

# Accord Network

## Client practice and culture assessment

This document is for information only, please use the [online form](#) to complete the assessment.

This form sets out levels of practice for Accord Network members that are clients to the construction industry. Please select which statements **best describe, or are closest to**, the practice in your company or agency. This assessment contains **23 questions**. They relate to procurement, people development, health safety and wellbeing, and environment.

The form will generate a report that your organisation can reflect on and track progress against. The Accord Transformation Unit (ATU) at MBIE will use the data to establish baselines for the sector and to monitor practices and change across the Network as a whole. Your report will be kept confidential to your organisation and the ATU.

### Procurement, contract and payment practices

Select which statements best describe the practice or culture in your organisation:

#### Value vs cost

Our procurement and tender evaluation processes:

- always focus on delivering good overall value (eg quality, whole-of-life costs) rather than on lowest tendered price
- don't always prioritise good overall value over lowest tendered price, however we are working to increase the focus on overall value
- mostly focus on the lowest tendered price

#### Standard form contracts

When drawing up contracts:

- we use standard contracts where appropriate and we include few special conditions
- we don't often use standard contracts, or we do use them but generally make significant amendments with special conditions, and we are working to adopt a more standardised approach with fewer special conditions
- we use bespoke contracts even where a standard contract is available, or we use standard contracts but generally make significant amendments with special conditions

#### Risk allocation and market engagement

When allocating risk in our contracts:

- we aim to ensure that risks are held by the party best suited to manage them, and we engage with the market and contracting parties frequently to ensure risk allocations are appropriate
- we believe we generally develop contracts with fair risk allocations, and we are working to improve our engagement with the market and contracting parties to ensure this is the case
- we believe we generally use contracts with fair risk allocations, but we don't engage with the market or contracting parties to evaluate this assumption

#### Risk transparency

In our contracts:

- we make it clear how risk has been allocated through the use of risk management tools such as those in the [Construction Procurement Guidelines](#)
- we generally don't clarify which risks belong to each party, but are working to adopt tools to do this like those in the Construction Procurement Guidelines
- we don't use tools to clarify how risk has been allocated

### Partnering

Our approach to partnering when engaging contractors is:

- we adopt partnering principles such as those set out in the Construction Sector Accord [Contract Partnering Agreement](#)
- we don't currently adopt partnering principles, but we are working to integrate these into our contract processes
- we don't use partnering principles

### Retentions

When handling retentions:

- we protect retention money by holding it in trust in an escrow account and we inform the payee of how the money is being held
- we protect retention money by holding it on trust in a separate bank account and we inform the payee of how the money is being held
- we generally don't hold retention money in a separate account, but we are working to implement this
- we hold retention money in a general business account

### Engineer to the Contract

When it comes to appointing an Engineer to the Contract (ETTC):

- we always appoint an ETTC who is independent of the design and management process
- we usually appoint a professional who has a dual role on the project eg quantity surveyor, project manager, or designer, but we plan to increase the use of ETTCs who are independent of the design and management process
- we always appoint a professional who has a dual role on the project

### Prompt payment

We typically pay our contractors:

- within 7 days of receiving a valid payment claim
- within 20 days or less of receiving a valid payment claim (in line with the Construction Contracts Act)
- within 30 days of receiving a valid payment claim, and we are working to shorten this time
- more than 30 days after receiving a valid payment claim

### Collaboration to manage risks

When working to mitigate project risks:

- we take a collaborative approach (eg ECI, alliancing) to planning and design to mitigate project risks when it is appropriate
- we usually take a collaborative approach (eg ECI, alliancing) to planning and design, but we are working to identify and introduce more collaborative opportunities on our projects
- we prefer more traditional approaches to project delivery that don't require the adoption of collaborative principles

## People development

Select which statements best describe the practice or culture in your organisation:

### Skills development

With regard to our role in developing skills in the industry:

- we partner with community groups and training organisations to identify opportunities for training on our projects, and we use the procurement process to implement these
- we use our procurement process to encourage our contractors to have employees in training on site where appropriate, and we plan to increase engagement with the community regarding training
- we use our procurement process to encourage our contractors to have employees in training on site where appropriate
- we have no requirements for our contractors to have employees in training on site

### Employment standards

With regard to our role in ensuring high employment standards:

- we actively monitor the employment standards of the contractors we work with and take action where necessary
- we do some monitoring of the employment standards of the contractors we work with, and we are working to improve our oversight and monitoring
- we don't check or monitor the employment standards of the contractors we work with

### On-site culture

On our worksites:

- we collaborate with our contractors to promote a positive culture that doesn't tolerate bullying and harassment
- we are working on how we can better work with our contractors to promote a positive culture that doesn't tolerate bullying and harassment
- we generally consider on-site culture to be the responsibility of the contractor so don't regularly engage in this regard

### Inclusion and diversity

In our own organisation:

- we actively support diversity and inclusion and have systems in place (eg in recruitment and staff development) that ensure continuous support for this
- we support diversity and inclusion through informal action and are working toward setting up systems to ensure this is effective
- we support diversity and inclusion through informal action
- we don't see diversity and inclusion as something that requires our attention

## Health, safety and wellbeing

Select which statements best describe the practice or culture in your organisation:

### Health and safety leadership

With regard to our role in influencing health and safety on our work sites:

- we take an active role in leading health and safety and evaluate our performance through tools such as the CHASNZ [Client Leadership Framework](#)
- we plan to increase our role in leading health and safety and to begin evaluating this through tools such as the CHASNZ Client Leadership Framework
- we have not considered evaluating our role and influence in health and safety on our projects

### Site Access Requirements

To help ensure our worksites are safe:

- we require those in our supply chain to meet the requirements of the CHASNZ/Site Safe [Guide to Site Access Requirements](#)
- we don't require those in our supply chain to meet the requirements of the CHASNZ/Site Safe Guide to Site Access Requirements, but we are planning to make this a requirement
- we have no specific site access safety requirements for contractors, but we assess and approve our contractors' site access plans and processes prior to awarding a contract
- we generally allow our contractors to determine their own site access safety requirements and we don't preapprove these

### Construction health and safety oversight

When it comes to overseeing health and safety on our projects:

- we take an active role in monitoring contractor health and safety performance and practices and we meet with them regularly to review performance and to work together to address risks and opportunities
- we monitor our contractors' health and safety performance and practices, but recognise we could do more and are working to improve our monitoring
- we evaluate our contractors' health and safety plans and credentials during procurement, but we take a limited role in monitoring on-site activities
- we don't evaluate our contractors' health and safety plans and credentials and we don't monitor their performance and practices

### Health and safety prequalification

To support a common standard and reduce unnecessary cost and duplication in health and safety prequalification:

- we are signed up to Tōtika or are achieving cross-recognition of prequalification through other practices
- we are planning to sign up to Totika or are working toward achieving cross-recognition of prequalification through other practices
- we are considering joining Totika or other ways we might better support cross-recognition of prequalification
- we have no plans to join Tōtika or to consider how else we might support cross-recognition of prequalification

### Reasonable time frames

To establish reasonable design and project delivery time frames:

- we engage with the market and experts to determine reasonable time frames and we allow negotiation in the procurement phase to agree these are achievable and realistic for all parties
- we use experts within our organisation to determine reasonable time frames and we allow negotiation in the procurement phase to agree these are achievable and realistic for all parties
- we state required time frames for delivery in our tender documents, and these are generally based on our business requirements rather than market advice

### Safety in design

At the design stage of our projects:

- we require our designers and engineers to follow health and safety in design principles such as those published by [Site Safe](#)
- we don't formally require our designers and engineers to follow health and safety in design principles, but we are planning to establish a requirement for this
- we don't have requirements relating to health and safety in design

## Environment

Select which statements best describe the practice and culture in your organisation:

### Environmental impact of construction projects

To reduce the environmental impact of our projects:

- we have clear policies and processes for assessing the environmental impact of a proposed asset, with clearly defined targets that all projects must meet or exceed
- we have clear policies and processes for assessing the environmental impact of a proposed asset, but these can be applied inconsistently and targets may differ from project to project
- we don't currently have policies and processes for assessing the environmental impact of our proposed assets but we are working toward this
- we don't have policies or processes for assessing the environmental impact of a proposed asset

### Minimising carbon emissions through planning and design

With specific regard to carbon emissions when planning, designing and procuring construction projects:

- we have policies and processes in place to measure and reduce the carbon emissions generated by our projects
- we are committed to measuring and reducing carbon emissions generated by our projects and will be working toward developing policies and processes to achieve this
- we don't have immediate plans to develop policy or processes to measure and reduce carbon emissions generated by our projects

## General

Select which statements best describe the practice and culture in your organisation:

### Industry engagement

To ensure our business strategy is aligned with industry:

- we regularly engage with industry to understand current key issues, risks and opportunities in the sector
- we determine our own direction, but we consult industry to evaluate our ideas
- we rely on central government agencies such as MBIE and Infracom to collect and pass on industry insights to us
- it isn't our usual practice to engage with the industry on issues, risks and opportunities

### Technology

Our approach to technology is:

- we invest in and adopt technology that drives efficiency such as BIM and MMC (modern methods of construction eg prefabrication and off-site manufacturing)
- we don't use technologies like BIM and MMC regularly, but we plan to increase our use of these
- we generally don't use technologies like BIM and MMC