

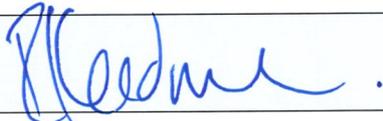


horizons

REGIONAL COUNCIL

Procurement Strategy Document – Regional House
Palmerston North New Build

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Executive summary

This document outlines the Horizons Regional Council (HRC) overarching approach to procurement activities for the new build project. This project aims to consolidate HRC staff from multiple locations into a single, modern, and sustainable office space. The new building will not only provide a fit-for-future workspace but also reflect HRC's commitment to progress, sustainability, and community well-being.

Key Objectives:

The below are high level key objectives of the procurement strategy document.

Efficient Decision-Making: Ensure procurement decisions are timely and informed by comprehensive considerations and decision documents.

Value for Money: Achieve the best value for money spent through competitive and transparent procurement processes.

Risk Management: Actively manage risks, aligning with Health & Safety requirements.

Alignment with HRC Objectives: Ensure procurement activities support HRC's strategic goals and community outcomes.

Probity and conflicts of interest management: Ensuring all tender management activities are carried out fairly with full transparency that can demonstrate no bias and no pre-determined outcomes.

Project Scope:

The specific key objectives for project scope are as follows.

New Building: A new IL2 building accommodating approximately 288 staff.

Location: The site is located on the corner of Victoria Avenue and Grey Street, adjacent to the Te Ao Nui Office and retail building.

Procurement Approach:

At its meeting on 17 December 2024, Council resolved that MWRCH Holdings Ltd (MWRCH) will act as the Governance Body for this project. Accordingly, the procurement approach will utilise the provisions of MWRCH's procurement policy.

The specific objectives for our procurement activities are as follows.

Framework: Utilise the Plan, Source, and Manage framework to guide procurement activities throughout the project lifecycle.

Methods: Employ a mix of open competitive RFPs, direct engagements, and closed tenders based on the specific needs of each procurement activity.

Timeline:

Tranche 1 (Mid-March – July): Includes RFI phase, RFP release, evaluation, and appointment of services.

This procurement strategy is designed to ensure that HRC can deliver a high-quality, sustainable office space that meets the needs of its growing staff and supports the council's strategic objectives.

A bit about us

The Horizons Region extends over 22,200km² - from Ruapehu in the north and Horowhenua in the south, to Whanganui in the west and Tararua in the east. It's a landscape as vast and varied as the nearly 250,000 people who call it home. At Horizons Regional Council we work to make our region a great place to live, work and play.

While the city or district council is responsible for community services, such as road maintenance, libraries, determining land use and subdivisions, Horizons' responsibilities include ensuring sustainable use of our region's natural resources, leading regional land transport planning, contracting passenger transport services and coordinating our region's response to natural disasters. Some of our activities span several city and district council boundary lines and our jurisdiction extends 12 nautical miles out to sea. As a result we work closely with these councils and other agencies on some issues to ensure they are managed to benefit the entire region.

What is the opportunity?

Staff forecasting for HRC sees staffing numbers grow from 214 to 255 in the next three years and up to 288 in the next 15 years. Currently, staff sit across several locations (Queen Street, Central Energy Trust Arena, Regional House, Te Ao Nui) and the leases for these sites are set to start expiring in the near future, Queen Street (2026) and Central Energy Trust Arena (2028). Regional House has also been classified an Earthquake Risk Building (2017) and Earthquake Prone Building (2024), requiring us to come up with a solution to how we will accommodate our staff.

HRC needs an office space that will consolidate staff from multiple locations into a single shared space, connecting staff to foster a cohesive culture and address space deficits.

The proposed solution

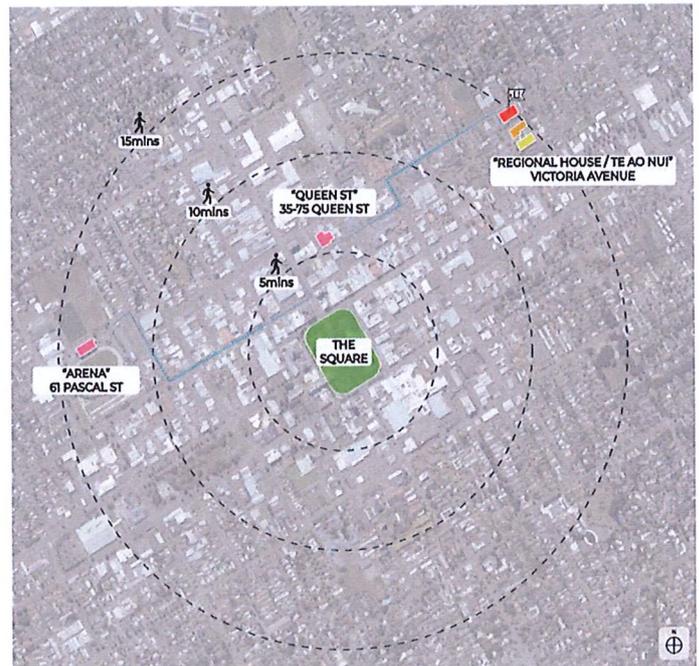
HRC has conducted previous engagements regarding this opportunity and through this analysis has concluded on a proposed solution to meet its requirements and strategic intent (option 4).

- New IL2 building for all Palmerston North based HRC Staff, excluding EOC staff
- Demolish, remediate or sell RHPN (**No Council resolution as at Version 1 release**)
- Te Ao Nui - retain existing EOC
- 4,600 m² GFA (1,533 m² footprint)

Potential Features

- Accommodation for approx. 280-290 staff
- 88 Carpark spaces [50 newly built]
- Allowance for future unplanned growth of staff
- Workplace neighbourhoods of a share ratio of between 60-65%
- Large staff hub and amenity
- Private Offices
- Lobby and reception area
- Wellness suite
- Aim for certification: Green Star, NABERS, WELL
- Staff storage and PPE rooms
- Breakout Work Spaces
- Meeting rooms
- Lunchroom
- Interconnecting stairs
- Commute friendly bike storage & changing facilities

The proposed site has already been purchased by HRC and is located on the corner of Victoria Avenue and Grey Street, adjacent to the recently completed Te Ao Nui Office and retail building (17-19 Victoria Avenue) and the existing RHPN (11-15 Victoria Avenue) northeast of the CBD and The Square. Victoria Avenue, between Grey Street and Main Street, is developing as a commercial area with most businesses towards Grey Street providing health services.



Our Procurement Approach

Our procurement approach will be centred on timely and efficient delivery, procurement activities will run through the entire lifecycle of this project making it a critical enabler to the successful delivery of the new build.

It has been identified that some respondents to our tenders may have previously provided services to HRC. Some of these services may have been within the options analysis phase of the new build project, which was carried out prior to any tender activities being initiated. This could be perceived as potential bias in the market should one of these suppliers be successful. To ensure fairness to all responders (to any of the tenders) we will provide all relevant documentation from the options analysis phase as appendices to the relevant tenders if applicable. This will provide fairness, transparency and equal opportunity for all responders.

Procurement Framework

The Plan, Source and Manage framework will be leveraged during this project. It will help provide us with the parameters of how we operate while maintaining good standards of procurement practice.

Planning

Planning can occur at both a strategic and tactical level and is closely integrated with both investment and project management planning disciplines.

At a strategic level, we influence investment plans and strategies with procurement and commercial considerations, develop and maintain a forward pipeline of procurement activity, identify opportunities for collaboration and smart packaging of requirements and identify the most appropriate delivery model. Tactical planning involves choosing the most appropriate supplier selection method, developing requirements and evaluation criteria, and the preparation of tender documentation.

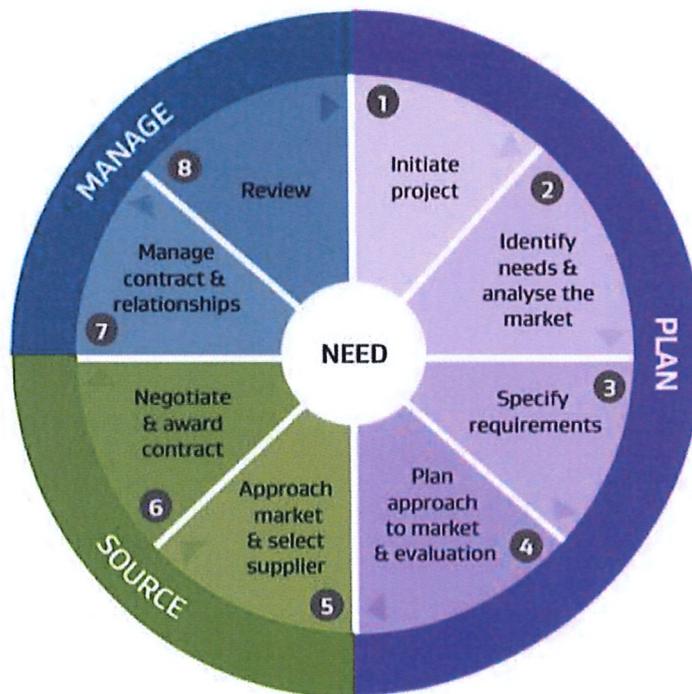
Sourcing

Having selected the most appropriate supplier selection method, we will engage with potential suppliers (open competitive, closed competitive, direct appointment), receive and evaluate responses and select the most appropriate supplier. Due diligence, refinement of requirements, negotiation of commercial terms, and development of relationship and operating procedures may also form part of the sourcing phase.

Managing

After entering into an agreement with one or more suppliers, HRC will onboard or induct the supplier, administer and manage the contract and supplier performance, provide appropriate oversight and supervision, and continuously review the agreement.

The Managing phase also includes the active monitoring and assessment of the performance and effectiveness of procurement strategies and plans, and the capturing and application of lessons and learnings.



Strategic Drivers

HRC view their strategic priorities and community outcomes as an integrated set that can only be achieved if they are developed and addressed together, as outlined in Te anga rautaki – Strategic Framework.

Te anga rautaki - Strategic Framework

Tō mātou wawata Our vision	Tō tātou whenua ora - mauri wai, mauri whenua, mauri ora Our region - a healthy environment where people are thriving
Ngā putanga ā-hapori Our community outcomes	<p>He whakamana hapori, he hapori kori Our region's communities are vibrant and empowered</p> <p>He whanaungatanga whai mana Our region's relationship with iwi and hapū are respectful and mana-enhancing</p> <p>He pūnaha hauropi ora Our region's ecosystems are healthy</p> <p>He whatunga waka mauritau Our region has effective transport networks</p> <p>He rohe piki te ōhanga, piki te taiao Our region's economy is thriving and environmentally sustainable</p> <p>He hapori manawaroa Our region's communities are resilient to the impact of natural hazards and climate change</p>
Ngā rautaki arotau Our strategic priorities	<p>Te piki manawaroa ki te āhuarangi hurihuri Building resilience to the impacts of climate change</p> <p>Te whakakaha whanaungatanga ki te tangata whenua Strengthening partnerships with tangata whenua</p> <p>He ara torowhārahi - mai i ngā maunga ki te moana (whakahaere riu) A holistic approach, from the mountains to the sea (integrated catchment management)</p> <p>He tūhono wāhi he honohono tangata Connecting people and place through effective public transport connections</p>

How does the proposal align to HRC strategy?

This project will help create better alignment, connection and collaboration of the wider HRC team within one building (except EOC). It aligns with our strategic goal of ability to deliver, to investment so that we can deliver what our community needs now and in the future.

Is the proposal driven by compliance/policy/legislative requirements?

Yes, the project will ensure compliance with the Building Act 2004 and the Building (Earthquake-prone Buildings) Amendment Act 2016 and the Building (Earthquake-prone Buildings Deadlines and Other Matters) Amendment Act 2024. The legislative timeframe to remediate or vacate the building due to being earthquake prone is 2043.

This will also amend compliance with building capacity, which is currently exceeded, this is critical as forecasting sees staffing numbers continue to grow.

Is the proposal driven from prior risk identification?

This project is being driven by prior risk identification, Regional House has been classified as an Earthquake Risk Building (2017) and Earthquake Prone Building (2024).

Is this entered on the capital intentions schedule and/or business groups business plan?

Yes, Council has recognised the need to replace the building, and is going through public consultation. This project will feed into the Council Annual Plan and Long Term Plan.

Risks Ratings

Risk rating	Description
High	This refers to situation or activities that have a high probability of leading to significant negative consequences. These risks require immediate action/attention & strong mitigation strategies.
Medium	These risks have a moderate probability of occurring & can cause moderate negative impacts. While not as urgent as high risks, they require management & monitoring.
Low	This includes risks that have a low probability of occurring and would result in minor negative consequences. These risks are often considered acceptable and do not require significant resources to manage.

Risks

Risk	Mitigation	Rating	Owner
1. Delays in project timeline	Implement a detailed project schedule with contingency time. Monitor schedule closely, work closely with external teams, use Smartsheets to track tasks & deadlines. Delays in delivery will be managed by the internal HRC project team and reported to the governance group.	M	HRC Project Sponsor – Craig Grant HRC Project Lead - Harriet Jackson.
2. Budget overruns	Develop a detailed budget plan with contingencies for unexpected expenses. Review & update the budget to reflect actual costs. Implement cost control measures, the internal HRC project team will manage budgets and report changes to the governance team.	H	HRC Project Sponsor – Craig Grant. HRC Project Lead - Harriet Jackson.
3. Vendor/responder reliability issues	Conduct thorough due diligence before selecting vendor/responders, including checking references & past performance (specifically the use of hybrid RFI & RFP process and meeting preconditions before full RFP documentation sent out). Establish clear contracts with detailed performance metrics. HRC internal project team will manage these relationships.	M	Grant Thornton Procurement Team. HRC Project Sponsor – Craig Grant. HRC Project Lead - Harriet Jackson.

<p>4. Regulatory & compliance issues.</p>	<p>The project has been designed to ensure that HRC complies with the Building Act 2004, the Building Earthquake-prone Buildings Amendment Act 2016 and the Building (Earthquake-prone Building Deadlines and Other Matters) Amendment Act 2024.</p> <p>Potential issues with obtaining permits, adhering to building codes and complying with environmental regulations. This will be managed via supplier selection and will be part of their identified requirements to deliver. This will be overseen and managed by the HRC internal project team.</p>	<p>M</p>	<p>HRC Project Sponsor – Craig Grant.</p> <p>HRC Project Lead - Harriet Jackson.</p>
<p>5. Potential Future Local Government Reforms.</p>	<p>Council may struggle to balance the demands of any new reforms with its existing responsibilities, leading to a strain on resources and capacity. This may result in either an increase or decrease to forecast staffing levels.</p>	<p>M</p>	<p>HRC Project Sponsor – Craig Grant.</p> <p>HRC Project Lead - Harriet Jackson.</p>
<p>6. Inflationary Pressures.</p>	<p>Global uncertainty on international tariff increases and the resulting impact on inflation. Potentially impacting access to supplies and/or overall project budget.</p>	<p>H</p>	<p>HRC Project Sponsor – Craig Grant.</p> <p>HRC Project Lead - Harriet Jackson.</p>

Dependencies

- The leases of buildings that currently accommodate staff are set to start expiring.
- Successful delivery of previous procurement activity.
- Regulatory approvals, ensuring that necessary permits and licences are obtained.
- Timeline – the project needs to be delivered by December 2029.
- Stakeholder engagement – including Public Consultation.

Probity

Probity within procurement ensures that public money is spent carefully and properly, throughout this project probity will be managed by:

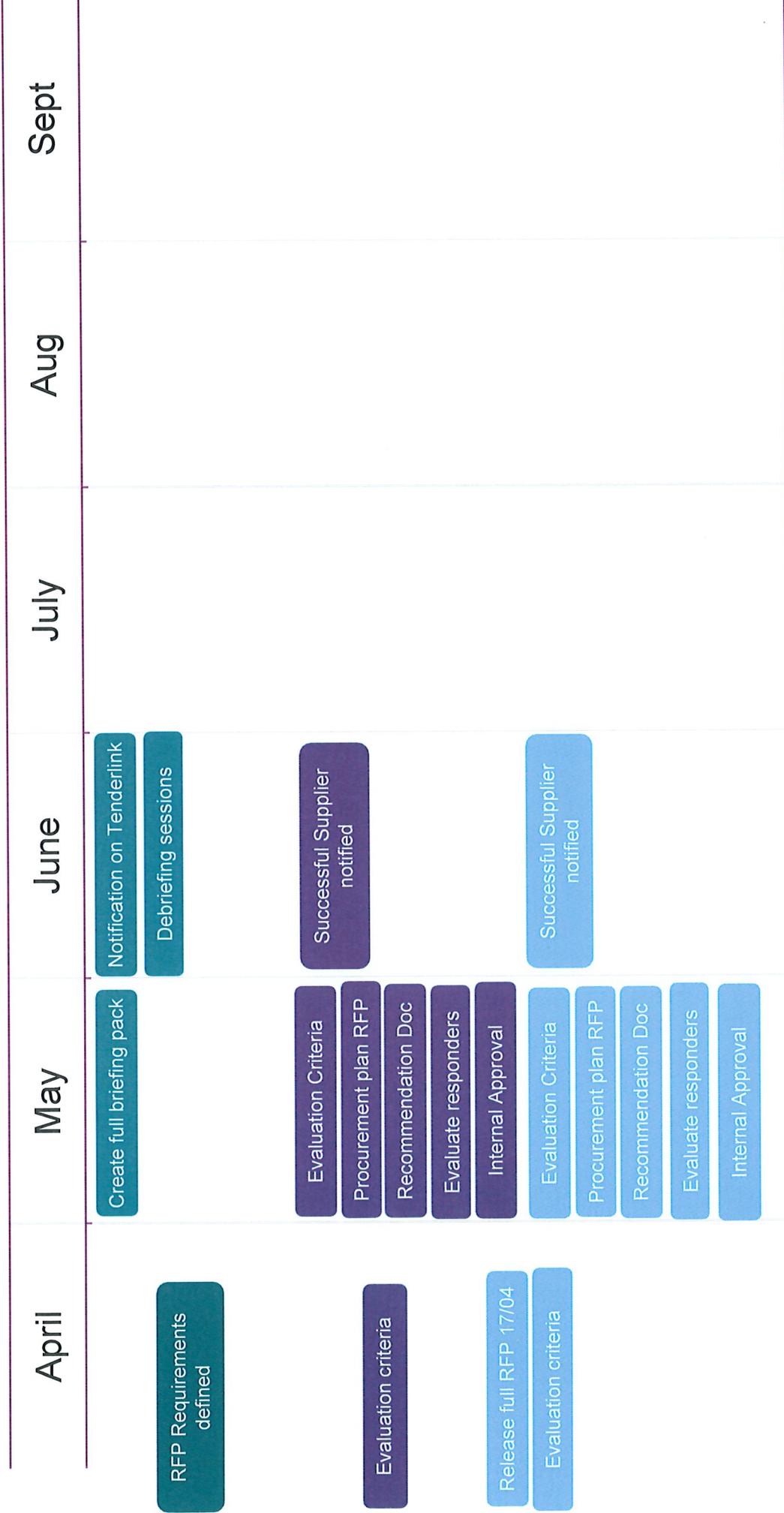
- Acting fairly, impartially and with integrity, acting lawfully, and being accountable and transparent.
- Ensuring compliance with HRCs code of conduct.
- Ensuring that financial authority for the procurement is approved before proceeding to tender.
- Identifying and effectively managing all conflicts of interest.
- Protecting the supplier's commercially sensitive and confidential information.
- Providing each supplier with a comprehensive debrief at the end of the tender process.

Key

- Procurement 0 Procurement 1 Procurement 2
- Procurement 3 Procurement 4 Procurement 5

High-level Procurement Timeline (March – Sept 25)

The below timeline aligns with procurement activities for ease;



April	May	June	July	Aug	Sept
	<p>Exemption paper for direct appointment</p> <p>Closed tender RFI</p> <p>Planning for open tender RFP</p>	<p>Direct appointment</p> <p>Closed tender RFP</p> <p>Open tender RFP</p>	<p>Evaluate responders</p>	<p>Evaluate suppliers</p> <p>Appoint QS Services</p> <p>Notification Tenderlink</p> <p>Debriefing sessions</p> <p>Appoint successful supplier</p> <p>Notification Tenderlink</p> <p>Debriefing sessions</p>	

Procurement Activities (March – September 2025)

Procurement 0 – Tender Documentation & Processes

HRC has partnered with Grant Thornton to provide expertise & guidance to support HRC run successful procurements processes to secure Project Planning & Development capability, Project Technical Design & Architecture capability, Legal services, Quantity Surveyor and early construction phase services. We will be working to plan and execute fair and transparent procurement processes, that will be robust in nature so that HRC select the best suppliers to deliver the work set within the scope of the brief, to the expected quality, on time and within budget.

Below is a guide of expected activity.

Procurement documentation & process	Planned activity	Due date
Creating RFI & RFP documents	GT will have draft copies to Horizons by April 2, 2025.	03/04/2025
Initial RFI released, with high-level requirements and preconditions	Go live via Tenderlink on April 4 th .	4/04/2025
Deadline for Questions		5pm 11/04/2025
Deadline for us to answer questions	Respond to RFI questions.	14/04/2025
Complete full RFP	Work to complete full RFP documentation. Confirm evaluation criteria.	14/04/25
Deadline for Initial RFI responses	Evaluate & triage responders, meeting all pre-conditions.	2pm 16/04/2025
Full RFP Released	Released to eligible respondents, who have met the preconditions.	17/04/2025
	Deadline for Questions.	5pm 12/05/2025
	Deadline for us to answer questions.	16/05/2025
Deadline for Full RFP responses		22/05/2025
Release of responses to evaluation team	Shortlist and send through to HRC team.	23/05/2025
Evaluation of responders	Evaluation panel work through responses.	26/05-30/05
Internal approval process	Present recommended responder to Governance, to confirm decision	02/06-06/06
Successful respondents notified of outcome		06/06/2025
Expected start date of Contract		10/06/25

Procurement 1 – Planning & Development Capability

Please note - same timeline as above

The purpose of this procurement activity is to appoint consultancy services that will support the planning and development services for the full project lifecycle (project establishment through to post completion of the office build).

Each phase of the project to subject to budget and governance approval however the procurement will be for full project lifecycle.

The following procurement options were assessed. This was based on dollar value of procurement and alignment to government procurement rules.

Tender Approach	Yes	No	Rationale
Open tender – RFP	X	X	Time constrains within the project Not knowing many response we could get. Not enough time to do full reference checks. Inability to have one supplier to have ie, may have to contract multiple services.
Closed tender – RFI followed by RFP	X	X	Not fit for purpose - not enough market information/knowledge of potential suppliers.
Hybrid Open RFI – closed RFP	✓	X	Fairness and transparency to the market for the open RFI. Strict pre-conditions to be meet with evidence to be considered for the shortlist to closed RFP this ensures no bias shown from any evaluation panel member. Maximum of 5 shortlisted to closed RFP ensures we are not wasting time, effort & cost to respond. Maximum of five RFPs ensures efficient management of time to know what needs to be assessed and ability to appoint quickly following a robust tender process.
Direct Source – exemption required	X	X	Not fit for purpose - we did not have enough information on the market. Also know that there would be a lot of potential supplier candidates.
AOG Panel	X	X	AOG does not have a panel for all services required for the construction and build and would therefore need to do multiple secondary selection panels.
RFQ	X	X	Not fit for purpose - need to assess skill sets as well as cost.

For this appointment, we will utilise a hybrid procurement process, consisting of an original Request for Information (RFI) followed by a full Request for Proposal (RFP). This approach has been selected as responders must confirm and evidence that they meet the pre-conditions of the RFI to receive the full RFP documentation.

This will be an open competitive tender to deliver a fair, equitable and transparent opportunity for all potential suppliers, ultimately leading to better value for money and better solutions for HRC.

This procurement activity will run concurrently with the procurement of project technical and architectural design consultancy services.

HRCs project team will work directly with the appointed responder, this will include having clearly defined roles, responsibilities and deliverables.

The successful delivery of this project will rely on all involved parties working collaboratively together to achieve the projects intended outcomes. At times, this may include the appointed supplier participating in stakeholder/community engagement.

Procurement activity 2 – Project Technical Design & Architecture Capability

Please note – see above timeline

The objective of this procurement activity is to appoint consultants that will deliver the technical and architectural design of this project for the entirety of the full project. The respondent's technical expertise will bring strategic oversight, technical expertise and industry best practice to the project, helping HRC mitigate risk, optimise cost and ensure compliance with all regulatory and building code requirements.

This appointment will use a hybrid procurement process, consisting of an original RFI process followed by a full RFP process. This approach has been selected as responders must confirm and evidence that they meet the pre-conditions of the RFI to receive RFP documentation.

This will be an open competitive tender process to deliver a fair, equitable and transparent opportunity for all potential suppliers, ultimately leading to better value for money and better solutions.

This procurement activity will run concurrently with the procurement activity to appoint services for project planning and development.

HRCs project team will work closely with the appointed supplier and as part of this partnership each group will clearly understand their roles, responsibilities and deliverables.

The successful delivery of this project will rely on all involved parties working collaboratively together, at times this may include stakeholder/community engagement.

The following procurement options were assessed. This was based on dollar value of procurement and alignment to government procurement rules.

Tender Approach	Yes	No	Rationale
Open tender – RFP	X	X	Time constrains within the project. Not knowing many responses we could get. Not enough time to do full reference checks. Inability to have one supplier to have ie, may have to contract multiple services.
Closed tender – RFI followed by RFP	X	X	Not fit for purpose - not enough market information/knowledge of potential suppliers.
Hybrid Open RFI – closed RFP	✓	X	Fairness and transparency to the market for the open RFI. Strict pre-conditions to be meet with evidence to be considered for the shortlist to closed RFP this ensures no bias shown from any evaluation panel member.

			<p>Maximum of 5 shortlisted to closed RFP ensures we are not wasting time, effort & cost to respond.</p> <p>Maximum of five RFPs ensures efficient management of time to know what needs to be assessed and ability to appoint quickly following a robust tender process.</p>
Direct Source – exemption required	X	X	<p>Not fit for purpose - we did not have enough information on the market.</p> <p>Also know that there would be a lot of potential supplier candidates.</p>
AOG Panel	X	X	AOG does not have a panel for all services required for the construction and build and would therefore need to do multiple secondary selection panels.
RFQ	X	X	Not fit for purpose - need to assess skill sets as well as cost.

Procurement Activity 3 - Legal Services

The purpose of these procurement activity is to directly appoint appropriate legal services for the project.

Direct appointment procurements are non-competitive and explicitly exclude non-selected suppliers from the work.

Exemptions from the direct appoint thresholds can be made with good justification on a case by case basis. This will focus on the ability to enable an efficient and cost-effective solution under the circumstances, consistent with HRC strategic objectives.

Key considerations for a direct sourcing tender approach include;

- They knew the business and have worked with HRC previously.
- Their experience of working with local Government and Local Government building projects will be a key consideration.
- They are geographically local to HRC.
- HRC know their price rates/cards, this will help reduce negotiation times and therefore overall spend.

The following procurement options were assessed. This was based on dollar value of procurement and alignment to government procurement rules.

Tender Approach	Yes	No	Rationale
Open tender – RFP	X	X	<p>Time constrains.</p> <p>Not knowing many responses we could get.</p> <p>Not enough time to do full reference checks.</p> <p>Inability to have one supplier to have ie, may have to contract multiple services.</p>
Closed tender – RFI followed by RFP	X	X	Not fit for purpose - not enough market information/knowledge of potential suppliers.
Direct Source – exemption required	✓	X	Already know entity - they have provided several years of legal advice/services to HRC.

			<p>Are experienced in working with Local Government and Local Government Building Projects.</p> <p>Ability to hit the ground running and provide legal advice immediately.</p> <p>A change in supplier would cause significant inconvenience or substantial duplication of costs to HRC.</p> <p>Price rates/cards are known to HRC, this will help reduce negotiation times and therefore overall spend.</p>
AOG Panel	X	X	AOG does not have a panel for all services required for the construction and build and would therefore need to do multiple secondary selection panels.
RFQ	X	X	Not fit for purpose - need to assess skill sets as well as cost.

Procurement Activity 4 – Quantity Surveyor Services

The purpose of this procurement activity is to run a closed tender procurement to appoint appropriate Quantity Surveyor services for the project.

Closed tenders invite a small group of pre-selected suppliers to submit bids for the tender, meaning that non-selected suppliers cannot bid for the work.

Using a closed tender approach will aid HRC with efficiencies, for example, by having a smaller numbers of responders time taken to evaluate and appoint a supplier will be reduced. It will also help the project manage quality control, pre-selection of potential suppliers will be based on technical capability and experience and a proven track record as this vetting is done prior to inviting suppliers to bid. This will help HRC mitigate against risks around supplier reliability.

The following procurement options were assessed. This was based on dollar value of procurement and alignment to government procurement rules.

Tender Approach	Yes	No	Rationale
Open tender – RFP	X	X	<p>Time constrains.</p> <p>Not knowing many responses we could get.</p> <p>Not enough time to do full reference checks.</p> <p>Inability to have one supplier to have ie, may have to contract multiple services.</p>
Closed tender – RFI followed by RFP	✓	X	<p>Only suitable selected suppliers can bid for the tender.</p> <p>Suppliers available within the market who can provide these services.</p> <p>This will help ensure efficiencies for HRC and overall project.</p> <p>Time management – only inviting a small selected group of suppliers will help streamline the evaluation process of responders.</p>

			Quality control – because they are pre-selected HRC have assurance around reputation, experience and ability to deliver.
Direct Source – exemption required	X	X	Not fit for purpose – Direct source can at times lead to higher cost due to the restricted amount of competition.
AOG Panel	X	X	AOG does not have a panel for all services required for the construction and build and would therefore need to do multiple secondary selection panels.
RFQ	X	X	Not fit for purpose - need to assess skill sets as well as cost.

Procurement Activity 5 – Early Construction Phase (Indicative June – Sept 2025)

The purpose of this procurement activity is to appoint construction services for the project. This will be an open tender process and we are aiming to have this activity completed prior to detailed design sign offs. This will help mitigate and reduce the likelihood of overall project delays because handovers between suppliers will have occurred and it will enable the construction team to have excellent understanding of requirements and project timeline.

By using an open tender process HRC will be able to test the market more thoroughly, this means having better understanding of capabilities and pricing trends within the industry. This will support transparency and competitive pricing helping ensure better value for money.

The following procurement options were assessed. This was based on dollar value of procurement and alignment to government procurement rules.

Tender Approach	Yes	No	Rationale
Open tender – RFP	✓	X	<p>Increased competition, leading to more competitive pricing and better value for money.</p> <p>Supports innovation – a wider pool of responders encourages more innovative responses.</p> <p>Transparency – this can be vital if the project/cost is open to public scrutiny.</p> <p>Market testing – it allows the buyer to test the full market in regard to capabilities and pricing.</p>
Closed tender – RFI followed by RFP	X	X	<p>Only selected suppliers can participate within the tender.</p> <p>This will help ensure efficiencies for HRC and overall project.</p> <p>Time management – only inviting a small selected group of suppliers will help streamline the evaluation process of responders.</p> <p>Quality control – because they are pre-selected HRC have assurance around reputation, experience and ability to deliver.</p>
Direct Source – exemption required	X	X	<p>Not fit for purpose – HRC do not have enough understanding of the construction industry/market.</p> <p>Direct Source can at times lead to higher costs due to the restricted amount of competition.</p>

AOG Panel	X	X	AOG does not have a panel for all services required for the construction and build and would therefore need to do multiple secondary selection panels.
RFQ	X	X	Not fit for purpose - need to assess skill sets as well as cost.