through its funding arrangements with AC and Waka Kotahi. The overarching outcome that guides AT procurement can be defined as:

“Sustainable value for money through the whole of life of an asset or service”

Value for money means getting the best possible result from our procurement, using resources effectively, economically and without waste, and taking into account:

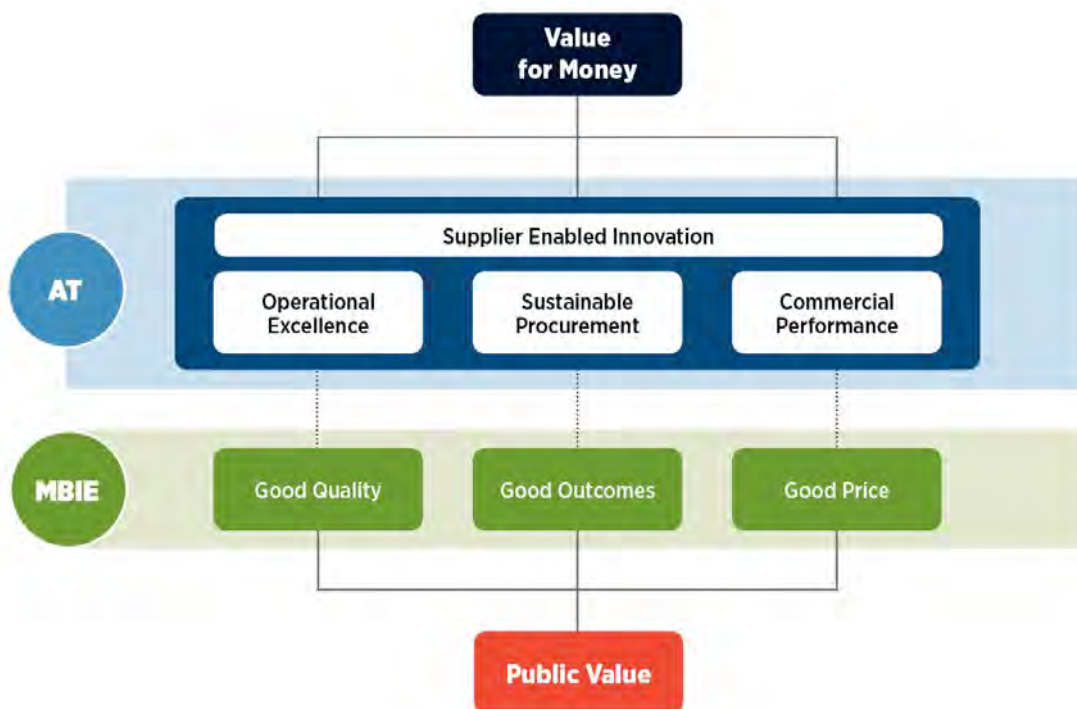
- the total costs and benefits of a procurement (total cost of ownership), and
- its contribution to the results AT is trying to achieve.

AT Procurement has defined three value for money drivers:

- **Operational Excellence** - covering a broad spectrum of deliverables across safety, risk management, probity and fairness, quality, programme and project delivery and purchasing support.
- **Sustainable Procurement** - accelerating Auckland's transformation to a regenerative economy by creating shared socio-economic prosperity and enhancing the natural environment. This includes Procurement's role as a lever to deliver AT's Māori Responsiveness Plan.
- **Commercial Performance** - focusing on developing and applying Business Awareness, Commercial Acumen and a Total Cost of Ownership approach to commercial outcomes.

Each value driver is then enhanced by our ability to tap into market capability through **Supplier Enabled Innovation (SEI)**.

Our three value drivers align with the Ministry of Business, Innovation and Employment (MBIE) Procurement's Public Value definitions of 'Good Quality', 'Good Outcomes' and 'Good Price'.



Value for money will be achieved through rigorous planning and selecting the most appropriate procurement process (delivery model and supplier selection method) and supplier that is proportionate to the value, risk and complexity of the procurement. We will achieve this by being risk aware and having appropriate risk mitigations, not necessarily by being risk averse.

To deliver in our challenging and dynamic business environment, AT Procurement will look to maximise value for money by fully leveraging all of its resources, tools and processes, being agile to respond to changing business needs, whilst ensuring we are open and fair in the markets we operate in.

#### 4.2.1 Operational Excellence

The Operational Excellence value driver covers a broad spectrum of deliverables across safety, risk management, probity and fairness, quality, programme and project delivery and procurement support. Operational Excellence contributes to delivering fit-for-purpose solutions (product or service) that deliver the required business needs. Operational Excellence lies at the heart of an effective and efficient procurement process.

##### Health & Safety (H&S)

AT has a strategic focus on safety and our procurement strategy focuses on this critical area of delivery, ensuring that H&S requirements and targets are robustly addressed through our whole procurement lifecycle.

AT procurement's approach to H&S is developed in alignment with AT's H&S policies.

The AT Health & Safety in Procurement Action Plan<sup>2</sup> enables AT to prioritise good health and safety practices as a strategic objective in all of its procurements. Expected benefits will be:

- Enhanced organisational performance around the way we think about safety at all stages of the Procurement Lifecycle
- Collaboration and shared Safety goals between divisions, partners and suppliers, along with clear roles and responsibilities

<sup>2</sup> Under development in 2022



- Risk based early engagement with suppliers in the planning phase of procurement
- Clear understanding of where each of our processes interface across AT teams and planned future work
- Harm reduction on AT work sites and in our operations and wider community

Prioritising good health and safety practices as a strategic objective in procurement also makes good business sense. It delivers cost savings, enhanced organisational performance and long-term financial gain. Safety will be addressed as a strategic priority throughout Procurement's policies, standards, procedures and guidelines, to ensure safe outcomes for our customers, communities, employees, partners and suppliers.

### **Risk Management**

Good procurement is about being risk aware and having appropriate risk mitigations, not necessarily risk averse. AT is committed to managing risk to the organisation and community in an on-going and proactive manner.

The consequences of not managing procurement risk effectively can include:

- adverse safety outcomes
- discontinuity in the supply of essential goods or services
- avoidable increases in project costs and in the unit costs of purchased inputs, in both the immediate and longer-term
- loss of power and influence in relationships with essential suppliers
- lack of fairness and impartiality towards the market
- loss of market share or revenue through inability to meet customer demand
- cash flow constraints
- procurement outcomes that do not support organisational needs and objectives
- undermining our ability to respond with agility to changing business circumstances
- opportunity for fraud and corruption
- negative impact on reputation in the market place
- exposure of Directors and Officers to prosecution and litigation, and
- failure in Corporate Governance and compliance controls.

There are many benefits in the effective integration of risk management with procurement, but there are three that would be almost universally achieved:

- smarter procurement decisions – achieving both financial and non-financial benefits;
- fewer surprises, and better identification and achievement of stakeholder expectations through acknowledgement of risks; and,
- better procurement outcomes for buyers and suppliers, satisfying the commercial and relationship needs of both parties.

AT has a Risk Management Policy and an Organisational Risk Management Framework that provides guidance for managing risk, and the need for risk management processes to be integrated with management systems and responsibilities. The Framework applies to all activities that create and protect organisational value such as procurement, reducing and managing risks, making decisions, and improving overall performance and enhancing the certainty of achieving planned objectives.

Relevant risks, controls and risks owners are identified in procurement strategies and plans, which are reviewed by subject matter experts and approved by senior management.



Where AT seeks an opportunity that may have a heightened risk level, subject matter experts are engaged to provide oversight and assurance services, e.g., technical, commercial, legal and probity.

The Group Manager Procurement is responsible for considering the effectiveness of strategies employed to manage procurement risks and the continuous improvement work undertaken by the Procurement Excellence function. This enables the Group Manager Procurement to ensure that risks are being identified, assessed, and effectively mitigated with appropriate control strategies, and ensure there is a sound internal control environment operating across AT procurement function and business activities.

### **Probity and Fairness**

Throughout the Procurement Lifecycle, ensuring probity of action is everyone's responsibility when conducting procurement activities. We apply the following basic principles of good practice across our procurement processes when procuring goods and services:

- Transparency and Accountability
- Honesty and Integrity
- Value for money
- Lawfulness
- Fairness and Impartiality
- Confidentiality and Security

By applying these principles, we can demonstrate that we are spending public money carefully and properly managing the purchasing process. We consider probity of process of utmost importance. All procurements will identify a specific contact should suppliers have a probity concern regarding a particular procurement activity. We will also appoint a Probity Auditor and/or Fairness advisor for all procurements valued above \$5 million, that are considered high-risk, or following a complaint where material concerns have been raised.

### **Programme and Project Management, Governance and Quality**

AT uses an Enterprise Programme Management Framework (EPMF) that provides a standard approach to project management. Through application of the EPMF, AT achieves consistency and best practice across all departments, including procurement, in the delivery of projects.

This framework also provides staff with an understanding of the fundamental project life cycle processes unique to AT and explains the activities and processes that are required to occur through each phase of the project.

There are three basic principles that a project should aim for:

1. Scope and Quality – Delivering products that are the right quality, fit for purpose and which will meet the customers' needs.
2. Time – Delivering on time.
3. Budget – Delivering within a specified budget.

Project management involves structures, processes and tools to, firstly, determine achievable time, cost and quality targets, and then to ensure these targets are met. Success, in the context of project management, can then simply be defined as 'achieving the right outcomes, for the right price, at the right time'. Procurement is a key business partner and contributor to the project management process, and is involved at all key project phases and stage (decision) gates.

Effective project management also requires good governance. At AT, Organisational Governance is a set of structures, roles, processes and accountabilities which require collaboration across a set of widely dispersed stakeholders in order to optimise performance across the organisation. It also provides a decision-making framework that is logical, robust and repeatable to govern programmes/projects. The result is a whole of AT structured approach to conducting both BAU and programme/project activities across the organisation.



Part of good governance is robust delegated authorities. AT maintains a delegations manual which contains the delegations policy and schedules of financial and non-financial delegations which set out the principles and parameters for the exercise of all delegations by Auckland Transport's employees. All Programme/Project Managers and Procurement staff must check the AT Delegations Manual and the delegated authority rules to ensure that people appointed to programme/project roles and deliver procurement activities act within the appropriate delegated authority.

In AT's Delegation Manual, there are a number of procurement related delegations that are followed in all of our procurements, including the approvals of procurement plans and tender release, contract signing, purchasing thresholds and enablement of specific procurement processes or exceptions, such as extension of a contract beyond the maximum terms (as outlined on the [AT Website: Supplier Management and Performance](#))

In order to achieve the quality outcomes for a project, AT implements its Quality Assurance Framework (QAF). The scope of the QAF applies to all staff, including in procurement, in their daily roles, conduct and interaction, focusing on the establishment of continual improvement processes and supporting practices for quality assurance and continuous improvement as a high-performance organisation across all projects and management of relationships.

### **Procurement Support**

Procurement Support is the foundation of a robust procurement process, providing processes and resources for the transactional support and guidance for the procurement team and the wider business to ensure the contracting and purchasing process delivers an effective, secure and efficient 'purchase to pay (P2P)' process, enabling our business to transact with our suppliers and ensuring our suppliers are paid promptly.

## **4.2.2 Sustainable Procurement and Supplier Code of Conduct**

### **Sustainable Procurement**

Through sustainable procurement, AT can accelerate Auckland's transformation to a regenerative economy by creating shared socio-economic prosperity and enhancing the natural environment, including the prosperity and wellbeing of Māori of Tāmaki Makaurau.

The scale and range of AT's spending gives AT the ability to create and shape markets and impact the lives of citizens across Tāmaki Makaurau, visitors to our city and wider New Zealand.

This can foster positive sustainable outcomes in terms of environmental protection and restoration, public health, and economic equality. Local and Central Government spending will play an even more significant role in economic recovery in a COVID-19 pandemic (COVID-19) world and during Auckland's climate emergency. It is vital that the decisions we make in our procurement activities consider the impact on our entire value chain.

*"Government procurement can and should be used to support wider social, economic, cultural and environmental outcomes that go beyond the immediate purchase of goods and services."* Government Procurement Rules (4th Edition), Rule 16: Broader Outcomes.

Broader outcomes reflect the 'Public Value' outcomes generated by the way goods, services or works are produced or delivered, and require Procurement and the business to consider the costs and benefits to society, the environment and the economy, alongside traditional commercial considerations.

At AT, our approach to delivering broader outcomes is already well developed, and in our [Sustainable Procurement Action Plan](#), five priority outcomes have been identified to deliver through sustainable procurement in 2021-2024, specifically:

#### **1. Quality employment**

- Creating quality employment opportunities
- Improving incomes
- Improving skills and productivity through training and development

#### **2. Supplier diversity**





- Creating business opportunities for diverse businesses
- Buying locally
- Improving the business skills, qualification and development of diverse businesses

### **3. Reduced greenhouse gas emissions**

- Measuring and reporting GHG emissions through our supply chain
- Implementing strategic emissions reductions programmes with our suppliers
- Support suppliers who actively reduce or provide low emission solutions

### **4. A circular economy**

- Measure and report waste landfill through all procurement activity
- Develop best practice waste minimisation plans
- Support suppliers who actively reduce waste or provide circular economy solutions

### **5. Reduced potable water consumption**

- Measure and report water volumes used in the construction and operation of AT's network
- Develop best practice plans to minimise use of potable water in our operations
- Support suppliers who actively reduce potable water consumption

The Sustainable Procurement Action Plan also identifies four strategic changes that we are going to make over the next five years across our procurement process, our teams and our culture to make our vision a reality, and ensure sustainable procurement is fully embedded in our procurement model.

1. Update our procurement processes to align with the Action Plan outcomes
2. Deliver sustainable procurement training and development
3. Develop internal and external communications and engagement
4. Implement a measuring and reporting system, including definition of key performance indicators

Our aim is to embed sustainable procurement practice across all of AT as a business-as-usual activity, in order to deliver on our sustainable procurement priority outcomes for 2021-2024 as well as those outcomes and targets identified in the AT Sustainability Framework.

A number of significant successes have already been achieved, in alignment with our vision for improved social and economic well-being, particularly through our partnerships with Amotai, Aotearoa's Supplier Diversity Intermediary, and the Ākina Foundation, Aotearoa's leading social enterprise impact consultancy. Our strategy aims to maintain AT's position as one of the leading organisations in Aotearoa delivering sustainable procurement outcomes.

In alignment with the environmental outcomes identified in the Sustainable Procurement Action Plan, the [Hīkina te Wero: AT's Environment Action Plan](#) specifically refers to using the procurement process to achieve AT's multiple environmental targets. AT Procurement will partner with environment subject matter experts internally to help facilitate the achievement of the targets in our Sustainable Procurement Action Plan.

### **Supplier Code of Conduct**

AT's [Supplier Code of Conduct](#) (the Code), aims to provide minimum standards and expectations applicable to all suppliers providing goods and services to AT. We acknowledge that achieving principles set out in the Code will be an ongoing and collaborative process between AT and its suppliers. We encourage suppliers, at a minimum, to:

- Meet the principles set out in the Code or have established a clear goal toward meeting the principles set forth in the Code



- Actively review, monitor and modify their management processes and business operations to ensure alignment with the principles in the Code

AT expects suppliers to share our commitment to our customers and communities and Māori of Tāmaki Makaurau whilst ensuring a fair, safe, responsible and sustainable approach to business. AT expects suppliers to monitor their business operations against the seven principles of the Code:

1. **Customer and Community** – AT recognises that our suppliers are the face of Auckland Transport. We expect suppliers to share our commitment to support and positively contribute to the lives of the customers and communities that we serve.
2. **Health, Safety and Security** – AT expect suppliers to demonstrate a strong commitment to health, safety and security of their employees and contractors.
3. **Te Whai Rawa** - The ability to engage in and participate in the prosperity and wellbeing of Māori of Tāmaki Makaurau.
4. **Human Rights and Workplace Conditions** – AT expects suppliers to comply with international standards for human rights, to provide acceptable working conditions and to comply with relevant labour laws.
5. **Environmental Sustainability** – AT expects suppliers to be committed to environmental sustainability, to ensure that the needs of the present are met without compromising the ability of the future generations to meet their own needs.
6. **Business Resilience** – Suppliers shall commit to sound governance, management and administration, including prompt payment through its supply chain, in order to minimise the risk of business disruption.
7. **Ethical Business** – AT expects suppliers to be ethical in their business activities and not engage in corrupt practices or anti-competitive behaviour. Suppliers are expected to be honest and transparent.

AT reviews the Code annually to ensure that the Code accurately reflects best practice.

### 4.2.3 Commercial Performance

Commercial performance continues to be at the heart of driving value for money, and we endeavour to take a Whole of Life or Total Cost of Ownership (TCO) approach to commercial outcomes. This includes not only the upfront price, but the costs over the life of a contract, and any subsequent disposal or contract closure costs.

In order to develop strong commercially driven business partnerships and outcomes, our focus is on developing and applying Business Awareness and Commercial Acumen to everything we do.

Business Awareness includes:

- Ensuring procurement strategies and plans are clearly aligned with AT's goals, objectives, and desired outcomes.
- Ensuring decisions are based on the benefits to the business and required planned outcomes.
- Gaining a deep understanding of how the various parts of the organisation work together.
- Delivering strategies that result in targeted commercial benefit, including year-on-year savings in operational expenditure.

Commercial Acumen is focussed on:

- Using sound financial logic and [our Category approach and delivery models](#) to guide business direction in the procurement planning phase.
- Understanding and optimising commercial outcomes through appropriate supplier selection methods to balance value for money outcomes, alongside strategic negotiation skills in the procurement sourcing phase.



- Keeping up to date with commercial developments within the industry through our supplier relationships and contract management processes and discipline, in the 'manage' phase of the procurement lifecycle.

We will measure the commercial benefits of our procurement activities utilising the Benefit Delivery Framework, developed in conjunction with and aligned to AC Group Source.

#### 4.2.4 Supplier-Enabled Innovation

Supplier-Enabled Innovation (SEI) is a key enabler to develop and enhance the three value drivers of Operational Excellence, Sustainable Procurement and Commercial Performance through collaborating with our suppliers.

SEI can be defined as: “*collaborations between organisations and suppliers, with the aim of achieving a result that one of the parties cannot (easily or rapidly) achieve alone. To engage in long-term, cross-business collaboration involving joint business development, research and development, and innovation resources.*”<sup>3</sup>

SEI forms part of our Supplier Relationship Management (SRM) programme with our key suppliers, and works with the business to identify, mobilise and deliver the best outcomes from our suppliers' innovation capability. It also includes the ability for our suppliers to provide AT with 'market led proposals' for innovative and unique solutions to our business challenges.

The framework and action plan for SEI will be developed as part of this current strategic cycle, and once published and implemented will be found on our [Procurement website](#).

### 4.3 Capability, Information and Performance Management

AT Procurement endeavours to continually review and improve its capability, maintaining a 'simple as possible, complex as necessary' approach to everything we do. Our capability encompasses the data, tools, systems, and processes by which we enable our procurement model to operate effectively and efficiently.

#### 4.3.1 Procurement Data Strategy

At Auckland Transport we recognise that good information is the backbone of system improvement, and are committed to making consistently well-informed data-backed strategic business decisions based on data of known origin and quality. A formalised Data & Analytics Governance Capability ensures quality data and controls are in place when data is used and shared within AT and outside the organisation.

The Data Governance capability provides AT with the ability to:

- Understand and promote the value of data for AT
- Design, implement and communicate data strategies, policies, standards, procedures and measures
- Track and support regulatory compliance and conformance to data policies, standards and procedures
- Sponsor, track and oversee the delivery of data management services
- Manage and resolve data quality-related issues

AT Procurement aims to use one source of accurate and up to date data, leveraging AT's analytics resources such as Power BI, to inform decisions that will drive improvements within AT, and provide benefit to suppliers and customers.

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<sup>3</sup> Procurement Leaders Limited. (2018). Supplier-Enabled Innovation



### 4.3.2 Procurement Digital Roadmap

We are executing a Digital Roadmap to implement procurement enabling technology and improve the efficiency of planning, sourcing and managing processes. The Digital Roadmap allows AT Procurement to continuously improve its digital capability and the opportunity to release valuable resources to focus on value add rather than transactional activities.

### 4.3.3 Procurement Performance Management

To ensure desired outcomes are achieved, Procurement uses a number of different performance management tools, supported with key performance measures, which enables us to effectively manage and communicate the results of our procurement activities. We are continuously evolving our performance indicators and will follow a principle of “what gets measured, gets done” in order to share the progress we are making with both our internal stakeholders and suppliers.

### 4.3.4 Information and Records Management

AT has several obligations to keep records:

- To be transparent when doing its business. Ratepayers have a right to know how their rates are being spent and on what.
- Evidence of what and how we did our job, what decisions were made, what process we followed.
- Providing accurate and full information to people who ask for it.
- To prove that we obeyed the law and met our requirements, commitments and statutory obligations.

The Procurement team is responsible for creating and maintaining records of the procurement activities exercised in our daily operations.

## 4.4 People and Organisation – Attract, Develop and Retain the very best

AT is a significant procurement organisation in New Zealand. To ensure that value for money is achieved, AT Procurement requires a capable, high performing and motivated team with appropriate levels of skill, competency, and experience. To attract the very best procurement talent, we offer purposeful and meaningful roles that provide for professional development and career advancement.

The Procurement Department is organisationally located in the Finance Division, reporting to the Group Manager Procurement, to deliver the Plan, Source and Manage procurement lifecycle phases (Procurement Delivery Model). There are four functions that make up the procurement organisation:

- **Procurement Business Partners** – there are three core internal customer and supplier facing teams, organised to support infrastructure, operations, business technology & corporate procurement activity. They lead the strategic role to become Trusted Business Partners and position AT as ‘Customer of Choice’ with AT’s suppliers, partnering with the business and our suppliers to deliver all of AT’s procurement needs.
- **Procurement Excellence** – responsible to develop, implement and maintain the standards, procedures and guidelines to support our Procurement Delivery Model, as well as deliver the capability of our people, systems and processes to support the procurement team, our business and suppliers to deliver effective and efficient procurement outcomes.
- **Sustainable Procurement** – responsible for the development and implementation of the Sustainable Procurement Action Plan and Supplier Code of Conduct, and providing expertise and support for the business and suppliers to plan, source and deliver the broader outcomes we seek through our procurement activities.
- **Procurement Support** – provide transactional support and guidance for the procurement team and the wider business to ensure the contracting and purchasing process delivers an effective,



secure and efficient 'purchase to pay' process, enabling our business to transact with our suppliers and ensuring our suppliers are paid promptly.

The AT Procurement Capability Framework (PCF) ensures ongoing capability development of procurement staff, succession planning, staff attraction and retention. Specifically, the PCF seeks to ensure all procurement staff have the necessary knowledge, skills, and support to enhance their career opportunities, learn new skills and provide the services necessary to enable everyone to get the most out of AT's transport system.

The PCF has three core components:

1. AT's Procurement Job Descriptions
2. Procurement Skills and Capability Profile
3. Procurement Capability Development Plan

These components are informed by AT's broader Capability Framework; AT's Procurement Operating Model and Procurement Delivery Model; the Procurement Strategy as well as best practice generally. We encourage and support targeted learning, development and mentoring of our procurement staff through individual personal development plans and providing access to resources and time to develop their skills.

For purposes of standardisation and best practice we align our procurement skills and competency development where appropriate with:

- MBIE as the lead agency for procurement capability development in the public sector in New Zealand
- The Chartered Institute of Procurement and Supply who lead global excellence in procurement and supply
- AC and its other CCO's
- Waka Kotahi as a key funder of our activities
- New Zealand and international procurement best practice in both public and private sectors, leveraging specifically our partnerships with [Procurement Leaders](#) and [World Commerce and Contracting](#)

AT Human Resources policies determine the remuneration levels for our respective job descriptions, and our operating budgets constrain the number of employees that we can employ. We will continually review, measure and report our in-house capability and capacity. Where and when appropriate, we evolve our procurement structure to ensure we deliver the best return on procurement resources invested. This may include outsourcing a particular activity or role if prudent and justified.





## 5 Our Procurement Programme

The ATAP 2021 agreement endorsed by AC and the Government, detailed in the 2021-31 RLTP, signals \$31.4 billion of funding for a programme of specified transport investments in Auckland over the next 10 years. This is an increase of \$3.4 billion when compared to the 2018 RLTP.

### 5.1 RLTP Programme

The following outlines the major projects planned for the first three years of the RLTP. Clearly the timing and funding of these projects is subject to change as Auckland continues to tackle the impacts of COVID-19 as well as responding to the Climate Emergency declared in Auckland in 2020. Procurement partners closely with the AT business to deliver the required procurement outcomes and help facilitate the delivery of the RLTP programme.

<b>Rail (excluding City Rail Link)</b>	<ul style="list-style-type: none"> <li>EMU Procurement completion</li> <li>Papakura Rail Station Park and Ride</li> <li>CRL Day 1 Level Crossing Removal</li> <li>CRL Road Side projects</li> </ul>
<b>Bus</b>	<ul style="list-style-type: none"> <li>Eastern Busway Stage 1 – 4</li> <li>Rosedale and Constellation Bus Stations</li> <li>Northern Busway Enhancements</li> <li>Connected Communities Programme</li> <li>Midtown Bus Improvements</li> <li>Northwest Bus Improvements</li> <li>Airport to Botany Rapid Transit Route Protection</li> <li>Neighbourhood interchange</li> </ul>
<b>Ferry, Multi-Modal, and Park and Ride</b>	<ul style="list-style-type: none"> <li>Public Transport safety, Security and Amenity</li> <li>Matiatia Park and Ride</li> <li>Community Connect</li> <li>Downtown Ferry Basin Redevelopment</li> <li>Decarbonisation of the Ferry Fleet Stage 1</li> </ul>
<b>Active Modes</b>	<ul style="list-style-type: none"> <li>On-going Cycling Programme</li> <li>Urban Cycleways Programme</li> <li>New Footpaths Regional Programme</li> <li>Meadowbank Kohimarama Connectivity Project</li> <li>Mangere Cycleways (Airport Access)</li> <li>Tamaki Drive / Ngāpipi Road Safety Improvements</li> <li>Access for Everyone Introductory Works</li> <li>Minor Cycling and Micromobility (Pop-Up cycleways)</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>Safety Programme</li> <li>Minor Improvements</li> <li>School Speed Management</li> <li>Marae and Papakāinga (Turnouts) Safety Programme</li> <li>Community Safety Fund</li> </ul>
<b>Local Board Priorities</b>	<ul style="list-style-type: none"> <li>Local Board Initiatives</li> <li>Projects Funded by Rodney Transport Targeted Rate</li> </ul>



<b>Environment and Sustainability</b>	Environmental Sustainability Infrastructure Electric Bus Trial Roadmap Supporting Electric Vehicles
<b>Road Corridor Improvements and Operational Programmes</b>	Lake Road/Esmonde Road Improvements Wynyard Quarter Integrated Road Programme Unsealed Road Improvements Resolution of encroachments and legacy land purchase arrangements Ormiston Town Centre Link Medallion Drive Link Lincoln Road Corridor Improvements Glenvar Road/East Coast Road intersection and corridor improvements <b>Operational Programmes:</b> Regional Improvement Projects Parking Programme Improvement Complementing Developments Core Operational capital Programme
<b>Optimisation and Technology</b>	Network Capacity and Performance Intelligent Transport Systems Freight Network Improvements <b>Operational Programmes:</b> Customer, Business and Core Technology
<b>Asset Management</b>	Renewals Seismic Strengthening Programme Street Lighting Improvements Wolverton Culverts
<b>Population Growth</b>	Greenfield transport infrastructure – Northwest Supporting Growth - Post Lodgement and Property Supporting Growth - Investigation for Growth Projects Matakana Link Road - A connection between SH1 and Matakana Road. Wainui Improvements Huapai Improvements

[See the RLTP 2021-2031 for a 10-year list of planned capital projects.](#)

## 5.2 RPTP Programme

The Regional Public Transport Plan (RPTP) describes the public transport network that Auckland Transport (AT) proposes for the region, identifies the services that are integral to that network over a 10-year period, and sets out the policies and procedures that apply to those services.

Over the last few years, we have fundamentally redesigned the public transport network in order to better serve the customer. AT has created a connected network built around new Rapid and Frequent services enabled by a zone-based fare structure and the HOP smartcard ticketing system. These initiatives have resulted in improved services, greater reliability, improved perceptions of the public transport network and, ultimately, a record increase in boardings and journeys.



The next ten years are an exciting period for Auckland's continuing transformation of the public transport network as a dynamic system. The current [2018-28 RPTP](#) (to be updated in 2022) aims to:

- embed the recently completed New Network and increase bus frequencies
- expand the Rapid Transit Network with the completion of:
  - the City Rail Link
  - the Eastern Busway
  - Northwest Bus Improvements
  - the Northern Busway extension
- grow the ferry network with off-peak and weekend services
- enhance customer experience for all parts of the door-to-door journey, with a renewed focus on the first-leg and last-leg parts of the journey.

Procurement has a key role to play to partner with our business to deliver on the RPTP outcomes and applies its procurement model and framework to deliver these outcomes.

### 5.3 Driving value through procurement

Under the 2021-2031 RLTP and the 2018-2028 RPTP, more capital and operational expenditure is planned than ever before, and our environment has changed in the following ways:

- we're operating in a more complex customer and stakeholder environment, with changing expectations
- we have an increased focus on existing assets
- supply chains have been disrupted due to COVID-19
- climate change is a priority
- we are operating in a more competitive resources and skills market
- we are facing increasing cost escalation in some of our key input costs
- AT funding and finance has changed
- we're evolving our AT ways of working.

AT Procurement has a broad and relevant set of procurement delivery models and supplier selection methodologies, to complement the approach that we might take in scoping and specifying the various programmes of work.

Whilst AT has procurement arrangements in place already, including [supplier panels](#) for both physical works and professional services, there are still significant opportunities to develop how we procure most effectively and efficiently to deliver our value for money outcomes.

As a result of our changing environment, AT is working cross-functionally to best deliver our RLTP and RPTP objectives, and driving value through procurement. AT is aiming to have a 'One Team' approach to resourcing, procurement and delivery to drive performance, as well as identifying and developing improved delivery models, supplier selection methods and how we present programmes of work to the supply market.

## 6 Procurement Delivery Model

### 6.1 Approach to Procurement Delivery

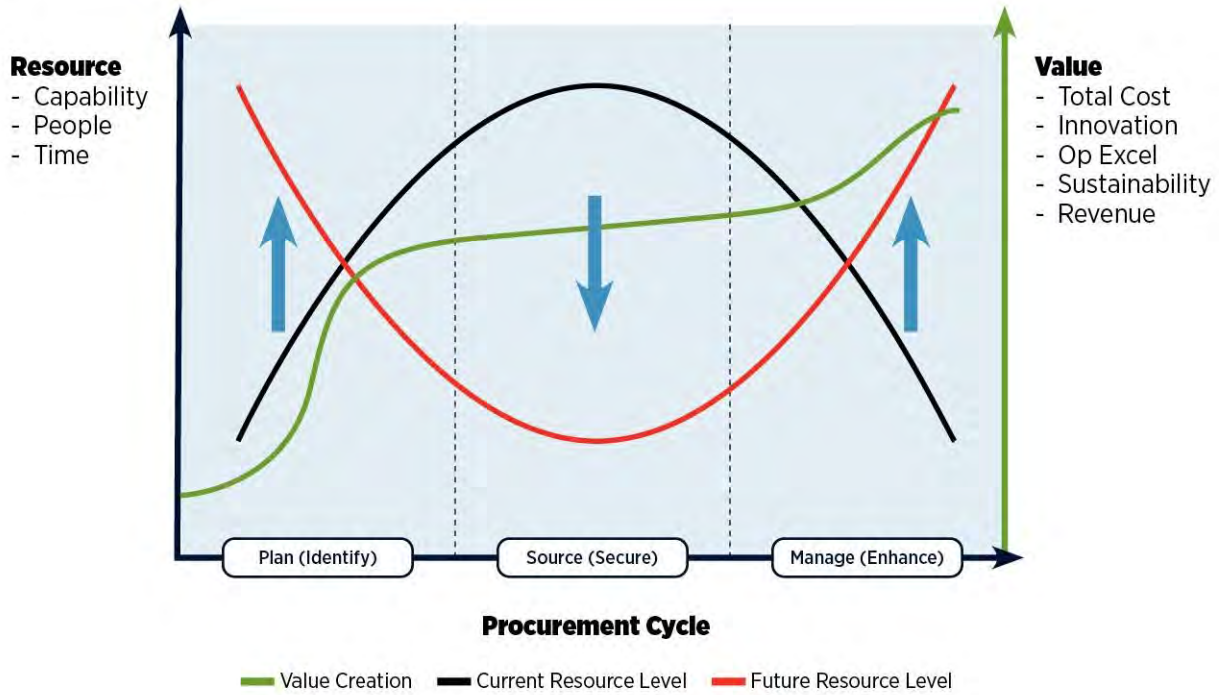
Procurement supports AT's business in the delivery of efficient output focused solutions, underpinned by best practice procurement principles. We will seek to leverage the procurement opportunities to obtain economies of scale through the use and development of innovative and robust procurement solutions. Such principles will however be balanced with the requirement to maintain healthy, sustainable, fair and competitive supplier markets through collaborative supplier relationships.

We have adopted a category management and supplier relationship-based approach to procurement, which acknowledges a combination of organisational structure, the uniqueness of individual category requirements and supplier markets. This will also aid us in focusing on an 'all of business' cross functional approach to procurement rather than a siloed approach. This approach to procurement is then applied to the Plan, Source and Manage lifecycle of individual procurement activities. This can be best depicted by the following Procurement Delivery Model:



It is well documented through experience that the main 'levers' to significantly enhance the 'value for money' in our procurement lifecycle is the Plan (Identify Value) and Manage (Enhance Value) phases of procurement.

Historically though, procurement resource and focus has centred on the Source (Secure Value) phase of procurement, resulting in the inefficient use of resources focussed on the least value adding step of procurement. Our approach to procurement delivery is therefore anchored on driving 'Brilliant Basics' in our approach to the purchasing activity in Source, through continuously improving and where possible digitising the required standards and procedures. This then releases resources to focus on developing those key value adding drivers in Plan (including spend category management) and Manage (both contract and supplier relationship management) and ensure procurement resources are best deployed.



## 6.2 Spend Category Strategies



We have overarching Spend Category Strategies which categorise the value of spend areas against the business impact and risk in delivery, with developed Category Plans that link to business strategies. This categorisation helps inform the approach to take to market, the type of relationship to be developed with the supplier (Supplier Relationship Management (SRM)) and the amount of time and resources used in the procurement Plan / Source / Manage process.

AT's Category Strategies are reviewed on an annual basis. Review our [Category Strategies on our website](#).



## 6.3 Supplier Relationship Management (SRM)



SRM provides a holistic view of supplier management, looking at the management and performance of individual contracts, through to strategic alignment and collaboration in achieving one or more of the AT value for money drivers. The value ultimately realised by organisations from a robust and trusted relationship is determined not by one single standalone contract or event, but from a series of highly inter-dependent, sequential activities which require close co-ordination.

Commercial success often comes down to the relationship between the buyer and supplier. Our approach to SRM aims to benefit this relationship by providing:

- A clear segmentation of suppliers that reflect their criticality to achieving AT's objectives and value of contracts they are obliged to deliver
- Improved visibility of safety and supplier risks, and development of appropriate risk mitigation strategies and controls
- Allocated resources focused to ensure suppliers deliver as expected
- Clearly defined roles on both the buyer and supplier side
- Regular governance meetings that drive access to new innovative approaches to business

We will be developing a supplier segmentation approach, aligned to MBIE Procurement SRM best practice, in order focus our resources on those relationships that will contribute most to delivering value for AT.

The aim is to focus on our key strategic suppliers and the relationship we have with them. As directed by our Executive Leadership Team in March 2020, AT's focus has been on the sourcing and implementation of a contract management system with an associated contract management framework to guide AT personnel on 'how to' manage contracts, as the first prioritised step in a broader SRM programme.

AT is participating in developing and implementing MBIE's SRM framework. This will provide a government-wide guide on best practice which will especially resonate with any AT suppliers who have significant contractual agreements with other New Zealand Government agencies.

## 6.4 Procurement Life Cycle



Guided by the Spend Category Strategies and Supplier Relationship Management approach, the three phases of the procurement life cycle applied to individual procurement activities are:

- identifying needs and planning the best way to meet them (Plan – identify the value),
- conducting market engagement, negotiating and contracting (Source – secure the value), and
- contract management and review (Manage – enhance the value).

For a procurement to be successful, it is important to consider each of the eight stages of the procurement lifecycle within Plan, Source and Manage.

Most value is created in the Plan and Manage phases of any procurement activity, and while critically important, the Source phase of the process is primarily there to secure the identified value and provide the foundation for future supply relationships to deliver and enhance that value through the life of the contract.

## 6.5 Plan – Define the Value

The following outlines the key steps to the Plan phase of the Procurement Lifecycle.

### 6.5.1 Stage 1 – Initiate Project



The early stages of planning for a procurement activity are critical to its success. In this stage, it is important that we:

- take a strategic approach – ensure any proposed procurement aligns with the organisation’s priorities and business objectives, including the relevant Spend Category Strategies;
- ensure appropriate probity and governance arrangements are put in place;
- initiate engagement with stakeholders, establishing a project team with appropriate skills and experience; and
- address any conflicts of interest.



## 6.5.2 Stage 2 – Identify Needs and Analyse the Market

Procurement decisions should be based on the best information available, speaking to stakeholders and understanding the supplier market and our role within it. It is vital that we clearly outline the problem we are trying to solve for the customers, communities and stakeholders and we will do this by working closely with the relevant project teams. It is important that we:

- Collaborate with internal stakeholders and project teams at an early stage to define scope;
- Gather and analyse market information for insights and trends, leveraging the relevant Spend Category Strategies;
- Understand the extended supply chain and any risks associated with potential sub-contracting;
- Understand any key issues for communities affected by the works or services to be procured, and ensure suppliers understand expectations of them in managing those issues appropriately;
- Involve suppliers early in the process to explain our needs, learn about their capability and explore opportunities for new solutions and innovations before going to market;
- Agree with our contracted suppliers our expectations relating to the management of suppliers down the extended supply chain (including sub-contractors); and
- Consider how to maintain healthy, sustainable, fair and competitive supplier markets through collaborative supplier relationships, including the supplier governance and management arrangements and location of Directors.

## 6.5.3 Stage 3 – Specify Requirements

Understanding the requirements of a procurement activity allows us to determine whether the process was successful. It is important that we:

- Have a clear understanding of what we want to purchase
- Have a plan of how we will measure the outcomes of a procurement

The main outcome of this stage is a detailed specification of requirements, endorsed by key stakeholders, enabling us to understand which delivery model to use for our Procurement Activity.

A delivery model is the relationship established between AT and a supplier to enable the purchase of the output required to deliver an activity. In selecting the appropriate delivery model, we will assess the activity against, but not limited to, the following criteria:

<i>Complexity</i>	<i>Innovation potential</i>	<i>Scale</i>
<i>Risk profile</i>	<i>Timing and urgency</i>	<i>Supplier market</i>
<i>Stakeholder requirements</i>	<i>Uncertainty</i>	<i>Level of our involvement</i>

We will utilise a range of delivery models to procure goods, services and works, such as but not limited to the Staged Approach, Design and Construct, Shared Risk, Supplier Panels, Public Transport Operating Model (PTOM) Partnerships, Unsolicited Proposals, and Collaborative Delivery Models. [See details of our delivery models on our website.](#)

There are a range of standardised contract templates for use by our staff. These templates are based on standard form contracts which have been written in order to protect Auckland Transport's interests, and have been reviewed and endorsed by external legal advisors. Where a standard contract template exists the expectation is that it will be used when engaging with suppliers. Standard contract templates that we use are outlined on the [AT Website: Supplier Management and Performance](#).

## 6.5.4 Stage 4 – Plan an Approach to the Market and Evaluation

There are various options for approaching the market, depending on the nature and complexity of the service, the type, value and term of the contract, and the size of the market or supplier community.

The main output of this stage of the process is a Procurement Plan, endorsed by stakeholders and approvers. Critically the Procurement Plan outlines the sourcing standards (including supplier selection and evaluation methods) that we will use during the tendering process. [Our sourcing standards can be found here.](#)

## 6.6 Source – Secure the Value

AT has a number of Master Services Agreements (MSA) and supplier panels set up through which to source goods and services. Where in place these MSAs and panels are expected to be used by the business.

Where an MSA or panel is not in place, procurement opportunities must be commenced from a default position of an open competitive process, in which all potential suppliers have a fair opportunity to compete. This encourages competition which contributes to broader outcomes and stimulates innovative ideas and solutions.

There are occasions however, where value will best be achieved through a closed contest or direct appointment selection.

In all instances, the process and methodology to be followed, a statement outlining the value context, and the impact on the supplier market is required to be documented in the Procurement Plan.

The following outlines the key steps to the Source phase of the Procurement Lifecycle.

### 6.6.1 Stage 5 – Approach the Market and Select Suppliers



This stage involves initiating the procurement process in the supplier market, guided by the Procurement Plan, providing information to potential suppliers, answering any questions they might have, and selecting a preferred supplier. It is important that we:

- plan the whole market engagement process;
- ensure that good process and practice are followed in implementing the process (ensuring fairness and probity), including evaluating tender responses, and making contract award decisions; and
- keep a documented record of the process and outcomes (including approvals).

The determination of which supplier selection method will be used will depend on the relative importance of price versus quality:

- *Focus on price* – the suppliers are ranked by price. The preferred supplier will be the supplier with the lowest price that meets all the quality requirements.
- *Focus on both price and quality* – the quality attributes of the suppliers are graded and the preferred supplier is selected by balancing price and quality.
- *Focus on quality* – the preferred supplier is selected on the basis of quality, with price being negotiated afterwards.

The appropriate price and quality weightings in supplier selection will be determined by the need to obtain best value for money. Where the scope of work is well defined, the resources available in the marketplace are well matched and an accurate estimate of cost can be provided, price may be sufficient to distinguish



suppliers. As the complexity of the activities or the level of risk transferred to the supplier increases, or where achievement of standards becomes more important, the emphasis on quality over price will become more pronounced.

Based on these factors we will evaluate and select suppliers using one of the supplier selection methods outlined in [AT's sourcing Standards](#) on our website. We will continuously develop and implement selection methods which best meet our needs in order to deliver value for money outcomes, and increasingly address the pace and agility that will be required to deliver the significant programme of work defined in AT's strategy.

## 6.6.2 Stage 6 – Negotiate and Award Contracts

This stage in the procurement life cycle is negotiating the terms and conditions of a contract, establishing and agreeing to levels of service with the supplier, and providing feedback to both successful and unsuccessful suppliers. AT will aim for a fair and sustainable agreement that improves both parties' relationship.

Where necessary, we will establish a clear negotiating mandate, plan how to negotiate the contracts terms and conditions, and understand what we can 'trade' versus what the 'non-negotiable' items are. Negotiations should also meet standards of fairness, for example, not negotiating a contract that is substantially different from what was tendered.

A well-run negotiation will result in a shared understanding of what the procurement will deliver. This will allow AT to effectively award and mobilise contracts.

## 6.7 Manage – Enhance the Value

Manage is the phase of strategically planning for and managing interactions with our suppliers in order to maximise the value of those interactions. In practice Supplier Relationship Management (SRM) involves creating closer, more collaborative relationships with our key suppliers in order to uncover and realise new value, innovation and reduce risk.

In collaborative relationships we aim to develop a long-term relationship with the supplier, one in which we seek ways to add value for the ultimate benefit for AT, the supplier and our key stakeholders. It's a proactive relationship underpinned by continuous improvements.

### 6.7.1 Stage 7 – Manage Contract and Relationships



Knowing which contracts are critical to service delivery is vital. It is important that we:

- put safety at the core of the delivery of all contracts and supplier relationships;
- actively manage supplier performance, including contract management, performance and risk management, as part of the wider Supplier Relationship Management (SRM) relationship with the supplier;
- involve senior management in overseeing strategic or high-risk contracts; and
- ensure that risks are managed.

For the above reasons, a Contract Management Framework (CMF) has been established which provides guidance and templates to assist with the day-to-day management of a contractual agreement.





Key outputs of this stage include regular reporting, monitoring and evaluation of delivery performance, development of effective working relationships with the supplier and key stakeholders, and an end-of-contract strategy/transition plan. It is at this stage that lessons learnt should be expressed and actions taken accordingly.

### **Contract Management**

A key part of SRM is the process that enables AT and our suppliers to meet the objectives required from our contracts with them.

We achieve this through application of our CMF. The purpose of the CMF is to provide a clear and standardised approach to managing and administering contracts for goods and services purchased from suppliers.

The main objective of contract management is to ensure AT's and its supplier's commitments and obligations are effectively met, by delivering Public Value outcomes and managing inherent risks.

The CMF recognises that not all AT Contract Types can be treated the same and that some divisions within AT conduct contract management in ways specific to the service or good provided by the supplier (which, in turn, often dictates to the type of contract used). We segment our contracts into Routine, Leveraged or Focussed and Strategic, and the contract management approach is tailored to suit each.

The CMF has three distinct phases that can be applied to all contracts:

Phase 1 – Contract set-up: How to initiate and plan the contract management process.

Phase 2 – Contract management: How to administer and manage contracts.

Phase 3 – Contract close-out and optimise: How to close and transition contracts and improve from the learnings

### **6.7.2 Stage 8 – Review**

Assessing whether the intended benefits from a procurement activity have been realised and whether any lessons can be learnt from the process.

Benefits management starts earlier in the life cycle when AT defines what procurement and business outcomes are needed. Benefits should be aligned to AT's strategic goals. The delivery of the intended benefits needs effective project management and active monitoring of progress and the benefits to be realised. AT Procurement's Performance Management Framework<sup>4</sup> will track progress and will feed back into the Plan phases to drive continuous improvement in delivering value for money.

#### **Procurement Process and Contract Reviews**

These are an important part of the overall procurement process. An effective review process can improve procurement management and demonstrate public accountability by providing an honest appraisal of the procurement, the delivery of the contract and the outcomes achieved. We expect to undertake formal contract reviews on all contracts valued over \$5 million.

Key questions to be considered in any procurement / contract review process include:

- Have the anticipated benefits been received?
- Did the initiative represent value for money, across the three value drivers?
- Are there opportunities for further improvements?
- What lessons can be learned and how can these be implemented for subsequent procurements?

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<sup>4</sup> In development 2022



# 7 Implementation and Improvement

## 7.1 Implementation of the Procurement Strategy

While the ultimate ownership of the Procurement Strategy rests with the Group Manager Procurement, the Procurement Excellence team are responsible for ensuring that the specific methods and improvement initiatives identified during the Strategy's life span are implemented and monitored, working in close collaboration with the functional business-partnering teams.

The historical focus on Source activity by the organisation has meant limited time or effort has been spent on developing capability in the areas of Plan and Manage. With the significant pipeline of market activity to be delivered each year, and increasingly so in the years to come, it will be key to enhance our capability and tools in these areas. This will also ensure that the other key value for money drivers, such as supplier enabled innovation and sustainable procurement are given adequate focus and resource to fully develop and execute across the business.

The procurement development programme outlined below provides a high-level overview of the planned set of procurement improvement activities at publication of this strategy – this programme will be reviewed annually and updated according to business priorities:

Procurement Model Building blocks	FY23	FY24	FY25
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Implement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Annual review</li> </ul>	<ul style="list-style-type: none"> <li>Annual review</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>Implement Policy</li> <li>Standards / guidelines updates</li> </ul>	<ul style="list-style-type: none"> <li>Standards / guidelines updates</li> </ul>	<ul style="list-style-type: none"> <li>Standards / guidelines updates</li> </ul>
<b>Procurement Lifecycle</b>	<ul style="list-style-type: none"> <li>Contract Management Framework development (Manage)</li> <li>Contract Management System selection (Manage)</li> </ul>	<ul style="list-style-type: none"> <li>Contract Management Framework / System implementation (Manage)</li> <li>Streamline tools for sourcing / digitisation (Source)</li> <li>Category Strategy development (Plan)</li> <li>SRM development (Manage)</li> </ul>	<ul style="list-style-type: none"> <li>Category Strategy implementation (Plan)</li> <li>SRM implementation (Manage)</li> </ul>
<b>Value Drivers</b>	<ul style="list-style-type: none"> <li>Sustainable Procurement Action Plan delivery</li> <li>H&amp;S In Procurement Action Plan development</li> <li>Commercial Performance delivery</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Procurement Action Plan delivery</li> <li>H&amp;S In Procurement Action Plan Delivery</li> <li>Op Ex review / update of all processes and templates</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Enabled Innovation</li> </ul>
<b>Capability, Information and Performance Management</b>	<ul style="list-style-type: none"> <li>Procurement Digital (Contract Management)</li> <li>Reporting visualisation (PMF / KPIs)</li> </ul>	<ul style="list-style-type: none"> <li>Procurement digital platform (sourcing / e-procurement)</li> </ul>	<ul style="list-style-type: none"> <li>Procurement digital platform</li> </ul>
<b>People &amp; Organisation</b>	<ul style="list-style-type: none"> <li>Procurement Org Model update</li> <li>Performance Development Plans (PDP)</li> <li>Capability Framework</li> <li>Culture Survey / Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>PDP</li> <li>Culture Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>PDP</li> <li>Culture Survey</li> </ul>



## 7.2 Monitoring

Measuring performance and monitoring compliance is key to any functional strategy implementation, ensuring the objectives of the Procurement Strategy are achieved through the way in which we procure, as well as guaranteeing all improvement initiatives are developed in the right areas and align with the overall Procurement Strategy intentions. The purpose of all monitoring is to gauge the value for money received and continually look for further efficiency gains.

As part of our ongoing monitoring, we will continually review and make changes to our strategy where appropriate, and ensure we use a Performance Management Framework<sup>5</sup> (PMF) to track and report results. We see this as a natural process as our business continues to evolve to meet the demands of our customers and stakeholders.

The PMF will be structured around the Key Performance Indicators (KPIs) defined for each element of the Procurement Model. Performance and compliance will be reviewed regularly in the relevant procurement governance meetings, at operational level in the Procurement Leadership Team (PLT) meetings, and at a more strategic level at the Procurement Steering Group (PSG). KPIs will be reported to the Finance and Assurance Committee (FAC) on a quarterly basis.

## 7.3 Consultation

We are committed to obtaining supplier and stakeholder feedback and wider Procurement Governance Framework. We value transparency in our procurement process and are open to listening and discussing with suppliers and stakeholders any concerns they have or envisage with relation to our supplier engagement and procurement practices. Some methods through which we obtain feedback are:

- Voice of the Supplier and Internal Customer surveys
- Industry forums and supplier events
- Through our supplier panels and key partner agreements
- Contract Management interactions
- Informal (day to day) interaction with suppliers
- Procurement 'inbox' email address, available for all general enquiries internally and externally

## 7.4 Improvement

Due to the large and complex nature of our procurement function, it is appropriate that we will be subject to periodic internal and external reviews. Lessons learnt will be used to improve future procurement activities and initiate changes to the Procurement Governance Framework.

We will identify and address recurring systemic issues and opportunities through a structured continuous improvement programme.

Our procurement performance will also be benchmarked against similar organisations to demonstrate that our processes:

- Proactively support the delivery of critical and important business priorities – especially safety
- Improve commercial discipline and add value for money
- Manage procurement supply chain and mitigate reputational risk
- Improve the efficiency and effectiveness of the procurement process

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<sup>5</sup> Performance Management Framework in development 2022



AT is also subject to a number of regular internal and external audits, and these provide insights and opportunities for improvement. The management actions resulting from such audits are incorporated into the Continuous Improvement Framework action plans and prioritised accordingly for resolution in a timely manner.



## 8 Glossary and Definitions

### Glossary

<b>AP</b>	Auckland Plan
<b>CCO</b>	Council Controlled Organisation
<b>CIPS</b>	Chartered Institute of Procurement and Supply
<b>GPS</b>	Government Policy Statement
<b>Guideline</b>	A recommendation to users, designed to streamline processes according to what the best practices are
<b>ITP</b>	Integrated Transport Plan
<b>KPI</b>	Key Performance Indicators
<b>LTP</b>	Long Term Plan
<b>MBIE</b>	Ministry of Business, Innovation and Employment
<b>NLTF</b>	National Land Transport Fund
<b>NLTP</b>	National Land Transport Programme
<b>Performance Management Framework</b>	A structure for performance monitoring, reporting and accountability. This includes (but is not limited to) templates, reports and key performance indicators (KPIs)
<b>Policy</b>	A formal statement produced and supported by senior management, reflecting business objectives
<b>Procedure</b>	Detailed step-by-step instructions to achieve a given goal or mandate
<b>Procurement</b>	All of the business processes associated with purchasing, spanning the whole cycle from the identification of needs to the end of a contractual agreement, or the end of the useful life and subsequent disposal of an asset.
<b>PTOM</b>	Public Transport Operating Model
<b>Risk</b>	Anything that might prevent or assist in the organisation in delivering our objectives
<b>RLTP</b>	Regional Land Transport Plan
<b>RPTP</b>	Regional Public Transport Plan
<b>SEI</b>	Supplier Enabled Innovation
<b>SRM</b>	Supplier Relationship Management
<b>Standards</b>	Mandatory actions or rules that give formal policies support and direction
<b>Strategy</b>	A plan of action designed to achieve a long term or overall aim





## 8.1 References and links

Title	Link
AT Procurement: Category approach and delivery models	<a href="https://at.govt.nz/about-us/procurement/procurement-strategy/our-category-approach-and-delivery-models/">https://at.govt.nz/about-us/procurement/procurement-strategy/our-category-approach-and-delivery-models/</a>
AT Procurement: Main website	<a href="https://at.govt.nz/about-us/procurement/">https://at.govt.nz/about-us/procurement/</a>
AT Procurement: Sourcing standards (at.govt.nz)	<a href="https://at.govt.nz/about-us/procurement/procurement-strategy/our-sourcing-standards/">https://at.govt.nz/about-us/procurement/procurement-strategy/our-sourcing-standards/</a>
AT Procurement: Supplier code of conduct	<a href="https://at.govt.nz/about-us/procurement/supplier-code-of-conduct/">https://at.govt.nz/about-us/procurement/supplier-code-of-conduct/</a>
AT Procurement: Supplier management and performance	<a href="https://at.govt.nz/about-us/procurement/procurement-strategy/supplier-management-and-performance/">https://at.govt.nz/about-us/procurement/procurement-strategy/supplier-management-and-performance/</a>
AT Procurement: Supplier panels (at.govt.nz)	<a href="https://at.govt.nz/about-us/procurement/supplier-panels/">https://at.govt.nz/about-us/procurement/supplier-panels/</a>
AT Procurement: Sustainable procurement (at.govt.nz)	<a href="https://at.govt.nz/about-us/procurement/sustainable-procurement/">https://at.govt.nz/about-us/procurement/sustainable-procurement/</a>
AT Statement of Intent (SOI)	<a href="https://at.govt.nz/about-us/our-role-organisation/corporate-plans-strategies/statement-of-intent/">https://at.govt.nz/about-us/our-role-organisation/corporate-plans-strategies/statement-of-intent/</a>
AT Sustainability framework	<a href="https://at.govt.nz/about-us/sustainability/">https://at.govt.nz/about-us/sustainability/</a>
AT Transport Plans and Strategies	<a href="https://at.govt.nz/about-us/transport-plans-strategies/">https://at.govt.nz/about-us/transport-plans-strategies/</a>
Auckland Council Group Procurement Policy (2021)	<a href="https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-policies/docsprocurement/procurement-policy.pdf">https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-policies/docsprocurement/procurement-policy.pdf</a>
Auckland Council Ward Councillors	<a href="https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/governing-body-wards-committees/wards/Pages/ward-councillors.aspx">https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/governing-body-wards-committees/wards/Pages/ward-councillors.aspx</a>
Auckland Transport Alignment Project (ATAP)	<a href="https://www.transport.govt.nz/area-of-interest/auckland/auckland-transport-alignment-project/">https://www.transport.govt.nz/area-of-interest/auckland/auckland-transport-alignment-project/</a>
Future Connect	<a href="https://at.govt.nz/about-us/transport-plans-strategies/future-connect-auckland-transport-network-plan/">https://at.govt.nz/about-us/transport-plans-strategies/future-connect-auckland-transport-network-plan/</a>
Government Policy Statement on land transport   Ministry of Transport	<a href="https://www.transport.govt.nz/area-of-interest/strategy-and-direction/government-policy-statement-on-land-transport/">https://www.transport.govt.nz/area-of-interest/strategy-and-direction/government-policy-statement-on-land-transport/</a>
Hikina te Wero: Environment Action Plan	<a href="https://at.govt.nz/media/1987613/hi-kina-te-wero-environment-action-plan.pdf">https://at.govt.nz/media/1987613/hi-kina-te-wero-environment-action-plan.pdf</a>
Māori Responsiveness Plan	<a href="https://at.govt.nz/about-us/our-role-organisation/corporate-plans-strategies/maori-responsiveness-plan/">https://at.govt.nz/about-us/our-role-organisation/corporate-plans-strategies/maori-responsiveness-plan/</a>
MBIE Mastering Procurement Guide (2011)	<a href="https://www.procurement.govt.nz/assets/procurement-property/documents/guide-mastering-procurement.pdf">https://www.procurement.govt.nz/assets/procurement-property/documents/guide-mastering-procurement.pdf</a>
National Land Transport Programme 2021-2024 (NLTP)	<a href="https://www.nzta.govt.nz/planning-and-investment/national-land-transport-programme/2021-24-nltp/">https://www.nzta.govt.nz/planning-and-investment/national-land-transport-programme/2021-24-nltp/</a>
Procurement leaders	<a href="https://procurementleaders.com/">https://procurementleaders.com/</a>
Regional Land Transport Plan (at.govt.nz)	<a href="https://at.govt.nz/about-us/transport-plans-strategies/regional-land-transport-plan/">https://at.govt.nz/about-us/transport-plans-strategies/regional-land-transport-plan/</a>
Regional Public Transport Plan (RPTP) (at.govt.nz)	<a href="https://at.govt.nz/about-us/transport-plans-strategies/regional-public-transport-plan-rptp/">https://at.govt.nz/about-us/transport-plans-strategies/regional-public-transport-plan-rptp/</a>



Sustainable Procurement Action plan	<a href="https://at.govt.nz/media/1986415/at-sustainable-procurement-action-plan-2021-2024.pdf">https://at.govt.nz/media/1986415/at-sustainable-procurement-action-plan-2021-2024.pdf</a>
The Auckland Plan 2050	<a href="https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/auckland-plan/Pages/default.aspx">https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/auckland-plan/Pages/default.aspx</a>
The Government Policy Statement on Land Transport 2021	<a href="https://www.transport.govt.nz/area-of-interest/strategy-and-direction/government-policy-statement-on-land-transport-2021/">https://www.transport.govt.nz/area-of-interest/strategy-and-direction/government-policy-statement-on-land-transport-2021/</a>
The NZ Government Procurement (4th edition, 2019)	<a href="https://www.procurement.govt.nz/procurement/principles-charter-and-rules/government-procurement-rules/">https://www.procurement.govt.nz/procurement/principles-charter-and-rules/government-procurement-rules/</a>
The Office of the Auditor General: Procurement Guidance for Public Entities (2008)	<a href="https://oag.parliament.nz/2008/procurement-guide">https://oag.parliament.nz/2008/procurement-guide</a>
Waka Kotahi Procurement Manual (Amendment 6, 2022 edition)	<a href="https://www.nzta.govt.nz/resources/procurement-manual/">https://www.nzta.govt.nz/resources/procurement-manual/</a>
World commerce and contracting	<a href="https://www.worldcc.com/">https://www.worldcc.com/</a>