



Waitakere City Council  
*Te Taiao o Waitakere*

## NOTICE OF MEETING

# TENDERS SUBCOMMITTEE

I hereby give notice that a Meeting of the Tenders Subcommittee will be held on:-

**DATE:**        **Friday**                    **28 October 2005**                    **TIME:**        **9.00 am**

**VENUE:**        **Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City**

to consider the business as set out herein and to take any necessary action connected therewith.

25 October 2005

Sharon Simiona  
**DEMOCRACY SUPPORT AND  
SISTER CITY OFFICER**

Telephone (09) 836 8000 extn 8820

### **MEMBERSHIP:**

Councillors    JM        Clews, QSO, JP (Chairperson)  
                  RI        Clow (Deputy Chairperson)

Chief Executive Officer

Director: City Services

Director: Corporate & Civic Services

Director: Strategy & Development

Director: Quality Assurance

Director: Finance

Maori Issues Manager

Mayor RA Harvey, QSO, JP (ex officio)

Deputy Mayor CA Stone (ex officio)

(Quorum 4 members)

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(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted.)

**AGENDA FOR A MEETING OF THE TENDERS SUBCOMMITTEE TO BE HELD IN THE  
CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN, WAITAKERE CITY,  
ON FRIDAY, 28 OCTOBER 2005, COMMENCING AT 9.00 AM.**

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**1 APOLOGIES**



**2 URGENT BUSINESS**

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 provides that where an item of business is not on the agenda, it may only be dealt with at the meeting if:

- (i) the Committee by resolution so decides; and
- (ii) the Chairperson has explained at the beginning of the meeting (when open to the public) that the item will be raised for discussion and decision, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting.

The Committee may make a decision on a matter determined to be urgent.

**NOTE:** Urgent Business need not be dealt with now and may be delayed until later in the meeting.



**3 CONFIRMATION OF MINUTES**

Meeting Minutes - Friday, 14 October 2005

**RECOMMENDATION**

That the minutes of the Meeting of the Tenders Subcommittee held on Friday, 14 October 2005, as circulated, be taken as read and now be confirmed.



**4**

## **PROJECT TWIN STREAMS LOWER OPANUKU COMMUNITY CONTRACT**

### **PURPOSE OF THE REPORT**

The purpose of this report is to obtain the approval of the Tenders Subcommittee to enter into a three (3) year contract (renewable each year on a +1 +1 +1 basis) with Corban Estate Arts Centre (Waitakere Arts and Cultural Development Trust) to deliver Project Twin Streams in the Lower Opanuku (Henderson South) area.

### **BACKGROUND**

The purpose of Project Twin Streams is to implement a programme of integrated catchment management and demonstrate the achievement of Council's strategies for economic, cultural, social and environmental well being.

The resources necessary to deliver Project Twin Streams include the following:

- Staff and technical resources;
- Community based organisations; and
- Contractors for large physical works and planting programmes.

A report was presented to the Environmental Management Committee on 13 April 2004 to establish the policy framework for community engagement for Project Twin Streams. The Environmental Management Committee resolved as follows:

- "1. That the Project Twin Streams and Community Engagement report be received.*
- "2. That the Group Manager: Asset Management be authorised to negotiate with appropriate community organisations to provide co-ordination and maximise community participation in the project, with reporting back to the Tenders Subcommittee for approval."*

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To give effect to this resolution, a process has been undertaken in the Lower Opanuku area to determine the following outcomes:

- How Project Twin Streams will be initiated in this locality; and
- Identifying a suitable community organisation to undertake a community contract.

This involved identifying and making contact with key individuals, groups and organisations in the locality. A meeting was then held with key stakeholders including the local schools, Residents and Ratepayers Association representatives, Samoan Church, Pacific Arts Trust, Workers Education Association and Corban Estate Arts Centre.

From this meeting it was established that the Corban Estate Arts Centre, Pacific Arts Trust and Workers Education Association were interested in further discussing a community contract. The three organisations met and identified that Corban Estate Arts Centre was the only organisation that had the capacity to hold a contract with Council. Both the other organisations were interested in the implementation of the project.

Corban Estate Arts Centre is the organisation identified who have the strategic alignment with Council's vision, have a working understanding in community development processes, robust governance and management structure, a proven track record for delivery and accountability and the capacity to enter into a contract to develop Project Twin Streams in the Lower Opanuku locality.

The Corban Estate Arts Centre is managed by the Waitakere Arts and Cultural Development Trust which has been in existence since 1998. The centre has been fully operational since 2002 and undertakes a programme of gallery exhibitions, public programmes, events and a schools and adult education programme. The centre also manages a studio arts complex where up to 20 artists studios operate as an informal arts centre incubator.

Corban Estate Arts Centre receives an operating grant from Council of \$210,000 and has consistently delivered on its contract beyond the performance measures set down by Council. The Centre generates an annual turnover of around \$360,000 per year (inclusive of the Council grant) and is regarded by Council as under sound management and delivering a much valued service to the community.

### STRATEGIC CONTEXT

The community contracts support the Council strategic platforms of:

- **Strong Communities** - people are active, healthy and content;
- **Active Democracy** - people feel they can make a difference. There are high levels of community participation and respect for each others views;
- **Green Network** - caring for natural areas. Protection and enhancement is south on both public and private land, community involvement is encouraged, as in the projection of landscapes, native plants, wildlife and ecosystems;
- **Three Waters** - stream restoration and resolving stormwater management issues

Project Twin Streams also demonstrates the integration of Council's Quadruple Bottom Line approach in programme development and implementation as required by the Local Government Act 2002.

### SCOPE OF WORK

Using a community development model Corban Estate Arts Centre will carry out the following:

- Undertake weeding, planting and maintenance of the Lower Opanuku Stream;
- Plan and organise community events to engage the wider community in weeding, planting and maintenance;
- Build the capacity of the local residents and groups in Henderson South as well as the community and business sector to participate in Project Twin Streams and take stewardship of parts of the Lower Opanuku Stream;
- Identify and develop opportunities and methods to increase community understanding of the causes and effects of riparian degradation, and ways to change behaviour to mitigate the effects, with assistance and resources supplied by Council;
- Assist with monitoring and evaluation of the environmental, social, economic and cultural progress; and
- Establish a sustainable structure for the long-term development of the project in the Lower Opanuku area.

The contract will include tangible project deliverables and timeframes to be measured under the contract.

## RESOURCES

Funding for Year 1 will be for payment for a part-time project co-ordinator, establishment costs of the project, overhead and project management costs and costs to run community events and education projects to meet the agreed objectives and deliverables of the contract. Costs for the contract (GST exclusive) will be as follows:

YEAR	2005/2006	2006/2007	2007/2008	2008/2009
<b>COSTS</b>	\$55,000	\$70,000	\$100,000	\$50,000

Plants, implements and expertise (education, environmental, community development, communication, health and safety) will be provided by Council.

A per square metre payment in the range of up to \$5.00 per square metre will be made for planting and maintenance. The actual amount will be dependent on the site location and the number of plants planted square metre.

## SOURCE OF FUNDING

### 2005/2006 Budget 7 months

Budget Description (from Annual Budget line item)	Account	Budget	Committed to other projects	Allocation to this project	Unallocated balance
Project Twin Streams	85-9815-63870-999	\$18,070,000	\$6,990,000	\$55,000	\$11,025,000

### 2006/2007 Budget 12 months

Budget Description (from Annual Budget line item)	Account	Budget	Committed to other projects	Allocation to this project	Unallocated balance
Project Twin Streams	85-9815-63870-999	\$5,000,000	\$3,000,000	\$70,000	\$1,930,000

### 2007/2008 Budget 12 months

Budget Description (from Annual Budget line item)	Account	Budget	Committed to other projects	Allocation to this project	Unallocated balance
Project Twin Streams	85-9815-63870-999	\$2,000,000	\$1,200,000	\$100,000	\$700,000

### 2008/2009 Budget 5 months

Budget Description (from Annual Budget line item)	Account	Budget	Committed to other projects	Allocation to this project	Unallocated balance
Project Twin Streams	85-9815-63870-999	\$2,000,000	\$800,000	\$50,000	\$1,150,000

Funding has been provided for community contracts in the 2003/2013 Long Term Council Community Plan. It should be noted that the budget amounts above are gross expenditures excluding any Auckland Regional Holdings (formerly Infrastructure Auckland) grant monies and Financial Contributions on development, in accordance with Council's accounting policy.

### **RECOMMENDATIONS**

1. That the Project Twin Streams Lower Opanuku Community Contract report be received.
2. That the negotiated contract in the sum of \$275,000 plus \$34,375 GST totalling \$309,375 over three years with Corban Estate Arts Centre (Waitakere Arts and Cultural Development Trust) for the Project Twin Streams Lower Opanuku Community Contract be accepted.
3. That the commitment to the 2006/2007 financial year for the Project Twin Streams Lower Opanuku Community Contract of \$70,000, plus \$8,750 GST totalling \$78,750 be approved subject to contractor performance and funding availability.
4. That the commitment to the 2007/2008 financial year for the Project Twin Streams Lower Opanuku Community Contract of \$100,000, plus \$12,500 GST totalling \$112,500 be approved subject to contractor performance and funding availability.
5. That the commitment to the 2008/2009 financial year for the Project Twin Streams Lower Opanuku Community Contract of \$50,000, plus \$6,250 GST totalling \$56,250 be approved subject to contractor performance and funding availability.
6. That the authority to enter into the Project Twin Streams Lower Opanuku Community Contract on behalf of Council be delegated to the Group Manager: Asset Management.

Report prepared by: Jenny Chilcott, Community Development Co-ordinator, Project Twin Streams.



## **5 CONTRACT NO. IM04135A - CORPORATE TELEPHONY SYSTEM**

### **PURPOSE OF THE REPORT**

The purpose of this report is to seek approval from the Tenders Subcommittee to award Contract No. IM04135A - Corporate Telephony System.

### **BACKGROUND**

The current telephone system serving the Civic Centre, Moselle Avenue and EcoWater offices was originally installed by Waitemata City Council in excess of 15 years ago, and has reached the end of its useful life. It is unable to be expanded beyond its current capacity, and lack of availability of spare parts, including replacement handsets is causing significant operational issues.

The upcoming move to the new Civic Centre provides an ideal opportunity to replace the current system with minimal additional disruption to Council. This provided the impetus to review telephony systems across the entire organisation, resulting in a project with the objectives of:

- Providing an integrated telephone system for the new Civic Centre and Waitakere Central Library;
- Upgrading or replacing the Call Centre telephone system to meet new business requirements;
- Developing and piloting a telephony technology roadmap to ensure any new system can be extended into other areas of the organisation, locally or remote, in response to future business requirements;
- Providing workforce management software capabilities to enhance the operational efficiency of the Call Centre.

Following a report in February 2005 to the Information Management Advisory Group (a management group reporting to Council's Directors Group with recommendations on matters of technology and related strategies), an implementation strategy for this project was agreed, which in summary involved the following:

- Clarification and documentation of business requirements;
- Current state assessment in terms of systems used, operational costs and call volumes;
- A two-stage vendor selection process involving:
  - an open Request for Information to shortlist potentially suitable solutions;
  - a selective Request for Proposal issued to short-listed vendors.

Upon award of the contract, the successful vendor will be required to successfully complete two pilot projects as outlined in the scope of works below, before the deployment of the main system.

Council reserves the right to cancel the contract, at no cost to Council, should mutually agreed success criteria for the pilots not be achieved, and in the unlikely event of this occurring, Council will then enter into further discussions with the second ranked vendor.

### **SCOPE OF WORK**

The scope of work includes:

- a) Deployment of the new Call Centre system to six (6) seats within the Call Centre as a pilot to ensure delivery of specific Call Centre functional and technical requirements;
- b) Deployment of a subset of the main system at Waikumete Cemetery and the GPT Building as a pilot to ensure delivery of general telephony functional and technical requirements, specifically including successful operation across Council's leased Telecom network;
- c) Deployment of the new system to Waitakere Central Library as part of the fit-out and commissioning of that building;
- d) Deployment of the new system to the new Civic Centre as part of the fit-out and commissioning of that building;
- e) Full deployment of the new Call Centre system in the new Civic Centre, coincident with the move of the Call Centre.

### Request For Information Responses Received

A Request for Information was publicly advertised on 16 June 2005 with five compliant responses received by the closing date of 28 June 2005. These are summarised in Table 1 below:

VENDOR	REG OFFICE
Agile NZ Limited	10 Constellation Drive, Mairangi Bay
Datacraft NZ Limited	Level 7, 209 Queen St, Auckland
Ericsson Enterprise Systems (NZ) Limited	Level 2, 5 Wilkins St, Freemans Bay
GDC Communications Limited	Level 3, Building 8, 666 Great South Road, Penrose
NEC Business Solutions	Level 1, 110 Symonds Street, Auckland

**Table 1 - Summary of Request for Information Responses**

### Request For Information Evaluation

An evaluation team comprising representatives from both the Information Management and Customer Services areas of Council was convened to assess the Request for Information responses against various factors contributing towards each of the attributes listed below. The Request for Information responses were evaluated against non price attributes only, generally in line with the Weighted Attribute Method contained in Transfund New Zealand's "Competitive Pricing Procedures Manual."

A summary of the evaluation results for the responses is shown in Table 2:

	Relevant Experience & Track Record, Methodology	Technical Skills and Appropriate Resources	Ease of Integration	Specification, Compliance with functional and technical requirements	Contract Number IM04135A
	33	11	11	45	Total Weights
	<b>Grade</b>				<b>INDEX</b>
Agile NZ Ltd	77%	67%	72%	71%	73%
Datacraft NZ Ltd	71%	57%	63%	63%	65%
Ericsson Enterprise Systems (NZ) Ltd	58%	49%	56%	56%	56%
GDC Communications Ltd	63%	49%	52%	59%	58%
NEC Business Solutions	49%	54%	53%	60%	55%

**Table 2 - Summary of Request for Information Evaluation**

### REQUEST FOR PROPOSALS

On the basis of the Request for Information evaluation results, a shortlist of the top two graded responses was compiled, and a Request for Proposal was issued to these vendors on 2 August 2005. Responses were received from both Vendors, as summarised in Table 3 below, by the closing date of 30 August 2005.

VENDOR	REG OFFICE
Agile NZ Limited	10 Constellation Drive, Mairangi Bay
Datacraft NZ Limited	Level 7, 209 Queen St, Auckland

**Table 3 - Summary of Request For Proposal Responses**

## Request For Proposal Evaluation

The evaluation team reconvened to evaluate the proposals received from the two short-listed vendors. For this second phase, senior Call Centre staff were included in the team, as it was recognised that meeting the business and functional requirements of the Call Centre was a critical success factor.

The evaluation process involved an initial assessment of the written Request For Proposal Responses. This was followed by a series of meetings, system demonstrations and customer site visits with each of the Vendors. During this process, there was a further clarification of requirements, and refinement of the solutions put forward.

Once the team was satisfied that the amended proposals were comparable with each other, and met the detailed technical, functional and business requirements, the evaluation team reviewed and adjusted non-price attribute scores to reflect the relative merits of the final proposals.

As part of the final round of evaluations, the vendors were asked to re-submit pricing based on the revised proposals, and it is these prices (which were lower in both cases than those originally submitted), against which the final evaluation scores were undertaken.

A summary of the evaluation results for the proposals is shown in Table 4. The Total Cost of Ownership figure used represents the initial capital cost of the system, plus projected operational costs for five (5) years:

	Attributes	Relevant Experience & Track Record, Methodology	Technical Skills and Appropriate Resources	Ease of Integration	Specification, Compliance with functional and technical requirements	Total Cost of Ownership	Contract Number IM04135A Total Weights
	Weights	10	15	10	25	40	100
	TCO	Grade					INDEX
Agile NZ Ltd	\$864,754	79%	74%	85%	68%	46%	63%
Datacraft NZ Ltd	\$797,740	72%	72%	73%	56%	54%	61%
<b>Med.n Price</b>	\$831,247						

**Table 4 - Summary of Proposal Evaluation**

Both Agile NZ Limited and Datacraft NZ Limited put forward strong responses, and either system would be expected to be able to meet Council's requirements.

The Agile NZ Limited solution was particularly strong in the Call Centre area, and provides for an easier migration path and consequently less business risk for the Call Centre. As incumbent supplier to the Call Centre, Agile NZ Limited have a proven track record with Council. Agile NZ Limited were awarded higher scores than Datacraft NZ Limited in all non-price attributes. Both the proposed project team, and the proven project and risk management methodologies demonstrated in the proposal response and evaluation workshops were impressive.

The enhancements to the Call Centre systems represent an incremental improvement to the existing system, with enhanced functionality and reporting systems which will allow for a seamless migration from a voice-only Call Centre to a Contact Centre able to manage and track customer contacts over a variety of media including voice, email, fax and Internet chat. These enhancements will be able to be rolled out progressively without major changes in current business processes and consequent retraining costs and service disruption.

Therefore, despite the Agile NZ Limited solution being some 8.4% more expensive over five (5) years, the better fit of the overall solution, coupled with a reduction in risk and soft costs, makes it the recommended solution, as is reflected in the overall index.

### CREDIT CHECK

A credit check has been requested to be carried out on Agile NZ Limited. The recommendations of this report are subject to no adverse information or results arising.

### SUMMARY

The results of the evaluation as summarised in Table 4 above shows that proposal submitted by Agile NZ Limited achieved the highest index of 63. This tender is not the lowest priced tender and it is therefore noted that the higher weighting on the non-price attributes for Agile NZ Limited justifies the recommendation that Council accepts the Agile NZ Limited proposal, price notwithstanding.

It is therefore recommended that the proposal of Agile NZ Limited in the amount of \$864,754 excluding GST be accepted.

### JOB COSTS

	<u>EXCL. GST</u>
System Capital Cost	\$627,254.00
Maintenance Cost (Year 1)	\$ 39,500.00
Maintenance Cost (Years 2 - 5 at \$49,500 p.a.)	\$198,000.00
Total Contract amount	<b>\$864,754.00</b>
Contingency (10% of capital cost)	\$ 62,725.00
Internal Labour (Estimated)	\$ 20,000.00
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Total Job Cost	<b>\$947,479.00</b>

### SOURCE OF FUNDING

Budget Description (from Annual Budget line item)	Codes	Budget	Committed to Other Projects	Allocation to This Project	Unallocated Balance
IM Infrastructure Capital Budget FY2005/2006	75-9516-16000-999	\$290,000.00	\$Nil	\$290,000.00	\$Nil
IM Infrastructure Capital Budget FY2006/2007	75-9516-16000-999	\$419,979.00	\$Nil	\$419,979.00	\$Nil
IM Hardware Maintenance Budget FY2006/2007	15-9516-16000-260	\$39,500.00	\$Nil	\$39,500.00	\$Nil
IM Hardware Maintenance Budget - 2007/2008 - 2010/2011	15-9516-16000-260	\$198,000.00	\$Nil	\$198,000.00	\$Nil

It is noted that the majority of the capital cost of the system will not be incurred until after July 2006, with the deployment of the main system, and Call Centre system within the new Civic Centre.

**RECOMMENDATIONS**

1. That the Contract No. IM04135A - Corporate Telephony System report be received.
2. That Contract No. IM04135A - Corporate Telephony System be awarded to other than the lowest priced proposal on the basis of the evaluation methodology employed.
3. That subject to a satisfactory credit check, the proposal from Agile NZ Limited for Contract No. IM04135A - Corporate Telephony System in the sum of \$864,754.00 plus \$108,094.25 GST, totalling \$972,848.25 be accepted.
4. That commitment to the Annual Plan 2006/2007 for Contract No. IM04135A - Corporate Telephony System in the sum of \$419,979 exclusive of GST for capital expenditure for the balance of the project be approved.
5. That commitment to the Annual Plan 2006/2007, 2007/2008, 2008/2009, 2009/2010 and 2010/2011 for Contract No. IM04135A - Corporate Telephony System for operational expenditure as follows:

**Hardware and Software Maintenance**

<b><u>Period</u></b>	<b><u>Amount</u></b>
2006/2007	\$ 39,500
2007/2008	\$ 49,500
2008/2009	\$ 49,500
2009/2010	\$ 49,500
2010/2011	\$ 49,500
<b>Excluding GST</b>	<b>\$237,500</b>

be approved.

7. That authority to enter into Contract No. IM04135A - Corporate Telephony System on behalf of Council be delegated to the Chief Executive Officer and/or the Director: Corporate & Civic Services.

Report prepared by: Steve McIntosh, Technical Infrastructure Manager, Information Management.



## **WAITAKERE INVESTMENT MARKETING STRATEGY AND IMPLEMENTATION PLAN**

### **PURPOSE OF THE REPORT**

The purpose of this report is to inform the Tenders Subcommittee of the process for selecting suppliers to be on the short list for the contract for the Waitakere Investment Marketing Strategy and Implementation Plan and to seek the Subcommittee's approval to vary the process originally selected and proceed to a negotiated contract process in letting the contract.

### **BACKGROUND**

At the City Development Committee meeting held on Thursday, 7 April 2005, it was resolved:

- “1. *That the Citywide Marketing Plan report be received.*
2. *That a Request For Proposal process and subsequent work to undertake research and development for an integrated Citywide Marketing Strategy be approved and that the \$130,000 funding identified in the 2004/2005 Annual Plan for this work be released.”*

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Subsequent to this a Request for Proposal was issued to seven organisations that had been identified as being likely to have suitable qualifications to undertake this work. However only three organisations submitted proposals:

- Brian R Richards Limited
- Consultus New Zealand Limited/Hot Tin Roof Limited
- DesignWorks Enterprise IG

### **ISSUES**

The proposals were evaluated according to the weighted attributes specified in the Request for Proposals document. Each of the suppliers was able to indicate a level of competency to undertake the work and each proposal was within the budget for the project. The evaluation team proposed that all three suppliers be short-listed for the next stage of the project, which was to have been conducted via a competitive tender.

However the evaluation highlighted major differences in experience, approach, and methodology between each supplier. It became clear that for work of this nature it is not possible to specify a tight brief, as each supplier indicated their own (sometimes trademarked) methods to undertake the work. For this reason, staff are seeking to enter into direct negotiations with each supplier to better understand their procedures, methods, staging, and costs as apposed to using a Tender process. Under a negotiated contract process each supplier would have the opportunity to present their proposal directly and to redress any perceived weaknesses that Council staff had identified in their initial proposals. The evaluation would be better able to assess each supplier as to their ability to respond to Council requirements.

Under the Council's procurement policies, negotiated contracts can be entered into under circumstances where the scope of the project can't be clearly defined, there is a desire to optimise outcomes, or there is recognition of the contractor's superior knowledge of the appropriate field. The Unit Director or the Tenders Subcommittee must approve the use of the negotiated contract method.

In this instance, the Request for Proposal process is essentially a Pre-Qualification process. Under Pre-Qualification the procurement policy states that a short-list is drawn up and the short-listed suppliers are asked to either submit more detailed proposals or "to tender". Staff propose that after further negotiations each supplier be invited to submit more detailed proposals, that will be evaluated under a revised set of weighted attributes. It is proposed that the Director: Corporate and Civic Services be delegated authority to award the contract to the successful supplier, and enter into a contract following the negotiations and evaluation.

The issue for Council here is that in contract law, Council has formed a process contract with potential suppliers through the request to Proposal process. Therefore in order to proceed with a amended process, agreement to amend the process is requested from each of the registrants. At the time of writing of this report, the approval was being sought.

### **RESOURCES**

Resources are available in the 2005/2006 Annual Plan to proceed with this project at the indicative prices shown in the proposals received from short-listed suppliers.

### **CONCLUSION**

Three suppliers have been short-listed after a Request for Proposals process to deliver a Waitakere Investment Marketing Strategy and Implementation Plan. Each supplier has provided a proposal that differs substantially from the others in terms of experience, methods and approach. Staff wish to further negotiate with each supplier to align their methods and approach to Council's desired outcomes. During this process staff will ask for a refined set of proposals with firm price offers that can be evaluated against weighted attributes.

### **RECOMMENDATIONS**

1. That the Waitakere Investment Marketing Strategy and Implementation Plan report be received.
2. That subject to agreement from all short-listed suppliers and approval from Council's Legal Services manager to proceed, the short-listed suppliers be invited to enter into negotiations for the Waitakere Investment Marketing Strategy and Implementation Plan that will lead to them providing a more detailed proposal that can be evaluated under weighted attributes.
3. That subject to the process envisaged in 2. about proceeding, the Director: Corporate and Civic Services be delegated authority to award and enter into a contract for the Waitakere Investment Marketing Strategy and Implementation Plan with the successful supplier.

Report prepared by: Steve Wilcox, Economic Development and Investment Programme Manager.

