

# Procurement Policy

## Purpose

1. This Policy sets out the principles and expectations that guide how Kāinga Ora – Homes and Communities (Kāinga Ora) spends public money. It ensures procurement delivers long-term public value, upholds integrity, and supports Kāinga Ora to meet its statutory, strategic, and stewardship obligations.

## Scope

2. This policy applies to all Kāinga Ora people and any party acting on behalf of Kāinga Ora when spending or committing public funds.
3. It covers all procurement activity, except where spend is non-influenceable or expressly governed by another specific policy (for example, recruitment, sensitive expenditure, or mandatory payments such as council rates and tenant reimbursements).

## Background

4. This document contains Policy only. It does not define processes, procedures, or mandatory requirements - these are set out in the Procurement Standards, Guidance, and Procedures. It establishes the principles that govern procurement across Kāinga Ora.

## Principles

5. Kāinga Ora applies the New Zealand Government's six Procurement Principles. These principles form the foundation of this Policy and apply to all procurement activity:
  1. Plan and manage for great results
  2. Be proportionate and right-size the procurement
  3. Be fair to all suppliers
  4. Get the right supplier
  5. Get the best deal for everyone
  6. Play by the Rules
6. These principles apply universally across the procurement lifecycle and underpin all related Standards, Guidance, and Procedures.

## Supporting Statements

7. Kāinga Ora maintains the organisational settings needed to support safe, transparent, and effective procurement.

**Integrity and Transparency** - Kāinga Ora will conduct procurement in a manner that is lawful, ethical, impartial, transparent, and able to withstand public, audit, and probity scrutiny.

**Enabling Systems and Capability** - Kāinga Ora will maintain the systems, data, tools, and workforce capability required to deliver high-quality procurement and ensure compliance with this Policy and the Government Procurement Rules.

**Assurance and Oversight** - Kāinga Ora will maintain governance and assurance arrangements that provide visibility of procurement activity, support consistent application of this Policy and ensure compliance with Procurement Standards and with the Government Procurement Rules.

## Procurement Lifecycle Policy Statements

8. Kāinga Ora follows a structured procurement lifecycle. The following statements set out the high-level expectations that apply to each phase. Detailed requirements are defined within the Procurement Standards.

### Phase 1 - Plan

9. Kāinga Ora must plan procurement activity to ensure alignment with organisational strategy, statutory purpose, customer outcomes, and public value.
10. Planning must be proportionate to the risk, value, and complexity of what is being procured and must be informed by relevant insights, including demand, market conditions, category intelligence, and existing arrangements.

### Phase 2 - Source

11. Kāinga Ora must engage the market in a way that is fair, transparent, inclusive, and consistent with the Government Procurement Rules.
12. Sourcing approaches must encourage effective competition, support supplier diversity, and provide clear, accurate, and accessible information to all capable suppliers.

### Phase 3 - Evaluate

13. Kāinga Ora must evaluate supplier responses using pre-agreed criteria that reflect organisational needs and intended outcomes.
14. Evaluation must be impartial, evidence-based, transparent, defensible, and carried out in a manner that maintains integrity and protects confidential and commercially sensitive information.

### Phase 4 - Award

15. Kāinga Ora must make contract award decisions that are defensible, transparent, and supported by the appropriate Delegated Financial Authority.
16. Award decisions must align with the documented evaluation outcomes and meet public sector expectations, including required disclosures and fair treatment of unsuccessful suppliers.

#### **Phase 5 – Manage**

17. Kāinga Ora must actively manage suppliers relationships and contracts to ensure delivery of agreed outcomes, maintain supplier performance, manage risk, and achieve long-term public value.
18. Supplier and Contract management must support continuous improvement, transparency, accountability, stewardship, and sound financial management.

#### **Phase 6 – Operational Buying**

19. Kāinga Ora must conduct operational purchasing in a manner that is efficient, compliant, and aligned with authorised purchasing channels.
20. Operational buying must support financial control, ensure traceability of commitments, and contribute to accurate and timely payment of suppliers.