

Broader outcomes procurement strategy

**Mā te mahi tahi,
ka ora ai tātou**
Together we prosper



Waka Kotahi NZ Transport Agency

Published November 2020

Amended March 2021

March 2021 #20-165

NZBN: 9429041910085

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Contents

Broader outcomes through procurement at Waka Kotahi	5
Government procurement direction on priority broader outcomes	6
1. Kupu whakataki Introduction	8
1.1 Procurement definition	8
1.2 Broader outcomes definition	8
1.3 Strategy purpose	8
1.4 Strategy scope	9
1.5 Strategy application	10
1.6 Ownership and review	10
2. He whakarāpopotanga Executive summary	11
2.1 Waka Kotahi procurement	11
2.2 Implementing broader outcomes at Waka Kotahi	11
2.3 Target outcomes to be pursued	12
2.4 Key objectives & success factors	13
2.5 Target spend areas	15
2.6 Ethical procurement and supply chain management	15
2.7 Capability	15
3. Mahia te mahi Strategy implementation and activation	16
3.1 Activating broader outcomes	16
3.2 Broader outcomes work programme	16
3.3 Waka Kotahi roles & responsibilities	17
3.4 Broader outcomes in the procurement lifecycle	20
3.4.1 Contract reporting, contract management and supplier relationships	24
3.5 Key success partners	26
4. Kupu whakamutunga Conclusion	28
5. Definitions	29
Appendix 1 to Waka Kotahi broader outcomes strategy	34



Broader outcomes through procurement at Waka Kotahi

Nau mai, haere mai! This Broader outcomes strategy recognises the critical role that Waka Kotahi NZ Transport Agency (Waka Kotahi) has in the pursuit of broader outcomes (environmental, economic, social and cultural) through the function of procurement, and in collaboration with our suppliers, Approved Organisations (AOs), mana whenua, industry bodies and wider public sector partners.

Our *Broader outcomes strategy* describes the broader outcomes programme at Waka Kotahi, and places a strong focus on leveraging the procurement function to meet various obligations to both government and Waka Kotahi commitments. This includes (but is not limited to) alignment with the [Government policy statement on land transport](#), the [Construction Sector Accord](#), the [Waka Kotahi Enterprise & Infrastructure](#) procurement strategies, [Government priority broader outcomes](#), [Te Ara Kotahi](#) - the Māori strategy and [Toitū Te Taiao](#) - the sustainability action plan, and operational policy such as the Environmental and Social Responsibility and Arataki.

The pursuit of broader economic, social, cultural and environmental outcomes (broader outcomes) by the procurement team at Waka Kotahi is detailed in this Broader Outcomes strategy. It involves four target outcome areas that drive our strategic actions and establishes clear expectations for Waka Kotahi commercial activities.

This Broader outcomes strategy provides Waka Kotahi with the opportunity to deliver long term public value for Aotearoa New Zealand by leading the implementation of broader outcomes across the transport sector through its enterprise-wide procurement and project activities.

MA TE
MAHI TAHI,
KA ORA
TOGETHER
WE PROSPER

Government procurement direction on priority broader outcomes

In October 2018, the Government recognised that it can better use its buying power to deliver improved social, economic, environmental and cultural outcomes (broader outcomes) for the benefit of all Aotearoa New Zealand. This meant leveraging a public sector agency's procurement function to incorporate broader outcomes to deliver long-term public value. This requirement has been captured in the Ministry of Business, Innovation and Employment (MBIE) **Government procurement rules** [↗](#).

PRIORITY OUTCOMES

The Government has identified four priority outcome for agencies to start focusing on. These are:

- Increase New Zealand businesses' access to government procurement: increasing the number of New Zealand businesses contracting directly to government, and within the supply chain. This includes Māori businesses and Pasifika businesses
- Increase the size and skill level of the domestic construction sector workforce: the government is leveraging procurement through construction to encourage businesses to increase the size and skills of their workforces
- Improve conditions for workers and future-proof the ability of New Zealand businesses to trade: this priority protects workers from unfair and unsafe behaviour and incentivises well-performing firms while ensuring they are not undercut by firms who have reduced costs through poor labour practices
- Support the transition to a net zero emissions economy and assist the Government to meet its goal of significant reduction in waste by 2020 and beyond

To maximise the effects of these priorities, government has designated contracts or sectors where one or more of the priority outcomes must be implemented. Government also encourages agencies to incorporate other outcomes if appropriate, which this reflected in the Waka Kotahi *Broader outcomes strategy*. The strategy supports and aligns with whole of government direction on the priority set of broader outcomes, while also providing an expanded approach to achieving secondary benefits through its commercial activities.



1. Kupu whakataki

Introduction

1.1 PROCUREMENT DEFINITION

The *Enterprise procurement strategy* states the definition of procurement as; Planning, sourcing and managing the supply of external resources. 'External resources' is a broad term encompassing goods, works, equipment, labour, services, expertise, licenses, or the combination of some or all of these to achieve specified outcomes.

1.2 BROADER OUTCOMES DEFINITION

Broader outcomes in the context of Waka Kotahi is defined as:

The pursuit of secondary benefits including social, cultural, environmental and economic outcomes that are generated by the way a good, service or works is produced or delivered.

These outcomes will deliver long term public value for Aotearoa New Zealand and require consideration in both the whole-of-life cost of the procurement, as well as the costs, benefits and value to society, the environment and the country's economy.

Different terminology is often used to describe broader outcomes, including social corporate responsibility, sustainability, social procurement or community well-being procurement, however, for the purposes of this strategy Waka Kotahi has adopted the term broader outcomes.

1.3 STRATEGY PURPOSE

The purpose of this strategy is to communicate Waka Kotahi's approach to pursuing and implementing broader outcomes through its commercial activities. In developing this strategy several goals were identified:

- Ensure alignment with government and Waka Kotahi commitments, including the Government procurement's broader outcomes framework objectives, Construction sector accord, Te Ara Kotahi – our Māori strategy, Toitū Te Taiao – our Sustainability Action Plan and the Enterprise procurement strategy;
- Enable the effective identification, development and implementation of targeted priority objectives for Waka Kotahi procurement activities;
- Ensure the consistent use and application of the language, processes and expectations by Waka Kotahi, Approved Organisations suppliers and other third-party providers/partners;
- Ensure Waka Kotahi suppliers actively partner to deliver best public value, meet expectations and build enduring and sustainable markets; and
- Support the shaping, development and implementation of government broader outcome directives and objectives.

This strategy must be read alongside the Government procurement rules and associated guidance, our Waka Kotahi Procurement policy, procurement documentation and relevant law.

1.4 STRATEGY SCOPE

The scope of this strategy encompasses all Waka Kotahi commercial activities and applies to the procurement of all NLTP, Crown funded and corporate goods, services or works. The strategy is intended to reflect the procurement role at Waka Kotahi in leading the introduction, development and implementation of broader outcomes through a procurement lens. It is a procurement centric document that aligns with and compliments other key Waka Kotahi policies, strategies and plans.

Approved Organisations are encouraged to develop their own approach to broader outcomes, however this strategy can serve as a guide to those AOs wanting further direction or support. The Waka Kotahi Procurement manual states the requirement for AOs to consider broader outcomes in their NLTP funded procurement activities.

This strategy is also available for reference and use by our Waka Kotahi suppliers, including sub-contractors and industry representatives/bodies. This is a key expectation and deliverable for our supply chains, and it is critical that all parties collaborate on shared values and focus outcomes, as well as partnering for success. It can be shared with other public sector agencies and private sector partners where applicable.

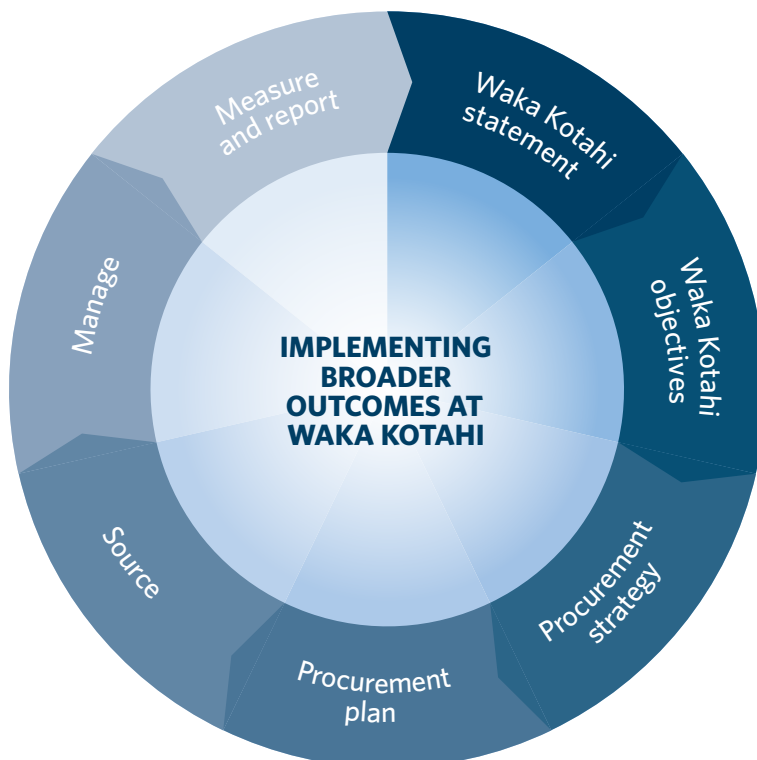


1.5 STRATEGY APPLICATION

This strategy applies when:

- Communicating our Waka Kotahi approach to broader outcomes through our procurement activities
- Shaping requirements in key outcome areas which capture this approach to procurement
- Applying broader outcomes to Waka Kotahi commercial and project activities
- Measuring the effectiveness of the broader outcomes through procurement within Waka Kotahi
- Developing individual strategies for specific Waka Kotahi projects or programmes
- Considering application of broader outcomes to new procurement models, processes and methodologies
- Planning and prioritising improvement activities in relation to broader outcomes
- Working with AOs to plan for broader outcomes
- Partnering with suppliers to deliver broader outcomes

The process for implementing broader outcomes is shown in the diagram below:



1.6 OWNERSHIP AND REVIEW

This strategy has been endorsed by the Senior Manager Procurement, General Manager Corporate Support and Chief Executive. The document is managed and maintained by the Senior Procurement Advisor – Sustainable Procurement on behalf of the Waka Kotahi procurement function. The strategy will be formally reviewed annually or where changes internally or externally trigger an update. This may be as a result of a change in government's priority outcomes or in response to Waka Kotahi's strategic direction.

2. He whakarāpopototanga

Executive summary

This summary provides key information to support readers to quickly and easily understand the key components of our procurement approach to broader outcomes.

2.1 WAKA KOTAHI PROCUREMENT

Our approach at Waka Kotahi to procurement and commercial activities is informed by specific sections of the Land Transport Management Act 2003 (LTMA), which includes obligations to:

- Consider effectiveness of contracting out or insourcing our functions
- Approve procurement procedures for use by ourselves and other AOs
- Use procurement procedures designed to fulfil the purpose of the LTMA, and achieve best value for money spent
- Give consideration to fair competition, and maintaining efficient and competitive markets
- Exhibit a sense of social and environmental responsibility.

Procurement is also governed by the MBIE Government Procurement Rules, which are captured in the Waka Kotahi Procurement Manual.

2.2 IMPLEMENTING BROADER OUTCOMES AT WAKA KOTAHI

The approach to achieving broader outcomes means that Waka Kotahi will actively seek to realise a range of secondary benefits from its investment and funding decisions through its procurement function. This will ensure that internal policies, strategies and plans are incorporated into broader outcome objectives and external commitments and obligations are fulfilled.

By adopting a standardised and consistent approach we create a common thread from investment decisions through to contract award and management.

While it is important to recognise this approach is procurement-centric, attaining meaningful impact and making a difference for communities in Aotearoa New Zealand requires a collaborative partnership between Waka Kotahi stakeholders and business groups, together with our supply chains, industry bodies, partners, AOs and other public sector organisations.

As with any new requirement there may be additional costs attributed to achieving broader outcomes. Our understanding and knowledge of this is still evolving but will be monitored as part of the Broader Outcomes reporting framework, which in turn will be used to inform future projects of likely cost implications.

The opportunity to achieve broader outcomes should start with the business case process or form part of the procurement strategy. This is where any potential additional costs should be factored in when considering the benefits and the appropriateness with respect to a project. Where appropriate pre-established funding, grants or programmes exist, these should be utilised first.

As the broader outcomes programmes evolves, a more mature costing model to help support effective funding decision will be developed. Key to understanding this will be effective implementation, monitoring and reporting.

2.3 TARGET OUTCOMES TO BE PURSUED

Due to the nature and breadth of our categories of spend at Waka Kotahi there are multiple opportunities to identify, prioritise and implement broader outcomes. Taking into consideration our internal and external commitments procurement has identified four target outcomes that capture the key impact areas; environment, social, economic and cultural.

While all positive outcomes are equally important, a targeted approach based on key areas of our business that will provide early and significant success. The strategy remains flexible in its approach to ensure targeted outcomes stay current and are fit for purpose.

The Waka Kotahi procurement team together with relevant internal partners agreed four target outcome areas to focus on through its procurement and project activities. The target outcomes are:



ENVIRONMENT & SUSTAINABILITY

We recognise that the environment is a taonga that must be managed carefully. We will protect and enhance the environment (both natural and built) by focusing on reduction in emissions and waste, resource efficiency and the enhancement of positive public health outcomes.



MĀORI BUSINESS & TANGATA WHENUA

We will partner with and empower Māori to ensure Māori thrive as Treaty Partners, Māori business/enterprise, and community leaders to ensure strong, meaningful and enduring mutually beneficial outcomes.



ECONOMIC & EMPLOYMENT

We will partner with industry and suppliers to develop key sectors (construction workforce and priority enterprises) to ensure the development and promotion of a diverse, sustainable, safe workforce.



COMMUNITY & CULTURE

We will engage with our stakeholders and communities to ensure meaningful participation in our decision-making is enabled, diversity is always valued, and our work results in responsive outcomes that provide long term benefits to help communities thrive.

2.4 KEY OBJECTIVES & SUCCESS FACTORS

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

They are further impacted by unintended negative consequences, which must be considered and managed when planning for broader outcomes. To help achieve broader outcomes a number of key objectives and success factors have been developed to guide the application of target outcome areas.

TARGET OUTCOME AREA: ENVIRONMENT & SUSTAINABILITY



Key objectives:

- Honouring the vision and principles Toitū Te Taiao – Our Sustainability Action Plan
- Reducing waste and emissions across activities, projects and programmes and throughout the supply chain
- Improving resource and energy efficiency across activities, projects and programmes and throughout the supply chain
- Driving positive sustainable outcomes across activities, projects and programmes

Success factors:

- ✓ Consistent achievement of emissions and waste reduction outcomes
- ✓ Consistent achievement of positive outcomes for the natural and built environment
- ✓ Consistent drive to generate greater public health outcomes (including but not limited to public transport, road safety and regulatory activities)
- ✓ Partnerships with suppliers and other government agencies for success and innovation in sustainable outcomes
- ✓ Ensuring design excellence to create enduring sustainable outcomes

TARGET OUTCOME AREA: MĀORI BUSINESS & TANGATA WHENUA



Key objectives:

- Honouring Te Tiriti o Waitangi and give effect to Te Ara Kotahi - Our Māori strategy
- Honouring Te Ao Māori and Mātauranga Māori perspectives
- Partnering with Mana whenua and Tangata whenua
- Empowering Māori to thrive as Māori
- Fostering ecosystem for Māori business/enterprise and communities to thrive

Success factors:

- ✓ Consistent achievement of relevant ngā whaingā – objectives outlined in Te Ara Kotahi – the Māori strategy
- ✓ Celebrated success in partnership with Māori businesses/enterprise and Tangata Whenua that drives continuous achievement as Treaty Partners
- ✓ Increased Māori business/enterprise access to Waka Kotahi procurement opportunities
- ✓ Ensuring design excellence to create enduring outcomes for Māori

TARGET OUTCOME AREA: **ECONOMIC & EMPLOYMENT**



Key objectives:

- Honouring the Construction Sector Accord and Waka Kotahi position statements
- Supporting access to business, employment and education opportunities for priority enterprise and priority-group individuals to attract and maintain a skilled-workforce
- Empowering Construction Sector collaboration and partnership to grow a sustainable sector
- Developing stronger relationships between communities, diverse suppliers, priority enterprises, and Waka Kotahi to stimulate economic opportunities

Success factors:

- ✓ Consistent achievement of shared goals and outcomes agreed in the Construction Sector Accord and values outlined in Waka Kotahi Position Statements
- ✓ Consistent evidence of a sustainable, diverse market and diverse employment opportunities continuously empowered by Waka Kotahi
- ✓ Increased diverse businesses' access to Waka Kotahi procurement opportunities
- ✓ Partnerships with diverse suppliers, priority enterprises and other government agencies for success and innovation in the area of economic and employment opportunities

TARGET OUTCOME AREA: **COMMUNITY & CULTURE**



Key objectives:

- Uplifting communities through engagement and priority group involvement and impactful participation through all life-cycles of project planning and delivery
- Ensuring diverse representation through meaningful partnership with priority groups across activities, projects and programmes
- Ensuring responsive and culturally competent interactions with communities across activities, projects and programmes

Success factors:

- ✓ Consistently demonstrated success that communities and priority groups are participating in decision-making and influencing results in activities, projects and programmes
- ✓ Consistent drive to generate greater public health outcomes (including but not limited to public transport, road safety and regulatory activities)
- ✓ Ensuring design excellence to create enduring outcomes for communities
- ✓ Celebrated success of engagement with communities in culturally competent, respectful and meaningful ways by Waka Kotahi

2.5 TARGET SPEND AREAS

Our commercial activities span many different spend categories, with some offering particularly strong opportunities to pursue broader outcomes. For this reason, the strategy will concentrate on those categories where Waka Kotahi has committed to meeting certain requirements or obligations.

The initial focus will apply to three spend categories; Infrastructure, IT and Workplace. This does not restrict the pursuit of broader outcomes across other categories of spend, however these opportunities will be managed progressively over time or as and when required. The three targeted spend areas are:

1. **Infrastructure:** All spend associated with the National Land Transport Programme, Crown funded programmes/projects or other designated spend specific to construction and infrastructure activities.
2. **IT Hardware & IT Services:** All spend associated with IT and Technology or other designated spend specific to information technology hardware and services.
3. **Workplace:** All spend associated with Workplace or Corporate categories or other designated spend specific to travel, catering, cleaning and security.

The target spend areas align with the designated contracts (Appendix 1) that MBIE has prioritised as critical to delivering broader outcomes. They also represent our major spend categories which offer the greatest opportunity to achieving significant impacts

2.6 ETHICAL PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

MBIE notes the strong alignment between broader outcomes and the government Supplier Code of Conduct that addresses ethical behaviour, labour and human rights, and corporate social responsibility. Underpinning all broader outcomes target outcome areas is our commitment to being an organisation that prioritises ethical procurement and supply chain management. Ethical supply chain management generally refers to assessing, addressing, and avoiding potential negative impacts of business activities within supply chains.

For the purposes of this strategy, it has been further defined as the identification and management of actual unethical behaviour and risks of unethical behaviour in our supply chain. Unethical behaviour (perceived or actual) refers to human rights and labour violations, such as modern-day slavery. This broader outcomes strategy sets the foundations to embed ethical procurement and supply chain management into the way we work. As part of the broader outcomes programme, distinct ethical procurement and supply chain management initiatives will be developed.

2.7 CAPABILITY

The Broader outcomes strategy highlights the need for advanced capability in this specialist area to ensure Waka Kotahi can achieve broader outcomes through its procurement function. It reflects a transformation programme that seeks to demonstrate sector leadership, drive continuous improvement, develop specialist knowledge and expertise, build sustainable markets and contribute to all Aotearoa New Zealanders.

3. Mahia te mahi

Strategy implementation and activation

3.1 ACTIVATING BROADER OUTCOMES

The procurement team is responsible for leading the Waka Kotahi broader outcomes procurement programme. This involves the identification, development and implementation of initiatives, consultation with key partners and collaborating for success with our suppliers, industry and other public sector agencies.

The Broader outcomes strategy will inform the implementation of broader outcomes at Waka Kotahi. It will be reviewed annually to ensure currency, while also accounting for any new or emerging commitments and obligations (for example, indigenous procurement), introduction of other strategies and policies and to update target outcome areas.

As an initial phased programme, activation will occur as a five-step process:

1. Embed broader outcomes into procurement tools, templates, guidance and reporting methods.
2. Develop and implement the broader outcomes hub (online portal) to enable greater access and collaboration with the procurement team, stakeholders, success partners and industry and tell the story of positive impact of broader outcomes.
3. Refining of reporting and monitoring mechanism in alignment with Waka Kotahi reporting and monitoring frameworks and systems.
4. Develop and implement an AO package to ensure alignment, sharing of resources and collaboration with AOs on broader outcomes.
5. Maintain oversight of the effectiveness of broader outcomes strategy and refine approach as required.

Separate from these core five-steps distinct ethical procurement and supply chain management initiatives will be developed.

3.2 BROADER OUTCOMES WORK PROGRAMME

The procurement team's activities will be managed through a structured strategic work programme determined by Senior Manager, Procurement. There are three elements of the Broader Outcomes programme:

Advisory and planning

- The provision of specialist advice, planning support and guidance on broader outcomes to Waka Kotahi procurement programmes, projects or activities
- General guidance on the application of broader outcomes to AOs and suppliers
- Facilitating broader outcomes training and education for Waka Kotahi, AOs and suppliers
- Support to business cases, investment decisions, category strategies, design services and processes, and other commercial activities
- Advice to other public sector agencies and MBIE on broader outcome initiatives, development and application

Monitoring and reporting

- Providing active oversight across the enterprise approach and success of broader outcomes initiatives
- Provision of monitoring at a programme and project level to ensure reporting requirements are being met
- Capturing lessons learnt, case studies and key information
- Driving improvements from reporting and monitoring results
- Managing opportunities, challenges and issues

Sector leadership

- Providing sector leadership to ensure AOs, funded partners and suppliers are engaged, consulted and aligned with Waka Kotahi expectations
- Provide leadership by leader the community of practice (working group/hapori and online portal) at a cross-Agency level to help shape Governments approach to broader outcomes and wider capability uplift activities
- Represent Waka Kotahi on public sector forums and leadership groups to support broader outcomes ecosystem development
- Represent Waka Kotahi on procurement/public sector/social and sustainable procurement and global best practice forums and initiatives
- Promote broader outcomes through supplier, industry and AO engagement forums

3.3 WAKA KOTAHI ROLES & RESPONSIBILITIES

In leading the Waka Kotahi broader outcomes programme the procurement team will collaborate with key partners, business units and other subject matter experts to support the implementation and activation broader outcomes.

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

BUSINESS UNIT	ROLE & RESPONSIBILITY
Procurement team (including leadership, procurement managers, external procurement consultants and social/sustainable procurement managers)	<ul style="list-style-type: none"> ▪ Develop in partnership with other business units best practice policy and guidance on the implementation and application of broader outcomes at Waka Kotahi ▪ Provide exemplary advice and guidance on procurement planning, requirements specification, and evaluation criteria to give effect to the broader outcomes ▪ Ensure ongoing collaboration with the relevant business teams and subject matter experts (SMEs) on the application of broader outcomes ▪ Lead the pursuit of broader outcomes both internally and externally as a public sector procurer ▪ Drive continuous improvement outcomes on broader outcomes through commercial activities ▪ Develop ethical procurement and supply chain management initiatives

General Managers, Directors, Business Owners & Contract Managers

- Ensure procurement activities are aligned with target spend areas objectives and include broader outcomes
- Ensure business group procurement activities are aligned with the Broader outcomes strategy
- Ensure collaboration is maintained with the procurement team on the application of broader outcomes
- Maintain required reporting and monitoring mechanisms for broader outcomes

Te Mātangi - The Māori Partnerships Team

- Lead and support the application of Te Ao Māori matters in relation to broader outcomes
- Lead and promote Te Ara Kotahi in the context of broader outcomes
- Support engagement with iwi Māori, Tangata Whenua and Māori business/enterprise through procurement activities
- Fulfil strategic and operational advisory role as the kaitiaki (guardians) of our regional relationships in the pursuit of broader outcomes

Safety, Health & Environment (SHE) - For Health & Safety SME

- Lead and support the application of the Sustainability Action Plan matters in relation broader outcomes
- Ensure the Sustainability Action Plan aligns with broader outcome objectives and commitments
- Develop sustainability targets in alignment with Broader Outcomes Target Areas
- Support the understanding and embedding of the Sustainability Action Plan in procurement activities

Environmental Team in Operational Policy, Planning and Performance (Transport Services)

- Lead and support the application of environmental, sustainability and urban design matters in relation to broader outcomes
 - Develop natural and built environment targets in relation to Transport Services projects that are aligned to environmental and social responsibility policy and broader outcome objectives
 - Provide environment and urban design advisory support to Waka Kotahi to infrastructure (procurement) projects in relation to broader outcomes
 - Support Transport Services to understand and embed natural and built environment targets and outcomes into projects including social impact assessments
-

Engagement & Partnerships Team

- Enterprise function accountable for leading effective agency governance, stakeholder engagement and communications, community engagement and participation, and regional relationships in relation to the pursuit of broader outcomes
- Ensure great organisational storytelling, effective cross government facilitation, sound reputation management and strengthened central and local government partnerships in relation to broader outcomes
- Provide advice on best practise engagement in relation to broader outcomes, and good processes to understand community needs and values and build support for outcomes

Safety, Health & Environment (SHE) – For Health & Safety SME

- Enterprise function accountable for strategic direction and leadership on safe transport systems, workplace health and safety (and our environmental strategy)
- Ensure Health & Safety aspects of all procurement activities continue to be prioritised by Waka Kotahi and enable Designated Contract areas to be fulfilled
- Provide advice on engagement matters in relation to broader outcomes

As detailed in the Enterprise procurement strategy, standard procurement governance and management for procurement activities as a whole remain:

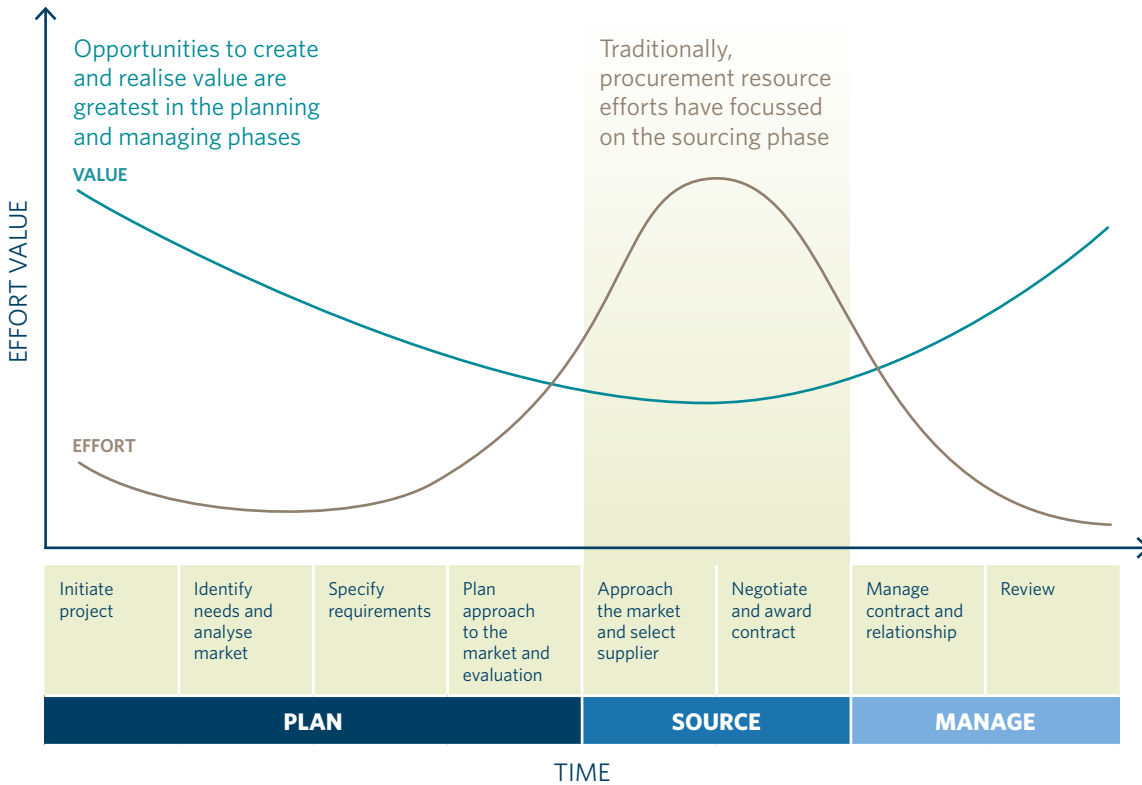
- **Executive leadership team:** provides internal governance and oversight of procurement practices. All procurement decisions occur under delegated authority from the Chief Executive.
- **General managers (tier 2 leaders):** are accountable for all procurement activities and decisions, and the performance of all contracts, within their business groups.
- **Procurement sponsors:** either the delegation holder for the full contract value or their delegate, the procurement sponsor has responsibility for the planning and conduct of a sourcing process, including the development, negotiation and agreement of a contract.
- **Contract owners:** employees with direct responsibility for the conduct and performance of a Waka Kotahi contract. Includes responsibility for contract risks and planning for contract expiry. All Waka Kotahi contracts must have a named contract owner assigned.
- **Key relationship owner:** Employee with responsibility for the overall health and performance of a supplier relationship (potentially across multiple contracts). Responsible for coordinating Waka Kotahi activities and communications, to ensure a joined-up approach to the relationship.
- **Investment and finance:** Approval of procurement procedures for use in NLTF funded procurement activities and monitoring of same. Exercise other statutory delegations in respect of procurement.

3.4 BROADER OUTCOMES IN THE PROCUREMENT LIFECYCLE

The ability to identify, develop and implement broader outcomes through procurement is embedded in the procurement lifecycle (Plan-Source-Manage) model as adopted by MBIE Government Procurement and Waka Kotahi.

Consideration of broader outcomes spans the three phases of procurement, however greatest value can often be achieved early in the process, particularly during the planning stage. As highlighted in the Enterprise procurement strategy this is a shift from a traditional focus on the ‘sourcing’ phase of procurement.

While maintaining strong controls and practices within the sourcing phase, greater emphasis will be placed on strategic commercial planning when pursuing broader outcomes. Similarly, by actively managing contracts and supplier performance Waka Kotahi will be able to monitor, measure and report on the impact that broader outcomes generate.



Procurement lifecycle process & minimum expectations

To meaningfully pursue broader outcomes there are expectations across the procurement lifecycle of activities that should be conducted.

To support these, there are additional tools and guidance that have been developed and additional support and advice is available if required.

PROCUREMENT LIFECYCLE STAGES	MINIMUM EXPECTATIONS
Plan	
Initiate project	<ul style="list-style-type: none"> ▪ Work with internal teams (i.e. Māori, Environment and Urban Design, SHE) and partners early to identify broader outcome opportunities and define fit-for-purpose target outcome areas ▪ Ensure stakeholder awareness and agreement on roles and responsibilities. ▪ Check with Procurement to determine if this category or a similar project has previously been implemented to ensure prior lessons learned can be applied
Identify needs and analyse the market	<ul style="list-style-type: none"> ▪ For high value procurement ensure a relevant section is completed in the procurement plan ▪ Work with procurement to identify possible success partners ▪ If necessary, test the market's appetite to develop an understanding of what is achievable and meaningful – this could be through a structured process (for example, RFI) or early engagement with known providers
Specify requirements	<ul style="list-style-type: none"> ▪ Confirm broader outcomes and/or target outcome areas and ensure alignment with requirements from other SME business units or individuals. ▪ Agree success partner capacity to support the project ▪ Use the broader outcomes buyer's toolkit to help develop specific questions/ targets for the project
Plan approach to market and evaluation	<ul style="list-style-type: none"> ▪ Incorporate broader outcomes considerations into relevant procurement planning ▪ Use relevant tactics to identify suppliers who are able to deliver on broader outcomes ▪ Create and agree with partners and SMEs the defined target outcome areas and appropriate methodology for delivery including reporting requirements ▪ Note: If unsure of the potential implications that these commitments may create, please check with your relevant Project Sponsor, Procurement, Legal teams or SME.

Source

Approach the market and select supplier

- Ensure tender documents incorporate broader outcomes-related information as detailed in the planning stage
- Ensure evaluation considers the response in accordance with the criteria to ensure broader outcomes are achieved
- Evaluate supplier responses to the specified broader outcomes
- Confirm likely costs, challenges and opportunities to implement broader outcomes
- Clarify any opportunities, issues or misunderstandings with suppliers

Negotiate and award contract

- Identify key points for negotiation, including critical deliverables, metrics, reporting methodologies and frameworks
- Ensure success partners and SMEs are utilised where necessary to support delivery, co-development of reporting and achieving benefit realisation
- Confirm benefits and associated timelines that measure the impact of broader outcomes overtime
- For high value procurement articulate the agreed Broader Outcomes in a project/contract management plan
- Ensure relevant monitoring and reporting has been established in the contract, particularly for MBIE designated contracts
- Ensure risks and challenges raised in procurement process thus far have a management plan

Manage

Manage contract, reporting and relationships

- Collect detailed broader outcomes data/metrics through agreed reporting
- Measure short and long-term impact of broader outcomes, project success and performance of success partners where agreed
- Ensure there is a plan to effectively monitor and manage positive broader outcomes for the duration of the project. This should include a provision for managing non-performance or reductions in agreed broader outcomes objectives
- For high value procurement seek detailed reporting with on non-performance and/or for achieved or exceeded performance
- Ensure risks and challenges are managed
- Ensure any lessons learnt are captured with procurement

Review

- Ensure broader outcomes continue to be met through reviews of performance, impact and assessment of future needs/options
- Identify constraints and additional areas of support required for optimisation and continuous improvement
- Conduct lessons learnt sessions with suppliers, partners and SMEs to determine success of broader outcomes

Procurement sourcing & contracting tactics

Depending on the size, category and level of opportunity and risk, there are several procurement tactics that can be applied to projects when considering Broader Outcomes. The following common tactics can be used and should be explored at the planning stages of commercial activity.

BUSINESS UNIT	ROLE & RESPONSIBILITY
Bundle	Increasing the size and scope of a project/contract to achieve greater and more wide-ranging broader outcomes.
Unbundle	Decreasing the size and scope of a project/contract to enable suppliers developing their capability or new to the market to deliver broader outcomes.
Preconditions	A condition that a supplier must meet to be considered for a particular contract opportunity.
Evaluation	Communicating to the market the level of importance placed on delivery of broader outcomes.
Evaluation criteria for targeted sub-contracting	Using higher value projects/contracts to develop and grow the market, for example, sharing the requirements across a diverse sub-contracting supply chain.
Request for Information (or other forms of early market engagement) encourage innovation	Use this to obtain a greater insight into the markets that we operate in. An RFI is often used when there is limited knowledge of how public value could be addressed and/or there is a desire to encourage innovation.
Partnerships	Specific and strategic matching of supplier capability with visibility to a pipeline of work supported with an openness to partnering. This creates long-term opportunities for innovation around shared broader outcomes objectives and to enhance capability within the supply chain.
Supplier relationship management (SRM)	Relationships and structured SRM processes enabling engagement with suppliers to explore public value opportunities.
Specifications	Framing specifications on outcomes-based expectations and defined deliverables.
Targeted panels	Using panels as an opportunity to diversify the supplier base.
Targeted sourcing	Allowing direct or selective sourcing from known suppliers with good environmental, economic, social, and cultural practices, often for lower value (below threshold) transactions where internal processes allow this.

3.4.1 CONTRACT REPORTING, CONTRACT MANAGEMENT AND SUPPLIER RELATIONSHIPS

Importance of reporting

Reporting is an essential component of broader outcomes with Waka Kotahi being able to demonstrate long term positive impact and value from its commercial activities and contractual arrangements. A central monitoring and reporting framework (that aligns with other reporting and monitoring frameworks used by Waka Kotahi) to support the application of broader outcomes will be developed. In the interim, those responsible for contracts and relationships, should submit already established reports, case studies and success stories as well as issues and challenges to procurement@nzta.govt.nz. This information will be used to complete government reporting requirements and allow greater visibility of broader outcomes implementation.

Managing contracts for broader outcomes

Incorporating broader outcomes into the procurement activity heightens the importance of effectively and proactively managing these elements of the contract and supplier relationship. In practice, this means that project managers, contract managers, procurement, SME's, delegated financials authorisers and suppliers alike must:



Ensure the establishment of data collection, tracking and reporting models in alignment with government reporting requirements.



Address early any risks, issues, gaps or constraints that arise during contract implementation, including escalation.



Prioritise co-development of supplier and success partner relationship management plan.



Actively work with stakeholders, suppliers and success partners throughout the procurement lifecycle to ensure feedback on the quality of outcomes achieved.

The use of Key Performance Indicators (KPI's) as a structured means to collate performance metrics on broader outcomes is encouraged. Procurement can support the development of fit-for-purpose reporting channels, mechanisms and metrics on a project-by-project basis.

When designing reporting it is important to remember:

- KPIs must be consistent with our obligations under this Broader outcomes strategy; the government procurement designated contracts obligations, and associated guidance and related mandates.
- Effective KPIs are SMART – Specific, Measurable, Achievable, Relevant and Time-bound. Procurers will consider these attributes when setting KPIs and seek to confirm applicable thresholds or benchmarks, Waka Kotahi specific targets and stretch aspirations associated with each KPI adopted.

In addition to KPIs, other means of reporting on broader outcomes being explored by Waka Kotahi include:

- Sustainability Rating Tools & Certification – by the Waka Kotahi Sustainability groups
- Environmental and Social Responsibility (including Urban Design) outcomes and Social Impact Assessments – by the Waka Kotahi SMEs
- Investment Decision Making framework and corresponding mentoring – by the Investment team in Organisational Performance
- Engagement reports on projects – by the Engagement & Partnership groups
- Other Impact Assessments – (for example, through the Ākina Foundation)

An assessment on the effectiveness and suitability of the above reporting mechanisms for the purposes of measuring broader outcomes will be conducted by procurement team. Where appropriate these may be recommended for inclusion as part of the formal broader outcomes reporting requirements.

Supplier relationships and industry insights

A strong, mutually beneficial partnership between Waka Kotahi, our suppliers, AO's, industry bodies and community enterprises will provide long-term confidence in the ability to achieve broader outcomes and achieve best public value for Aotearoa New Zealand.

This will require greater collaboration, investment and willingness to be bold in our pursuit of broader outcomes with the market and our suppliers. Many of Waka Kotahi suppliers are already effectively engaged on this subject through various forums such as the Industry Liaison Meetings (ILMs) or hold regular sessions with key relationship managers.

The procurement team will develop effective means to ensure this collaboration, investment and willingness is supported by tools, resources, guidance that ensure continuous improvement for both Waka Kotahi and our suppliers is at the heart of the broader outcomes and ethical procurement and supply chain management programme.

3.5 KEY SUCCESS PARTNERS

Waka Kotahi recognises that success requires partnership with not only our internal business units and suppliers, but also other external enterprises and SMEs. Waka Kotahi has established relationships with key success partners to support the pursuit and successful implementation of broader outcomes.

Success partners provide specialist support, guidance and assistance to Waka Kotahi projects/initiatives across each of the four target outcomes.

TARGET OUTCOMES	SUCCESS PARTNERS	ROLE
 <p>Environment & sustainability</p>	Toitū/Enviro-care	Partner with Toitū (alongside internal Environment, Urban design & Sustainability group) to ensure success of Toitū Te Taiao – our Sustainability Action Plan requirements are met, alongside additional environment and sustainability outcomes required on projects through the procurement lever.
 <p>Māori business and Tangata Whenua</p>	Amotai	Partner with Amotai (alongside Te Mātangi - Māori Partnerships team) to ensure visibility, accessibility and meaningful connections can be made with Māori and Pasifika business across Aotearoa.
 <p>Economic & employment</p>	Ministry of Social Development	Partner with Ministry of Social Development to co-fund and/or co-develop employment opportunities on our projects and initiatives.
 <p>Community & culture</p>	Fwd/Ākina Foundation	Partner with Ākina's Fwd programme for social procurement support and connection with certified social enterprises for community and environmental impact.

The list of providers will be further enhanced as other agencies and enterprises establish themselves.

3.6 IMPROVEMENT AND TRANSFORMATION

Looking to the future

The introduction of broader outcomes creates significant opportunities for Waka Kotahi to enable meaningful long-term impact for the communities of Aotearoa New Zealand. This is an exciting opportunity for Waka Kotahi to demonstrate leadership, drive an outcomes-focused approach to commercial activities, and deliver on Government's key priorities.

Over time, Waka Kotahi and its supply chains will develop a deeper understanding and appreciation of broader outcomes and ethical procurement and supply chain management, and the impact they create and our collective ability to pursue more ambitious and challenging outcomes.

In the interim, there are some practical ways in which the Waka Kotahi procurement team can contribute to internal capability uplift and market/supplier development, including:

- Ensure standard procurement tools and templates enable the integration of broader outcomes into procurement activities
- Providing supporting material such as documentation, guides, templates and education and training for those who require it
- Undertaking early engagement with the market and suppliers to understand existing capability and capacity (and benchmarking the possible)
- Continuously review and develop new methods and approaches and celebrate achievements, encourage innovation, and promote improvement in a supportive environment
- Communicating regularly with suppliers to reinforce the positive benefits of broader outcomes to their business and NZ Inc for example, gaining a competitive edge, building a positive business brand, and positioning themselves to deliver on greater public value

4. Kupu whakamutunga

Conclusion

Achieving and delivering best public value for Aotearoa New Zealand is at the heart of our Waka Kotahi broader outcomes programme. We are proud to lead this life-changing programme to achieve meaningful and positive impact for our people, New Zealanders and the planet. We will achieve this by partnering with our suppliers, markets, industry bodies, other public sector agencies, communities and specialist enterprises.

The broader outcomes programme provides a step-change in the way commercial activities conducted - both at Waka Kotahi and for the public sector as a whole. We will be guided by: the core principles of Te Tiriti o Waitangi - partnership, protection, participation and people; this Broader outcomes strategy; and, the commitments that Waka Kotahi has as a public sector entity - all of which when combined together sets the foundations for delivering positive social, environmental, economic and cultural outcomes and ensuring ethical procurement and supply chain management is how we procure. Tēnā tātou katoa.

**Mā te mahi
tahi, ka ora
ai tātou**
Together
we prosper

5. Definitions

Some words, abbreviations and acronyms used in this Strategy have a special definition. The special definitions are set out below in alphabetical order.

TERM	DEFINITION
Approved Organisations	A regional council, a territorial authority or an approved public organisation as stated In the Land Transport Management Act. Waka Kotahi has a statutorily independent function in approving procurement procedures for use by approved organisations when spending under the National Land Transport Fund.
Broader outcomes strategy	This document that provides clear guidance to Waka Kotahi buyers and contract managers, as well as suppliers on our broader outcomes strategic direction and associated activities. It works to ensure accountability progress, performance and continuous improvement.
Broader outcomes framework	Cross-government developed strategic Framework for the implementation of broader outcomes at agency level procurement activities. Developed as a means to create consistency and clarity in effort in the activation of broader outcomes at agency level across the public sector.
Buyer	The individual(s) in an agency responsible for planning, creating, and/or sourcing goods, services or works by, or on behalf of, an agency. Could also refer to 'procurer'.
Cabinet	The Aotearoa New Zealand Government's body of senior ministers, responsible to the Aotearoa New Zealand Parliament. Members of Cabinet are collectively responsible to Parliament for its actions and policies. Cabinet makes most decisions on matters of public policy, and devises and implements the government's political strategy.
Community well-being	The Local Government Act 2002 has recently been amended to incorporate four aspects of community well-being and provides for local authorities to play a broad role in promoting the social, economic, environmental and cultural well-being of their communities by taking a sustainable development approach.
Construction sector accord	The joint commitment from government and industry to work together to create a high performing construction sector for a better Aotearoa New Zealand. It launched in April 2019 by the Prime Minister, Accord Ministers, and the industry Accord Development Group is made up of 13 sector leaders from across industry and government.
Contract manager	The individual(s) in an agency responsible (under delegations) for planning and managing a contract for goods, services or works for, or on behalf of, an agency.

Enterprise procurement strategy	Waka Kotahi procurement strategy to shape and communicate the approach Waka Kotahi will take in managing its enterprise procurement function. The scope extends to the full range of procurement responsibilities held by Waka Kotahi.
Goods	As defined in the Government Procurement Rules, items which are capable of being owned. This includes physical goods as well as intangible property such as intellectual property.
Government	Refers to the formally elected New Zealand Government.
government	Refers to the collective of government agencies or the general function of the government.
Government Procurement Rules	The Government's standards of good practice for government procurement, mandated by Cabinet to use. Also referred to as 'the Rules'.
Land Transport Management Act 2003	The Land Transport Management Act 2003 sets out requirements for the operation, development and funding of the land transport system.
Māori business/enterprise	<p>A registered Māori business can be defined as being a business that is:</p> <ul style="list-style-type: none"> ▪ Māori owned: at least 50% of the ownership is held by Māori (including individuals, collectives and/or businesses); or ▪ Uses the current Inland Revenue eligibility to be a Māori authority (ie is eligible for a Māori authority tax code). <p>(Source: Māori Economic Development Advisory Board)</p>
Ministry of Business, Innovation and Employment	The government functional lead for procurement activities in the public sector activated through the New Zealand Government Procurement branch.
National Land Transport Fund	The National Land Transport Fund is a transport fund made up of fuel excise duty, road user charges, a portion of the annual vehicle licensing fee, and income from the sale and lease of state highway property. All the revenue collected from transport users is dedicated to investment in land transport. The Waka Kotahi Board has independent statutory responsibilities for the allocation and investment of the National Land Transport Fund, which occurs through the National Land Transport Programme.
National Land Transport Programme	The National Land Transport Programme (NLTP) is a three-year programme that sets out how Waka Kotahi, working with its partners, invests national land transport funding.

Pasifika business/enterprise	<p>In the absence of a formal definition, the strategy acknowledges that:</p> <ul style="list-style-type: none"> ▪ Pasifika enterprises comprise both businesses and not-for-profit community organisations; and ▪ Aotearoa New Zealand’s Pasifika peoples are a diverse group who align themselves from many different Pacific Island nations and communities with the main ethnicities including Samoan, Cook Island Māori, Tongan, Niuean, Fijian, Tokelauan and Tuvaluan.
Priority-group individuals	<p>Priority-group individuals include, but are not limited to: people who identify as/with Māori, Pasifika, disability, LGBTQI+, refugees/migrants, people experiencing long-term or cyclical unemployment, Not in Education/Employment/Training (NEET), re-entering the workforce from childcare/ill-health (physical or mental)/correctional sentence or transitioning workforce sectors.</p>
Priority broader outcomes	<p>In October 2018, the Government agreed to a set of priority outcomes for agencies to leverage from their procurement activities and identified specific contracts or sectors for initial focus.</p>
Priority enterprises	<p>Priority enterprises include, but are not limited to: small-to-medium and locally-owned enterprise, Māori and Pasifika enterprise, and social enterprise.</p>
Procurer	<p>The individual(s) in an agency responsible for planning, creating, and/or sourcing goods, services or works by, or on behalf of, an agency. Could also refer to ‘buyer’.</p>
Procurement	<p>As defined in the Government Procurement Rules, all aspects of acquiring and delivering goods, services and works. 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 or conclusion of goods, services or works.</p>
Procurement activity	<p>An individual procurement project to source goods, services or works.</p>

Public value or best (public) value

As defined in the Government Procurement Rules, getting the best possible result from your 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 you are trying to achieve.

The principle of public value is about getting the best possible result over the whole-of-life of the goods, services or works.

Public value includes considerations that are not solely focused on price, for instance what benefit your procurement could bring to the local community or environment.

Selecting the most appropriate procurement process that is proportionate to the value, risk and complexity of the procurement will help achieve public value. Good procurement is about being risk aware, not risk averse.

Services

As defined in the Government Procurement Rules, acts or work performed for another party. No transfer of possession or ownership takes place when services are sold, and they cannot be stored or transported; they are instantly perishable and only exist at the time they are provided.

Social enterprise

In the absence of a formal legal definition, this strategy applies the definition of a social enterprise that is used by the Ākina Foundation – that:

- The social, cultural and/or environmental mission provides a public or community benefit and that is the primary purpose of the organisation;
 - The majority of income is from trading a good or a service; and
 - The majority of either expenditure or profit is spent in the fulfilment of the purpose of the organisation.
-

Social procurement

Means the government using its buying power to deliver public value through the objectives of this Framework, beyond the value of the goods, services or works being purchased.

The term social procurement can be understood as the same pursuit as broader outcomes in the context of this strategy.

Sub-contractor

A person, business, company or organisation that supplies or can supply goods, services or works for an agency via a supplier that enters into a government contract for the delivery of goods, services or works.

Supplier

As defined in the Government Procurement Rules, a person, business, company or organisation that supplies or can supply goods, services or works to an agency.

**Te Ara Kotahi -
our Waka Kotahi
Māori Strategy**

Provides strategic direction to Waka Kotahi on how we work with and respond to Māori as the Crown's Treaty partner, and what this means for how we do business.

**Toitū Te Taiao -
our Waka Kotahi
Sustainability
Action Plan**

Sets out the commitment of Waka Kotahi to environmental sustainability and public health in the land transport sector.




Works

Covers new works for a new build or refurbishment works to an existing construction.

Appendix 1 to Waka Kotahi broader outcomes strategy

DESIGNATED CONTRACTS BY MBIE

The MBIE, Government procurement rules edition 4 require government agencies to apply specific broader outcomes to a number of designated contracts. These align with our target outcome areas and give specific effect to MBIE direction. These are not optional requirements, and it is expected that all new procurement activities related to the specified designated contract areas give full effect to them.

DESIGNATED CONTRACTS	OUR TARGET OUTCOME ALIGNMENT	MBIE OUTCOME
<p>ICT services/computer software</p> <p>MINIMUM REQUIREMENT When purchasing ICT services or software, Waka Kotahi must consider how they can create opportunities for Aotearoa New Zealand Businesses¹.</p>		Increasing access for Aotearoa New Zealand businesses
<p>Construction</p> <p>MINIMUM REQUIREMENT When procuring construction works Waka Kotahi must include questions in their tender documentation about the skills development and training practices of the supplier and their sub-contractors. Reasonable consideration must be given to those questions, and they must be included as weighted criteria when a weighted evaluation model is used. The Waka Kotahi NZUP is a good example of this.</p>		Construction skills and training
<p>Cleaning services and security services</p> <p>MINIMUM REQUIREMENT When procuring cleaning services, security services or forestry services (with a focus on low wage employment), Waka Kotahi need to ensure that suppliers demonstrate compliance² with employment standards within their business and through the domestic supply chain³ delivering that service.</p>		Employment standards

¹ A New Zealand business is defined as a business that originated in New Zealand (not being a New Zealand subsidiary of an offshore business), is majority owned or controlled by New Zealanders, and has its principal place of business in New Zealand.

² Information on Employment standards can be found on the Minimum rights of employees page on Employment New Zealand's website. For cleaning contracts Part 6A of the Employment Relations Act for protection of vulnerable workers also applies. [Minimum rights of employees](#)

Health and safety: All contracts (with focus on construction)



Health and safety

MINIMUM REQUIREMENT

Waka Kotahi must comply with their responsibilities under Health and Safety at Work 2015 and must require our suppliers to ensure and demonstrate that they, and their domestic supply chain, demonstrate good health and safety practice with a particular focus on forestry contracts and construction contracts.

This will also require support and expertise from Waka Kotahi SHE teams.

Light vehicles



Reducing emissions

MINIMUM REQUIREMENT

When purchasing vehicles from the All of Government Motor vehicles contract, agencies need to purchase vehicles that are 20% below their current emissions profile. Current emissions profile is on the reducing government fleet emissions page [Motor vehicles contract](#) & [Reducing government fleet emissions](#)

Stationary/process heating systems



Reducing emissions

MINIMUM REQUIREMENT

When purchasing heating systems for a government building, Waka Kotahi need to ensure that they are buying a low emission heating option. Waka Kotahi must not purchase coal boilers.

Office supplies - Office supplies contract [↗](#)



Reducing waste

MINIMUM REQUIREMENT

When purchasing office supplies from the All of Government Office supplies contract, Waka Kotahi need to purchase items that produce low amounts of waste and/or are recyclable.



If you have further queries, call our contact centre on 0800 699 000 or write to us:

Waka Kotahi NZ Transport Agency
Private Bag 6995
Wellington 6141

This publication is also available on Waka Kotahi NZ Transport Agency's website at www.nzta.govt.nz

