

# Procurement plan

## GW signage contract



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## Defined terms

TERM	MEANING
BUS STOP SIGN	A Metlink logo sign combined with a statutory bus stop sign (RP5 – NZTA MOTSAM Code)
BUS STOP SHELTER GRAPHICS/LAMINATE	Graphics on windows of bus shelters in the Wellington region. This includes clear and/or printed vinyl overlay onto windows.
CORFLUTE	The name given to corrugated polypropylene, a fluted plastic which is lightweight yet rigid.
HVL	Hutt Valley Line. For context, Rail use abbreviations for each Rail line. HVL is one of many.
SCHEDULED MAINTENANCE	For the purposes of this procurement, in-scope maintenance activities include regular scheduled inspections, clean then deep cleans or polish and warranty checks. Please note that day to day cleaning is outside scope of this procurement, and it is performed by our Facilities Management (FM) contract suppliers.  Also outside scope are the Bus Stop Signs, as described within this document.
METLINK CUSTOMERS	Anyone using Metlink bus or rail services. This term is used in lieu of other terms like members of the public or passengers.
P&R entrance	Park and ride entrance [of a car park]
PMP	Pole Mounted Platform
RAIL SIGNAGE INFRASTRUCTURE	Rail signage infrastructure includes signs on and around railway stations including platform signage, wayfinding information and directional signs
RCA	Road Controlling Authority
WARRANTY MANAGEMENT SERVICES	The failure, reporting and corrective action processes, services and responsibilities performed by the supplier.

## Approval and endorsements

The following individuals' endorsements and approvals are based on the scope of their reviews below.

NAME	TITLE	APPROVAL	SIGNATURE	DATE
NIGEL CORRY	Chief Executive	I approve this Plan and as DFA holder, confirm the budget is approved to fund this procurement	s7(2)(a)	17 April 2024
NAME	TITLE	ENDORSEMENT	SIGNATURE	DATE
BONNIE PARFITT	Group Manager Metlink (Acting)	I endorse this Plan, including the Metlink business requirements	s7(2)(a)	16 April 2024
FIONA ABBOTT	Senior Manager Assets & Infrastructure	I endorse this Plan, including the Metlink requirements		11/4/2024
RAYMOND MALCOLM-SWINDELLS	Manager Bus and Ferry Assets (Acting)	I endorse this Plan, with a focus on functional requirements with a focus on Metlink Bus		11/4/24
NATHAN BRIGGS	Manager Rail Assets	I endorse this Plan, with a focus on functional requirements with a focus on Metlink Rail		11/4/2024
GEORGE COOK	Manager Customer Experience (Acting)	I endorse this Plan, with a focus on Metlink CX requirements		16/4/2024
DEBORAH KESSELL-HAAK	Head of Legal & Procurement	I endorse this Plan and confirm the proposed contract is fit for purpose		16/04/2024
HEMI KANJI	Procurement Manager	I endorse this Plan and confirm the procurement is aligned to GW procurement policies		11/4/2024
LUKE BARRON	Finance Business Partner, GWRC	I endorse this Plan and confirm that this procurement is supported from a Finance perspective		11/4/24
MIKE WARD	Senior Health and Safety Advisor	I endorse this Plan and confirm the health & safety-related requirements are fit for purpose		10/04/2024
s7(2)(a)		I endorse this Plan and confirm the procurement is aligned to the Waka Kotahi Procurement Manual		11/04/2024

## 1. Executive summary

On 30 June 2024, our bus and rail signage contract with Dzine Signs & Display Limited (**Dzine Signs**), co-funded by Waka Kotahi, will end. Wider GW signage requirements are met by individuals raising low-value purchase orders with Dzine Signs and other small, local providers on an ad-hoc basis such as MESH Wellington Limited and The Sign Factory.

This procurement aims to maintain seamless service delivery post 30 June and uphold our commitment to the public transport network. In addition, this procurement presents an opportunity to broaden out the scope to include wider GW signage requirements for GW parks, environment, flood protection, vehicle fleet and corporate teams. This approach will help streamline and consolidate GW's signage requirements, costs, eliminate inefficiencies and provide GW teams with signage services that are easy to use.

Our goal is to deliver consistently branded information that is straightforward for users and offers a consistent customer experience. The intended outcome is that people see, act, understand or get to their intended destination quickly and safely.

With this in mind, the purpose of this procurement is to identify a suitably qualified supplier to deliver signage requirements across GW. A supplier who can:

- manufacture, install and maintain signage across our sites including parks and reserves
- proactively manage a comprehensive scheduled maintenance, annual inspections, renewal and warranty management programmes
- engage with GW teams to design, develop, and provide consistently branded graphic services
- help streamline signage processes across GW, so we work smarter together and unlock cost savings through economies of scale
- accommodate ad-hoc signage requests from time to time
- bring innovative ideas, including waste management practices that respect our environment, without compromising quality and cost
- help us achieve our carbon neutral goal by 2030
- hold the relevant site access qualifications and can obtain the necessary permits such as rail corridor access, or partner with someone who can
- hold the relevant brand qualifications for the signage solution put forward in their proposal.

To achieve this goal, this procurement covers the end-to-end signage lifecycle. This includes designing, manufacturing, installing, maintaining and replacing GW signs across our busy Metlink public transport network plus corporate offices, parks, reserves, vehicle fleet and environment teams<sup>1</sup>.

### Who are we?

Greater Wellington Regional Council is a public statutory body constituted under the Local Government Act 2002 (**GW, we**). Our core role is to protect the environment while enabling sustainable economic development and to do that, we are responsible for a wide range of activities that contribute to the overall wellbeing of the region. We regulate the use of the region's natural resources, protect high value biodiversity areas, manage flood risk across the region and manage public land on behalf of the

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<sup>1</sup> For the purposes of this procurement, in-scope maintenance activities include regular scheduled inspections, deep cleans or polish and warranty checks. Please note that day to day cleaning is performed as part of our FM contract.

community including eight regional parks. We also look after the region's harbours and manage environmental threats such as pest plants and animals<sup>2</sup>.

We also operate a complex, well-established public transport network across the Wellington region under the brand 'Metlink'. The Metlink brand brings together all the region's bus, train, and harbour ferry services under one name into an integrated public transport information system for the Greater Wellington Public Transport Network. Metlink has a consistently branded wayfinding signage system that is easy to use and offers a consistent Metlink Customer experience. We pride ourselves on having a clear and well-maintained signage network, this is key to people recognising Metlink and is a key driver in this procurement process.

## What are we buying and why?

We are looking for a supplier to manage our signage portfolio in a way that upholds a consistent look and feel, consistent messaging and recognises our commitment to waste management and sustainable business practices. For the purposes of this procurement, the scope includes signage across all GW teams and sites, with a primary focus on the following.

- **For rail:** we operate a wide range of rail assets across our stations, commuter Park and Rides, stabling yards, and the EMU (Electrical Multiple Unit) Depot for the rail network.
- **For bus:** we own or lease numerous bus hubs, shelters, bus driver toilets, layovers and parking yards for the purpose of operating the bus network.
- **For ferry:** we have wharf waiting areas at Day's Bay and Wellington wharf.
- **For parks:** we have eight regional parks and four river, forest and wetland areas that cater for public access to recreational activities.
- **For the harbour team:** the marine environment requires a product that can withstand maritime conditions as well as the strong Wellington wind conditions.
- **For vehicle fleet:** GW owns a range of vehicles across the region that require sign marking in a range of ways from vehicle wraps to the GW logo on the doors.
- **For other GW business groups:** a range of ad hoc signage is required such as signage in buildings or for events.

To enable suppliers to get a deeper understanding of our sites and signage needs, we will append current state appendices, diagrams and images to the RFP. Suppliers may wish to clarify their understanding using the question and answer process once the RFP is in the market.

## Why should suppliers bid?

We believe this is an opportunity to work alongside lots of inspiring and passionate GW teams, resulting in the chosen supplier's signage being placed across Wellington communities, parks, reserves and harbour, and be seen by thousands of people on a daily basis. We anticipate that this contract opportunity will provide a sense of pride for the chosen supplier, knowing they are contributing to the ongoing effectiveness of the public transport network, the health and safety of the public and all those who frequent greater Wellington parks, reserves, harbour and all of GW corporate offices. Moreover, we believe this is a great opportunity for a business to be involved in our Metlink programme, to directly improve the operational safety of the Metlink public transport system for staff and customers throughout the Wellington region.

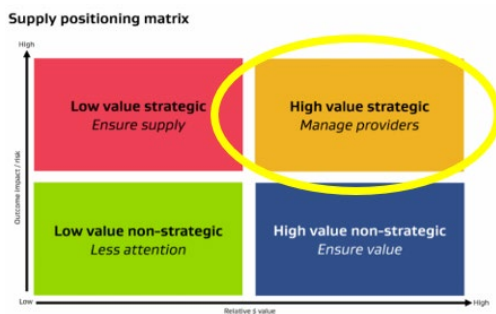
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<sup>2</sup> Check out our Long Term Plan to find out more about who we are, our strategy and activities to 2031 [here](#).

## 2. Market analysis

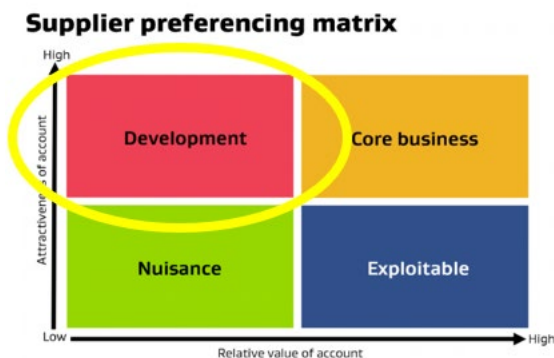
Based on our supplier positioning analysis<sup>3</sup>, we place this procurement in the **high value strategic** quadrant because:

- a) Metlink’s busy bus and rail networks consider signage as a critical asset and
- b) We consider the contract value to be reasonably high: around \$1m p/a. The contract value is not as large as other recent GW tenders, but this would be considered a large contract for a local Wellington supplier.



### Our value as a customer

We believe GWRC is seen as an attractive customer with **development** potential. This is because we have a good reputation in the marketplace, are a steward of the natural environment and strive towards sustainable transport options across greater Wellington. We believe suppliers would see us as a client they would want to do business with, and the broad tender scope is a great opportunity to showcase their work to a large audience right across the Wellington region.



We hope this procurement will attract industry-leading suppliers (including Māori, Pasifika and regional businesses and social enterprises) who want to showcase their expertise and ultimately grow their brand. We endeavor to make it easy for all suppliers (small and large) to do business with GW.

<sup>3</sup> [Positioning yourself in the market | New Zealand Government Procurement](#)

## Early supply market engagement

The previous, open, single-step procurement process resulted in only one compliant tender and one non-compliant tender. We believe we set the bar too high as the preconditions were too prescriptive. To mitigate the risk of this happening again, we are designing our preconditions to be more realistic for the supply market.

Based on our knowledge of the supply market, and the challenges with rail access permits etc., it may be considered difficult to enter this market. We will, however, encourage capable suppliers to respond and we will be open to subcontracting opportunities if this structure enables suppliers to obtain the required permits. We will actively encourage suppliers to collaborate with subcontractors in need, to deliver a well-rounded RFP response.

### Current signage suppliers to GWRC

GWRC has an existing Public Transport Sign Manufacture, Installation and Maintenance Contract with Dzine Signs & Display Limited (Dzine Signs) dated 30 March 2018. The contract is co-funded by Waka Kotahi. Smaller signage companies used across other parts of GW are not under contract. Rather, these low-value ad-hoc requests are made using purchase orders, as they are below the PO threshold for requiring a contract. Small, regional signage suppliers we use include but are not limited to:

- **MESH Wellington Limited.** We use MESH for GW vehicles requiring a logo on the front doors. For example, standard GW logo, WREMO logo, Predator Free Logo.
- **The Sign Factory.** We use The Sign Factory in the same way we use MESH, but for Masterton-based vehicles.
- **Dzine Signs.** We use Dzine Signs for fitting the park ranger wrap to vehicles. They do other logos if required including signs on the tyre bumper stops in the carparks at Cuba Street and have provided a number of sticker requirements. For example, EV Charge Station Numbers, In-cab RT Radio Call Signs and Cuba Pool Bike numbering.

All current suppliers will have the opportunity to respond to our RFP; however, we wish to use this opportunity to explore the broader market capability as well.

### Potential RFP respondents

We identified the following suppliers based on our industry knowledge and previous sector engagement. This list is not exhaustive and acknowledges other regional and national suppliers may wish to respond to the RFP.

Supplier name	Details
Dzine Signs, MESH, The Sign Factory	Incumbent suppliers. They range from small to mid-sized companies who provide a wide range of sign fabrication and services.
Signwise	A reasonably sized company that undertakes a wide range of sign fabrication
Speedy Signs	A reasonably sized company that undertakes a wide range of sign fabrication
Sign Foundry	A reasonably sized company that undertakes a wide range of sign fabrication
Programmed	These are contractors to Kiwi Rail and tendered last time with Sign Foundry as a subcontractor. They are rail proficient.

## Market competition

Based on our knowledge of the supply market, market competition is generally based on signage unit price, experience, resources capacity and response times. We can expect variations in proposal prices regarding the product brand and resource rates, and differences in the supplier and subcontractor methodologies.

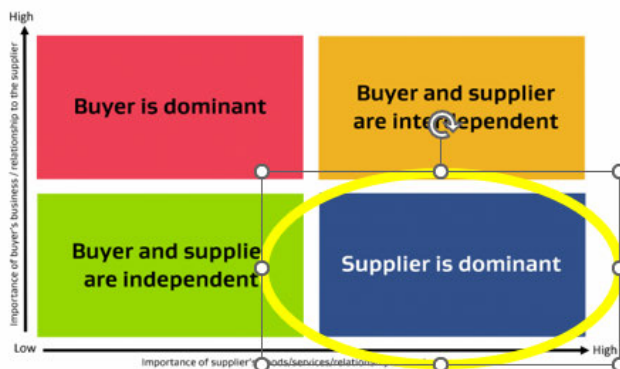
GW is taking an outcomes-based approach to requirements. As such, we believe there could be multiple suppliers who put forward Proposals with different product sets. **We are open to different brands, so long as the suppliers can demonstrate that they meet our requirements.**

There are no All of Government, Collaborative or Syndicated contracts that can fulfil the requirements of this procurement either.

## Power and dependency matrix

An assessment of the levels of power and dependency between GWRC and suppliers has been undertaken. Currently, we believe the **Supplier is dominant** (lower, right-hand quadrant). This is because suppliers generally have limited visibility of us as a potential customer. They are probably unaware of the market potential for growth. Moreover, demand across the industry is currently outstripping supply as we are aware of response time delays in some situations. This gives suppliers the ability to select which tenders they respond to, to extract maximum profits. This puts them in the driving seat. Demand is greater than supply.

**Power and dependency matrix**



The supplier is also dominant because we have a current contract with an end date governed by Waka Kotahi rules. We cannot extend beyond this date therefore we are in a time-critical position to select a supplier and establish a new contract.

We applied for an exemption from Waka Kotahi, to extend the new contract term from five years to a maximum term of ten years. This was approved. A longer contract term may move GWRC's position on the matrix from bottom, right-hand side (navy blue) to top right-hand quadrant where **Buyer and supplier are interdependent**. Our credibility as a customer of choice becomes more visible across the industry, as the potential contract duration and revenue streams are greater (subject to service levels and contract renewals being exercised).

## Financial benefits of going to market

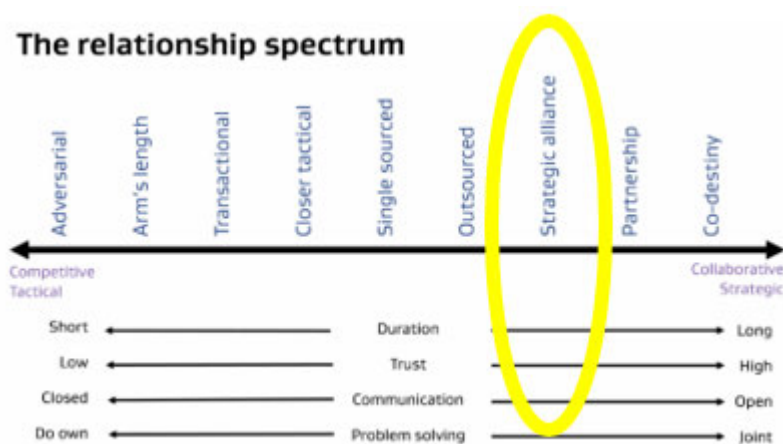
- ✓ **Market Rate Adjustment:** Prices will be realigned with current market rates, which could result in increased cost-effectiveness.
- ✓ **Potential Savings:** A competitive process may drive down costs by attracting more cost-effective bids, as well as introducing volume discounts.
- ✓ **Transition Costs:** There may be costs associated with transitioning to a new supplier, including potential downtime and upskilling staff. We believe this cost to be small in relation to the broader benefits, given the simplicity of signage.

## Desired supplier relationship

Given the contract term and value, the level of desired trust and communication with the supplier and the approach to managing risk, we seek a strategic collaborative relationship with the chosen supplier.

In practice, this means establishing and committing to a collaborative, mutually beneficial relationship for all parties. The collaborative relationship means the chosen supplier can help GW optimise signage manufacturing, installation and maintenance and other in-scope signage elements while coordinating with GW’s contract managers to complete the work within the specified time, quality, and budget.

As time goes on and the importance of this contract and quality and standards of the signage develops across the industry, we are likely to move right, along the spectrum to an even more robust and dedicated relationship.



## Characteristics of unsuitable suppliers

The following characteristics are unsuitable.

- A supplier that does not have experience working in the rail corridor or at the very least can evidence an acceptable health and safety record that will allow them to apply for and secure a rail corridor permit from KiwiRail. KiwiRail also require HSE induction and the online electrical awareness Intermediate-level certification.<sup>4</sup>

<sup>4</sup> A permit to enter is required for Rail, more information on this process can be found [here](#)

NOT FOR EXTERNAL DISTRIBUTION

- A supplier that does not have experience working on local authority road networks (with traffic management plans), unless they are partnering with a supplier who has this capability.
- A supplier with no access or subcontractor access to a manufacturing facility and/or no storage capacity to store our inventory off-site, prior to installation, if required.
- A supplier without capable resources available to provide maintenance and reactive service. This may include being available to provide emergency maintenance and repairs on short notice for critical signage.
- A supplier who is unable to articulate and demonstrate their ability, as a principal PCBU, to effectively manage the relationships and activities of other PCBU's associated with the services required of this contact.
- A supplier who is unable to respond to signage requests within pre-agreed SLA timeframes.

To help ensure these characteristics are not carried through to the shortlisted respondent group, the procurement methodology includes setting realistic preconditions and asking questions on these topics.

### 3. Requirements and costs

The RFP requirements are summarised below. These will be built out as RFP questions, to ensure critical areas are clearly emphasized, communicated, and understood by suppliers.

#### Production

- Participate in the sign design process, providing expertise as required to ensure that signs are functional, informative, consistent and value for money.
- Fabricate and install signs using a range of techniques, as appropriate for the site and taking all necessary health and safety measures into careful consideration.
- Manufacture and print signage across a range of products, backed by product set qualifications and accreditations.

#### Services

- On site inspections and maintenance across diverse environments, including within the strict health and safety parameters associated with each site. Sites range from simple to high complexity, high risk sites that can only be entered after the pre-requisite approvals have been obtained.
- Establish and actively maintain a programme of inspections and maintenance of existing sign inventory. Ensure good record keeping and signage continues to be maintained to the correct standards.
- Provide regular, up-to-date reporting including uploading content into GW's asset management system, alerting us per agreed SLAs of issues, risks and reactive maintenance requirements. Communication will be a critical success factor for this contract, to ensure the right actions are taken and the right time.

### Health, safety, and wellbeing considerations

#### Health and Safety at Work Act 2015

All parties will meet their obligations under the Health and Safety at Work Act 2015 (HSWA 2015)<sup>5</sup>. The supplier and their subcontractors have a responsibility to ensure all work is carried out safely, without risk to themselves or others, as far as practical.

#### PCBU's (Person Conducting a Business or Undertaking)

The successful supplier will be the lead PCBU for the purposes of the contract. In situations where there are [overlapping HSWA 2015 duties](#) including upstream and downstream PCBU's, the supplier will work with them to ensure effective collaboration, cooperation, and communication to meet these duties.

A Permit to Enter is required for working in, or impacting on the rail operational areas, unless the person is working under direct KiwiRail supervision. During installation/maintenance on the rail network, the supplier and their subcontractors shall ensure their work meets the KiwiRail's H&S requirements. The supplier and their subcontractors will also be required to under KiwiRail inductions and electrical certifications. See KiwiRail's extensive safety requirements here: [Permit to Enter | KiwiRail](#)

For workers who perform services on the road or roadside, kindly refer to WorkSafe's guidance at [Keeping healthy and safe while working on the road or roadside | WorkSafe](#). For services that involve

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<sup>5</sup> [Health and Safety at Work Act 2015 No 70](#)

work on assets in or near roads the supplier will be required to meet the requirements of Waka Kotahi Temporary Traffic Management Code of Practice, including producing and implementing Temporary Traffic Management Plans approved by the respective Road Controlling Authority.

**Quality**

The chosen supplier must have an accredited Quality Management Systems that covers all aspects of the contract to ensure are delivered to the highest standards, on time and to budget.

**Out of scope**

**Current signage maintenance suppliers to GWRC**

We have Facilities Management (FM) contracts with suppliers across bus, rail, and our corporate sites. These suppliers are responsible for day-to-day site cleaning, including signs. The FM contracts will continue, so we must clearly articulate FM roles and responsibilities relative to the new signage supplier, so no activities are missed and/or activities and costs get duplicated by mistake.

At this stage, we expect FM suppliers to continue in this way. If they see any damage, this will be reported to GW signage contract managers who will liaise with the chosen signage supplier to fix the issues.

In addition to the FM suppliers’ regular cleaning schedule, we expect the chosen signage supplier to establish regular signage inspections, audits, and deeper clean/protection activities as appropriate (e.g. polish).

**Summary of out-of-scope activities**

#	Out of Scope	Responsible
1	Installation and Maintenance of statutory bus stop signage. This includes bus stop signs, RP5’s and timetable holders. Unless specified otherwise.	Directionz
2	Cleaning of signage at rail stations daily	BGIS
3	Traffic signage in Park and Ride car parks	Fulton Hogan

**Privacy considerations**

Democratic Services has an interest in the CCTV signage. The intent is to ensure that these signs contain the correct information, and we comply with the GW CCTV Policy, New Zealand Privacy legislation and the Privacy Commission CCTV Guidance.

**Standard Operating Procedures**

The SOP will be prepared in conjunction with the preferred supplier during the contract negotiation phase. This document needs to be clear, simple and aligned to the contract. The aim is to offer an SOP to the business, so that they engage consistently and efficiently with the chosen supplier.

We expect the SOP will be completed before the contract is signed, so that it is correctly referenced in the contract and vice versa.

## Estimated costs

The estimated total amount over the approved ten-year term is approximately NZ\$8.4m (ex GST and Indexation). We calculated this by taking the 5-year value, \$4.2m (shown in the table below) and multiplying it by two. The 10-year maximum term was approved by Waka Kotahi, per Appendix Three.

The funding source for this procurement comes from GWRC and Waka Kotahi, with around 51% at standard FAR (Funding assistance rate from Waka Kotahi and the rest from GW).

This estimate is our assumed baseline. We recognise that additional costs may be required for unscheduled signage activities. For example, incremental budget will be required to cover signage replacement activities if a brand change is announced.

*We cannot make guarantees on the volume of work to be undertaken each year. The scope of work and quantities will be adjusted to suit GW's approved budgets as necessary.*

GW budgets (Opex & Capex)	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
Rail	s7(2)(b)(ii)					
Bus						
GW Parks, Fleet Property, Enviro (est. 10% of Metlink spend)						
<b>Total estimated annual spend</b>						

We confirm the following cost centers for the Metlink rail and bus spend, making up around 90% of the estimated spend. The remaining 10% is made up of GW BAU cost centers. A PO report run by Finance shows us how the profile looks<sup>6</sup>. Please note this report covers Dzine Signs only, not the small amounts spent with other local signage companies on an ad-hoc basis that fall below the PO threshold.

### Bus – Operational

- 102133 - Signage Maintenance
- 102079 - Regional Shelter Maintenance

### Bus - Capex

- 102100 - Bus Stop Facilities New
- 102101 - Bus Stop Facilities Renewals
- 102102 - Signage New

### Rail – Operational

- 800072 - BRT Sign Maintenance and Comms
- 800073 - Signage Maintenance

### Rail – Capex

- 800044 Signage Renewals

<sup>6</sup> [Dzine Signs GW Purchase Orders as at 9 March 2024.xlsx](#)

## 4. Key stakeholders

### Internal stakeholders

Role	Characteristics	Stakeholders
Responsible	The person responsible for designing an appropriate, right sized, defensible procurement & legal oversight	<b>Metlink Senior Manager Assets &amp; Infrastructure</b> – Fiona Abbott for any escalations regarding bus and rail decisions required, risks and issues management
Accountable	The person with authority to make procurement decisions & accountable for procurement outcomes	<b>Metlink Manager Rail Assets</b> - Nathan Briggs for strategic guidance, delivery, and decision-making regarding rail requirements. <b>Metlink Manager Bus Assets</b> – Hamish Burns for strategic guidance, delivery and decision-making regarding bus and ferry requirements.
Supportive	The person or people that do the real work.	<b>Procurement</b> – Karen Morris <b>Rail</b> - Mitchell Davis, Technical Asset Planning Specialist, for guidance on rail requirements <b>Bus</b> – Charlie Fairburn, Assets Advisor Bus & Ferry, for guidance on bus requirements <b>Health &amp; Safety</b> – Mike Ward <b>Legal</b> – Sarah Graydon <b>Probity</b> – Hemi Kanji <b>Privacy</b> – Will Ogier <b>Finance</b> – Luke Baron
Consulted	The person or people who needs to be consulted to add value or get 'buy-in.	<b>Parks</b> - Steven Fargher, Team leader, Amber Payne and Joby Mills <b>Harbour</b> - Grant Nalder <b>Fleet</b> - Jane Moran, Patrick Tunley <b>Property</b> - Tim Penwarden, Doug McCucheon <b>Customer Engagement</b> – David Dillon, Charmaine Love, Matt O'Driscoll, Bridget Cowles <b>Pest Animals</b> – Glen Falconer <b>Knowledge and Insights</b> – Jon Marks, Braden Crocker
Informed	The person, people or group, groups that need to be kept informed of key actions and results but are not involved in decision-making or delivery.	<b>Metlink</b> – wider teams as appropriate <b>Finance</b> – Nicola Powell

## External stakeholders

External stakeholders' roles and level of engagement are set out in the table below. If additional stakeholders are identified during this procurement, we will update the table and agree the most appropriate engagement model.

Role	Characteristics	Stakeholders
Responsible	The person or people responsible for undertaking the procurement.	NA
Accountable	The person or people that have authority to make decisions and are accountable for the outcomes.	Waka Kotahi Evaluator-Sid Wade - supporting procurement from a Waka Kotahi evaluator perspective and ensures that the process meets the requirements of the Waka Kotahi Procurement Manual
Supportive	The person or people that do the real work.	NA
Consulted	The person or people who needs to be consulted to add value or get 'buy-in.	Waka Kotahi-Funding contribution Local councils-traffic management
Informed	The person, people or group, groups that need to be kept informed of key actions and results but are not involved in decision-making or delivery.	Mana whenua partners Taranaki Whānui and Ngāti Toa Bus and Rail and Ferry Network Operators, GW Councillors. KiwiRail. Metlink staff and driver unions.

## Communicating with suppliers

During this procurement, GW Procurement is solely responsible for communicating with suppliers. This will be strictly managed via the RFP Terms and Conditions, through the GETS channel and in line with Government Procurement Rules.

Communications must be in alignment with this Plan's procurement methodology, probity standards and procurement policies at GW.

To retain communications integrity throughout the course of the procurement, the Evaluation Team Chair will include communications protocols as an agenda item at the Evaluation Team briefing. This will help ensure the Evaluation Team are aware of its importance and where to go with any question. If the Chair identifies any other key stakeholders who also could benefit from this messaging, this will be addressed by the Chair as appropriate. For example, business owners and SMEs.

## 5. Tendering process

### Type of contract

There is currently no suitable All-of-Government, syndicated or other collaborative contract to meet our requirements. That said, MBIE offers one closely related contract, the AoG Facilities management services contract. This contract includes signage, and we identified one potential panelist who may be able to meet our requirements. The downside is that this contract's end date is 31 March 2024, with only a one-year renewal left. It is unclear what the future holds for this contract and given its uncertainty and limited panel members we do not see it as a viable option.

Other market approaches, such as collaboration with other councils and agencies, are unsuitable because our timeline for a new contract is extremely short.

The recommended approach to the market is an open, single stage RFP with fair and realistic preconditions. We recommend this approach because market analysis tells us that a reasonable supplier market exists. We will need to construct our preconditions in a way that does not shut out too much of the market. But at the same time, we do not want to open the door to too many suppliers who lack the capability and capacity (particularly regarding rail corridor access requirements).

This approach to market fits with GW's procurement policy, the Government Procurement Rules, and the New Zealand Government's procurement principles. It also adheres to the Waka Kotahi Procurement Manual.

The proposed contract is discussed in Appendix Two: Proposed Contract.

### Evaluation Team

#### Voting members

Name	Organisation
Mitchell Davis	Technical Asset Planning Specialist, Metlink
Charlie Fairburn	Assets Advisor, Bus and Ferry Metlink
s7(2)(a)	
Lauren Strpko	Customer Channels Product Owner

#### Non-Voting Members - Subject Matter Experts (SMEs)

During Phase 2 (Shortlisted Respondent demonstrations and due diligence phase), the Evaluation Team may wish to call on the expertise of SMEs. These SMEs will not evaluate, rather, they will be available for the Team to test concepts and thinking in Proposals. SMEs includes but is not limited to business owners listed on page 3 and key stakeholders identified in the table below.

SMEs will be listed in the Evaluation Team Briefing and all SMEs are subject to confidentiality and probity tender rules. More SMEs will be confirmed during the procurement.

Role	Name	Organisation
Evaluation team Chair	Karen Morris, Senior Procurement Advisor	Legal & Procurement

Role	Name	Organisation
Financial analyst	Karen Morris, Senior Procurement Advisor	Legal & Procurement
Legal advisor	Sarah Graydon, Senior Legal Counsel	Legal & Procurement
Probity advisor	Hemi Kanji, Manager Procurement	Legal & Procurement
Health & Safety	Mike Ward, Senior Health & Safety Advisor	Safety & Wellbeing
Parks Asset Mangers	Steven Fargher, Team Leader	Parks
Parks Asset Mangers	Amber Payne, Asset Analyst	Parks

## RFP pack summary

The following table summarises the key aspects of the RFP pack.

RFP components	Notes
Sections	<p><b>Part 1 Our requirements</b></p> <ul style="list-style-type: none"> <li>• Instructions to Respondents.</li> <li>• Evaluation information, including preconditions, evaluation criteria, weightings, scoring etc.</li> <li>• RFP terms and conditions.</li> <li>• Our requirements including technical appendices and draft contract.</li> </ul> <p><b>Part 2 Response Form</b></p> <ul style="list-style-type: none"> <li>• Questions and non-price response template.</li> <li>• A section that allows suppliers to outline any parts of the draft contract that they would seek to negotiate on and suggestions for changes/tags.</li> </ul> <p><b>Part 3 Price template</b></p> <ul style="list-style-type: none"> <li>• Price response template.</li> </ul> <p><b>Appendices</b></p> <ul style="list-style-type: none"> <li>• Sign location maps and current state material</li> </ul>
Partnering arrangements	<ul style="list-style-type: none"> <li>• We are open to subcontracting models, so long as the prime / lead supplier has back-to-back agreements with those parties and takes full responsibility for contract delivery.</li> </ul>
Special tendering instructions	<ul style="list-style-type: none"> <li>• Electronic submission is on GETS. We use a 2-envelope approach (quality and price submitted separately). Max 50 MB per document uploaded by supplier to GETS. All questions to be submitted through GETS.</li> </ul>
Briefing session	<ul style="list-style-type: none"> <li>• May be scheduled</li> </ul>
Alternative tenders	<ul style="list-style-type: none"> <li>• Will not be accepted</li> </ul>
Notification of RFP	<ul style="list-style-type: none"> <li>• Will be via GETS</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>• See timeline section</li> </ul>
Other process	<ul style="list-style-type: none"> <li>• Supplier must pass the preconditions to be evaluated further. As part of the evaluation process, GW may schedule a methodology presentation and site visits for Shortlisted Respondents. GW reserves the right to interview suppliers. Reference checks and associated due diligence will be undertaken to verify information provided by suppliers.</li> </ul>

## Indicative timeline

The proposed timeline for the procurement is as follows and available here.

Action	Due Date for Completion
<b>Pre-procurement activities</b>	
Signage - Proc plan final draft due	29/03/2024
Signage - Proc plan stakeholder reviews incl SMEs listed in Plan. Final version due.	5/04/2024
<b>Signage - Proc plan stakeholder endorsements and final approval. Fri 12/04</b>	12/04/2024
Signage - RFP pack prepared and finalised including review by SMEs.	17/04/2024
Signage - RFP approved by Procurement Manager for release on GETS	18/04/2024
<b>RFP in the market</b>	
<b>Signage - RFP published on GETS - Fri 19/04</b>	19/04/2024
Signage - Last day for supplier questions	29/04/2024
Signage - Last day for GW to provide answers to questions	7/05/2024
<b>Signage - RFP closing date - Fri 17/05</b>	17/05/2024
<b>RFP evaluation process</b>	
Signage - Eval conflict of interest declarations signed	17/05/2024
<b>Signage - Eval team probity briefing, distribute packs, initiate evaluation - Fri 17/05</b>	17/05/2024
Signage - Individual evaluations completed, submitted to KM, price, contracts - <b>Fri 24/05</b>	24/05/2024
<b>Signage - Evaluation team moderation #1, collate supplier clarifications, site visit prep - Mon 27/05</b>	27/05/2024
Signage - Supplier site visits, any presentations and due diligence (e.g. company & reference checks,	14/06/2024
<b>Signage - Evaluation team moderation #2, agree 1st-ranked provider, key points for report - Mon</b>	17/06/2024
Signage - Evaluation team report first draft complete	21/06/2024
Signage - Evaluation team socialisation of report and review by Evaluation Team	24/06/2024
Signage - Recommendation accepted/denied by Governance approvers - <b>Fri 27/06</b>	27/06/2024
take note of Easter Holidays	
<b>Contract negotiation phase</b>	
Signage - Contract negotiation starts	9/07/2024
Signage - Contract negotiation ends	22/07/2024
Signage - Contract internal memo, endorsements and contract signed	26/07/2024
Signage - Advise suppliers of outcome and debrief offer	28/07/2024
Signage - Contract award notice published on GETS	30/07/2024
Signage - Debrief unsuccessful suppliers	31/07/2024
<b>Contract start date</b>	<b>1/08/2024</b>

## 6. Evaluation methodology

### Price Quality Method

The evaluation model that will be used is '*Price Quality Method*' (PQM) with disclosure of budget/estimate as described in Appendix C5, page 199 of the Waka Kotahi procurement manual [here](#). Appendix C5 states:

*'Price quality is a supplier selection method where the quality attributes of suppliers whose Proposals meet the RFP's requirements are graded, and the Preferred Supplier is selected by balancing price and quality through the use of a formula.'*

This approach offers the best value for money because suppliers compete on price and quality. The approach enables us to select the supplier that offers the best combination of the two.

### Evaluation criteria

The evaluation includes three parts: preconditions, written responses, and shortlisted supplier workshops with supporting due diligence. Each criterion's relative weighting is summarized in the table below. The RFP questions that will be asked against each criterion are listed in Appendix One

Part	Evaluation		Weight
1	PRECONDITIONS AND COMPLIANCE ASSESSMENT		Pass/Fail
2	Weighted criteria	<b>RELEVANT EXPERIENCE AND TRACK RECORD</b> – the supplier has successfully demonstrated that they have the experience and know-how to provide the required services	15%
		<b>RELEVANT SKILLS AND CAPABILITY</b> – the supplier has successfully demonstrated that their proposed team has the experience and know-how to deliver and support the required services.	15%
		<b>METHODOLOGY AND REQUIREMENTS</b> – the supplier has successfully demonstrated that they have a robust approach that will deliver our requirements.	20%
		<b>HEALTH, SAFETY, QUALITY, AND WELLBEING</b> - the supplier must be experienced in working in high-risk public areas and be capable of meeting strict obligations. Previous rail experience is desirable, but we will work with suppliers if they can demonstrate a strong health and safety track record that will enable them to successfully secure the correct permits and licenses before entering each Metlink site.	15%
		<b>BROADER OUTCOMES AND PUBLIC VALUE</b> – the supplier can demonstrate positive secondary benefits based on how the service is delivered. These outcomes include social, environmental, cultural, or economic benefits, and will deliver long-term public value for New Zealand. Public Value builds on this; the best available result for the Wellington region and New Zealand for the money spent. It includes using resources effectively, economically, and responsibly, and considering the procurement's contribution to the results we are trying to achieve.	5%
		<b>PRICE</b>	30%
3	SHORTLISTED SUPPLIER PRESENTATIONS AND DUE DILIGENCE		Non-weighted

## Part 1: Pre-Conditions

Acceptable proposals must pass the following Pre-Conditions (PC). 'YES' is a pass and a 'NO' is a fail. Proposals that pass all three preconditions will then be evaluated per Step 2 and Step 3.

	Precondition / Question to produce evidence	Pass/Fail
PC1	<p>The Respondent confirms that they are</p> <ul style="list-style-type: none"> <li>a) EITHER an accredited Avery Dennison Partner OR 3M Select Partner</li> <li>b) AND is listed as a New Zealand Avery Dennison or 3M Partner in one of the website links below.</li> </ul> <p><a href="#">3M Partner Programme</a></p> <p>Note that a 3M Partner is defined in the link above as <i>'Our national network of 3M Select Partners are authorised 3M partners who can help you create and execute your graphics, architectural and window films solutions. All partners must pass 3M's thorough auditing process to achieve this elite status and are recognised by 3M as leaders in the graphics signage, architectural finishes and window film industries.'</i></p> <p><a href="#">Avery Dennison Partner Programme</a></p> <p>Note that An Avery Dennison Partner is defined in the link above as <i>'...an expert team of qualified, and certified, Avery Dennison Partners. These companies are the best-of-the-best when it comes to working with, applying and consistently delivering high-quality graphic finishes using Avery Dennison materials.'</i></p> <p>You must include supporting certifications and evidence of your official Partner status in your Proposal (see RFP questions R-09 and R-10).</p>	YES/NO
PC2	<p>The Respondent confirms that all permanent and part time employees within their organisation (not just for this contract), including sub-contractors, performing services on behalf of the Respondent is paid, for each hour worked, a rate no less than the New Zealand Living Wage Rate applicable at the time.</p>	YES/NO
PC3	Public Liability Insurance (minimum cover of NZ\$20m))	YES/NO

## Part 2: Written responses

### Individual evaluations of written Proposals

Evaluation Team members will initially evaluate non-price written Proposals independently and grade each criterion from zero to 100. The RFP questions the Evaluation Team will be evaluating are included at Appendix One.

The Chair will culminate these individual grades into an Evaluation Moderation Workbook for each criterion will be calculated for each Respondent, based on the aggregate of the individual grades for that criterion. The average score is then used as a basis for discussion. For example, if there is an outlier score, the Team will hear from that person then a decision made to increase or decrease own scores.

### Evaluation Team Moderation Session #1

After individual evaluations are complete, the team will come together for Evaluation Team Moderation Session #1. At this session, the Chair will oversee a logical discussion about individual grades (namely outliers). Individuals may adjust their own grades after these discussions and an audit trail will be made to document such decisions to arrive at an agreed grade for each criterion.

The agreed grades will be inserted into Waka Kotahi's Price Quality Evaluation Template which is used to determine the preferred Respondent.

**A Quality Threshold will be applied to this model, so that only capable suppliers are put forward as Shortlisted Respondents.** It is important to note that the Respondents that do not meet the Quality Threshold will likely not have their pricing envelopes opened. Only Proposals that score 55 or more on each of the non-price criterion will be considered for shortlisting for Step 3.

## Price

Price is not scored by the Evaluation Team. If a Respondent offers a substantially lower price than other Proposals, we may make enquiries or require additional evidence to verify that the Respondent can meet all requirements and conditions of the Proposed Contract for the price quoted.

## Step 3: Shortlisted supplier due diligence

Based on the PQM model outcome, the Evaluation Team will confirm Shortlisted Respondents. The Shortlisted Respondents will be invited to provide presentations to the Evaluation Team based on a clear agenda. This part of the evaluation process is an opportunity for the Evaluation Team to deepen their understanding and ask clarification questions based on written proposals. Any additional due diligence activities will be carried out at this point in the process (see due diligence section for more details).

### Evaluation Team Moderation Session #2

After due diligence is complete, the Evaluation Team will reconvene for Evaluation Team Moderation Session #2. Here, the Chair will facilitate discussions based on new information that has come to light. Evaluation Team members will have an opportunity to update scores with documented rationale to reflect their deeper knowledge base. The Chair is responsible for updating the Evaluation Moderation Workbook, with supporting annotations for audit purposes. This process will result in a finalised Respondent scores and finalised Respondent weighted rankings.

### Evaluation Team Recommendation Report

The Evaluation Team will agree their support (or otherwise) for the final rankings, which will form the basis of an Evaluation Team Recommendation Report, likely to recommend a Preferred Supplier to proceed to the contract negotiation phase while reserving the right to hold the second-ranked Respondent in obedience, should negotiations with the Preferred Supplier be unsuccessful.

## Rating scale

The Evaluation Team will use the following rating scale to evaluate proposals against the criteria.

Description	Definition	Rating
<b>Excellent</b>	Demonstrates exceptional compliance or ability to convey exceptional provision of the requirement	90, 95 or 100
<b>Good</b>	Requirements are fully covered in all material aspects	75, 80 or 85
<b>Acceptable</b>	Requirements are adequately covered	60, 65 or 70
<b>Minor reservations</b>	Adequate, with some deficiencies that are not likely to have any adverse effects	50 or 55
<b>Serious reservations</b>	Barely adequate and would need considerable improvement in this attribute if selected	40 or 45
<b>Unacceptable</b>	Total non-compliance or inability to convey provision of the requirement	35 or less

## Innovation

Suppliers may have new and innovative ways to deliver against the specifications. We are open to such innovations.

## Due diligence

Due diligence may be conducted at any time during a procurement process if the Evaluation Team believe there is just cause. For example, if it comes to our attention that a Respondent may be breaching worker rights at any time during a procurement process, we have an obligation to undertake due diligence to ascertain the truth of the claim.

For this procurement process, due diligence may include as a minimum:

- Reference checks of any supplier, key personnel, any third-party organisations that a supplier includes in their response.
- Companies Office check
- Financial viability assessment of 3 years of audited accounts (or agreed substitute)
- Identify any data, security and/or human rights issues.

In addition, the evaluation team may wish to undertake any (or all) of the additional following due diligence activities with any supplier/proposed sub-contractor:

- Interviews
- Presentations

NOT FOR EXTERNAL DISTRIBUTION

- Site visits
- Health and safety checks
- Third party opinion

Findings from due diligence conducted prior to supplier recommendation will be considered as part of the best value for money (time, cost, quality) proposition of each response. If any supplier red flags arise during due diligence, the evaluation team will determine whether the matter is a risk that is manageable or unmanageable (and therefore acceptable, or not).

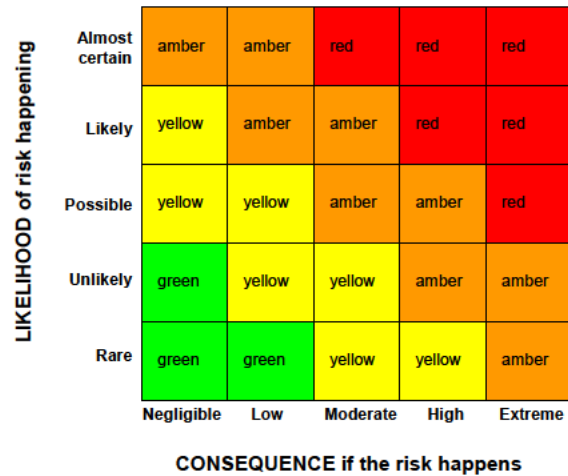
## 7. Risk management

Overall, this procurement is deemed to be high value (approximately \$900k p/a + GST) with low to medium risk (due to rail and road corridor access).

Key risks have been assessed against the risk framework. They have been assessed on the basis of likelihood (L) and consequence (C).

The key for the following risk table is:

- **Likelihood (L):** R = rare, U = unlikely, P = possible, L = likely, A = almost certain
- **Consequence (C):** N = negligible, L = low, M = moderate, H = high, E = extreme



Procurement risk	L	C	Rating	Mitigation actions	Responsible
<p><b>RFP terminology and scope risk</b></p> <p>To ensure RFP messaging to the market is clear, we need to confirm our scope and terminology.</p> <p><i>IF we don't invest time now getting clear on our scope and agreeing defined terms,</i></p> <p><i>THEN the RFP might be ambiguous and inconsistent,</i></p> <p><i>RESULTING IN ambiguity, unnecessary supplier questions, confusion, poor quality bids, Proposals not aligned to what we actually want to buy, and potential challenge from the market</i></p>	u	M	YELLOW	<ul style="list-style-type: none"> <li>• Work with the project and business owners to identify key terms.</li> <li>• Work with the project and business owner to get clear scope.</li> <li>• Ensure documentation does not have scope documented in lots of places, to mitigate the risk of conflicting information</li> </ul>	Karen Morris, GWRC Senior Procurement Advisor
<p><b>RFP pricing risk</b></p> <p>To ensure supplier are clear on what to price, we need to invest time now to prepare a price template that easy to complete and not overly onerous.</p> <p><i>IF a clear RFP Price template is not provided and sufficient internal due diligence is not completed on the price proposals,</i></p> <p><i>THEN proposals may come in considerably higher than estimated,</i></p> <p><i>RESULTING in funding shortfalls, misaligned expectations and possibly reworking the business case to align with market pricing.</i></p>	P	M	AMBER	<ul style="list-style-type: none"> <li>• Be crystal clear with requirements.</li> <li>• RFP price template to be prepared and reviewed by Metlink team.</li> <li>• We are not asking suppliers to price every line item as that would be overly burdensome. Rather, we will include a cross-section of scenarios, to get us to the shortlist. Then delve deeper into pricing as part of the due diligence phase to ensure the contract price schedule gets completed correctly.</li> <li>• Adjust project budgets and scope of work (if possible)</li> </ul>	Karen Morris, GWRC Senior Procurement Advisor

Procurement risk	L	C	Rating	Mitigation actions	Responsible
				when tender prices are received	
<p><b>Probity risk</b></p> <p>To ensure GW staff who work with the incumbent supplier are clear on how they manage themselves and their communications throughout this procurement.</p> <p><i>IF GW staff are not clear on the probity rules throughout this entire procurement,</i></p> <p><i>THEN an unsuccessful respondent may identify a conflict of interest (real, perceived or actual)</i></p> <p><i>RESULTING IN an unsuccessful respondent challenging the procurement, the procurement being compromised and/or the RFP needing to be cancelled in full or withdrawn from the market.</i></p>	u	M	YELLOW	<ul style="list-style-type: none"> <li>• Ensure all evaluators, SMEs, business owners and GW staff with close incumbent relationships are totally clear on their probity obligations</li> <li>• Reiterate the importance of confidentiality, and that throughout this procurement we are all in the ‘cone of silence’.</li> <li>• Continue to remind people that they cannot discuss this procurement outside the strict bounds of this plan and their COI forms.</li> <li>• Remind people that any procurement enquiries from other staff, suppliers or elsewhere must not be answered and directed to me</li> </ul>	Karen Morris, GWRC Senior Procurement Advisor
<p><b>Procurement clarity.</b></p> <p>To ensure the market is clear on the timelines and timeline is reasonable.</p> <p><i>IF the procurement process is not clear to suppliers and timelines reasonable,</i></p> <p><i>THEN potentially suitable respondents may decide not to respond,</i></p> <p><i>RESULTING IN missed supplier responses, limited responses or worst-case is no fit-for-purpose responses at all.</i></p>	u	M	YELLOW	<ul style="list-style-type: none"> <li>• Continue collaborating with the business, to help them understand the importance of fair and reasonable timeframes.</li> <li>• Continue to look for process efficiencies</li> <li>• Communicate clearly and respectfully to the market via correct GETS channels</li> <li>• Ask suppliers to RSVP to help with planning</li> </ul>	Karen Morris, GWRC Senior Procurement Advisor
<p><b>Signage demand inconsistency</b></p> <p>To ensure suppliers’ expectations are aligned and that they understand the variability in demand peaks and troughs.</p> <p>Size and Scale – there is a level of reactivity to the signage contract where we need urgent signage produced in a <i>short</i> term frame. But there will be other times where we don’t need a lot of signage; work can come in peaks and troughs.</p> <p><i>IF we don’t clearly articulate demand peaks and troughs in the RFP,</i></p> <p><i>THEN suppliers may make other assumptions about our demand</i></p>	U	M	YELLOW	<ul style="list-style-type: none"> <li>• Make it clear in our requirements that reactive work orders may be required</li> <li>• Be explicit about the variability of our pipeline and that it is out of our control</li> </ul>	Charlie/Mitchell

Procurement risk	L	C	Rating	Mitigation actions	Responsible
<i>RESULTING IN supplier pricing being overly optimistic, misaligned expectations, GW reputation affected and supplier apathy.</i>					
<p><b>Intellectual Property</b></p> <p>To ensure all parties are clear on who owns what.</p> <p><i>IF we don't include explicit clauses in the contract about IP ownership</i></p> <p><i>THEN both parties may have different expectations</i></p> <p><i>RESULTING IN challenges, extra costs and contractual battles during or at the end of this contract.</i></p>	u	M	<b>YELLOW</b>	<ul style="list-style-type: none"> <li>• Sarah to draft suitable IP clauses into the draft contract</li> <li>• Close out the IP discussions with incumbent as soon as practicable</li> <li>• Bring any learnings from the incumbent situation into this procurement, to mitigate the risk of IP issues happening again.</li> </ul>	Sarah Graydon, Senior Legal Counsel

## Probity management

The day-to-day management of probity for this tender will be managed by the GWRC Procurement Team. If required, the GWRC Procurement Team will engage an external probity advisor for specialist/ad hoc probity advice.

To ensure the procurement process is transparent and defensible, GW must demonstrate ethics and integrity regarding all procurement activities. This means:

- acting fairly, impartially, and with integrity
- being accountable and transparent
- being trustworthy and acting lawfully
- managing conflicts of interest
- protecting the supplier's commercially sensitive and confidential information.

Probity in this procurement will be managed by:

- ensuring compliance with GW's code of conduct
- ensuring that financial authority is approved before proceeding to tender.
- ensuring everyone involved in the process signs a confidentiality agreement and declares any actual, potential, or perceived conflict of interest.
- identifying and effectively managing all conflicts of interest
- ensuring that all proposals are opened at the same time and witnessed.
- treating all suppliers equally and fairly
- providing each supplier with a comprehensive debrief at the end of the tender process.
- ensuring that soft copy proposals are securely stored on approved SharePoint with strict permissions, limited to only those individuals identified in this Procurement Plan.

## Appendix One: RFP non-price questions

The following requirements tables will be included in the RFP Response Form Section 3 and price will be in a separate Excel template. Section 2.2 asks Respondents to provide a brief solution overview, so this is not asked in the tables below.

3.3.1 Relevant experience and track record	
<i>We seek relevant, current evidence and case studies that demonstrate your ability to meet our needs</i>	
#	Requirement
R-01	<p><b>ORGANISATIONAL PROFILE</b></p> <p>Describe your organisation's size, structure, location, and annual turnover. Explain why this is sufficient to successfully deliver the outcomes described in this RFP.</p> <p>[Insert response here]</p>
R-02	<p><b>SIGNAGE REFERENCE SITES</b></p> <p>Provide three examples of recent or current contracts delivering and managing signage (as defined in the scope of this RFP) or similar. References in the last three years and New Zealand public sector sites are preferred. For each site, please list:</p> <ul style="list-style-type: none"> <li>• contract and client (including contact details for reference purposes)</li> <li>• location and dates you provided the services</li> <li>• scope of services</li> </ul> <p>For each one, include referee details. Let us know if you wish to be contacted before we contact your named referees.</p> <p>[Insert response here]</p>
R-03	<p><b>COLLABORATION LESSONS LEARNED</b></p> <p>We are interested in learning from your experience working with other clients. What lessons should we be aware of and how can GW make sure we don't repeat the same mistakes?</p> <p>[Insert response here]</p>
3.3.2 Relevant skills and capability	
<i>We seek evidence that showcases your team's ability to deliver and support the required services</i>	
#	Requirement
R-04	<p><b>LOCAL PRESENCE</b></p> <p>Due to the hands-on approach of the day-to-day operations and unique environment, we require a supplier that has a local presence in the Wellington Region.</p> <p>If you do not have a local presence, how does your proposal deliver day to day operations including dealing with urgent work at short notice?</p> <p>[Insert response here]</p>

R-05	<p><b>YOUR TEAM</b></p> <p>Using a one-page CV for each, identify the individuals who will be assigned to the GW account if you are the chosen supplier. Include relevant qualifications and relevant CCTV experience (including any biographies) and detail their commitment to the contract and expected working hours per month. We also need to know where each of your team members are geographically located.</p> <p>Please include an organisation chart in your response to this section, to show how your team, including sub-contractors and suppliers, fits together and will work with GW's team.</p> <p>[Insert response here]</p>
R-06	<p><b>SUBCONTRACTORS' KEY PERSONNEL</b></p> <p>If you are including subcontractors within your Proposal, we want to understand each subcontractor's technical and management skills. For each subcontractor organisation, provide their company details, specific role in the contract, location, key personnel and their skills and experience and detail their commitment to the contract and expected working hours per month. Include how your subcontractors will engage consistently through the appropriate channels. Please include a one-page CV of the sub-contractor's key personnel including their relevant qualifications and relevant CCTV experience.</p> <p>[Insert response here]</p>
R-07	<p><b>TEAM RATIONALE</b></p> <p>Why are you proposing your team and subcontractors in the way you have?</p> <p>[Insert response here]</p>
R-08	<p><b>KEY PERSONNEL RISK MANAGEMENT</b></p> <p>Describe how you manage key personnel (and subcontractors) changes, seamless transition and continuity of a high skill set throughout the delivery of the contract.</p> <p>What other contract commitments do they have at the same time as this contract that could impact their ability deliver on time?</p> <p>[Insert response here]</p>
R-09	<p><b>QUALIFICATIONS – TEAM MEMBERS</b></p> <p>For the duration of the contract, the chosen supplier will be responsible for maintaining their team's qualifications.</p> <p>Please confirm which team members hold or will hold the required certifications to meet GW's requirements:</p> <ul style="list-style-type: none"> <li>a) For team members assigned to working on the <b>rail corridor</b> holds or will hold the required KiwiRail qualification</li> <li>b) For team members working on GWRC signage hold the required <b>product certification</b>, and/or equivalent handling competency or higher</li> <li>c) For team members <b>working at height</b> and with <b>traffic management</b> responsibilities, confirm they hold the appropriate qualifications/certifications</li> <li>d) For team members working with <b>illuminated signs</b>, that they hold suitable qualifications.</li> </ul> <p>Any additional qualifications as they relate to GWRC's requirements.</p> <p>[Insert response here]</p>

R-10	<p><b>QUALIFICATIONS - ORGANISATION</b></p> <p>For the duration of the contract, the chosen supplier will be responsible for maintaining their qualifications at the organisational level.</p> <p>Please provide evidence certifications to meet GW's requirements:</p> <ol style="list-style-type: none"> <li>For your product set, please confirm you have <b>the applicable product accreditations, warranties and guarantees</b>, and provide copies of these as evidence as an appendix to your Proposal.</li> <li>You have had a <b>Permit to Enter the rail corridor with KiwiRail</b>, issued in the last three years. Please submit a copy of this permit with your application. This doesn't need to cover the services being tendered or be current. However, it will illustrate that the Respondent can adhere to the strict health and safety standards required by KiwiRail when applying for the permit that is required to deliver the services.</li> </ol> <p>Any additional qualifications as they relate to GWRC's requirements.</p>
	[Insert response here]
<p><b>3.3.3 Methodology and Signage Requirements</b></p> <p><i>We seek facts about your organisation, your methodology &amp; engagement model</i></p>	
#	Requirement
R-011	<p><b>TRANSITION METHODOLOGY &amp; TIMELINE</b></p> <p>We want to understand your process for transitioning from our incumbent signage supplier to you.</p> <p>Describe your contract implementation methodology and timeline including a detailed Gantt chart. In your methodology, please include a description with any appendices about how you will manage quality and environmental matters.</p>
	[Insert response here]
R-012	<p><b>SIGNAGE END TO END PROCESS</b></p> <p>We are interested in how you will deliver on GWRC's requirements. Please describe your signage processes from design through to installation.</p> <p>What are the limitations GWRC need to be aware of?</p> <p>At what points in the process do you require GWRC input, and what dependencies do you have on our teams to deliver in a timely manner?</p>
	[Insert response here]
R-013	<p><b>REPORTING AND FILE SHARING</b></p> <p>We are interested in how you will deliver on GWRC's requirements. Please describe your signage processes from design through to installation.</p> <p>What are the limitations GWRC need to be aware of?</p> <p>At what points in the process do you require GWRC input, and what dependencies do you have on our teams to deliver in a timely manner?</p>
	[Insert response here]
R-014	<p><b>GWRC DESIGN AND REVIEW PROCESS</b></p> <p>We want to work with you to agree an efficient design and review process. Our aim is to streamline approvals and eliminate manual steps. This may include file sharing, approval steps and automated notifications that make the process as efficient as possible.</p>

	[Insert response here]
R-015	<p><b>SIGNAGE STORAGE, FABRICATION AND PRINTING FACILITIES</b></p> <p>We are interested in understanding your storage, fabrication, and printing facilities that you are proposing to meet GWRC’s requirements. Please introduce the facilities to us, the address and why you are proposing it for the purposes of this RFP.</p> <ul style="list-style-type: none"> <li>a) Where are your facilities based, and how will you transport inventory from the facilities to GWRC’s sites?</li> <li>b) If your facilities are based outside Wellington, how will you ensure timelines for installation are met on an ongoing basis?</li> </ul> <p>Our team may do a site visit to your facility, as described in the due diligence activities.</p>
	[Insert response here]
R-016	<p><b>MAINTENANCE</b></p> <p>We would like to understand how your signage maintenance programme works. Please provide an overview of how you ensure warranty and maintenance obligations are upheld.</p>
	[Insert response here]
R-017	<p><b>URGENT SIGNAGE REQUESTS</b></p> <p>From time to time, we might require short-notice disruption signage of a temporary nature (decals, posters or corflute signage). What is your capability and timelines for fulfilling printing and installation requests like this?</p> <p>Please exclude pricing from your answer, this will be addressed in the Excel price proposal.</p>
	[Insert response here]
R-018	<p><b>ASSETS EXPERT ADVICE</b></p> <p>We require a supplier that will work with us and provide expert advice when we stand up new sites or enhance/re-construct existing sites to provide expert advice on sign type and placement. How will you provide advice and direction to achieve the desired outcome?</p>
	[Insert response here]
R-019	<p><b>INNOVATION &amp; PRODUCT ROADMAPS</b></p> <p>Based on what you know about us from the RFP,</p> <ul style="list-style-type: none"> <li>a) Tell us about innovations you've put in place to streamline the signage design/templating process.</li> <li>b) what new ideas or innovations can you offer, how would these benefit our organisation and how could we measure these? For example, greater efficiency, better quality solution.</li> </ul> <p>how will you share product roadmaps on an ongoing basis, to ensure GWRC can continue to be across the latest signage solutions?</p>
	[Insert response here]
R-020	<p><b>SIGNAGE AND ENVIRONMENTAL OUTCOMES</b></p> <p>We are interested in partnering with a supplier who is committed to ongoing process improvements with environmental benefits. How will you share your process improvement initiatives with us?</p>
	[Insert response here]

R-021	<p><b>RISK MANAGEMENT</b></p> <p>Identify material risks associated with your solution and how you will mitigate these (prevent them from happening) and manage them (if they do happen).</p>
[Insert response here]	
R-022	<p><b>ASSET MAINTENANCE</b></p> <p>The supplier will be required to manage a complex set of sites that have a high level of Health and Safety management. These are high risk sites and require specific access permits, training, tools, material, and trained personnel. Describe your methodology to access the sites, equipment used when providing preventative and reactive maintenance to ensure continuation of service at the specified levels and how you will adhere to all Health and Safety rules and obligations.</p>
[Insert response here]	
R-023	<p><b>GOVERNANCE AND ACCOUNT MANAGEMENT</b></p> <p>We would like to establish an efficient governance and account management model with you. For other similar clients, what governance model would you propose for GWRC? This may include monthly account meetings, quarterly senior management reviews and annual strategic reviews and roadmaps. In explaining your model, please identify the people involved and their roles.</p>
[Insert response here]	
R-024	<p><b>PERFORMANCE MEASUREMENT AND MANAGEMENT</b></p> <p>We wish to establish a robust and transparent model with you. Can you propose an initial set of Key Performance Indicators for GWRC’s consideration? Please include SLAs for urgent priority requests.</p>
[Insert response here]	
<p><b>3.3.4 Health, safety, quality, and wellbeing requirements</b></p>	
R-025	<p><b>HEALTH, SAFETY, AND WELLBEING - INTRODUCTION</b></p> <p>GW are looking to understand your commitment to health, safety, and wellbeing throughout the life of the contract. The following questions are looking for proof that Health, Safety, and Wellbeing (HSW) is woven into the fabric of your business operations. Not just your end products, but also how you deliver services without harm to your staff and others. The following questions explore your commitment and practices to ensure you have and maintain effective health, safety, and wellbeing management systems. These questions also help us understand how you have harnessed the benefits of safety by design principles, as well as the integration robust health, safety, and wellbeing practices into past work or contracts.</p> <p>At a high level, how do you demonstrate that:</p> <ol style="list-style-type: none"> <li>1. Effective HSW is an organisational priority?</li> <li>2. Your senior managers influence HSW outcomes?</li> <li>3. You empower your workers to actively participate in HSW matters?</li> </ol>
Your response here	
R-026	<p><b>HEALTH, SAFETY, AND WELLBEING – INDEPENDENT ASSESSMENT</b></p>

	<p>Has an independent assessment been conducted on your HSW management systems? If yes, who carried it out, what were the results of the assessment and why did you decided to invest in an independent assessment?</p>
	<p>Your response here</p>
R-027	<p><b>HEALTH, SAFETY, AND WELLBEING – HEALTH &amp; SAFETY BY DESIGN</b></p> <p>In a single page, provide an example from a previous contract where you successfully incorporated the 'Health and Safety by Design' principles<sup>7</sup>?</p> <p>In your response to this question, please outline the challenges you faced, the strategies you used to overcome them, and the impact on service provision, product safety and user experience.</p>
	<p>Your response here</p>
R-028	<p><b>HEALTH, SAFETY, AND WELLBEING – OVERLAPPING DUTIES</b></p> <p>Provide a detailed explanation of how you meet your HSW obligations when your duties overlap with other parties such as subcontractors? Specifically, we are interested in your approach, as the main contractor, to ensuing effective consultation, cooperation, coordination<sup>8</sup> with other parties throughout a contract.</p>
	<p>Your response here</p>
R-029	<p><b>HEALTH, SAFETY, AND WELLBEING – PLANNING &amp; RISK MANAGEMENT</b></p> <p>Provide a detailed description of how you meet your HSW obligations during contract planning and risk management. Specifically, we're interested in understanding your approach to identifying potential hazards, conducting thorough risk assessments, developing effective strategies to manage these risks, and reviewing control measures to determine their ongoing effectiveness.</p>
	<p>Your response here</p>
R-030	<p><b>HEALTH, SAFETY, AND WELLBEING - TRAINING</b></p> <p>Please provide a short statement explaining how you meet your obligations with respect to each of the following areas.</p> <ol style="list-style-type: none"> <li>1. Health, Safety and Wellbeing</li> <li>2. Training and competency</li> <li>3. Incident management</li> <li>4. Injury management</li> <li>5. Emergency preparedness</li> </ol>

<sup>7</sup> <https://www.worksafe.govt.nz/topic-and-industry/health-and-safety-by-design/health-and-safety-by-design-gpg/>

<sup>8</sup> [PCBU's working Together: advice when contracting – Worksafe NZ](#)

	<b>Your response here</b>
R-031	<p><b>HEALTH, SAFETY, AND WELLBEING – CONTINUOUS IMPROVEMENT</b></p> <p>Provide a detailed explanation of how your business fosters continuous improvement in HS&amp;W.</p> <p>Specifically, we are interested in the proactive steps and strategies that have been initiated through the routine review of daily work activities, underscoring your commitment to ongoing enhancement in safety measures.</p>
	<b>Your response here</b>
R-032	<p><b>QUALITY MANAGEMENT SYSTEMS</b></p> <p>We would like to understand what accreditations your organisation holds around Quality Management Systems. This covers all aspects of the contract to ensure outcomes are delivered to the highest standards, on time and to budget.</p> <p>Please provide us with an overview of what your QMS looks like, and how this provides the assurances we seek.</p>
	<b>Your response here</b>
<p><b>3.3.5 Broader outcomes and public value</b></p> <p><i>We want to understand the social, environmental, cultural, or economic outcomes that your solution brings.</i></p> <p>In scoring this section, we place high value on the three Broader Outcomes described below. As a minimum standard and to be considered further, please describe how these are incorporated into your Proposal, where applicable and as appropriate. Please provide evidence that demonstrates your claims.</p>	
<b>#</b>	<b>Requirement</b>
R-033	<p><b>Kaitiakitanga and Social Wellbeing:</b></p> <ul style="list-style-type: none"> <li>• We encourage initiatives that embrace cultural diversity, inclusivity, and recognition of our indigenous heritage.</li> <li>• We want suppliers to show how they support Māori and Pasifika employees to celebrate their heritage through their work and sharing of Mātauranga Māori and traditional practices.</li> <li>• We will also encourage suppliers to partner with Māori or Pasifika owned business or social enterprises where possible. We want contractors to show how they support social wellbeing and engagement with the local community, enabling them to be more connected and involved in the contract.</li> </ul> <p>We require all suppliers to pay the Living Wage to all staff and support this practice through the contract supply chain.</p>
	<b>[Insert response here]</b>
R-034	<b>Economic Wellbeing:</b>

	<ul style="list-style-type: none"> <li>• We support prosperity through quality employment pathways. We encourage increased opportunities, upskilling and innovative supply chain initiatives, that encourage a more resilient workforce and reduced inequalities.</li> <li>• We want suppliers to demonstrate how they are helping create employment opportunities and career pathways for target sectors, partnering with local and agency organisations to reduce barriers to employment.</li> </ul> <p>We want suppliers to show how they are adding to a diverse supplier model to increase resilience and support a robust local economy. We promote and support partnership applications, local suppliers and subcontractors and innovative solutions.</p>
	<p>[Insert response here]</p>
R-035	<p><b>Environmental Wellbeing:</b></p> <ul style="list-style-type: none"> <li>• We support initiatives that protect and enhance the local environment as well as considering global environmental challenges such as climate change.</li> </ul> <p>We want suppliers to show how their organisation and operations support a circular economy in terms of waste minimisation. We want suppliers to show how their organisation can contribute to Council’s target of being Carbon Zero by 2050 and support New Zealand’s carbon reduction commitments, through energy efficiency, use of alternative energy sources and innovative solutions through the supply chain.</p>
	<p>[Insert response here]</p>

## Appendix Two: Proposed Contract

### Contracting model

We expect to negotiate a Master Services Agreement or equivalent with the chosen supplier, using Statements of Work to deliver in-scope requirements across the organisation.

### Transitioning to new supplier

Transition arrangements will also be addressed during the negotiations with the new supplier and detailed in a suitable Statement of Work for transition services.

The start date is expected to be July 2024, to align with the incumbent contract End Date of 30 June 2024. We recognise transition activities may need to commence before then, so that successful handover tasks can be carried out together.

### Contract delivery

The responsibility for managing delivery under the contract and supplier relationship management will pass to Mitchell Davis (Technical Asset Planning Specialist, Assets & Infrastructure-Metlink) (for rail), and Charlie Fairbairn (Assets Advisor Bus & Ferry) (for bus) on the signing of the contract. Given the majority spend against this contract is rail, we anticipate overarching ownership will rest with Metlink rail. This will be discussed and agreed as Mitchell and Charlie collectively develop a contract and relationship management plan. This will be done in consultation with the successful supplier and the respective representatives from across the GW business units listed as SMEs.

### Contract completion

The strategy for exiting the contract at the end of its term is to let the contract finish and ensure all supplier's contract works are achieved. The ownership of the assets will rest with GW who will oversee their maintenance and renewal requirements on an ongoing basis.

### Contract Term

To make a compelling value proposition to prospective RFP respondents, we applied to Waka Kotahi to extend from five to a maximum of ten years. Waka Kotahi's approval for this 10-year maximum term is included in Appendix Three.

Our rationale for this extended term is also included at Appendix Three.

### Contract renewals

At this stage, we anticipate renewals to be a 5 + 3 + 2, as requested by Metlink. However, we will work with the chosen supplier to agree fair and reasonable renewal timeframes, to ensure pricing and services remain competitive over the life of the contract.

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- Over the contract term, **renewals are not a given**. Rather, we will use these renewal periods as an opportunity to review current performance and revisit the supply market so that we are making an informed decision before proceeding.
- The other way we are avoiding vendor lock in relates to how we will frame our RFP requirements. These will be outcomes-focussed, not prescriptive. Greater Wellington are not wedded to the current manufacturing product brand. The final output is what matters and Greater Wellington will be open to suppliers who can deliver on our RFP outcomes so long as they are able to demonstrate how and why their manufacturing product will achieve our desired outcomes
- We will continue to monitor the market at the renewal intervals and supplier performance, then make informed decisions about whether exercising our right to each renewal, to will deliver the best outcomes to GW or if alternative market options need to be explored.

## Appendix Three: Waka Kotahi extended term approval



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4 April 2024

Hemi Kanji  
Procurement Manager  
Greater Wellington Regional  
Council  
100 Cuba Street  
Wellington 6011

Dear Hemi

Approval to a maximum term of ten years for term service contracts.

Thank you for your correspondence dated the 29 February 2024 seeking approval from NZ Transport Agency Waka Kotahi to use a maximum term of ten years for the signage term service contract and to use a maximum term of ten years and the price quality without disclosing the estimate supplier selection method for the closed-circuit television term service contract.


I am pleased to confirm that NZ Transport Agency Waka Kotahi has reviewed the requests and considered the information provided in relation to the NZTA Procurement Manual.

We are satisfied that it meets the requirements of the NZTA Procurement Manual and formally approve the requests as outlined below. We would like to draw your attention to the following matters. NZ Transport Agency Waka Kotahi:

1. Approves under section 25(1) of the Land Transport Management Act, a variation to the Rules in the Procurement manual, section 10.21 *Maximum term of a term service contract for infrastructure or planning and advice* to allow Greater Wellington Regional Council to use a maximum term of ten years for the signage term service contract.
2. Approves under section 25(1) of the Land Transport Management Act, a variation to the Rules in the Procurement manual, section 10.21 *Maximum term of a term service contract for infrastructure or planning and advice* to allow Greater Wellington Regional Council to use a maximum term of ten years (4+2+2 years) for the closed-circuit television term service contract.
3. Approves under section 25(1) of the Land Transport Management Act, a variation to the Rules in the Procurement manual, section 10.5 *Procurement procedure advanced components* to allow Greater Wellington Regional Council to use the price quality without disclosing the estimate supplier selection method for the closed-circuit television term service contract.

If you would like to discuss this matter further, please do not hesitate to contact Philip Walker, Approved Organisations Senior Procurement Advisor, directly on 021 633986.

Yours sincerely

PP   
Alison Murray  
Head of Procurement

The following table sets out our thinking and was provided to Waka Kotahi as to why an extended term would be appropriate for this procurement.

Topic	Signage
<b>Subject Matter</b>	Design, manufacture, installation and ongoing delivery of all signage (station names, wayfinding and the like) for the bus and rail networks to Geater Wellington’s specifications.
<b>Context</b>	<p><b>The signage contract for Metlink ends on 30 June 2024.</b></p> <p>The contract has been renewed to a point where renewals are no longer an option. We are taking this opportunity to run a procurement, with a start date of in or around July 2024.</p>
<b>Points to support our request</b>	<p><b>Contract value is a key factor in suppliers’ decision to bid.</b></p> <p>A potential term of ten-years is a much stronger value proposition to suppliers than five years. Future potential revenue streams are a core element in suppliers’ go/no go bid decision making. A longer term is more lucrative and a higher return on investment to suppliers.</p> <p><b>Highly saturated market.</b></p> <p>The market is currently experiencing pent-up demand following the election. GETs is seeing high volumes of RFX’s being issued, meaning suppliers can be selective in which tenders they respond to. We need to entice suppliers to prioritise our tender over other initiatives.</p> <p><b>Poor quality bids can lead to long term consequences.</b></p> <p>If we can compel suppliers to invest time and effort submitting high quality bids, this will result in a strong cross-section of bids to evaluate then select from. The longer the term, the more lucrative the opportunity to suppliers and the greater the competitive tension during evaluations.</p> <p><b>Tender response risk.</b></p> <p>If we don’t put forward a compelling term &gt; 5 years, then suppliers may question the value of GW as a customer. This could result in low quality, ‘copy paste’, irrelevant bids which wastes everyone’s time and money. Or worse, suppliers may choose not to bid. Few/no bids could result in</p> <ul style="list-style-type: none"> <li>• Greater Wellington having to pull the RFP from the market</li> <li>• Greater Wellington having to retender</li> <li>• Greater Wellington reputational risk, extra time, and considerable rework costs including comms</li> <li>• Current contract end dates (30 June) could be compromised for CCTV and signage.</li> </ul> <p>Metlink and public transport operators and users could be put in high-risk situations if bus and rail operational CCTV systems and signage become compromised as a direct result of these two procurements failing.</p>

	<p><b>Transitions:</b> Greater Wellington and Waka Kotahi only need to spend funds on one transition across 10 years rather than two transitions.</p> <p><b>Market:</b> Greater Wellington are yet to fully investigate the signage supplier market but will do so when we work up the Procurement Plan. But our current market knowledge indicates there could be a range of possible respondents and the 10 year contract cycle, if the RFP requirements are set appropriately (as discussed below) will not result in supplier lock in with a consequential reduction in available suppliers over time (i.e. starving out unsuccessful suppliers).</p> <ul style="list-style-type: none"> <li>• To be successful, suppliers will need to demonstrate they can obtain the necessary accreditations and permits. For example, to access the rail corridor, traffic management consents and various health and safety qualifications (e.g. for working at height).</li> <li>• We will cast the net sufficiently wide, to enable suppliers to respond who have not worked on the rail corridor before.</li> <li>• So long as they can clearly articulate their relevant capability and experience obtaining similar permits, then we would evaluate these according to our agreed tender process.</li> <li>• Over the contract term, renewals are not a given. Rather, we will use these renewal periods as an opportunity to review current performance and revisit the supply market so that we are making an informed decision before proceeding.</li> </ul>
<p><b>Signage rationale for extended term</b></p>	<p><b>Inventory in storage.</b> A 5-year term means inventory transition from one supplier to another needs to happen twice. Once at year 5 and again at year 10. This inventory rationalisation process and standing up a new supplier does not seem like efficient or effective use of GW and Waka Kotahi funds if the contract is going well.</p>
	<p><b>Inventory lifespan 5-7 years.</b> If we adopt a 5-year term, the supplier will not complete a full asset base renewal cycle. The extra 5 years will enable the supplier to establish a deep understanding across our network including access to complex and diverse sites. More importantly, using the same supplier to complete asset refreshes ensure material, cost, and process consistency.</p> <p>The other way we are avoiding vendor lock in relates to how we will frame our RFP requirements. These will be outcomes-focussed, not prescriptive. Greater Wellington are not wedded to the current manufacturing product brand. The final output is what matters and Greater Wellington will be open to suppliers who can deliver on our RFP outcomes so long as they are able to demonstrate how and why their manufacturing product will achieve our desired outcomes</p>