

From: [Information Management Team](#)
To: [REDACTED]
Subject: RE: Official Information request - Advice on Rubbish and Recycling Tender by Morrison Law [#61F2BJ]
Date: Monday, 6 September 2021 4:20:00 PM
Attachments: [Procurement support contract with Morrison Low - signed 10-12-2019.pdf](#)
[Evaluation of Procurement Strategies.pdf](#)
[Indicative proposal for waste services procurement.pdf](#)

Tēnā koe [REDACTED]

We refer to your information request dated 6 August.

Apologies, we originally sent this information in reply to a separate request.

Please find attached and see below information in scope of this request.

Procurement for supplier to carry out waste review:

As provided in our previous response, the plan for this procurement is included in

[http://portal.huttcity.govt.nz/Record/ReadOnly?Query=containerex: \[uri:5414860\]&Tab=31&Uri=5684052&Page=0](http://portal.huttcity.govt.nz/Record/ReadOnly?Query=containerex: [uri:5414860]&Tab=31&Uri=5684052&Page=0) (page 111).

The document includes the justification for the procurement, the scope of services, information on market engagement, and anticipated costs. The RFP is included on page 131, and the signed contract for services is included on page 150.

Note that this plan relates to the review of waste management for three areas: kerbside collection, the operation of the resource recovery centre at Silverstream, and domestic hazardous waste.

The contract cost was for \$75,000, albeit actual total costs amounted to \$95,257, as a result of additional work and the provision of advice that arose during the contract term.

Procurement for waste services tender support following the waste review:

There was no procurement plan developed for procuring a service provider to support the waste service tender process. However, cost estimates were sought from three parties, two of which, Tonkin & Taylor and Morrison Low came back with a proposal. The third party, GHD, declined to provide a proposal.

Morrison Low was selected as the preferred supplier (see attached email from Wed 6/11/2019 1:03 PM, entitled "Evaluation of Procurement Strategies". Their proposal is attached also (see attached email from Tue 29/10/2019 3:02 PM, entitled "Indicative proposal for waste services procurement").

The signed contract for services with Morrison Low is attached ("Procurement support contract with ML – signed 10-12-2019).

The contract was for \$97,000, albeit actual total costs amounted to \$258,751, as a result of the following:

- Additional work in relation to the extension of the then existing kerbside contract
- additional modelling in relation to service options such as the opt-in green waste service
- additional modelling on the cost of Council purchasing bins vs suppliers owning the bins
- additional advice and financial modelling regarding the then flagged waste levy increases, and possible Emissions Trading Scheme cost increases
- carrying out additional work for which there was lack of resourcing internally at Hutt City Council, in relation to the procurement, including the negotiation of the contract with the

preferred supplier

- additional advice regarding questions arising during the consultation with the public on the options, including regarding illegal dumping and its relationship (if any) to a particular service methodology

Nāku noa, nā
Hutt City Council

From: Information Management Team
Sent: Monday, 9 August 2021 2:25 PM
To: 'fyi-request-16327-5a50f122@requests.fyi.org.nz'
Subject: FW: Official Information request - Advice on Rubbish and Recycling Tender by Morrison Law [#61F2BJ]

Tēnā koe [REDACTED]

REQUEST FOR INFORMATION - LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987: ACKNOWLEDGEMENT OF REQUEST

I am writing to acknowledge receipt of your official information request dated 6 August 2021 for information regarding advice on Rubbish and Recycling Tender by Morrison Law.

We received your request on 6 August 2021. We will endeavour to respond to your request as soon as possible and in any event no later than 20 working days after the day your request was received. If we are unable to respond to your request by then, we will notify you of an extension of that timeframe.

If any additional factors come to light which are relevant to your request, please do not hesitate to contact us so that these can be taken into account.

Nāku noa, nā
Hutt City Council

From: contact mailbox
Sent: Monday, 9 August 2021 2:17 PM
To: Information Management Team
Subject: FW: Official Information request - Advice on Rubbish and Recycling Tender by Morrison Law [#61F2BJ]

-----Original Message-----

From: "[REDACTED]"
Sent: Friday, 6 August 2021 5:36 PM
To: "OIA/LGOIMA requests at Hutt City Council" <Contact@huttcity.govt.nz>
Subject: Official Information request - Advice on Rubbish and Recycling Tender by Morrison Law

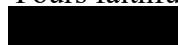
Dear Hutt City Council,

I request the Procurement governance documents, including tender recommendations, approvals and contract authorisation documents related to all services provided by Morrison Law to Hutt City Council in relation to the Rubbish and Recycling services tender.

These documents will need to show the rationale for the engagement method, the scope of the services, what market engagement was undertaken to select Morrison Law, anticipated costs, and any commentary from the approving executive officer of Hutt City Council.

In addition, please provide the details of the actual costs incurred by Hutt City Council for these services.

Yours faithfully,



This is an Official Information request made via the FYI website.

Please use this email address for all replies to this request:

fyi-request-16327-5a50f122@requests.fyi.org.nz

Is Contact@huttcity.govt.nz the wrong address for Official Information requests to Hutt City Council? If so, please contact us using this form:

https://fyi.org.nz/change_request/new?body=hutt_city_council

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If you find this service useful as an Official Information officer, please ask your web manager to link to us from your organisation's OIA or LGOIMA page.

From: [John Middleton](#)
To: [Jo Miller](#)
Cc: [Dave Dews](#); [Jörn Scherzer](#); [Caryn Ellis](#); [Marian Donaldson](#)
Subject: Evaluation of Procurement Strategies
Date: Wednesday, 6 November 2019 1:03:25 PM

Hi Jo

Jo Miller, Dave Dews, Jörn Scherzer, and Caryn Ellis met this morning to discuss submissions for the procurement process of kerbside recycling and refuse collections.

Due to the closeness of the two consultants involved being Tonkin Taylor and Morrison Low, there was a robust discussion between all to ensure we made the right decision as to who would deliver the requirements in a professional and timely manner.

A consensus was agreed that Morrison Low would be the preferred consultant to engage for the whole procurement process.

Kind Regards
John

From: [Alice Grace](#)
To: [Jörn Scherzer](#)
Cc: [Dan Bonifant](#)
Subject: Indicative proposal for waste services procurement
Date: Tuesday, 29 October 2019 3:01:40 PM
Attachments: [image001.jpg](#)

Hi Jörn

Thank you for taking the time to meet with Daniel and I last week. Based upon our discussions, we have provided details of a possible procurement process as well as indicative costs and programme for a consultant to support your team in procuring the Hutt City Council (HCC) kerbside collection services. As an option this could also include the landfill management contract. This is not a full proposal for procurement support, rather an indication of the process, programme and costs to help HCC with planning for their upcoming procurement processes. We are more than happy to provide a more detailed proposal on request.

Our experience

Morrison Low are New Zealand's leading council waste procurement specialists, supporting approximately 80% of councils with their procurement processes. We are currently working with Tauranga City Council and Western Bay of Plenty District Council, Auckland Council, Napier City Council and Hastings District Council, and Timaru District Council, Waimate District Council and Mackenzie District Council.

Some of our recent, waste procurement projects (include those for our current clients) include:

- Tauranga City Council and Western Bay of Plenty District Council: collections and facilities
- Timaru District Council, Waimate District Council and Mackenzie District Council: collections and facilities, including landfill management
- Waimakariri District Council: collections and facilities
- Queenstown Lakes District Council: collections and facilities
- Napier City Council and Hastings District Council: collections
- Taman District Council and Nelson City Council: joint landfill management
- Wairoa District Council: collections and facilities, including landfill management
- Waipa District Council: recycling collections
- Tasman District Council: collections and facilities
- Auckland Council: collections and facilities
- Whakatane District Council, Rotorua Lakes Council and Kawerau District Council: collections and facilities, including landfill management
- New Plymouth, South Taranaki and Stratford District Councils: collections and facilities, including landfill development
- Central Otago District Council: collections and facilities
- Dunedin City Council: landfill management

We are also very familiar with HCC's waste services, having recently completed a project with you for three business cases covering your kerbside collections, resource recovery centres and hazardous waste management.

Waste services included in the procurement

HCC's current waste services include:

- Kerbside collection services:
kerbside sorted recycling crates, council user-pays bag service. HCC is engaging with its community on proposed changes to these kerbside collection services that would be rolled out through its next waste services contract. The kerbside collection contract is with Waste Management and expires in October 2020.
- Landfill management services:
Silverstream landfill operation and management. The landfill management contract is also with Waste Management and also expires in 2020.
- Other services:
recycling drop-off site management, resource recovery centre provision, and hazardous waste services (shared with UHCC). The delivery of these services is impacted by how the kerbside collection and landfill management services are delivered.

HCC could undertake procurement for kerbside collections and landfill management together or as two separate procurement exercises, with the other services considered as part of either procurement process. From our experience, most councils combine procurement for their waste services into one procurement process, because it allows them to consider cost-efficiencies from taking a larger package of work to market in one process.

The kerbside collection contracts alone are expected to cost in excess of \$50 million over the contract term. Given the contract value, the impact waste services have on every ratepayer and the complexity associated with modern collection contracts, there is a need for well-informed decision making in relation to Council's procurement approach. Ensuring the market is well engaged in the process will ensure Council obtains best value for money for its ratepayers.

Our approach

Our proposed approach to your procurement would be based on the process we are successfully utilising with our current waste procurement clients and involves the following stages:

1. Stage 1: Procurement Strategy
2. Stage 2: Registration of Interest (ROI) process
3. Stage 3: Request for Proposals (RFP) documentation
4. Stage 3: RFP support
5. Stage 4: Proposal evaluation, negotiation and award
6. Stage 5: Contract finalisation and advice during mobilisation

Stage 1: Procurement Strategy

This stage involves the preparation of a detailed Procurement Strategy for the waste services. A procurement strategy typically includes:

- Procurement Objectives
- Scope of Procurement
- Supplier Market Assessment
- Procurement Stages
- Proposal Evaluation Process
- Contract Approach: form of contract and contract term
- Financials: operating and capital costs, funding
- Project Management

Typically we undertake a workshop with key council staff to discuss and refine the procurement requirements. Based on the workshop outcome and our knowledge of procurement processes

and the market, we draft the Procurement Strategy. This is circulated to the council for feedback and is finalised following receipt of feedback.

At this stage we can refine the kerbside services proposed through the business cases, reviewing options to optimise services such as servicing rural areas, specifying technology to support collection service monitoring, recycling revenue sharing arrangements or the approach to performance measurement. This will be based upon your needs and what is undertaken elsewhere in New Zealand. We have up to date and extensive information based upon our work in other procurement projects.

Stage 2: Registration of Interest (ROI) process

This stage involves preparing a brief ROI that requires suppliers to register an interest in participating in the procurement process and attend supplier briefing sessions with Council. Suppliers are not required to submit detailed information as part of the ROI and there is no shortlisting of suppliers. Supplier briefings are facilitated as part of this stage. Feedback from the suppliers is used to finalise the RFP documentation. Suppliers also gain an insight into council's key requirements, helping them tailor their response once the RFP is released to the market.

Stage 3: Request for Proposals (RFP) documentation

In this stage the documentation required for the RFP is prepared. This typically includes:

- Request for Proposal and response schedules
- Draft conditions of contract
- General and service-specific specifications
- Schedule of Prices

This step involves drafting and revision of documentation, including liaison with council staff as well as legal, risk and assurance, probity and technical advisors, where required. For example, if HCC were to include landfill management in the procurement process, it may be that council elects to have the service-specific specification developed by their technical or engineering advisors.

Stage 4: RFP support

Typically our council clients lead the RFP advertisement and uploading process. Typically we provide support with responses to questions from suppliers during this stage but we can tailor the approach to suit your needs.

Stage 5: Proposal evaluation, negotiation and award

Once the RFP responses are received, we would lead the proposal evaluation and negotiation process, fulfilling several roles including acting as the independent facilitator and as an evaluation team member. As part of this step we would:

- Prepare a tender evaluation plan
- Evaluate and score RFP submissions as an evaluation team member
- Collate evaluation team scores and prepare an evaluation of price submissions ahead of the evaluation team meeting
- Facilitate the evaluation team meeting, where the evaluation team discuss and agree final evaluation scores and shortlist preferred supplier(s)
- Prepare post-tender clarification questions for shortlisted suppliers
- Facilitate post-tender presentations and meetings with shortlisted suppliers, prepare meeting minutes and any follow up clarifications

- Prepare a supplier recommendation report

Stage 6: Contract finalisation and advice during mobilisation

Following selection of a supplier, we would prepare the final contract(s) based on the procurement outcome.

During the lead-up to the commencement of the new contract(s) and the roll out of the new services to the community, Council will be working closely with their selected contractor to ensure a smooth transition. There will be several plans and procedures that need to be prepared by the contractor and specific mobilisation requirements. Council may require ad-hoc advice from Morrison Low during this process.

Project team

Morrison Low has a team of very experienced specialists at a range of levels that can support HCC with your procurement process, and we are able to ramp up our resourcing when required. Our proposed team would consist of the following resources:

- Project Director: Dan Bonifant, Director
(based in Wellington, familiar with HCC's waste services)
- Project Manager: Alice Grace, Senior Consultant
(waste and procurement expertise and familiar with HCC's waste services)
- Team Members:
 - Helen Ramsey, Senior Consultant (waste and procurement expertise)
 - Daniel Yallop, Consultant (waste expertise)
 - Joan Davidson, Consultant (procurement expertise)

Indicative procurement programme

The table below details the high-level programme for the waste services procurement. It is based on the timeframes we know from experience that an effective process takes and assumes confirmation of engagement of a consultant to support your procurement by 6 November 2019.

Activity	Date
Project kick off via teleconference	6 November 2019
Procurement Strategy workshop	13 November 2019
Draft Procurement Strategy	29 November 2019
Draft Registration of Interest (ROI) documentation	6 December 2019
Final Procurement Strategy	13 December 2019
Release Registration of Interest (ROI)	16 December 2019
ROI period closes (2 weeks, one either side of Christmas holiday period)	10 January 2020
Supplier briefing sessions	17 January 2020
Draft Request for Proposals (RFP) documentation	December to January 2020
RFP period (8 weeks, running concurrently with annual plan consultation)	February to March 2020
Proposal evaluation, negotiation and award	April to May 2020
Mobilisation period (six months)	May to October 2020
Contract commencement	November 2020

Indicative pricing

Based on the procurement process above, we have provided an indication of the fee for each stage.

Procurement Stage		Estimated fee (excluding GST and disbursements)
1	Procurement Strategy	\$15,000-\$25,000
2	ROI process	\$5,000-\$10,000
3	RFP documentation	\$25,000-\$40,000
4	RFP support	\$5,000-\$10,000
5	Proposal evaluation, negotiation and award	\$30,000-\$40,000
6	Contract Finalisation and advice during mobilisation	\$5,000-\$10,000

Pricing notes:

- These costs are indicative only, based on our experience with other procurement processes and our knowledge of your waste services. If we were to proceed with this procurement support project, we would provide a more detailed proposal and fee estimate for each stage.
- Our fee estimates are exclusive of GST and disbursements. Disbursements would consist of travel-related expenses (flights, taxis and mileage) for travel between Auckland and your offices in Lower Hutt.

We trust this helps provide an understanding the scope, programme and indicative pricing for your upcoming procurement. We are more than happy to discuss and amend as needed, including providing a more detailed proposal. See you on Friday afternoon.

Thanks
Alice



Alice Grace
Senior Consultant
Morrison Low

7(2)(a)

www.morrisonlow.com

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Contract for Services

Procurement for Hutt City Council's kerbside collection services

The Parties

Hutt City Council (Buyer)

30 Laings Road, Private Bag 31912, Lower Hutt 5040, New Zealand

and

Morrison Low & Associates Ltd (Supplier)

Level 1, 8 Lion Place, Newmarket, Auckland 1023

The Contract

Agreement

The Buyer appoints the Supplier to deliver the Services described in this Contract and the Supplier accepts that appointment. This Contract sets out the Parties' rights and obligations.

The documents forming this Contract are:

- | | |
|---|------------|
| 1. This page | Page 1 |
| 2. Contract Details and Description of Services | Schedule 1 |
| 3. Standard Terms and Conditions | Schedule 2 |
| GMC Form 2 SERVICES Schedule 2 (2nd Edition) available at: www.procurement.govt.nz | |
| 4. Any other attachments described at Schedule 1. | |

How to read this Contract

5. Together the above documents form the whole Contract.
6. Any Supplier terms and conditions do not apply.
7. Clause numbers refer to clauses in Schedule 2.
8. Words starting with capital letters have a special meaning. The special meaning is stated in the Definitions section at clause 17 (Schedule 2).

Acceptance

In signing this Contract each Party acknowledges that it has read and agrees to be bound by it.

For and on behalf of the **Buyer**:


(signature)

name: Andrea Blackshaw
position: Acting GM City and Community Services

date: 10-12-19

For and on behalf of the **Supplier**:


(signature)

name: Dan Bonifant
position: Director

date: 10/12/19

Schedule 1

Contract Details and Description of Services

Start Date	18 November 2019	Reference Schedule 2 clause 1
End Date	31 July 2020	Reference Schedule 2 clause 1

Contract Managers Reference Schedule 2 clause 4		Buyer's Contract Manager	Supplier's Contract Manager
	Name:	Dave Dews	Alice Grace
	Title / position:	Manager Solid Waste Contracts	Senior Consultant
	Address:	30 Laings Road, Private Bag 31912, Lower Hutt 5040, New Zealand	Level 1, 8 Lion Place, Newmarket, Auckland
	Phone:	+64 21 686 749	7(2)(a)
	Email:	Dave.dews@huttcity.govt.nz	7(2)(a)

Addresses for Notices Reference Schedule 2 clause 14		Buyer's address	Supplier's address
	For the attention of:	as above for Contract Manager	Alice Grace
	c.c. Contract Manager	as above	as above
	Delivery address:	as above	as above
	Postal address:	as above	PO Box 9126, Newmarket, Auckland 1149
	Email:	as above	7(2)(a)

Description of Services

Context

Hutt City Council has developed a business case for key changes to its refuse and recycling kerbside collection approach, including moving to bins for refuse collection, and moving to a two-stream system for recycling collection (see DOC/19/1 14167).

In order to implement the recommended changes, further work is required, including consultation with the community on their support for the recommended options, and also undertaking a procurement process to identify suppliers that can deliver on the chosen approach.

Description of Services

The work required is as follows:

- Lead and facilitate the process for procuring a supplier to deliver on the preferred kerbside collection approach, including
 - o developing a procurement strategy or plan in line with Hutt City Council's procurement policy and the NZ Government's Procurement Rules (4th Edition)
 - o completing the service delivery review requirements under Section 17A of the Local Government Act 2002 (where not already completed as part of the final business case)
 - o preparing relevant documentation such as Registration of Interest (ROI) and Request for Proposals (RFP)
 - o facilitating the ROI process
 - o supporting the RFP process by answering supplier questions
 - o acting as an independent evaluator and facilitator for the evaluation of proposals, and preparing a supplier recommendation report
 - o preparing contracts based on the procurement outcomes, and providing advice during mobilisation

Deliverables			
Deliverable	Performance Standards	Due date	Estimated Fee (exc GST)
Procurement strategy/plan (including where relevant s17A analysis if not already completed as part of the final business case)	Client acceptance of documents	13 December 2019	\$27,000
Completed ROI documentation and process support. Deliverables: ROI, Supplier Briefing Notes	Client acceptance of documents	ROI 16 December 2019 Supplier Briefing Notes 15 January 2020	\$5,000
RFP documentation developed. Deliverables: RFP, Response Schedule, Pricing Schedule, draft Conditions of Contract, General Specification and Service Specifications	Client acceptance of documents	28 February 2020	\$25,000
RFP support	Client acceptance	31 May 2020	\$5,000
Proposal evaluation, negotiation and award	Client acceptance	30 June 2020	\$30,000
Contract finalisation	Client acceptance of documents	15 July 2020	\$5000
Total (exc GST)			\$97,000

Supplier's Reporting Requirements Reference Schedule 2 clause 5	Report to:	Type of report	Due date
	Contract Manager	Email or phone updates on progress of work (fortnightly)	From 18 November 2019

CHARGES: The following section sets out the Charges. Charges are the total maximum amount payable by the Buyer to the Supplier for delivery of the Services. Charges include *Fees*, and where agreed, *Expenses* and *Daily Allowances*. The Charges for this Contract are set out below.

Fees Reference Schedule 2 clause 3	
	<p>The Supplier's fee for the Services is \$97,000, excluding GST.</p> <p>The Supplier will track progress and actual Fees on a regular basis and provide monthly updates against the Deliverables and estimated Fees listed in the Deliverables table above.</p> <p>The Supplier's proposal for the Section 17A Review (attached) provides a detailed methodology for this work.</p> <p>The Supplier's proposal for the waste services procurement (attached) provides an indicative proposal for the work. The Supplier will provide a more detailed breakdown of the methodology at the commencement of each phase of work (and associated Deliverable).</p>

Expenses Reference Schedule 2 clause 3	Actual and reasonable — general Expenses The Buyer will pay the Supplier's actual and reasonable Expenses (including agreed travel and incidentals) incurred in delivering the Services, provided that: <ul style="list-style-type: none"> a. the Buyer has given prior written consent to the Supplier incurring the Expense b. the Expense is charged at actual and reasonable cost, and c. the claim for Expenses is supported by GST receipts.
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Invoices Reference Schedule 2 Subject to clauses 3 and 11.7	The Supplier shall send the Buyer an invoice at the end of each month for work completed in the month to deliver the relevant documents and procurement support.
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Address for invoices Reference Schedule 2 clause 3	Buyer's address
For the attention of:	Dave Dews
Email:	Dave.dews@huttcity.govt.nz

Insurance Reference Schedule 2 Clause 8.1	INSURANCE: (clause 8.1 Schedule 2) It is the Supplier's responsibility to ensure its risks of doing business are adequately covered, whether by insurance or otherwise. The Buyer does not require any specific insurance under this Contract.
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Changes to Schedule 2 and additional clause/s	Schedule 2 of this Contract is amended as follows: Replace Clause 12.2 with the following clause: Intellectual property prepared or created by the Consultant in carrying out the Services ("New Intellectual Property") shall be jointly owned by the Client and the Consultant. The Client and the Consultant hereby grant to each other a royalty-free license in perpetuity to copy or use New Intellectual Property. The ownership of data and factual information collected by the Consultant and paid for by the Client shall, after payment by the Client, lie with the Client. The Consultant does not warrant the suitability of New Intellectual Property for any purpose other than the Services or any other use stated in the Agreement.
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Attachments Reference 'Contract documents' described at Page 1	<ul style="list-style-type: none"> • Morrison Low & Associates Ltd email "proposal for waste services Section 17A review" from Thursday 24th October 2019 (3:18pm) • Morrison Low & Associates Ltd email "indicative proposal for waste services procurement" from Tuesday, 29th October 2019 (3:02pm)
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Schedule 2

Standard Terms and Conditions - Services

1. Length of Contract

- 1.1 This Contract starts on the Start Date. Services must not be delivered before the Start Date.
- 1.2 This Contract ends on the End Date unless terminated earlier.

2. The Services

Both Parties' obligations

- 2.1 Both Parties agree to:
 - a. act in good faith and demonstrate honesty, integrity, openness and accountability in their dealings with each other
 - b. discuss matters affecting this Contract or the delivery of the Services, whenever necessary
 - c. notify each other immediately of any actual or anticipated issues that could:
 - i. significantly impact on the Services or the Charges
 - ii. receive media attention, and
 - d. comply with all applicable laws and regulations.

Buyer's obligations

- 2.2 The Buyer must:
 - a. provide the Supplier with any information it has reasonably requested to enable the delivery of the Services
 - b. make decisions and give approvals reasonably required by the Supplier to enable delivery of the Services. All decisions and approvals must be given within reasonable timeframes, and
 - c. pay the Supplier the Charges for the Services as long as the Supplier has delivered the Services and invoiced the Buyer, all in accordance with this Contract.

Supplier's obligations

- 2.3 The Supplier must deliver the Services:
 - a. on time and to the required performance standards or quality set out in Schedule 1 or reasonably notified by the Buyer to the Supplier from time to time
 - b. within the amounts agreed as Charges, and
 - c. with due care, skill and diligence, and to the appropriate professional standard or in accordance with good industry practice as would be expected from a leading supplier in the relevant industry.
- 2.4 The Supplier must:
 - a. ensure that its Personnel have the necessary skills, experience, training and resources to successfully deliver the Services
 - b. provide all equipment and resources necessary to deliver the Services, and

- c. comply with the *Standards of Integrity and Conduct* issued by the State Services Commission (see www.ssc.govt.nz) and any other relevant codes of conduct listed in Schedule 1 or notified by the Buyer to the Supplier from time to time.
- 2.5 Where an Approved Personnel has been authorised by the Buyer in Schedule 1, the Supplier must use the Approved Personnel in delivering the Services. The Supplier must obtain the Buyer's prior written approval if it wishes to change any Approved Personnel.
- 2.6 If the Supplier is at the Buyer's premises, the Supplier must observe the Buyer's policies and procedures, including those relating to health and safety, and security requirements. The Buyer must tell the Supplier what the relevant policies and procedures are, and either give the Supplier a copy of them or provide an internet link.
- 2.7 If the nature of the Services requires it, the Supplier will deliver Services:
 - a. in a manner that is culturally appropriate for Māori, Pacific and other ethnic or indigenous groups, and
 - b. that respects the personal privacy and dignity of all participants and stakeholders.

3. Charges and payment

Charges & invoices

- 3.1 The Charges are the total maximum amount payable by the Buyer to the Supplier for delivery of the Services. Charges include Fees and, where agreed, Expenses and Daily Allowances.
- 3.2 The Supplier must provide valid tax invoices for all Charges on the dates or at the times specified in Schedule 1. The Buyer has no obligation to pay the Charges set out on an invoice, which is not a valid tax invoice. A valid a tax invoice must:
 - a. clearly show all GST due
 - b. be in New Zealand currency or the currency stated in Schedule 1
 - c. be clearly marked 'Tax invoice'
 - d. contain the Supplier's name, address and GST number, if the Supplier is registered for GST
 - e. contain the Buyer's name and address and be marked for the attention of the Buyer's Contract Manager or such other person stated in Schedule 1
 - f. state the date the invoice was issued
 - g. name this Contract and provide a description of the Services supplied, including the amount of time spent in the delivery of the Services if payment is based on an Hourly Fee Rate or Daily Fee Rate
 - h. contain the Buyer's contract reference or purchase order number if there is one
 - i. state the Charges due, calculated correctly, and
 - j. be supported by GST receipts if Expenses are claimed and any other verifying documentation reasonably requested by the Buyer.

Payment

- 3.3 If the Buyer receives a valid tax invoice on or before the 3rd Business Day of the month, the Buyer must pay that tax invoice by the 20th calendar day of that month. Any valid tax invoice received after the 3rd Business Day of the month will be paid by the Buyer on the 20th calendar day of the month following the month it is received. The Buyer's obligation to pay is subject to clauses 3.2, 3.4 and 11.10.
- 3.4 If the Buyer disputes a tax invoice or any part of a tax invoice that complies with clause 3.2, the Buyer must notify the Supplier within 10 Business Days of the date of receipt of the tax invoice. The Buyer must pay the portion of the tax invoice that is not in dispute. The Buyer may withhold payment of the disputed portion until the dispute is resolved.

4. Contract management

Contract Manager

- 4.1 The persons named in Schedule 1 as the Contract Managers are responsible for managing the Contract, including:
- a. managing the relationship between the Parties
 - b. overseeing the effective implementation of this Contract, and
 - c. acting as a first point of contact for any issues that arise.

Changing the Contract Manager

- 4.2 If a Party changes its Contract Manager it must tell the other Party, in writing, the name and contact details of the replacement within 5 Business Days of the change.

5. Information management

Information and Records

- 5.1 The Supplier must:
- a. keep and maintain Records in accordance with prudent business practice and all applicable laws
 - b. make sure the Records clearly identify all relevant time and Expenses incurred in providing the Services
 - c. make sure the Records are easy to access, and
 - d. keep the Records safe.
- 5.2 The Supplier must give information to the Buyer relating to the Services that the Buyer reasonably requests. All information provided by the Supplier must be in a format that is usable by the Buyer, and delivered within a reasonable time of the request.
- 5.3 The Supplier must co-operate with the Buyer to provide information immediately if the information is required by the Buyer to comply with an enquiry or its statutory, parliamentary, or other reporting obligations.
- 5.4 The Supplier must make its Records available to the Buyer during the term of the Contract and for 7 years after the End Date (unless already provided to the Buyer earlier).
- 5.5 The Supplier must make sure that Records provided by the Buyer or created for the Buyer, are securely managed and securely destroyed on their disposal.

Reports

- 5.6 The Supplier must prepare and give to the Buyer the reports stated in Schedule 1, by the due dates stated in Schedule 1.

6. The contractual relationship

Independent contractor

- 6.1 Nothing in this Contract constitutes a legal relationship between the Parties of partnership, joint venture, agency, or employment. The Supplier is responsible for the liability of its own, and its Personnel's, salary, wages, holiday or redundancy payments and any GST, corporate, personal and withholding taxes, ACC premiums or other levies attributable to the Supplier's business or the engagement of its Personnel.

Neither Party can represent the other

- 6.2 Neither Party has authority to bind or represent the other Party in any way or for any purpose.

Permission to transfer rights or obligations

- 6.3 The Supplier may transfer any of its rights or obligations under this Contract only if it has the Buyer's prior written approval. The Buyer will not unreasonably withhold its approval.

7. Subcontractors

Rules about subcontracting

- 7.1 The Supplier must not enter into a contract with someone else to deliver any part of the Services without the Buyer's prior written approval. In selecting an appropriate Subcontractor the Supplier must be able to demonstrate value for money.

The Supplier's responsibilities

- 7.2 The Supplier is responsible for ensuring the suitability of any Subcontractor and the Subcontractor's capability and capacity to deliver that aspect of the Services being subcontracted.
- 7.3 The Supplier must ensure that:
- a. each Subcontractor is fully aware of the Supplier's obligations under this Contract, and
 - b. any subcontract it enters into is on terms that are consistent with this Contract.
- 7.4 The Supplier continues to be responsible for delivering the Services under this Contract even if aspects of the Services are subcontracted.

8. Insurance

Where insurance is a requirement

- 8.1 It is the Supplier's responsibility to ensure its risks of doing business are adequately covered, whether by insurance or otherwise. If required in Schedule 1, the Supplier must have the insurance specified in Schedule 1 and the Supplier must:
- a. take out insurance, with a reputable insurer, and maintain that insurance cover for the term of this Contract and for a period of 3 years after the End Date, and
 - b. within 10 Business Days of a request from the Buyer provide a certificate confirming the nature of the insurance cover and proving that each policy is current.

9. Conflicts of Interest

Avoiding Conflicts of Interest

- 9.1 The Supplier warrants that as at the Start Date, it has no Conflict of Interest in providing the Services or entering into this Contract.
- 9.2 The Supplier must do its best to avoid situations that may lead to a Conflict of Interest arising.

Obligation to tell the Buyer

- 9.3 The Supplier must tell the Buyer immediately, and in writing, if any Conflict of Interest arises in relation to the Services or this Contract. If a Conflict of Interest does arise the Parties must discuss, agree and record in writing whether it can be managed and, if so, how it will be managed. Each Party must pay its own costs in relation to managing a Conflict of Interest.

10. Resolving disputes

Steps to resolving disputes

- 10.1 The Parties agree to use their best endeavours to resolve any dispute or difference that may arise under this Contract. The following process will apply to disputes:
- a. a Party must notify the other if it considers a matter is in dispute
 - b. the Contract Managers will attempt to resolve the dispute through direct negotiation
 - c. if the Contract Managers have not resolved the dispute within 10 Business Days of notification, they will refer it to the Parties' senior managers for resolution, and
 - d. if the senior managers have not resolved the dispute within 10 Business Days of it being referred to them, the Parties shall refer the dispute to mediation or some other form of alternative dispute resolution.
- 10.2 If a dispute is referred to mediation, the mediation will be conducted:
- a. by a single mediator agreed by the Parties or if they cannot agree, appointed by the Chair of LEADR NZ Inc.
 - b. on the terms of the LEADR NZ Inc. standard mediation agreement, and
 - c. at a fee to be agreed by the Parties or if they cannot agree, at a fee determined by the Chair of LEADR NZ Inc.
- 10.3 Each Party will pay its own costs of mediation or alternative dispute resolution under this clause 10.

Obligations during a dispute

- 10.4 If there is a dispute, each Party will continue to perform its obligations under this Contract as far as practical given the nature of the dispute.

Taking court action

- 10.5 Each Party agrees not to start any court action in relation to a dispute until it has complied with the process described in clause 10.1, unless court action is necessary to preserve a Party's rights.

11. Ending this Contract

Termination by the Supplier

- 11.1 The Supplier may terminate this Contract by giving 20 Business Days Notice to the Buyer, if the Buyer fails to pay Charges that are properly due, and are not in dispute under clause 3.4. The Charges must be overdue by 20 Business Days and the Supplier must have first brought this to the Buyer's attention in writing within this period.
- 11.2 At any time during the term of this Contract the Supplier may notify the Buyer that it wishes to terminate this Contract by giving 20 Business Days Notice. The Buyer will, within 20 Business Days following receipt of the Supplier's Notice, notify the Supplier whether, in its absolute discretion, it consents to the Supplier's Notice of termination. If the Buyer:
- a. consents, the Contract will be terminated on a date that is mutually agreed between the Parties, or
 - b. does not consent, the Contract will continue in full force as if the Supplier's Notice of termination had not been given.
- 11.3 The Supplier may also terminate this Contract under clause 11.9.

Termination by the Buyer

- 11.4 The Buyer may terminate this Contract at any time by giving 20 Business Days Notice to the Supplier.
- 11.5 The Buyer may terminate this Contract immediately, by giving Notice, if the Supplier:
- a. becomes bankrupt or insolvent
 - b. has an administrator, receiver, liquidator, statutory manager, mortgagee's or chargee's agent appointed
 - c. becomes subject to any form of external administration
 - d. ceases for any reason to continue in business or to deliver the Services
 - e. is unable to deliver the Services for a period of 20 Business Days or more due to an Extraordinary Event
 - f. requires the supply of Services within the period of an Extraordinary Event
 - g. is in breach of any of its obligations under this Contract and the breach cannot be remedied
 - h. repeatedly fails to perform or comply with its obligations under this Contract whether those obligations are minor or significant
 - i. does something or fails to do something that, in the Buyer's opinion, results in damage to the Buyer's reputation or business
 - j. has a Conflict of Interest that in the Buyer's opinion is so material as to impact adversely on the delivery of the Services or the Buyer, or
 - k. provides information to the Buyer that is misleading or inaccurate in any material respect.

Termination by a Party if a breach has not been remedied

- 11.6 If a Party fails to meet the requirements of this Contract (defaulting Party) and the other Party (non-defaulting Party) reasonably believes that the failure can be remedied, the non-defaulting Party must give a Notice (default Notice) to the defaulting Party.
- 11.7 A default Notice must state:
- a. the nature of the failure
 - b. what is required to remedy it, and
 - c. the time and date by which it must be remedied.
- 11.8 The period allowed to remedy the failure must be reasonable given the nature of the failure.
- 11.9 If the defaulting Party does not remedy the failure as required by the default Notice, the non-defaulting Party may terminate this Contract immediately by giving a further Notice.
- 11.10 If the Buyer gives a default Notice to the Supplier, the Buyer may also do one or both of the following things:
- a. withhold any payment of Fees due until the failure is remedied as required by the default Notice, and or
 - b. if the failure is not remedied as required by the default Notice, deduct a reasonable amount from any Fees due to reflect the reduced value of the Services to the Buyer.

Supplier's obligations on termination or expiry of this Contract

- 11.11 On giving or receiving a Notice of termination, the Supplier must:
- a. stop providing the Services
 - b. comply with any conditions contained in the Notice, and

- c. immediately do everything reasonably possible to reduce its losses, costs and expenses arising from the termination of this Contract.
- 11.12 On termination or expiry of this Contract, the Supplier must, if requested by the Buyer, immediately return or securely destroy all Confidential Information and other material or property belonging to the Buyer.

Consequences of termination or expiry of this Contract

- 11.13 The termination or expiry of this Contract does not affect those rights of each Party which:
- a. accrued prior to the time of termination or End Date, or
 - b. relate to any breach or failure to perform an obligation under this Contract that arose prior to the time of termination or End Date.
- 11.14 If this Contract is terminated the Buyer:
- a. will only be liable to pay Charges that were due for Services delivered before the effective date of termination, and
 - b. may recover from the Supplier or set off against sums due to the Supplier, any Charges paid in advance that have not been incurred.

Handing over the Services on termination or expiry of this Contract

- 11.15 The Supplier will, within 10 Business Days of the End Date, provide all reasonable assistance and cooperation necessary to facilitate a smooth handover of the Services to the Buyer or any person appointed by the Buyer.
- 11.16 If the Parties agree, the Supplier will provide additional assistance to support any replacement supplier to deliver the Services. This support may be for a period of up to 3 months from the date of termination and at a reasonable fee to be agreed between the Parties, based on the Fees and Expenses stated in this Contract.

12. Intellectual Property Rights

Ownership of Intellectual Property Rights

- 12.1 Pre-existing Intellectual Property Rights remain the property of their current owner.
- 12.2 New Intellectual Property Rights in the Deliverables become the property of the Buyer when they are created.
- 12.3 The Supplier grants to the Buyer a perpetual, non-exclusive, worldwide and royalty-free licence to use, for any purpose, all Intellectual Property Rights in the Deliverables that are not owned by the Buyer. This licence includes the right to use, copy, modify and distribute the Deliverables.

Supplier indemnity

- 12.4 The Supplier warrants that it is legally entitled to do the things stated in clause 12.3 with the Intellectual Property Rights in the Deliverables.
- 12.5 The Supplier warrants that Pre-existing and New Intellectual Property Rights provided by the Supplier and incorporated in the Services and Deliverables do not infringe the Intellectual Property Rights of any third party.
- 12.6 The Supplier indemnifies the Buyer in respect of any expenses, damage or liability incurred by the Buyer in connection with any third party claim that the delivery of the Services or Deliverables to the Buyer or the Buyer's use of them, infringes a third party's rights. This indemnity is not subject to any limitation or cap on liability that may be stated elsewhere in this Contract.

13. Confidential Information

Protection of Confidential Information

- 13.1 Each Party confirms that it has adequate security measures to safeguard the other Party's Confidential Information from unauthorised access or use by third parties, and that it will not use or disclose the other Party's Confidential Information to any person or organisation other than:
- a. to the extent that use or disclosure is necessary for the purposes of providing the Deliverables or Services or in the case of the Buyer using the Deliverables or Services
 - b. if the other Party gives prior written approval to the use or disclosure
 - c. if the use or disclosure is required by law (including under the Official Information Act 1982), Ministers or parliamentary convention, or
 - d. in relation to disclosure, if the information has already become public, other than through a breach of the obligation of confidentiality by one of the Parties.

Obligation to inform staff

- 13.2 Each Party will ensure that its Personnel:
- a. are aware of the confidentiality obligations in this Contract, and
 - b. do not use or disclose any of the other Party's Confidential Information except as allowed by this Contract.

14. Notices

Delivery of Notices

- 14.1 All Notices to a Party must be delivered by hand or sent by post, courier, fax or email to that Party's address for Notices stated in Schedule 1.
- 14.2 Notices must be signed or in the case of email sent by the appropriate manager or person having authority to do so.

Receipt of Notices

- 14.3 A Notice will be considered to be received:
- a. if delivered by hand, on the date it is delivered
 - b. if sent by post within New Zealand, on the 3rd Business Day after the date it was sent
 - c. if sent by post internationally, on the 7th Business Day after the date it was sent
 - d. if sent by courier, on the date it is delivered
 - e. if sent by fax, on the sender receiving a fax machine report that it has been successfully sent, or
 - f. if sent by email, at the time the email enters the recipient's information system as evidenced by a delivery receipt requested by the sender and it is not returned undelivered or as an error.
- 14.4 A Notice received after 5pm on a Business Day or on a day that is not a Business Day will be considered to be received on the next Business Day.

15. Extraordinary Events

No fault if failure due to an Extraordinary Event

- 15.1 Neither Party will be liable to the other for any failure to perform its obligations under this Contract where the failure is due to an Extraordinary Event.

Obligations of the affected Party

- 15.2 A Party who wishes to claim suspension of its obligations due to an Extraordinary Event must notify the other Party as soon as reasonably possible. The Notice must state:
- a. the nature of the circumstances giving rise to the Extraordinary Event
 - b. the extent of that Party's inability to perform under this Contract
 - c. the likely duration of that non-performance, and
 - d. what steps are being taken to minimise the impact of the Extraordinary Event on the delivery of Services.

Alternative arrangements requiring immediate termination

- 15.3 If the Buyer, acting reasonably, requires the Services to be supplied during the period affected by an Extraordinary Event, then despite clause 15.4, the Buyer may terminate this Contract immediately by giving Notice.

Termination of Contract

- 15.4 If a Party is unable to perform any obligations under this Contract for 20 Business Days or more due to an Extraordinary Event, the other Party may terminate this Contract immediately by giving Notice.

16. General

Changes to this Contract

- 16.1 Any change to this Contract is called a Variation. A Variation must be agreed by both Parties and recorded:
- a. in writing and signed by both Parties, or
 - b. through an exchange of emails where the authors have delegated authority to approve the Variation.

This is the entire Contract

- 16.2 This Contract, including any Variation, records everything agreed between the Parties relating to the Services. It replaces any previous communications, negotiations, arrangements or agreements that the Parties had with each other relating to the Services before this Contract was signed, whether they were verbal or in writing.

Waiver

- 16.3 If a Party breaches this Contract and the other Party does not immediately enforce its rights resulting from the breach that:
- a. does not mean that the Party in breach is released or excused from its obligation to perform the obligation at the time or in the future, and
 - b. does not prevent the other Party from exercising its rights resulting from the breach at a later time.

New Zealand law, currency and time

- 16.4 This Contract will be governed and interpreted in accordance with the laws of New Zealand. All money is in New Zealand dollars, unless Schedule 1 specifies a different currency. Dates and times are New Zealand time.

Publication of information about this Contract

- 16.5 The Supplier may disclose the existence of this Contract but must obtain the Buyer's prior written approval before making reference to the Buyer or this Contract in its publications, public statements, promotional material or promotional activities about this Contract.
- 16.6 Each Party undertakes not to post on websites or social networking sites and not to publicly display objectionable or derogatory comments about the Services, this Contract, each other or any of its Personnel and to ensure that its Personnel do not do so.

Signing the Contract

- 16.7 The date of execution is date this Contract is signed. This Contract is properly signed if each Party signs the same copy, or separate identical copies, of Page 1. If this Contract is signed on two separate dates or separate copies are signed, the date of execution is the later of the two dates. Where separate copies are signed the signed copy can be the original document, or a faxed or emailed copy.

No poaching

- 16.8 During the term of this Contract and for a period of 6 months after the End Date neither Party shall, without the other's written consent, deliberately solicit for employment or hire any person who is or has been employed by the other and involved in the delivery of the Services. This does not apply where a person has responded to a legitimate advertisement.

Clauses that remain in force

- 16.9 The clauses that by their nature should remain in force on expiry or termination of this Contract do so, including clauses 5 (Information management), 8 (Insurance), 10 (Resolving disputes), 11 (Ending this Contract), 12 (Intellectual Property Rights), 13 (Confidential Information), 16 (General) and 17 (Definitions).

Precedence

- 16.10 If there is any conflict or difference between the documents forming this Contract (as stated on Page 1) then the order of precedence is:
- a. a Variation agreed between the Parties under clause 16.1
 - b. Schedule 1
 - c. any Attachment to Schedule 1
 - d. Schedule 2.

17. Definitions

17.1 When used in this Contract the following terms have the meaning beside them:

Attachment Any supplementary document named in Schedule 1 as an Attachment to this Contract.

Approved Personnel A person who is engaged by the Supplier to deliver the Services and is named in Schedule 1. The Supplier must use this person in the delivery of the Services and cannot change them without first obtaining the Buyer's written approval.

Business Day A day when most businesses are open for business in New Zealand. It excludes Saturday, Sunday, and public holidays. A Business Day starts at 8.30am and ends at 5pm.

Buyer The Buyer is the purchaser of the Services and is named as the Buyer on page 1 of this Contract for the purposes of this Contract.

Charges The total amount payable by the Buyer to the Supplier as stated in Schedule 1. The Supplier's Charges include Fees and any Expenses and Daily Allowances stated in Schedule 1. Charges are payable on successful delivery of the Services provided a valid tax invoice has been submitted.

Confidential Information Information that:

- a. is by its nature confidential
- b. is marked by either Party as 'confidential', 'in confidence', 'restricted' or 'commercial in confidence'
- c. is provided by either Party or a third party 'in confidence'

- d. either Party knows or ought to know is confidential, or
- e. is of a sensitive nature or commercially sensitive to either Party.

Conflict of Interest A Conflict of Interest arises if a Party or its Personnel's personal or business interests or obligations do or could conflict or be perceived to conflict with its obligations under this Contract. It means that its independence, objectivity or impartiality can be called into question. A Conflict of Interest may be:

- a. actual: where the conflict currently exists
- b. potential: where the conflict is about to happen or could happen, or
- c. perceived: where other people may reasonably think that a person is compromised.

Contract The legal agreement between the Buyer and the Supplier that comprises Page 1 (the front sheet), Schedule 1, this Schedule 2, any other Schedule, and any Variation and Attachment.

Contract Manager The person named in Schedule 1 as the Contract Manager. Their responsibilities are listed in clause 4.1

Daily Allowance An allowance to cover accommodation, meals and incidentals for the Supplier's Personnel if they are required, in order to deliver the Services or to travel overnight away from their normal place of business. The amount of any Daily Allowance must be agreed to in Schedule 1. A Daily Allowance is similar to a per diem.

Daily Fee Rate If the Supplier's fee rate is expressed as a Daily Fee Rate this is the fee payable for each day spent in the delivery of Services. A day is a minimum of 8 working hours.

Deliverables A tangible output resulting from the delivery of the Services as stated in Schedule 1. A deliverable may be a document, a piece of equipment, goods, information or data stored by any means including all copies and extracts of the same.

End Date The earlier of the date this Contract is due to end as stated in Schedule 1, the date of termination as set out in a Notice of termination or any other date agreed between the Parties as the date the Contract is to end.

Expenses Any actual and reasonable out-of-pocket costs incurred by the Supplier in the delivery of the Services and agreed to in Schedule 1.

Extraordinary Event An event that is beyond the reasonable control of the Party immediately affected by the event. An Extraordinary Event does not include any risk or event that the Party claiming could have prevented or overcome by taking reasonable care. Examples include:

- a. acts of God, lightning strikes, earthquakes, tsunamis, volcanic eruptions, floods, storms, explosions, fires, pandemics and any natural disaster
- b. acts of war (whether declared or not), invasion, actions of foreign enemies, military mobilisation, requisition or embargo
- c. acts of public enemies, terrorism, riots, civil commotion, malicious damage, sabotage, rebellion, insurrection, revolution or military usurped power or civil war, or
- d. contamination by radioactivity from nuclear substances or germ warfare or any other such hazardous properties.

Fees The amount payable to the Supplier for the time spent in delivery of the Services calculated on the basis stated in Schedule 1, excluding any Expenses and Daily Allowances.

GST The goods and services tax payable in accordance with the New Zealand Goods and Services Tax Act 1985.

Hourly Fee Rate If the Supplier's fee rate is expressed as an Hourly Fee Rate this is the Fee payable for each hour spent delivering the Services.

Intellectual Property Rights All Intellectual Property Rights and interests, including copyright, trademarks, designs, patents and other proprietary rights, recognised or protected by law.

Milestone A phase or stage in the delivery of Services resulting in a measurable output. Payment of Fees is usually due on the satisfactory delivery of a Milestone.

New Intellectual Property Rights Intellectual Property Rights developed after the date of this Contract and incorporated into the Deliverables.

Notice A formal or legal communication from one Party to the other that meets the requirements of clause 14.

Party The Buyer and the Supplier are each a Party to this Contract, and together are the Parties.

Personnel All individuals engaged by either Party in relation to this Contract or the delivery of Services. Examples include: the owner of the business, its directors, employees, subcontractors, agents, external consultants, specialists, technical support and co-opted or seconded staff. It includes Approved Personnel.

Pre-existing Intellectual Property Rights Intellectual Property Rights developed before the date of this Contract. It does not cover later modifications, adaptations or additions.

Records All information and data necessary for the management of this Contract and the delivery of Services. Records include, but are not limited to, reports, invoices, letters, emails, notes of meetings, photographs and other media recordings. Records can be hard copies or soft copies stored electronically.

Services All work, tasks and Deliverables, including those stated in Schedule 1, that the Supplier must perform and deliver under this Contract.

Schedule An attachment to this Contract with the title 'Schedule'.

Start Date The date when this Contract starts as stated in Schedule 1.

Subcontractor A person, business, company or organisation contracted by the Supplier to deliver or perform part of the Supplier's obligations under this Contract.

Supplier The person, business, company or organisation named as the Supplier on page 1. It includes its Personnel, successors, and permitted assignees.

Variation A change to any aspect of this Contract that complies with clause 16.1.