

Te Whatu Ora
Health New Zealand

Infrastructure Broader Outcomes

High level guidance and considerations

Te Whatu Ora & government outcomes

Te Whatu Ora broader outcomes must be guided by organisational strategic objectives and government mandated requirements, these include:



Government Procurement Broader Outcomes

Government Procurement Broader Outcomes			
Priority outcome 1	Priority outcome 2	Priority outcome 3	Priority outcome 4
Increasing access for New Zealand Businesses With consideration to Rule 3: Non-discrimination and off-sets, and Te Kupenga Hao Pāuaua (progressive procurement policy)	Government designated outcomes for construction contracts		Reducing emissions and waste
	Construction Skills and Training when procuring construction works ≥ \$9 million (excl. GST)	Improve conditions for New Zealand Workers (Health and Safety)	

Te Pae Tata - Interim New Zealand Health Plan - priority actions in the context of infrastructure projects

	Te Pae Tata actions	Health Infrastructure Broader Outcome
1	Place whānau at the heart of the system to improve equity and outcomes	Improve equity and outcomes with a focus on Māori, Pasifika, Tāngata whaikaha (Disabled people), ethnic and rainbow communities.
2	Embed Te Tiriti O Waitangi across the health sector	Embed the principles and obligations of Te Tiriti O Waitangi throughout the delivery of infrastructure projects.
3	Develop an inclusive health workforce	Grow the numbers and diversity in the workforce , including Māori, Pasifika and Tāngata whaikaha to address workforce gaps and ensure workforce pipelines that support the delivery of infrastructure projects. Consider opportunities for refugees/migrants, people experiencing long-term or cyclical unemployment, Not in Education/Employment/Training (NEET), re-entering the workforce from childcare/ correctional sentence.
4	Keep people well in their communities	Consider opportunities to work with local communities & suppliers.
5	Develop greater use of digital services to provide more care in homes and communities	This will be a primary project outcome (where applicable) rather than a broader outcome.
6	Establish Te Whatu Ora and Te Aka Whai Ora to support a financially sustainable system	Efficient delivery of healthcare with an emphasis on the delivery of greater public value. Embed sustainability throughout the delivery infrastructure projects and the subsequent management of those assets and facilities.

Project Broader Outcomes

Broader outcomes are the additional benefits that can be achieved by the way a service, project or goods are produced or delivered. Outcomes can be social, environmental, cultural or economic.

Every project is unique.

Broader outcome considerations can and will differ depending on the project and contracted services or works involved.

Broader outcomes should not take a 'one-size-fits-all' approach. Project teams are encouraged to develop fit-for-purpose requirements which support Te Whatu Ora strategic objectives and Government Procurement Broader Outcomes.

Te Whatu Ora has environmental targets for infrastructure which consider the differences in size and scale (Design Guidance Note).

Things to consider

Focus!

Prioritise a handful of Broader Outcomes for a project or programme

- Create quality employment, upskilling and development opportunities for *Priority Groups
- Increase the delivery of local projects by local suppliers
- Provide opportunities to increase both our direct and indirect spend with Māori-owned businesses, Pasifika-owned businesses and social enterprises
- Work with organisations that have a commitment to diversity and inclusion and support the health and wellbeing (including physical and mental health) of their workforce.
- Reduce carbon emissions
- Minimise waste

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

Centre of Excellence for Health Infrastructure (CEHI)

This initiative will raise health infrastructure capability, productivity and resilience.

Te Whatu Ora Northern Region has \$10 billion of investment planned for hospital infrastructure over the next 10 years.

The planning process identified a critical shortage in construction project management skills

Research indicated about 50 additional health specialised project managers would be needed to support the health infrastructure programme over the next 10 years.

The Region partnered with the University of Auckland (UOA) to establish a new tertiary qualification and training programme, Masters in Engineering Project Management - Health (MEPM-H) that would provide project managers with the knowledge and real-world experience needed to support health infrastructure projects.

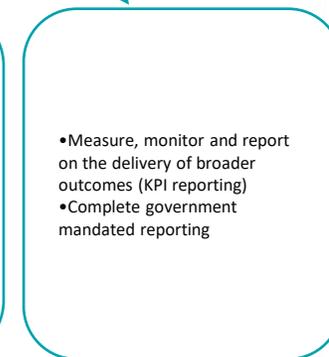
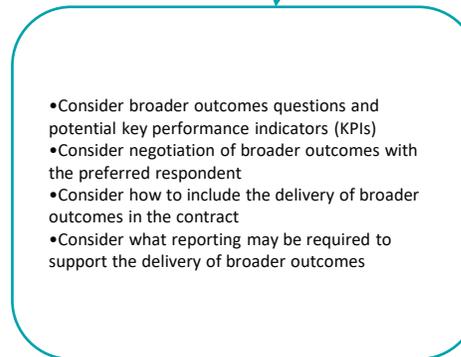
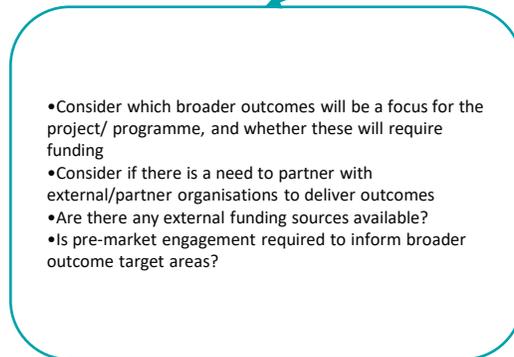
Māori and Pacific students are incentivised to participate in the CEHI programme, through the provision of scholarships

Project lifecycle

Investment Delivery Framework



MBIE Procurement Lifecycle



Procurement documents and activities

- Business case
- Procurement strategy

- Market engagement
- Tender documents (RFx)
- Contract documents
- Evaluation material
- Negotiation

- Supplier & contract management
- Broader outcomes reporting
- Close out/lessons learned

Broader outcomes need to be considered, monitored and measured throughout each stage of the project and procurement lifecycle. From the business case through to delivery

Construction Sector Accord

Te Whatu Ora is a member of the Construction Sector Accord.

The Accord is a joint commitment from government and industry to work together to create a thriving, fair and sustainable construction sector

Te Whatu Ora has established an Infrastructure Broader Outcomes Strategy.

The Strategy was developed in consultation with Te Aka Whai Ora - Māori Health Authority.

Stakeholder organisations included:

- Construction Sector Accord (the Accord)
- Te Waihanga - New Zealand Infrastructure Commission
- New Zealand Government Procurement (NZGP)
- Whaikaha - Ministry of Disabled People

The guidance to support the Infrastructure Broader Outcomes Strategy is in progress and will be build on the Accord broader outcomes guidance

Module 1: What are Broader Outcomes and why are they important for the construction industry?

Module 2: How to incorporate Broader Outcomes in construction procurement

Module 3: How to incorporate Broader Outcomes in construction procurement (More in-depth)

[Procurement and risk | Construction Accord](#)

