Name	[redacted]
Organisation	N/A
Address	N/A
Telephone	N/A
Mobile	N/A
Email	[redacted]
Response By	Email
Information requested	To Whom it May Concern, I write to request a copy of the approved Procurement Plan prepared and approved in advance of the process for the procurement of the design team for the Naenae Pool Redevelopment. Given this procurement process is complete and a successful appointment is now publicly known (http://www.huttcity.govt.nz/Your-Council/News-and-notices/media-releases/naenae/), I understand there is no reason to restrict the release of this document. I look forward to receiving it. Kind Regards [redacted]
File upload	
Urgency Reason	Not urgent. Requested for information pertaining to the market analysis undertaken, and justification of the procurement methodology included in the Request for Proposal documentation.
Invisible CAPTCHA	2021-06-17 14:04:09

Kate Ostapowicz

From: Information Management Team
Sent: Thursday, 15 July 2021 4:33 PM
To: [redacted]
Subject: RE: LGOIMA Request
Attachments: 60648155-PP-PM-0005-1 Naenae Pool Procurement Plan 210628.pdf

Tēnā koe [redacted]

We refer to your information request dated 17 June 2021.

Please find attached the procurement plan as requested.

Nāku noa, nā

Kate Ostapowicz
Senior Advisor, Official Information

Hutt City Council, 30 Laings Road, Private Bag 31912, Lower Hutt 5040, New Zealand
W www.huttcity.govt.nz

AECOM

Doc No. 60648155-PP-PM-0005-1

HUTT CITY TE AWA KAIRANGI

Naenae Pool and Fitness Centre

Procurement Plan

Consultant and Contractor Procurement

Client: Hutt City Council

Co No.: N/A

Prepared by

Redacted under s7(2)(a) of the LGOIMA

07-Apr-2021

Job No.: 60648155

AECOM in Australia and New Zealand is certified to ISO9001, ISO14001 AS/NZS4801 and OHSAS18001.

Quality Information

Document

Ref	*Redacted under s7(2)(a) of the LGOIMA* *Redacted under s7(2)(a) of the LGOIMA*
Date	07-Apr-2021
Prepared by	*Redacted under s7(2)(a) of the LGOIMA*
Reviewed by	*Redacted under s7(2)(a) of the LGOIMA*

Revision History

Rev	Revision Date	Details	Authorised	
			Name/Position	Signature
0	13-Jan-2020	For Client Review	*Redacted under s7(2)(a) of the LGOIMA*	
1	7-Apr-2020	For Issue		

Table of Contents

1.0 Introduction

1.1 Project Scope

The Naenae Pool and Fitness Centre project is to replace the existing Naenae Olympic Pool that was closed due to seismic risks. This project aims to create a pool and fitness centre that the local community can be proud of and aligns with the aquatic recreation requirements of the wider Wellington Region. The pool facilities will include a 50m main pool, children's pool and adult recreation/learn to swim pool and hydro slide. The fitness facilities include a weights / cardio equipment room and a group exercise room. Whilst not currently in the scope, we have been advised that the scope may be extended to include the Town Centre Upgrade.

AECOM have been engaged by HCC act as Project Managers and Engineer to the Contract for this project. AECOM will lead the procurement processes on behalf of HCC.

Procurement for this project will be in stages as follows:

1. A multi-disciplinary design team (architects, structural and building services engineers, civil engineers, etc.)
2. Further consultants including Quantity surveyors, Planners, Geotech consultants, Heritage, Ecological, Land Survey, Environmental including contamination and asbestos survey, peer review consultants etc
3. A demolition works contractor
4. Main construction contractor

1.2 Purpose

This procurement plan outlines the procurement options and processes for both the consultant and contractor procurement available to HCC for delivery of the Naenae Pool + Fitness Centre project. It also details recommendations for the procurement. This document is considered a live document and may be updated as the project progresses.

1.3 Procurement Method

The method of procurement for consultants and contractors is a key decision in a project and should be approved by the client at an early stage.

There are four essential elements to procurement which need to be considered as follows:

- Risk balance between client and consultants / contractor
- The quality of the design & construction
- The time it will take for the project
- The cost of the project and value for money.

It is very unlikely that a project can achieve the highest quality in the quickest time, and at the best price and therefore some trade-off's are made based on the client's priorities.

The procurement method needs to be tailored to suit the specific project requirements including project objectives / critical success factors and any client procurement policies including funding procurement requirements.

This report sets out the procurement considerations and relevant project specific criteria impacting on procurement.

1.4 Project Goals

The key project goals for this project are:

- Development of a facility that meets the needs of its stakeholders
- Prompt progression of the project
- Social procurement in the project's delivery
- Sustainability front of mind for the life cycle of the project
- Social amenity and integration
- Integration with Naenae Spatial Plan

2.0 Procurement Plan

2.1 Consultant Procurement

2.1.1 Consultant Procurement Requirements for Project

The following consultants will be required to design and deliver this project:

- Architecture
- Heritage Architect
- Building Services Engineering including Mechanical, Pool Water Services, Electrical, Hydraulics, Fire Protection, Security, Data/Communication, MATV
- Structural Engineering
- Civil
- Geotechnical
- Environmental, Wind
- Façade Engineer
- Vertical Transportation
- Fire Engineering
- Planner
- Acoustic
- Traffic Planning
- Urban and Landscape Design
- Environmentally Sustainable Design
- Contamination including Asbestos Surveyor and Testing
- Quantity Surveyor
- Peer Reviewers

2.1.2 Consultant Procurement Options

There are several procurement methods options available for the selection of design consultants for this project. These are as follows:

1. All consultants including the architect are all individually contracted directly with HCC and the architect is design team leader and project architect.
    - Advantages:
        (a) Able to select the best individual consultant firms to work on the project
    - Disadvantages:

(a) Multiple points of contact for design team

(b) Selected consultant firms who may not have worked with each other before

(c) Do not have single point of design responsibility

2. The architect forms a multi-disciplinary design consultant team for the technical delivery and other design consultants are contracted as subconsultants to the architect. Select specialists are engaged directly by HCC to provide independent advice on aspects of the project.

    - Advantages:

        (a) Single point of responsibility and contact for design team

        (b) Improved cohesion and coordination of overall design, as team have most likely worked together in the past

    - Disadvantages:

        (a) Client does not have input into selection of individual design consultants to select best overall design team

It is recommended that the project Specialist Consultants - Quantity Surveyor, Heritage Architect, Geotechnical consultant, Contamination Consultant, Asbestos Surveyor, and Planner are procured separately to the design team.

2.1.3 Form of Contract

There are multiple forms of contract that could be used to engage the consultants on the project, these are detailed below:

- IPENZ Short form Agreement:

  Industry standard for low cost ($<100k) and low risk engagements.

- ACENZ Conditions of Contract for Consultancy Services:

  Industry standard for medium / high cost engagements. Balanced risk profile.

- Client Contract:

  Custom contract generally used for specific risk management.

- Government Model Contract Form 2 Services

  Standard NZ Government contract for low value/risk engagements.

We will work with HCC to establish the most appropriate form for each contract.

2.2 Demolition Works Contractor Procurement

It is proposed that a demolition works contractor be procured to manage and undertake the demolition of the existing pool and community hall on the site. Demolition works scope would include:

- planning for the demolition works include obtaining any approvals from Work Safe, utility providers for disconnections etc prior to demolition
- demolition of the existing Naenae Olympic Pool and Naenae Community Hall including asbestos removal
- salvage of selected materials or elements and transportation to a nominated storage location
- recycling/reuse of select materials or elements where appropriate
- reuse/disposal of any clean fill materials where appropriate
- disposal of contaminated or hazardous material to designated locations

Demolition tender documentation would be prepared following advice from the heritage architect on any items that should be preserved and the results of an asbestos demolition survey. Depending on the advice provided, parts of this documentation may need to be prepared by a separate consultant.

Wellington Electricity will need to relocate the substation currently on the pool site prior to demolition works commencing. This will be engaged as a separate package of work by Wellington Electricity, but the demolition contractor may need to coordinate with Wellington Electricity. The exact requirements will be defined once discussions with Wellington Electricity are progressed.

Demolition of the existing buildings would enable geotechnical, ground asbestos and contamination surveys to be undertaken by separate suppliers to aid the design.

We will need to understand HCC procurement rules to understand the permissible procurement methods and subject to this input would suggest a closed lump sum tender based on demolition tender documentation to local suitable demolition contractors.

2.3 Main Contractor Procurement

When establishing the most appropriate procurement solution for a project, the following generic list of criteria is considered:

- Programme risk – Importance of early completion/time certainty
- Client control – Control of design consultants and quality
- Technical complexity – Importance of design control
- Cost certainty – Importance of final price
- Value for money – Importance of competitive procurement
- Market acceptance – acceptance by market of proposed procurement method
- Management – Capability and resource of consultants and contractors to manage risks

The above criteria are usually conflicting, and it is a case of determining the client's priorities which drives the choice of any given procurement route. For example, a developer project may be driven by programme, and quality is a lesser priority, and therefore a design and build procurement method is appropriate. Alternatively, with a long-term building owner, quality is the priority and therefore a traditional route is appropriate.

There are a number of contractor procurement options available and our suggested options for consideration are outlined below.

- Option 1 – Lump Sum Contract
- Option 2:
    a) Stage 1: Early contractor involvement inputs into the design, tendered P&G and Margin for entire project including tendering Piling and Earthworks Lump Sum Contract.
    b) Stage 2: Tender remaining subtrades for project as Lump Sum Contract.
- Option 3 – Novated Design & Build

Further details to these procurement options are provided below.

2.3.1 Market Acceptance

Market acceptance of the proposed procurement options needs to be considered. In a buoyant market it is important to consider which procurement routes would be accepted by the market ensuring competitive prices are obtained. In this current competitive market, it is anticipated that all the options put forward would be accepted.

2.3.2 Option Details

2.3.2.1 Option 1 – Lump Sum Contract

Tender documentation

- Contract Conditions
- Complete detailed design drawings and specifications

Contractor's tender

- Lump Sum Contract

Advantages

- Cost certainty; total cost known at outset of contract if design is comprehensive and risks identified.
- Programme certainty; time frame established at outset of contract. The programme risks taken by the contractor and client are defined in the conditions of contract.
- Familiar procurement route in construction industry.
- Design complete at outset, therefore clear understanding of scope and client brief.
- Design consultant is engaged by the client and Independent design and professional advice is provided directly to the Client as opposed to via the Contractor in Design & Build.
- Minor variations can be accommodated if raised at appropriate time in programme.
- Very good control over quality of design.

Disadvantages

- Longer overall programme, requiring full design information prior to tender and programme requires sufficient time to prepare design
- Requires good quality coordinated documentation to control cost risk and minimise variations/cost increases

2.3.2.2 Option 2 – Staged Tendering, Lump Sum Contract

Tender documentation

- Stage 1 (Contractor Involvement and early enabling works - Piling and Earthworks): Early contractor involvement (ECI) inputs (buildability / material (including pool water tank and systems) selection workshops, etc.), contract conditions, schedule of rates for early work, design drawings and specification. Early design documentation for pricing of preliminary and general and margin for entire project Contract Works.
- Stage 2 (Remainder of building and siteworks): Stage 2 Detailed design drawings and specification, Schedule of Quantities.

Contractor's tenders

- Stage 1: Lump sum contract for ECI, piling and earthworks
- Stage 2: Lump sum contract for remainder of building works

Note: It is intended that the Stage 1 Contractor would price Stage 2 works. Subject that a price can be agreed with the Contractor for Stage 2 works then the Contractor would continue on from Stage 1 to Stage 2. If a price cannot be agreed for Stage 2 works then the works would be retendered competitively.

Advantages

- Quicker method of procurement and allows early commencement piling and earthworks

- Allows early contractor input into design development in terms of construction / buildability expertise
- Flexibility – design can extend into construction period; shortens programme
- Single point responsibility; One Main Contractor for works
- Client receives competitive market pricing at all stages, i.e. Stage 2 still requires market pricing for subtrades and client is not committed to contractor if reasonable pricing cannot be achieved

Disadvantages

- Small risk that there is a gap in scope between Stage 1 and Stage 2 works in design documentation
- Small risk that there is a construction delay between Stage 1 and Stage 2 if the design documentation or consent is delayed
- Small risk that if Stage 1 and Stage 2 contractors ended up being separate contractors as a price for stage 2 works could not be agreed then there is break in continuity of construction quality interface and programme delays

2.3.2.3 Option 3 – Novated Design and Build Contract

Tender documentation

- Contract conditions
- Principal's Requirements including contract conditions and client brief. Note: Contractor prepares concept design in pure form of design and build

Contractor's tender

- Fixed price for taking design risk and construction of the project in a fixed period. Detailed contract sum analysis (tender price breakdown)

Advantages

- Cost certainty; the total cost established at the outset of the contract. This procurement route offers the greatest potential for 'fixed price' however there is still likely to be variations due to scope interpretation etc
- Programme certainty; the time frame established at the outset of the project / contract
- Option to Novate Client's design team to work directly with Contractor
- Single point responsibility; one Main Contractor for whole scheme
- Lower financial and time risk to Client

Disadvantages

- Longer tender period and evaluation period
- Potentially longer mobilisation period.
- Above factors do not facilitate a rapid start on site
- Higher tendering costs for Contractors. Tenderers are likely to require a fixed sum for tendering to ensure project receives priority treatment
- Principal's Requirements need to be clearly defined at the outset to ensure certainty of cost and programme. i.e. if scope is not included in the Tender Documents then the Contractor is still entitled to a variation
- Quality needs to be carefully defined and supervised, difficult to achieve close control
- Risk needs to be balanced in Tender Documents to meet market, or it may be difficult to obtain bona fide prices back from the market

- Loss of Client control over design and specification / quality

2.4 Tender Evaluations

2.4.1 Evaluation Methods

There are several methods available for the evaluation of tender responses, which could include a combination of the following methods:

- Lowest price conforming
- Simple score
- Brookes Law (quality based)
- Weighted attribute
- Target price

2.4.2 Evaluation Criteria

The following are common evaluation criteria that are likely to be used in the evaluation of responses:

- Preconditions: Pre-requisite requirements that must be met by the supplier
- Company Capacity: The supplier's ability to deliver the required outputs within the timeframes
- Company and Individual Capability: The suppliers previous experience in aquatic and fitness facility design
- Track Record: The suppliers record of delivering services to the quality standards, on time and within budget
- Methodology: The procedures the supplier proposes to use to achieve the design
- Broader Outcomes: This assesses the supplier's proposal to deliver economic, environmental, social and cultural outcomes throughout the life of the contract
- Price: Suppliers price to deliver the required outputs

2.5 Recommended Strategy

2.5.1 Consultant Procurement

Due to programme limitations and the need to progress works promptly the following procurement packages are recommended.

2.5.1.1 Procurement Packages

The consultant disciplines proposed are as below:

Package 1 (single contract with an Architect with other disciplines as sub-consultants undertaken as a closed tender):

- Architecture as lead designer providing:
    a) Building Services Engineering (Mechanical, Electrical, Hydraulics, Pool Water Services, Fire Protection, Acoustic, Security, Data/Communication, MATV)
    b) Structural Engineering
    c) Civil, Environment
    d) Environmental
    e) Façade Engineer
    f) Vertical Transportation
    g) Fire Engineering

h) Acoustic

i) Traffic Planning

j) Urban and Landscape Design

Package 2 (multiple contracts, undertaken as an open tender):

- Cost Management
- Planning
- Geotechnical
- Asbestos Surveyor and Testing
- Ground contamination

HCC requires a Heritage Architect and it is recommended that this be done as a direct (sole sourced) appointment with a Heritage Architect familiar with the suburb of Naenae and the existing facilities heritage.

Future Consultant Packages that may be required and who would be engaged on an as required basis:

- Peer Review Consultants
- Independent Commissioning Agent
- Archaeologist

It is expected that Environmentally Sustainable Design inputs can be covered by HCC.

2.5.2 Reporting and Contractual Lines

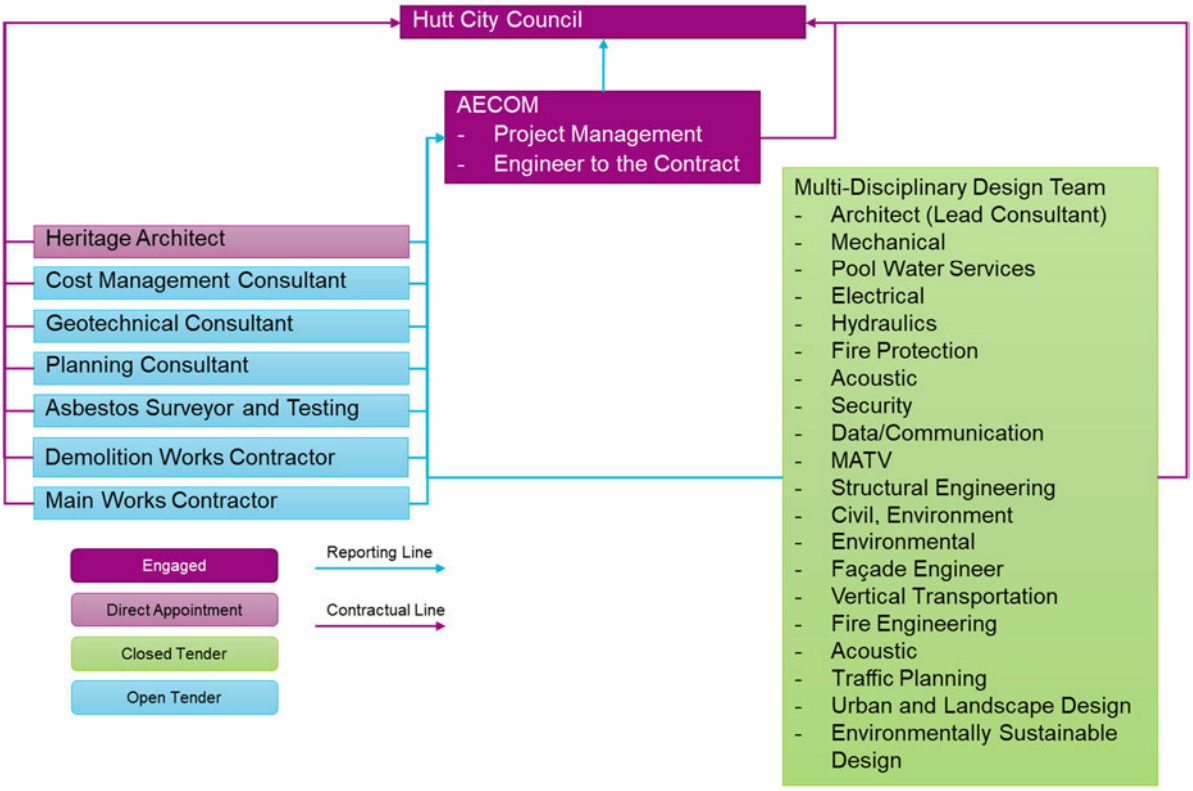

Figure 1 Proposed Reporting and Contractual Lines

2.5.3 RFP/RFT Documentation

The RFP will comprise the following: -

- Tender Conditions
- Proposed Contract with Contract Conditions, scope of service, project programme, roles & reasonability matrix, NZCIC Design Deliverable guidelines, insurance requirements etc.

AECOM will draft the RFP/RFT documentation with input from HCC as required.

HCC to advise on the contract conditions, insurance requirements and any required evaluation criteria.

2.5.4 RFP Programme

The following time frames for the procurement of the multi-disciplinary design team are proposed:

Description	Target date	Responsibility
Advance Notice Issued to Proponents	13 Jan 2021	AECOM
Draft RFP (Package 1) documentation	18 Jan 2021	AECOM
RFP (Package 1) Sign-off	9 Feb 2021	HCC
RFP (Package 1) issued	10 Feb 2021	HCC
RFP (Package 1) Questions close	5pm, 19 Feb 2021	
ROI for Package 2 issued on Gets	5 Apr 2021	HCC
RFP (Package 1) closes	5pm, Friday 5 Mar 2021	
ROI for Package 2 closes	12pm 16 Apr 2021	
RFP (Package 1) evaluation complete	15 Mar 2021	HCC/AECOM
Recommendation to project board (RFP (Package 1)	24 Mar 2021	HCC
RFP (Package 2) Issued	26 Apr 2021	HCC
Negotiation with preferred consultant (RFP (Package 1))	8 Apr 2021	HCC/AECOM
RFP (Package 1) Contract executed	8 Apr 2021	HCC
RFP (Package 2) Questions close	5pm, 03 May 2021	
RFP (Package 2) closes	5pm, Friday 21 May 2021	
RFP (Package 2) evaluation complete	4 Jun 2021	HCC/AECOM
Recommendation to project board (RFP (Package 2)	9 Jun 2021	HCC
Negotiation with preferred consultants (RFP (Package 2))	11 Jun 2021	HCC/AECOM
RFP (Package 2) Contracts executed	18 Jun 2021	HCC

Note: should any questions or clarifications of the consultants be required post submission, this may delay the recommendation to the project board and subsequent targets.

The demolition works contractor documentation would be developed once the consultant design team have been engaged.

2.5.5 Evaluation Team

A cross functional evaluation team comprising representatives of both HCC and AECOM should be involved in the evaluation of bids and recommendation of the preferred supplier. It is recommended that this team comprise 4 individuals (voting), with 2 of these being provided by HCC and the balance from AECOM. Additional subject matter experts (non-voting) can be used where these skillsets do not fall within the evaluation team to provide advice. Each voting member would independently complete a score sheet for each response against the evaluation criteria outlined in the RFP documentation. The scores would then be compiled and moderated.

For the main contractor works, it is proposed that the Quantity Surveyor and Architect from Multi-Disciplinary Design Team (MDT) would also be part of the evaluation team.

2.5.6 Evaluation Methods

A weighted attribute evaluation methodology, with a weighted price should be considered for all procurement types. The criteria and weightings would be defined and agreed with HCC prior to procurement and included in the proposal documentation.

On occasion and depending on market conditions and alternative evaluation methodology may be required.

3.0 Recommendation

3.1 Consultant Procurement

Consultant procurement proceeds on the following basis:

- Closed Tender:
  a) A multi-disciplinary design team is engaged, led by an Architectural firm with aquatic experience
- Open Tender:
  a) A project Quantity Surveyor is engaged for cost management
  b) A project Planner is engaged to advise on consent requirements
  c) A Geotechnical Consultant is engaged to advise on the geotechnical investigations required to inform the design
  d) An Asbestos Surveyor is engaged to undertake an asbestos survey and testing of the existing facility prior to demolition
  e) An Environmental Consultant to undertake ground contamination surveys
- Direct appointment:
  a) A Heritage Architect is engaged directly to advise on heritage amenity.

3.1.1 Form of contract

We would recommend that the Association of Consulting Engineers NZ Conditions of Contract for Consultancy Services 2017 be used for the consultant procurement, with minimal special conditions to encourage market acceptance.

3.1.2 Consultants with Aquatic capability

The following Architectural designers have already been identified as having aquatic capability, it is suggested that each firm is approached prior to issuing the RFP to confirm their interest in providing a response.

Company	Office Locations	Small Selection of Example Projects
Warren + Mahoney	Auckland, Christchurch, Queenstown, Wellington, Tauranga	QEII Recreation and Sports Centre (Christchurch), Metro Sports (Christchurch)
HDT Architecture	Wellington	QEII Recreation and Sports Centre (Christchurch), St Cuthberts College Pool (Auckland), Otaki Pool, Swimtastic Aquatic
Boon Team Architects	New Plymouth	Taupo AC Baths, Caroline Bay Aquatic Centre (Timaru)
Create	Napier, Gisborne, Christchurch	Coastlands Aquatic (Paraparaumu), Waiau Community Pool, Linwood-Woolston Pool (Christchurch)
ASC Architects	Auckland	Coastlands Aquatic (Paraparaumumu), Alpine Aqualand (Frankton)
Peddle Thorp	Auckland, Christchurch	Metro Sports (Christchurch), Taurama Aquatic Centre (Papua New Guinea)
Maguire and Harford	Christchurch	Mount Hot Pools Redevelopment, Aquagym (Christchurch), Avebury Park (Christchurch), Hamner Springs New Spa and Entrance
Jasmax	Auckland, Wellington, Christchurch	Mangere Indoor Pool, Lloyd Elsmore Pool, Manurewa Indoor Pool, Tepid Baths (Auckland)

3.1.3 Consultant Tender Evaluation

A weighted attribute evaluation method should be used, with several preconditions (e.g.: insurance, health and safety). The attribute and weighing for both the technical and price would be defined and agreed with HCC prior to procurement and included in the proposal documentation. Price should be provided in a second envelope and will also be a weighted attribute.

3.2 Demolition Works Contractor Procurement

A tender for demolition of the existing pool and fitness centre and community hall should proceed at the earliest opportunity following the engagement of the consultant design team based on NZS3910 and demolition tender documentation. We would recommend that this be a closed lump sum tender, to local (Wellington Region) demolition contractors, subject to market testing and being able to meet closed procurement requirements.

3.2.1 Rational for Closed Procurement

Our rational for recommending a closed procurement is based on the following:

- Limited number of contractors with suitable experience to complete the works and who may not be willing respond to an open procurement process due to resourcing and availability. A closed tender is likely to be more attractive in the current market.
- A need to show progress on site to the community and for CIP funding within a compressed programme
- Providing jobs to those in the region through the use of local firms

3.2.2 Potential Demolition Contractors

The following are demolition contractors that operate in the Wellington region and could be approached for a closed tender. Their office location is included in parentheses:

- Multi-Civil Contractors (Wellington)
- Central Demolition (Manawatu)
- WARD Demolition (Auckland)
- Quality Demolition and Contracting (Lower Hutt)
- RDL Group (Upper Hutt)
- Jurgens Demolition (Wanganui)

3.3 Main Works Contractor Procurement

Main Contractor procurement will be discussed at the same procurement meetings as Consultant and Demolition Works Contactor. We would recommend that the main contractor be engaged under an NZS3910 form of contract.