



Procurement Policy

Owner	Head of Enterprise Procurement
Date approved	1 December 2025
Approver	Deputy Chief Executive – Corporate & Finance
Date of next review	1 December 2028

1. Objective

The objective of this policy is to ensure that all procurement activities at ACC are conducted in a manner that is fair, transparent, and effective, delivering positive outcomes for both ACC and its clients.

This policy is designed to align with the [Government Procurement Rules \(Rules\)](#), guided by the [Government Procurement Principles \(Principles\)](#), and the [Government Procurement Charter \(Charter\)](#). Together, these documents set the standards for planning, conducting, and managing procurement to achieve public value and uphold the expectations of government procurement in New Zealand.

2. Scope

This policy applies to all our people, including permanent and temporary employees, secondees, independent contractors, and third parties managing procurement activities on ACC's behalf.

This policy must be read alongside the [Provider Management Framework](#). This ensures that procurement of goods, services, and works is consistent with both ACC's procurement standards and the specific requirements governing these engagements.

This policy does not apply to the following activities, which are not procurement activities:

- a. employing staff (excluding the engagement of independent consultants and contractors, which are covered by this policy);

- b. investments, loans, and guarantees;
- c. gifts, donations, and any form of unconditional grants;
- d. goods, services, or refurbishment works that are purchased for commercial resale; and
- e. disposals at the end of the useful life of an asset, including sale by tender.

3. Policy statements

3.1. All procurement activities must comply with this policy and the Rules

Any exceptions to this policy or the Rules must be properly documented, justified, and approved by the Head of Enterprise Procurement (or delegate).

ACC's procurement activities are guided by the Principles, which apply even when the Rules do not. The Principles require ACC to:

- a. Plan and manage procurement to achieve strong results, including clearly defining what is needed, and early engagement with the right people and suppliers.
- b. Use processes that match the value, complexity, and risk of each procurement, keeping requirements straightforward and reasonable.
- c. Ensure fair and open competition, treat all suppliers equally, clearly explain evaluation and selection criteria, and provide feedback.
- d. Select suppliers who deliver what is needed at fair value, comply with the Government's [Supplier Code of Conduct](#), and foster positive and productive relationships.
- e. Focus on public value across the full lifecycle of goods or services, balancing cost, quality, risk, and broader social, cultural, environmental, and economic benefits.
- f. Act lawfully, transparently, and with integrity, remaining accountable for outcomes, managing conflicts of interest and protecting sensitive information.

ACC also aligns with the Charter, which sets out expectations for delivering public value. In practice, this means supporting New Zealand's economy, considering wider benefits, encouraging innovation, engaging with responsible businesses, managing risk appropriately, and promoting collaboration with other agencies when it leads to better outcomes. These expectations apply alongside the Rules and Principles and should be applied in proportion to the scale and nature of each procurement.

3.2. Government supply contracts must be used where appropriate

Government supply contracts must be used where appropriate. ACC must purchase from All-of-Government contracts unless there is good reason not to. Before approaching the market, ACC must check whether an existing common capability contract or syndicated contract meets its needs. The use of government supply contracts must be consistent with the requirements and guidance set out in the Rules, Principles, and Charter.

Before starting any new procurement, check whether an existing government supply contract covers the requirement. Where relevant, seek opportunities to collaborate with other agencies.

3.3. Procurement activities must be properly planned and managed

Procurement activities must be properly planned and managed to achieve the best outcomes, considering the value, risk, and complexity of each procurement.

The total whole-of-life value of each procurement must be estimated in good faith and used to determine which [value threshold](#) (Rule 7: Estimating the monetary value of a procurement) applies, as set out in the Rules.

This policy applies to all procurement activities, regardless of value, including those below the \$100,000 threshold. While the Rules set specific requirements for procurements at or above this threshold, this policy establishes expectations for planning, approval, and management for all procurements, ensuring consistency and good practice across the organisation.

Procurements must not be structured, divided, or valued to avoid applying the Rules.

3.4. Any opt-out or exemption from applying the Rules must be justified

Procurement opportunities should be openly advertised whenever possible to give all interested suppliers a fair chance to compete, unless a valid opt-out or exemption applies.

If an [exemption from open advertising](#) (Rule 12: Exemption from open advertising) or other [opt-out](#) (Rule 11: Opt-out procurements) is sought, the rationale must be supported by evidence, approved by the Head of Enterprise Procurement (or delegate), and documented in procurement planning before approaching suppliers.

Exemptions must not be used to avoid competition or discriminate against suppliers.

3.5. All procurements must show a clear economic benefit to New Zealand

For goods, services, and works valued at \$100,000 or more, and new construction works valued at \$9 million or more, a proactive assessment of [economic benefit to New Zealand](#) (Rule 8: Economic benefit to New Zealand) is required.

Where suitable, contracts below these thresholds should be awarded to New Zealand businesses that have both the capacity and capability to deliver. All procurements must comply with [New Zealand's trade agreements and partnerships](#).

3.6. Emergency procurement

In a genuine emergency – defined as a sudden, unforeseen event that poses an immediate risk to life, health, property, or critical operations – ACC may use an expedited procurement

process. In such circumstances, standard procurement requirements (including open advertising and competitive processes) may be temporarily waived to enable a rapid and effective response. However, emergency procurement must still demonstrate transparency, accountability, and value for money, as outlined in the Office of the Auditor-General's guidance.

Key requirements for emergency procurement are as follows:

- a. Approval must be obtained from the Head of Enterprise Procurement (or delegate). Where prior approval is not feasible due to urgency, retrospective approval must be sought and documented as soon as practicable.
- b. The procurement must be limited to what is necessary to address the immediate emergency, both in scope and duration.
- c. All decisions and actions must be clearly documented, including the rationale for using emergency procurement, the process followed, and any risks or conflicts of interest identified and managed.
- d. The process must uphold the Principles, including acting lawfully, fairly, and with integrity.
- e. Post-event transparency obligations must be met, including publishing a Contract Award Notice on the [Government Electronic Tenders Service \(GETS\)](#) (where applicable) as soon as practicable after the emergency response has stabilised.
- f. Lessons learned from the emergency procurement should be reviewed and incorporated into future planning and risk management.

Urgent situations resulting from inadequate planning or risk mitigation do not constitute a genuine emergency and must not be used to justify bypassing standard procurement processes.

For more information, refer to the Office of the Auditor-General's guidance: [Getting it right: Supporting integrity in emergency procurement](#).

3.7. All suppliers must be treated fairly, transparently, and without discrimination

Procurement decisions should be based on the best public value over the entire life of the goods, services, or works.

Requirements and evaluation criteria must be communicated clearly, and suppliers must be given enough time to respond.

Suppliers must not be discriminated against based on nationality, ownership, or affiliations.

The chosen supplier should best meet ACC's needs for capability, value, and timing.

Suppliers must be provided with timely and constructive debriefs on procurement decisions. In addition, suppliers must have access to a clear, transparent process for raising concerns or complaints about procurement activities, and for having those concerns addressed and resolved in a fair and consistent manner.

3.8. Sharing client personal information with suppliers

Where suppliers are required to handle client personal information as part of their engagement with ACC, they must comply with strict information management and privacy standards. This includes:

- a. Using personal information solely for the purposes agreed with ACC.
- b. Ensuring secure handling, storage, and transmission of personal information in accordance with ACC's information management and privacy policies.
- c. Prohibiting disclosure of personal information except where required by law or with ACC's explicit consent.
- d. Restricting access to personal information to authorised personnel only.
- e. Complying with all relevant legislative and contractual privacy obligations.

ACC will ensure that these requirements are clearly set out in all relevant procurement and contract documentation.

3.9. Contracting standards

All contracts entered into by ACC must comply with corporate governance and legal requirements. In particular:

- a. Contracts must only be entered into in accordance with the [Corporate Delegations Policy](#) and must be legally enforceable.
- b. ACC-approved contract templates should be used wherever possible to ensure consistency and compliance.
- c. Contract terms must be proportionate to the value, risk, complexity, and duration of the engagement.
- d. Any amendments to standard templates or use of non-standard contracts require review by the Enterprise Procurement and Legal teams prior to execution.
- e. Contracts must clearly specify obligations, deliverables, and compliance requirements, including information management and privacy obligations where applicable.

3.10. Invoicing and payment of suppliers

Invoicing and payment of suppliers must be carried out in accordance with ACC's policies and procedures. Suppliers are to be provided with clear instructions regarding invoicing

requirements as part of the procurement process. ACC is committed to ensuring timely and accurate payment for goods, services, and works in line with agreed contractual terms.

3.11. Contracts must be actively managed

All contracts, regardless of type or value, must be uploaded to ACC's Contracts Register and actively managed throughout their lifecycle. The level of contract management required must be proportionate to the contract's value, risk, complexity, and duration.

Effective contract management ensures that all commitments are met, value is achieved, and risks are appropriately controlled. Where a contract management plan is required, it must set out clear governance arrangements, relevant performance metrics, and suitable monitoring provisions.

All contract management activities, including key roles, responsibilities, and decisions, must be documented and available for audit purposes. For contracts involving health services and regulated providers, contract management must also align with the [Provider Management Framework](#) and comply with all relevant legislative and regulatory requirements.

Supplier relationships are to be managed fairly, transparently, and collaboratively to support delivery, innovation, continuous improvement, and health, safety, and wellbeing.

3.12. All procurement decisions must comply with ACC's policies

All procurements must have a clear business purpose and deliver public value.

Decisions must be impartial, defensible, and consistent with ACC's policies, and made in accordance with the [Corporate Delegations Policy](#) and governance arrangements.

Decisions must be able to withstand audit and public scrutiny.

All procurement activities must comply with relevant laws, policies (including the ACC Procurement Standard), and international trade obligations.

Every procurement must be supported by planned and proportionate due diligence.

ACC will only engage suppliers who act with integrity, follow responsible business practices, and meet the [Government's Supplier Code of Conduct](#).

ACC must remain vigilant to corruption risks and know how to prevent, detect, and respond to them.

3.13. Acting with integrity and accountability is essential

All conflicts of interest – whether real, potential or perceived – must be identified, declared, managed, and recorded. For more details, refer to the [Declaration of Interests Policy](#).

All procurement decisions must be documented with a clear rationale to ensure transparency. Our people are encouraged to report suspected misconduct or corruption in accordance with the [Speak Up Policy](#) (which aligns with the Protected Disclosures (Protection of Whistleblowers) Act 2022).

3.14. Accurate records of procurement activities must be created and retained

Records should clearly show procurement decisions and the use of public funds.

Procurement records must be retained in line with ACC’s information management and privacy policies.

Suppliers’ confidential or commercially sensitive information must be protected, stored securely, and accessed only by those who need it. Disclosure is permitted only with the supplier’s consent, where required by law, or if expressly notified in a Notice of Procurement.

4. Accountabilities and responsibilities

Role	Responsibility
Governance and oversight	
Deputy Chief Executive – Corporate & Finance	Overall responsibility for ensuring ACC meets its obligations under this policy. Maintain overall oversight of the status of this policy. Approve amendments to this policy.
1st Line Business Groups: Identify and manage risks in day-to-day operations	
Deputy Chief Executives	Provide leadership to embed this policy within their business group. Ensure their business group is compliant with this policy. Provide assurance to the Head of Enterprise Procurement that their business group is compliant with this policy, and that any matters of non-compliance have been dealt with appropriately. Ensure their business group performs 1st line control testing and that the results are shared with the Enterprise Procurement team.
Our people	Comply with this policy as applicable to their role. Remain alert to potential breaches of this policy and report potential and actual breaches to their people leader. Participate in relevant training as required. <i>Additionally, people leaders:</i> Embed this policy into operational activities within their team. Ensure new and existing members of their team are made aware of and comply with this policy.

Ensure procurement decisions are made in accordance with this policy.

Ensure that any breaches brought to their attention are documented and notification of the breach is provided to the Head of Enterprise Procurement as soon as is reasonable.

2nd Line Specialist Functions: Set ACC-wide expectations, policies and procedures

Head of Enterprise Procurement	Overall responsibility for the effective implementation of this policy. Prepare a Policy Implementation and Oversight Plan setting out the activity that will be performed each year to implement and maintain this policy, covering communication and guidance, compliance monitoring, and dealing with breaches. Ensure this policy is reviewed and updated by the agreed review date.
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Enterprise Procurement	Ensure suitable communication and guidance is provided to business groups to embed this policy into operational activities. Maintain and update associated standards, procedures, guidelines, and templates so that they remain fit for purpose. Monitor ACC's procurement practices, and make recommendations for improvement. Maintain ACC's Contracts Register. Provide advice and support to business groups relating to this policy, including any breach management/mitigation activities as required. Review 1st line control testing. Perform 2nd line compliance sample testing. Report any non-compliance with this policy to the Head of Enterprise Procurement.
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3rd Line Independent Assurance: Provide independent assurance and advice

Internal Audit	Provide independent assurance over the design and operation of governance, risk management, and internal controls, including 1st and 2nd lines. Provide advice on controls design and approaches to self-assurance as required. Respond to ad hoc requests from business groups for assurance.
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5. Measures of success and compliance management

The Head of Enterprise Procurement will assess the effectiveness of this policy based on the following measures of success:

- a. Procurement activities consistently adhere to the Government's Supplier Code of Conduct and the Rules, demonstrating ethical behaviour, transparency, and compliance in all purchasing decisions.

- b. Organisational procurement capability is strengthened through ongoing engagement with our people, targeted education programmes, and regular reporting on procurement performance and outcomes. This includes monitoring improvements in knowledge, skills, and processes across the organisation.

The Head of Enterprise Procurement will monitor compliance with this policy in accordance with the arrangements set out in the Policy Implementation and Oversight Plan.

Compliance information regarding the performance of this policy will be provided to the relevant business group and Enterprise Compliance team each quarter.

6. Non-compliance

Failure to comply with this policy may be considered a breach of ACC's Code of Conduct.

Any action taken because of a breach (actual or potential) of any of the obligations set out in this policy will be conducted in good faith, a fair process will be followed, and the person involved will have a full opportunity to respond to the concerns or allegations and have access to appropriate support, advice or representation.

7. Contacts

For any queries related to this policy, please contact procurement@acc.co.nz.

8. Definitions

In this policy, the following definitions apply:

All-of-Government contract is a contract established by the New Zealand Government for use by multiple agencies, providing access to commonly purchased goods or services under standard terms. These contracts support consistency and efficiency across government procurement.

Business purpose is the legitimate reason for undertaking a procurement, directly related to ACC's objectives and operational needs.

Charter has the meaning set out in section 1.

Common capability contract is a government contract designed to deliver specific capabilities or services across agencies, often with mandatory or recommended use. These contracts help agencies achieve better value and compliance with government standards.

Conflict of interest is a situation where personal, financial, or other interests could compromise, or be perceived to compromise, impartiality in procurement decisions.

Contract is any agreement for goods, services, or works, regardless of type or value. This includes agreements resulting from direct procurement, secondary procurement (for example, from panels), government supply contracts (such as All-of-Government, common

capability, and syndicated contracts), hire-purchase, leasing, options to buy, Public Private Partnerships, and social sector commissioning.

Economic benefit is the positive impact procurement has on New Zealand's economy, such as job creation, capability development, and supporting local suppliers.

Health-related service arrangement is a service contract for the delivery of health or rehabilitation services to ACC clients, typically governed by ACC's Standard Terms and Conditions and one or more Service Schedules and where demand and selection of providers is primarily client driven. These arrangements are not considered panels under the Rules.

New Zealand business is a business that is registered, operates, and pays tax in New Zealand.

Panel is a list of suppliers selected through an open and competitive process under a government supply contract, such as an All-of-Government, common capability, or syndicated contract. Panels are used for commonly purchased goods or services and are governed by the Rules. For clarity, panels do not include health-related service arrangements.

Principles has the meaning set out in section 1.

Procurement is the process of acquiring goods, services, or works from external suppliers — from planning and sourcing through to contract management and closure. It covers all types of procurement, including open market procurement and secondary procurement through established preferred arrangements such as supplier panels, health-related services, All-of-Government, common capability, or syndicated contracts.

Provider is a supplier of regulated or health-related services, typically engaged under a health-related service arrangement. Providers may be subject to additional requirements such as credentialing, named personnel approvals, and compliance with clinical, privacy, and safety standards.

Provider Management Framework is ACC's strategic framework for managing relationships with contracted providers. The Provider Management Framework supports consistent engagement, performance oversight, and risk management for Tier 1 and Tier 2 providers.

Rules has the meaning set out in section 1.

Syndicated contract is a contract created by a lead agency for use by other agencies, typically for goods or services that are not covered by All-of-Government contracts or common capability contracts. Syndicated contracts enable collaboration and collective purchasing power.

Whole-of-life value is the total estimated cost of a procurement over its entire life, including purchase, implementation, operation, maintenance, renewals, and disposal. This calculation must follow the Rules and be used to determine approval levels under the Corporate Delegations Policy.

9. References

This policy should be read in conjunction with:

- a. Contract Management Standard (under development);
- b. Corporate Delegations Policy;
- c. Declaration of Interests Policy;
- d. Government Procurement Charter;
- e. Government Procurement Principles;
- f. Government Procurement Rules;
- g. Procurement Standard (under development);
- h. Provider Management Framework;
- i. Purchasing Guidelines (under development); and
- j. Speak Up Policy.

10. Version control

Version	Date	Change reason
1.0	1 December 2025	Policy adopted. Reflects new Rules.