



Source: Australia New Zealand Infrastructure Pipeline

Supplier Guide

# Infrastructure Broader Outcomes

Infrastructure and Investment Group

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## About Te Whatu Ora

A review of the health system in 2018 estimated that health infrastructure (excluding repairs and maintenance) would need more than \$14 billion worth of investment over the following ten years. The review led to the Pae Ora (Healthy Futures) Act 2022 which disestablished the former District Health Boards and created Te Whatu Ora | Health New Zealand and Te Aka Whai Ora | Māori Health Authority. The roles of the health authorities are as follows:

- Te Whatu Ora is responsible for the planning and commissioning of services across Aotearoa New Zealand.
- Te Aka Whai Ora works alongside Te Whatu Ora to improve services and achieve equitable health outcomes for Māori.
- The Manatū Hauora | Ministry of Health is focused on policy, strategy, regulation and monitoring.

The health reforms embed Te Tiriti o Waitangi (Te Tiriti) at the core of decision-making to ensure Te Whatu Ora and the health system deliver Māori health equity. Ethnic identity is an important dimension of health inequalities in Aotearoa with Māori and Pacific peoples generally having poorer health outcomes than the rest of the population. Gender and geographical inequalities also have an impact.

Te Whatu Ora recognises the importance that factors outside the direct control of the health sector can have upon wellbeing. Housing, education, employment, economic support, cultural services and workforce sectors can all help to reduce health inequalities and deliver positive results for the individual and the economy. This broader view of social and environmental wellbeing will enable New Zealanders to live healthier, longer, more prosperous lives.

As the understanding of broader outcomes matures across the organisation, we will refine how the delivery of infrastructure can help achieve broader outcomes. We will also look at how we can simplify and 'right size' our tender and contract documents.



## New Zealand Health Facility Design Guidance Note

Te Whatu Ora infrastructure project teams are expected to use the **Australasian Health Facility Guidelines (AusHFG)** when designing health facility projects. The AusHFG enable planners and designers of health facilities throughout Australasia to use a common set of guidelines and specifications for the base elements of health facilities.

The New Zealand Health Facility **Design Guidance Note (DGN)** supplements the AusHFG by providing guidance specific to Aotearoa New Zealand and provides overarching guidance for all health facility projects in Aotearoa.

The DGN applies to the design of new buildings and any reconfigurations or conversions of existing buildings and includes details about how Te Whatu Ora will approach the following:



## Broader Outcomes

In 2018 the Government recognised that its spending power offered an opportunity to achieve broader cultural, economic, environmental and social outcomes. These 'broader outcomes' can help achieve better public value for Te Whatu Ora and those we work with, and for.



Broader outcomes are the additional, secondary benefits that can be achieved through the way services, projects or goods are produced or delivered. Outcomes can be social, environmental, cultural or economic.

Te Whatu Ora is mandated to follow the Government Rules of Procurement (the Rules), which prioritise the following outcomes:

- To increase access for New Zealand businesses – this includes Te Kupenga Hao Pāuaua | Progressive Procurement Policy which sets a minimum target for at least 8% of government procurement contracts to be awarded to Māori businesses\*.
- To increase construction sector skills and training.
- To improve employment standards and health and safety.
- Reducing emissions and waste.

*\* A Māori business is a business which is a minimum of 50% Māori owned or a Māori Authority as defined by the IRD.*

The design, build and maintenance of health infrastructure offers an opportunity to achieve sustainable outcomes for Te Whatu Ora and the construction sector. Public value looks beyond the 'bricks and mortar' of hospital infrastructure and considers the additional benefits that can be gained from 'how' a project is delivered, such as improving equity and employment outcomes in the construction sector, seeking opportunities to work with local suppliers to boost local economies, and embedding sustainability targets into hospital builds.



Public value is about getting the best possible result over the whole-of-life of the works, services or goods. Public value looks beyond price and considers the benefit a project could bring to the local community, environment or construction sector.



## Why do we need to consider Broader Outcomes?

Employment and health are linked, the health sector and the construction sector share many similar challenges, by addressing these together we hope to share in the benefits. Currently, the construction sector has workforce constraints and is struggling to meet demand which creates risk for the delivery of health infrastructure projects. To mitigate this the construction sector needs to recruit and retain more skilled labour.

The Construction Sector Accord is a joint commitment between the government and industry to address the following challenges in the infrastructure market:

- 1. Scarcity of skilled labour** and an ageing workforce which creates capability and capacity constraints that impact the delivery of the project pipeline.
- 2. Poor health and safety performance, including mental health:** Construction workers are over twice as likely to die by suicide than the rest of the workforce and the industry has the highest number of work-related Accident Compensation Commission claims.
- 3. High environmental impact** resulting from the use of carbon intensive materials and processes, significant energy use and high waste production.

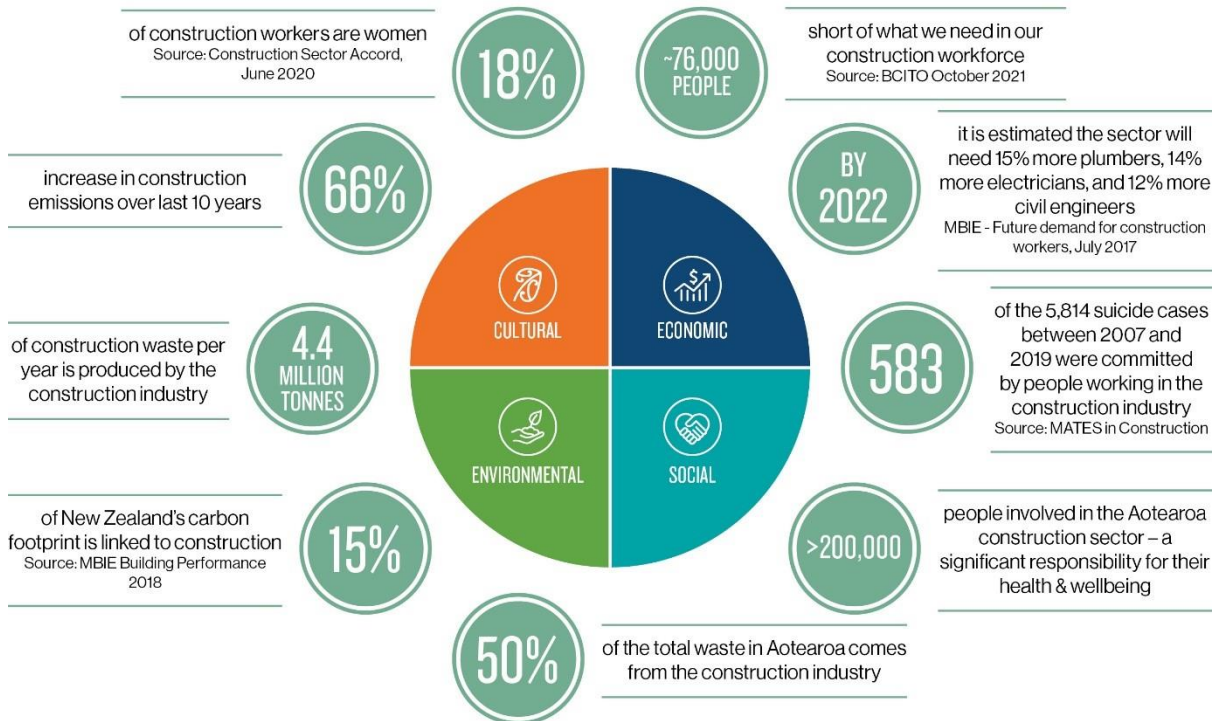


Figure 1: Construction Sector statistics (taken from Construction Sector Accord)

## 1. Scarcity of skilled labour

The Building and Construction Sector Trend report 2021 indicated that infrastructure accounts for 10% of the national workforce. As of March 2023, there was an estimated shortage of 369,268 construction and infrastructure workers across Aotearoa.

The workforce, particularly in vertical construction is dominated by small to medium-sized businesses (SME's), which often have an older workforce and struggle to recruit skilled young workers. The labour force remains predominantly male. At the end of 2020, around 30% of the construction workforce identified as Māori, Pacific, or Asian, 15% of workers were under 24 years old, and 19% were aged 55 or older.

### 1a. Equity

Some population groups in Aotearoa have significant barriers to employment and/or education and training pathways and experience unemployment rates that are disproportionate to the unemployment rate of the general population. The rate of unemployment and youth Not in Education/Employment/Training (NEET) is higher for Māori, and Māori are twice as likely to hold low-skilled positions in the construction sector.

Te Whatu Ora has identified the following as Priority Groups: Māori, Pasifika, disabled people, as well as women, refugees/migrants, people experiencing long-term or cyclical unemployment, Not in Education/Employment/Training (NEET), and those re-entering the workforce whether from childcare responsibilities or a correctional sentence. The Priority Groups tend to reflect those experiencing inequity in both healthcare and employment.

Manatū Hauora | Ministry of Health defines equity as follows:



In Aotearoa New Zealand, people have differences in health that are not only avoidable but unfair and unjust. Equity recognises different people with different levels of advantage require different approaches and resources to get equitable health outcomes.

- equality is treating people the same
- equity is treating people fairly and being prepared to work differently to help people achieve the same outcomes.

Providing opportunities for Priority Groups can help address workforce issues as well as health inequities and improve wellbeing.

### 1a. Regional economic development

A large proportion of New Zealanders (49%) live outside of the main urban centres of Auckland, Wellington, and Christchurch, with the regions making a significant contribution (40%) to New Zealand's Gross Domestic Product (GDP).

Some regions with persistent economic underperformance need interventions that help identify and leverage opportunities to increase jobs, income and investment.

International evidence indicates that the most effective way to reduce persistent economic underperformance in a local community is to reduce unemployment.

## 2. Poor health and safety performance, including mental health

### 2a. Health and safety

The accident, death and injury statistics in New Zealand's construction sector are high compared to other developed countries. WorkSafe reported 7 fatalities in the construction sector between June 2021 and May 2022. Between March 2022 and August 2022, there were 5,589 injuries that resulted in a week or more away from work.

### 2b. Mental health

Construction workers are six times more likely to die from suicide than an accident at work, with men between the ages of 20 and 24 years having the highest rates of suicide, and the Auckland area having the highest regional rates. The statistics are particularly poor for labourers, painters, carpenters, electricians, joiners and plumbers.

The results from MATES in Construction NZ's Industry Wellbeing Survey 2022 reported that 47% of respondents' mental health had deteriorated over the past year, with many reporting higher levels of anxiety and a reduced resilience for managing stress. Work related factors had a more significant impact on mental health for business owners, (often SME's) and the self-employed.

## 3. Environmental impact

In 2018, nearly 9.4% of domestic emissions were building-related. It is estimated that nationally, the construction sector generates 17.5 million tonnes of waste per year, with an estimated 12.6 million tonnes of this sent to landfill. The following key actions have been developed to reduce emissions and reliance on global supply chains for construction materials.

- Reduce the embodied carbon of construction materials by supporting innovation and regulating to promote the use of low emissions building design and materials.
- Accelerate the shift to low-emissions buildings by promoting good examples, providing incentives and supporting the use of low-emissions practices.
- Improve building energy efficiency by measuring energy performance to ensure buildings are designed, and retrofitted, to use less energy for heating and cooling.
- Shift energy use from fossil fuels.
- Establish foundations for reducing future emissions reduction by improving emissions data for buildings and materials, building relationships with Māori, and progressing behaviour change and workforce transition programmes.



## What can you do as a supplier?

Employment and income have a direct impact on life expectancy, quality of life, and health care costs. Conversely, medical health has a direct impact on employability. Construction projects present opportunities for our suppliers and Te Whatu Ora to build a more equitable, healthier workforce while growing the capability and capacity of the sector through the delivery of skills development and employment outcomes. Diverse teams can produce diverse solutions.

There is also a need for all New Zealanders to protect and nurture our environment. Te Whatu Ora and those we work with will need to consider the impacts of climate change and support the Zero Carbon Act through the delivery of infrastructure.

You will see Te Whatu Ora procurement and contract documents asking questions about how your organisation contributes or plans to support these broader outcomes.

We realise many of our suppliers already invest in broader outcomes, and that some may use different wording to describe this such as sustainability, social procurement, or wellbeing. We want to reward those suppliers that have started the journey and encourage others to make their first steps towards achieving sustainable outcomes.

Diversity and inclusion allow suppliers and contractors to increase their pool of potential workers and leaders and supports equity and social outcomes. A healthy workforce is more productive, so looking after their physical and mental wellbeing just makes sense. We want to encourage and support your broader outcomes progress.

If you don't have anything in place yet, we'd like you to tell us what you plan to do, and how you'll commit to making progress.

## Broader Outcomes categories

Te Whatu Ora has adopted four broader outcomes categories to support the delivery of cultural, social, economic and environmental outcomes. These reflect the broader outcomes mandated through the Government Rules of Procurement and the strategic objectives identified in the Te Whatu Ora Infrastructure Broader Outcomes Strategy. They also incorporate the guidance material developed by the Construction Sector Accord.

Not all categories/subcategories will apply to every tender – the specific opportunities and outcomes identified for a project or contract will depend on the nature, size and scope of the healthcare facility and the works, services and benefits being sought.



**Figure 2: Broader categories (taken from the Construction Sector Accord guidance)**

*\*Priority Groups include: Māori, Pasifika and Tāngata whaikaha as well as women, refugees/migrants, people experiencing long-term or cyclical unemployment, Not in Education/Employment/Training (NEET), re-entering the workforce from childcare/ correctional sentence.*



## Cultural Wellbeing — *Toiora Ahurea*

### Improved diversity and inclusion of all ethnicities and genders

The term diversity encompasses the dimensions of race, culture, gender, age, national origin, religion, cognitive diversity and gender diversity. Diversity in the workplace can provide a competitive advantage and organisations with a diverse workplace are more likely to outperform competitors with less diversity – if the culture is inclusive. Aotearoa as a population is incredibly diverse in all aspects of the word and our infrastructure and built environment should stand to serve those diverse needs. We can achieve this if decision makers can leverage diverse perspectives to better problem-solve, innovate, and deliver better outcomes.

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#### How we may consider this in our tender documents

We may ask:

- How you promote equality, diversity, and inclusion in your workforce.
- How you create employment opportunities for those who face barriers to employment such as those in the Priority Groups Te Whatu Ora has identified. This may include how your organisation promotes and demonstrates a commitment to diversity and inclusion. We may want to see evidence of this through your internal initiatives, policies, and/or recruitment processes.
- About your suggestions on how to incorporate diversity and inclusion opportunities through delivery of the contract, by your organisation and through the subcontractors and subconsultants you may be working with.
- Main contractors how they could support their sub-contractors' commitment to diversity and inclusion.
- For details of the diversity within your workforce or leadership teams (eg, % Māori/ Pasifika, or male/female/other).
- Or we may ask how your organisation (and subcontractors) could incorporate Māori culture, values, and perspectives into the project.



## Social Wellbeing — *Toiora Tāngata*

### Improved Conditions for Workers

Government procurement can help protect workers from unfair and unsafe behaviours by ensuring suppliers, and the suppliers in their domestic supply chains, comply with employment standards. The Aotearoa construction sector employs more than 225,000 people, and all employers have a responsibility to comply with employment standards.

#### How we may consider this in our tender documents

We may ask:

- Whether your company agrees to comply with the **Supplier Code of Conduct**, and how you will make subcontractors aware of the code.
- You to supply information on how your organisation validates that goods and services are being ethically sourced throughout the supply chain.
- For details of the employee health, support, and wellbeing initiatives your organisation provides (or that of your subconsultants/subcontractors), on an ongoing basis or as part of this project.  
***NOTE:** Te Whatu Ora encourages Contractors to participate in the MATES in Construction programme (or similar).*
- Who the wellbeing initiatives are available to, and whether there are any prerequisites around eligibility.
- How you promote and ensure compliance with legislation around working conditions, employment, and health and safety across your supply chain (including subcontractors) for this project.
- What training you will provide to new suppliers or staff who are unfamiliar with your activities to help familiarise them with, and safeguard them from, work-related health and safety risks.
- How you promote ethical supply chains and practices, and identify and manage risks of modern slavery and human rights abuses in the delivery of the contract, including in the supply chain.

## Empowered and Local Stakeholders

Meaningful engagement with local communities can lead to stronger connections, safer environments, and a greater sense of inclusion for community members. These factors can reduce the incidence of crime and avoid public costs triggered by crime such as public health and police support. Positive stakeholder engagement that fosters buy-in, understanding and support can also provide benefits such as reduced constraints and risks on the project. Open communication with local stakeholders can help identify problems early and save time, money and resources in the long term. Additionally, supporting organisations such as charities and social enterprises that deliver cultural, social, economic and environmental outcomes can build social licence and local community buy-in and provide indirect benefits back to the community.

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### How we may consider this in our tender documents

We may ask:

- For details of the relationships your organisation has with the community or local agencies and how these relationships support positive socio-economic and/or environmental outcomes.
- About the local stakeholders your organisation will be engaging with that may have an interest in this project/contract and how this may encourage community collaboration and provide positive outcomes.
- For details of your organisation's proposed stakeholder engagement approach.
- Whether you can identify any Priority Groups that could be engaged throughout the project?



## Quality Employment Outcomes for Priority Groups

A prosperous Aotearoa is one where all inhabitants can contribute to society in meaningful ways. Wellbeing and quality-of-life is often directly impacted by the level of opportunity available to them. Disengagement of society members has several side-effects, not limited to, increased demand for support benefits, increased public service costs and crime rates, and reduction in community safety and wellbeing.

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### How we may consider this in our tender documents

We may ask:

- For a description of the recruitment process you will use to target and connect with a diverse range of people, including Priority Groups for this project? We may want to understand the networks you use, and how you remove barriers to recruitment for Priority Groups.
- About the existing practices your organisation has in place to create quality employment opportunities for a diverse range of employees and contractors. We may seek information on the recruitment process, and any programmes/initiatives in place to retain, support, and upskill these individuals.
- What career progression and/or training opportunities will you provide to attract interest from a wider range of people, including Priority Groups? Provide details on any support you will seek from relevant government agencies and/or training organisations.
- For an explanation on how your organisation (and subcontractors as applicable) creates a welcoming and inclusive workplace culture for a diverse range of people, including Priority Groups.



## Economic Wellbeing — *Toiora Ōhanga*

### Improved capacity and capability of construction workforce

As our economy grows, so too does the need to create strong foundations to support it. These foundations are established by investing in the training and upskilling of our current workforce, career pathway development for future generations and supporting the success of vulnerable society members from Priority Groups. There is a critical national shortage of capability and capacity in the Aotearoa construction sector and addressing this is a priority for the Government and industry to deliver Aotearoa's growing pipeline of construction projects. In general, upskilling more members of our community will support the following outcomes:

- **Improved job prospects** – for society members who would otherwise be unemployed due to lack of skills.
- **Improved health benefits** – improved skills lead to better employment opportunities and financial wellbeing.
- **Better education outcomes** for future generations – supports a continuation of upskilling and value of education within families.
- **Reduced reliance on the overseas labour workforce** – and increased resilience for the Aotearoa construction sector.

#### How we may consider this in our tender documents

We may ask:

- How you support in-work progression and educational attainment in the workforce, including training schemes that address skill gaps and result in recognised qualifications, to help people to move into higher paid work by developing new skills. This could be through the National Qualifications Framework (including micro-credentials) or other training programmes.
- For your input on creating employment opportunities particularly for those who face barriers to employment and/or who live in deprived areas.
- About the upskilling and career development opportunities that could be offered to existing workers in the construction sector as part of this project. If this exceeds current practice the associated costings may be required.
- What your organisation is doing currently to increase the capacity of the construction workforce through the training and development of new workers (eg, trainees and

apprentices who have limited experience). We may also want to know what opportunities the project creates for new trainees, cadets and/or apprentices.

- About partnerships, initiatives, or programmes your organisation could establish or has in place to upskill people from Priority Groups, and whether any partners are co-funding training or employment (eg, MSD).
- How you could work with subcontractors to help ensure skills and training requirements are delivered on the project.
- How you incentivise employees to train and increase their skills (eg, increases, pay progression policies, or other benefits).

### More people have the financial means to live well

This broader outcome refers primarily to employers paying employees fairly and at a rate that enables basic levels of nutrition, healthcare and overall wellbeing to be achieved within regular working hours (often referred to as the Living Wage). Workers who receive a Living Wage are:

- More likely to stay with their employer (leading to employer savings in recruitment and associated training costs).
- More likely to be healthier (less need to work overtime to account for pay deficit or to go without basic health needs) and consequently put less burden on public healthcare systems.
- More likely to support their employer and customers through fewer sick days taken.
- Less likely to require government benefit payments to supplement living.
- Less likely to encourage their children out of school prematurely and into the workforce (positive lifecycle benefits to support future prosperity of economy and its people).

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### How we may consider this in our tender documents

We may ask:

- About the percentage of your employees (and main contractor/subcontractors/employees) involved in the project that will be paid the Living Wage or higher.
- Any strategies you have in place to achieve the Living Wage for all staff.

## Increased Access for New Zealand Businesses (supplier diversity)

Supplier diversity is part of an international movement to improve the economic development of indigenous people and minorities through business growth. Te Kupenga Hao Pāuaua (progressive procurement policy) intends to increase the diversity of suppliers that are aware of opportunities to contract for government business. The initial focus of the policy is on Māori businesses, with a minimum target for 8% of contracts being awarded to Māori businesses. For the purposes of progressive procurement, the definition of a Māori business is minimum 50% Māori ownership or classified by IRD as a Māori authority.

Progressive procurement increases participation in the economy and has a positive effect on economic and social outcomes – including education, employment, health and wellbeing. This benefits Aotearoa, supporting a more cohesive society.

A local supply chain model delivers several benefits to the local economy including:

- Employment for locals, consequently driving local spending and the local economy.
- Supporting the reduction of carbon emissions (reducing transport emissions).
- Supporting the reduction of congestion on transport networks.
- Enabling buying organisations to have greater oversight of business deliverables.
- Ease of communication.
- Speed of delivery.

Using businesses that fit into the 'small to medium enterprise' category can help support market resilience, and fair market competitiveness.

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### How we may consider this in our tender documents

We may ask:

- What relationships your organisation has with local subconsultants or subcontractors.
- Provide details of how you will engage with Māori and/or Pasifika-owned businesses to raise awareness of the tender opportunities relevant to their businesses and how you could target local Māori businesses to support delivery of the project, as suppliers or subtrades.
- What opportunities you have to work with Priority Groups through the delivery of the project or services.
- How your organisation will encourage more small- medium businesses to participate in the project.
- Explain how your organisation (and main contractors/subcontractors, as applicable) could support local supply chains for key material requirements on this project.



## Environmental Wellbeing — *Toiora Taiao*

### Net zero carbon

Climate change is a global issue and disproportionately impacts the most vulnerable. Aotearoa is already experiencing the effects, including sea level rise and flooding impacts. The anticipated sea-level rise, variation in rainfall patterns and more frequent extreme weather events pose risks to our economy, people and the natural environment.

Climate change is largely attributable to emissions of carbon dioxide (CO<sub>2</sub>) as it is long-lived in the atmosphere. Consequently, there is significant focus on reducing CO<sub>2</sub> emissions across all sectors in Aotearoa and globally. The purpose of reducing CO<sub>2</sub> emissions is to mitigate the risks of climate change. Reducing carbon emissions (mainly operational emissions) will also improve energy equity (more affordable to keep homes healthy and comfortable) and improve health and wellbeing outcomes for people.

Central government has signalled its intention for Aotearoa to transition to a low-emissions economy and achieve net-zero emissions by 2050.

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#### How we may consider this in our tender documents

We may ask:

- What your organisation is doing to reduce fuel consumption, CO<sub>2</sub> emissions, and overall carbon footprint and what measures could you incorporate into the delivery of the project.  
**NOTE:** *Te Whatu Ora has a target to reduce operational energy by ≥ 35%.*
- How your organisation plans could achieve energy efficiencies on this project and whether these efficiencies can be measured throughout the lifespan of the construction work.
- What carbon tools, approaches, and processes your organisation will use to calculate, measure, and monitor carbon emissions throughout the project (eg, energy modelling tools and Life Cycle Assessment tools).
- For suggestions about opportunities to reduce the whole-of-life embodied carbon and operational carbon in this project. Consideration should be given to the following as applicable:
  - Production of construction materials
  - Construction process
  - Construction waste disposal
  - Disposal at the end of a building's life



## Reduced waste from construction sector

Waste contributes directly and indirectly to greenhouse gas emissions, causes pollution to land, air and water and affects land use. Most of the 'waste' the construction sector sends to landfill could be diverted for use in more productive ways, creating jobs and boosting the economy while allowing better care of the environment. The true and complete cost of waste on our society, economy and environment can be avoided (eg, large disposal costs, lost material, continuation of demand for virgin materials and non-renewable resources, labour and the liabilities and risks associated with waste).

### How we may consider this in our tender documents

We may ask:

- How your organisation will minimise waste to landfill and reduce or eliminate the impacts of hazardous waste on the environment during this project.
  - NOTE:** *Te Whatu Ora targets are:*
    - 85 % (Auckland)
    - 70 % (rest of Aotearoa).
- What on-site/in-house policies and practices do you have to minimise, reduce and divert uncontaminated waste during construction/manufacturing/service delivery and how will these be applied to this project.
- How will you measure, monitor and report on waste diversion for the project?
- About your organisation's environmental policy around waste reduction and landfill diversion.
- How will you ensure that every effort is made to use accurate levels of materials to avoid waste (eg, using standard sizes, accurate planning to reduce risk of over-ordering).
- How will you reuse materials to reduce reliance on virgin materials, reducing overall project carbon?

## Improved water protection

Water supply is already under pressure in some parts of Aotearoa and increasing water scarcity is predicted due to impacts from a changing climate. Water is an important issue for the construction sector because of how construction and building use may impact water availability and affect water quality. Improving water protection efforts will help secure water availability and quality for future generations.

### How we may consider this in our tender documents

We may ask:

- For details of your organisation's (and any subcontractors') plans to ensure that wastewater, stormwater and/or run-off have the least negative impact on the environment.  
***NOTE:** Te Whatu Ora has a target to reduce the use of potable water by ≥ 20%.*
- For any water-related innovations that will be implemented to support protection of the natural environment and its resources during the project/contract.
- How you will monitor water quality and your mitigation plans to ensure thresholds for water quality are not exceeded.

## Improved environmental guardianship

Pressures including population growth, pollution, changes in land use, and proliferation of pest species have caused significant decline to our environment. We must all play a role in ensuring that our natural environment is valued and cared for. We all have a responsibility to ensure that our many interactions with the natural environment are sustainable and to act as stewards or kaitiaki.

### How we may consider this in our tender documents

We may ask:

- How your organisation demonstrates kaitiakitanga (guardianship) of New Zealand's natural environment and resources, and how could this be applied to this project?  
***NOTE** Te Whatu Ora recommends projects:*
  - *Source local products and materials with lower embodied carbon.*
  - *Avoid materials containing toxic 'Red List' and harmful chemicals.*
  - *Select refrigerant gases with the lowest environmental impact.*
  - *Specify non-toxic building materials – 65% of architecture and engineering specification items to contain no 'Red List' chemicals.*
- About how your organisation (and subcontractors) supports the protection and enhancement of the natural environment during this project and on an ongoing basis.

## Broader Outcomes and the tender and contract process

The consideration of broader outcomes will happen throughout the project and procurement lifecycle.

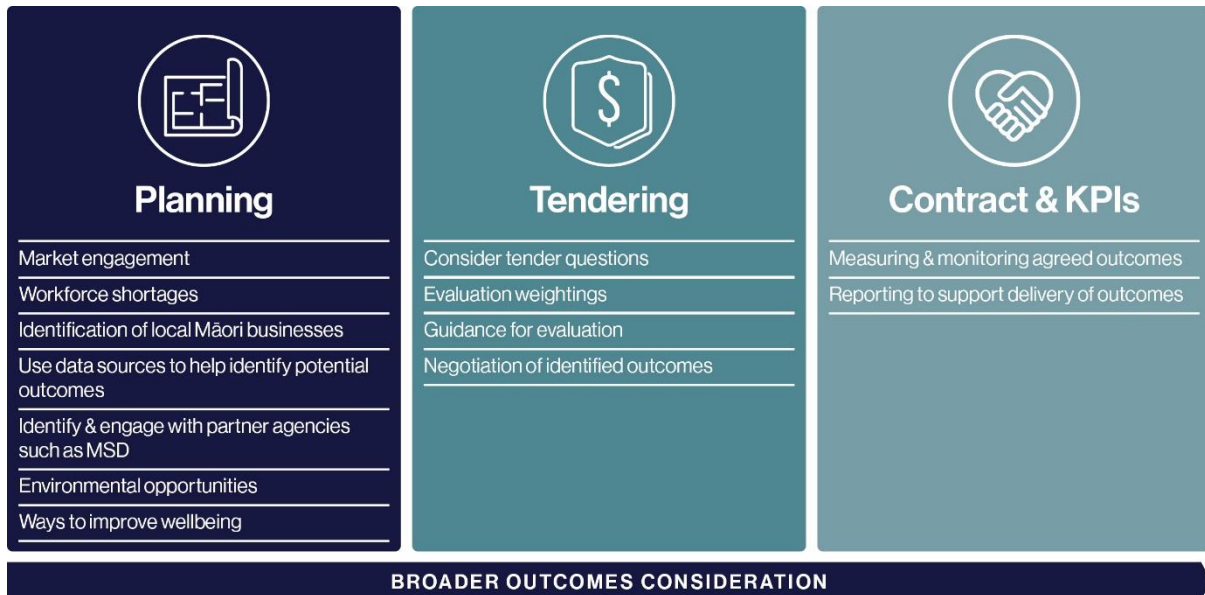


Figure 3: Broader outcome activities and the tender and contract process

## How your broader outcomes contribution will be assessed

The tender questions should clearly articulate the information and outcomes Te Whatu Ora is seeking, and the type of content we are seeking in your submission. For significant projects the discussion about broader outcomes may form part of the early market engagement process. Your response to broader outcomes should be:

- **Specific** – Answers to broader outcome questions should be tangible and demonstrable.
- **Concise** – The people evaluating tenders need to understand what you can offer or propose. Be concise, don't dilute your message.
- **Creative** – We want to hear innovative ways to deliver broader outcomes, this could be within your organisation or through delivery of the project.

### Tender evaluation

Broader outcomes will generally be a qualitative evaluation criterion, the weighting assigned will depend on the importance and relevance of broader outcomes to the project and the project size, scope and purpose. Suppliers will be assessed based on the comparative benefits of the broader outcomes initiatives they propose in their tender submissions.

## Contract documents

Contracts need to include monitoring and reporting mechanisms on broader outcomes. Regular reporting should occur throughout the duration of the contract, with both Te Whatu Ora and the supplier’s organisation assigning responsibility for this.

A Key Performance Indicator (KPI) is a measurable and quantifiable metric, used to track progress towards a specific goal or objective. KPIs should be selected to align with the broader outcomes being sought and tailored to suit the specific contract requirements. Monitoring and measuring these KPIs and performance will help ensure outcomes are delivered. KPIs should follow the ‘SMARTER’ acronym.

<b>S M A R T E R</b>	<b>Specific:</b> Align with the business case or strategy and clarify expectations.
	<b>Measurable:</b> Quantifiable results.
	<b>Achievable:</b> Practical and reasonable given the resources available, timelines and conditions.
	<b>Relevant:</b> Relevant to sustainable outcomes goals.
	<b>Timed:</b> Clear timelines to achieve and for measurement to take place.
	<b>Ethical:</b> Principled, fair, transparent without harm to people or the environment
	<b>Recorded:</b> Documented results.

