

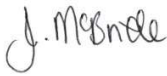



Waimakariri District Council

Transportation Procurement Strategy 2026



Internal Quality Record

Description	Signature	Date
Prepared By Joanne McBride – Rooding and Transportation Manager		1 April 2026
Approved For Issue By Gerard Cleary – General Manager, Utilities and Rooding		14 April 2026
Approved By Utilities & Rooding Committee		14 April 2026
Endorsed By NZ Transport Agency		30 April 2026

Revision Record

Rev No.	Date	Description	Prepared By
1	February 2026	DRAFT Procurement Strategy to NZ Transport Agency for comment	J. McBride
2	14 April 2026	Draft Procurement Strategy to Utilities & Rooding Committee for Approval	J. McBride
3	17 April 2026	To NZ Transport Agency for Endorsement	J. McBride
4	30 April 2026	Endorsed by NZ Transport Agency	

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1. Executive Summary

The Council's purpose is to make Waimakariri a great place to be, in partnership with our communities, guided by our outcomes, and actioned through the following roles:

- As a service provider
- As a funder of activities by others
- As an advocate on behalf of our community
- As a regulator under legislation

Procurement plays a vital role in the delivery our Council outcomes, with a significant variety of goods and services being purchased from third party suppliers.

The Council recognises that rigorous procurement and contract management practices:

- (a) ensure the Council achieves optimal value for money
- (b) provides quality outcomes for the community
- (c) underpins the performance and delivery of the Council's strategic and business objectives
- (d) ensures fair competition (fair opportunity for and fair treatment of potential suppliers)
- (e) encourages competitive, efficient and sustainable markets (maintain and/or grow market competition, capability and capacity).
- (f) provides economic benefits for the local community and the wider country.

This strategy has been developed to support best practise procurement outcomes and to inform the supplier community. The aim of this strategy is to ensure that procurement planning reflects the Waimakariri District Council's corporate aims and priorities, is consistent with Council strategies and policies, and meets the requirements of Government Procurement Rules, the Land Transport Management Act, NZTA funding / procurement rules, and Council's legislative requirements.

Waimakariri District Council are currently considering the Government Procurement Rules 5th edition (published on 9 October 2025 by NZGP) and how this will link into our tender processes and practices.

Waimakariri District is within the greater Christchurch area which provides good access to a large pool of suppliers of various sizes. The Waimakariri District Council has experienced in-house Rooding and Project Delivery Unit teams, with good network management, asset management, project management and contract management capability and skills, along with a good knowledge of the local community and its expectations and needs.

On 12 December 2022, NZTA endorsed the Waimakariri District Council Transportation Procurement Strategy 2022, including the following:

- Waimakariri District Council Traffic Counting Contract proceeding as a 6-year contract (3+1+1+1).
- Use of in-house professional services under s.26 of the Land Transport Management Act 2003.

Waimakariri District Council does not have any existing term service contracts due for renewal in the next three years, with all having been retendered within the last 12 months, however we have one new term service contract to tender in the next 3 to 6 months. Therefore, subject to satisfactory performance, it is unlikely that any significant term maintenance contracts will be retendered within the next 3 years.

The following opportunities exist for the district:

- Progress collaborative, shared service contracts with neighbouring Road Controlling Authorities (e.g. asset management activities).
- Continue to develop procurement practices to support transparency, accountability and data driven decision making for better outcomes.
- Continue to explore cost efficiencies and innovation and apply an improved business case approach to the management of our transport network.
- Ensure procurement is "right sized".
- Moving towards longer term contracts for some activities, which provides economic benefits and reduces overall costs.

Waimakariri District Council is preparing a Traffic Signals Maintenance Contract, as a shared services contract with Selwyn District Council. It is proposed that this be a 9-year contract (6+3) when tendered.

Waimakariri District Council has a Civil Works Pre-qualification List which was established in 2021. This Prequalification List was

implemented to help streamline the tendering process and to reduce the cost of tendering for suppliers. Where there is an appropriate category, invited tenders are sent out directly to pre-qualified suppliers. The pre-qualification list is advertised to the market annually.

The table at the bottom of the page summarises the current significant contracts in place for Waimakariri District Council.

1.1. Recommendations

That Waimakariri District Council:

- **Approves** the Transportation Procurement Strategy for the period 14 April 2026 to 14 April 2029.
- **Submits** the Transportation Strategy to NZ Transport Agency for endorsement for the period 14 April 2026 to 14 April 2029.

That NZ Transport Agency:

- **Endorses** the “Waimakariri District Council Transportation Procurement Strategy December 2026” for the period 14 April 2026 to 14 April 2029.

- **Endorses** the Waimakariri District Council Traffic Counting Contract moving to a 9-year contract (6+3) when next tendered.
- **Endorses** the Waimakariri District Council Road Maintenance Contract moving to a 9-year contract (6+3) to bring this in better alignment with NLTP funding cycles, when next tendered.
- **Notes** that the Resealing and Pavement Rehabilitation activities will be removed for the Road Maintenance Contract and will be tendered separately as three-year (3) contracts .
- **Endorses** proceeding with a new Traffic Signals Maintenance Contract, which will be a shared term service contract for both Waimakariri District Council and Selwyn District Council, as a 9-year contract (6+3) when tendered.
- **Endorses** the professional Services Contract moving to a 9-year contract (5+2+2) when next tendered.
- **Endorses** the continued use of in-house professional services under s.26 of the Land Transport Management Act 2003, as previously approved.

Table One – Summary of Current Supply / Contract Arrangements

Contract Name	Contract Type	Term	Commenced	Comments
District Road Maintenance	NZS3917	3+1+1	1 November 2025	Includes maintenance and renewals activities, resealing, rehabs, road marking, signage, vegetation control and other minor works. Managed by Council in-house staff.
Streetlight Maintenance	NZS3917	3+1+1	1 April 2025	Includes maintenance and renewals. Managed by Council in-house staff. Includes NZTA and Hurunui District Council as a shared services contract.
Professional Services	Conditions of Contract for Consultancy Services - CCCS	3+1+1	6 October 2025	Specialist support services not available in-house or where independence is required.
Traffic Counting	NZS3910	3+1+1+1	1 January 2025	Specialist traffic counting services.

2. Procurement Policy Context

2.1. Context / background

The Waimakariri District is in North Canterbury, close to Christchurch City. The district extends from Pegasus Bay in the east to the Puketeraki Range in the west. It is bounded in the south by the Waimakariri River and Christchurch City, and in the north by the Hurunui District.

Rangiora, Kaiapoi, and Woodend / Ravenswood are the major urban areas. There are also several smaller villages and beach settlements. The eastern District of Waimakariri is an important part of greater Christchurch and is one of the faster growing districts in New Zealand .

Rangiora is a Key Activity Area and Priority Development Area in the Greater Christchurch Spatial Plan (2023). This status is to facilitate coordinated regional investment and effort that is focused on accelerating and supporting significant growth in the township.

Tuahiwi MR873 (a place set out in Kemps Deed for mana whenua to establish and retain a 'kainga nohoanga' (place of residence) for Ngāi Tūāhuriri to be zoned Special Purpose Kāinga Nohoanga) is a Key Move under the Greater Christchurch Spatial Plan and recognised in the Proposed District Plan.

Significant investment by Council and NZ Transport Agency over several decades has supported growth to date. Further significant growth is being enabled through the various planning instruments, including the new District Plan. Together across the eastern Waimakariri District, a total of 10,000 greenfield residential lots is enabled in the Proposed District Plan, with a further 7,000 lots being considered through Hearings Panels.

This fast growth creates pressure on infrastructure and coupled with climate change and existing deficiencies which would otherwise have been tolerable when traffic volumes were lower, demands a response to enable safer, more efficient, resilient and affordable transport choices for the region. A strong procurement strategy is required to support this growth.

Council expenditure on transportation includes a combination of:

- Operations and maintenance of assets
- Renewal of assets
- Construction of new infrastructure to improve the level of service

- Construction of new infrastructure to support growth
- Professional services to support Council functions

2.2. District Information

Waimakariri District is part of the Greater Christchurch partnership. Being close to Christchurch City, the district has good access to a large pool of suppliers of various sizes, from large international based suppliers right through to small local suppliers. As such there is ample opportunity to procure in a manner that provides fair opportunity across the industry and economic benefits for New Zealand .

The district is largely made up of fertile flat plains with highly productive rolling land. The north-western portion of the district is hill and high country. There are a large number of lifestyle properties around the district.

Over the last 6 years Waimakariri District has experienced an increasing number of severe weather events, both severe wind and heavy rainfall resulting in flooding. These have become a near annual occurrence.

Waimakariri has seen a 17.3% increase in population since the census in 2018, with the population as at 30 June 2025 being 69,800 (Census data). There has been 19.6% GDP growth over the same period (Infometrics data). As a district we have an aging population. In 2023 the median age in Waimakariri District was 44.7 years.

2.3. Regulatory Environment

a) Government Procurement Rules 5th edition (2025)

The Government Procurement Rules published 9 October 2025, set good practice for procurement planning, approaching the supplier community and managing contracts. They support agencies to achieve public value while also ensuring integrity, transparency and accountability for the use of public funds.

The six key principles are:

- i. Plan and manage for great results
- ii. Be proportionate and right-size the procurement
- iii. Be fair to all suppliers
- iv. Get the right supplier
- v. Get the best deal for everyone
- vi. Play by the rules

The Rules sets out Governments expectations around how agencies will deliver economic benefits for New Zealand, look for new and innovative solution, engage with businesses with responsible business practices, promote inclusive economic development within New Zealand, manage risk and encourage collaboration for collective impact.

Waimakariri District Council are currently considering how the Rule could be integrated into our tender processes and practices as appropriate.

Waimakariri District Council is supporting local economic development within our supplier market by packaging works in such a way as to ensure they are attractive for smaller local contractors, particularly for mid to low risk / complexity projects. These projects provide opportunities for businesses within the Community and allow small suppliers to gain and build experience.

For large capital projects such as the Rangiora Eastern link, local economic participation will be included within procurement process and tender evaluation, including consideration of packaging to enable meaningful opportunities for enhanced sustainability initiatives, local contractors and local suppliers, where this can be achieved without increasing delivery risk.

b) The Land Transport Management Act 2003 (LTMA)

The act outlines the requirements for NZ Transport Agency to consider when approving Procurement Procedures for use by approved organisations. The purpose of this Act is to contribute to an effective, efficient, and safe land transport system in the public interest.

Key aspects of procurement procedures include:

- ensuring the Council delivers optimal value for money
- providing quality outcomes for the community
- underpins the performance and delivery of the Council's strategic and business objectives
- ensures fair competition (fair opportunity / treatment of potential suppliers)
- encouraging competitive and efficient markets (maintain and/or grow market competition, capability and capacity).

c) NZ Transport Agency's Procurement Manual

This manual aligns with the Government Procurement Rules. Adherence to this manual means that obligations relating to the Government Procurement Rules will be met.

Waimakariri District Council will utilise and comply with the requirements of the NZ Transport Agency procurement procedures within the Procurement Manual for purchasing all works and services which are funded with financial support from NZ Transport Agency. The Procurement Manual requires all approved organisations (AO's) to have a Procurement Strategy, and for this strategy to be formally endorsed by the Agency.

d) Regional Land Transport Plan (RLTP)

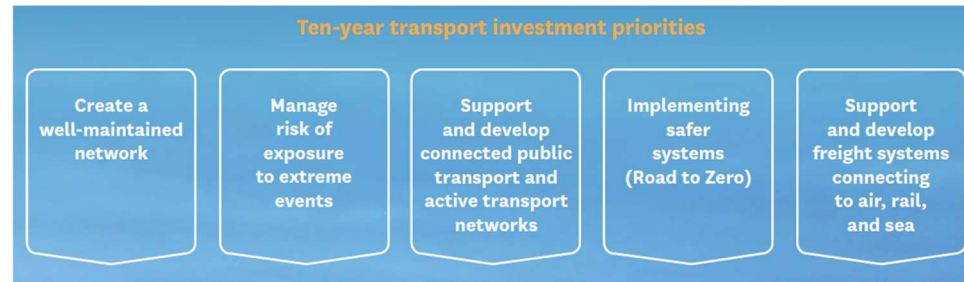
The Canterbury Regional Land Transport Plan (RLTP) 2024-2034 outlines the strategic intent and outcomes for the Canterbury transportation system and guides land transport planning and investment within the region. It sets out:

- The current state of the region's transport network
- Priorities for investment
- A 10-year programme of proposed investment

The RLTP has a 30-year vision to provide “An innovative, resilient, low emissions transport system that helps Canterbury thrive for generations”, and has strategic objectives focused on maintenance, resilience, emissions, growth, safety and freight.



The most urgent and significant areas of focus over ten years, if we are to make progress towards our vision are:



- e) Waimakariri District Council Long Term Plan 2024-34
 The Council's Long Term Plan outlines our Community Outcomes and how these will be delivered on for our community. Specifically, this seeks the following transport and economic related outcomes:

SOCIAL

A place where everyone can have a sense of belonging

- Council commits to promoting health and wellbeing and minimising the risk of social harm to its communities.
- Our community groups are sustainable and able to get the support they need to succeed.
- Our community has equitable access to the essential infrastructure and services required to support community wellbeing.

ENVIRONMENTAL

...that values and restores our environment...

- People are supported to participate in improving the health and sustainability of our environment.
- Our district is resilient and able to quickly respond to and recover from natural disasters and the effects of climate change.
- Our district transitions towards a reduced carbon and waste district.
- The natural and built environment in which people live is clean, healthy and safe.

- Our communities are able to access and enjoy natural areas and public spaces.

ECONOMIC

...and is supported by a resilient and innovative economy.

- Enterprises are supported and enabled to succeed.
- There is access to meaningful, rewarding, and safe employment within the district.
- Infrastructure and services are sustainable, resilient, and affordable.
- Our district readily adapts to innovation and emerging technologies that support its transition to a circular economy.
- There are sufficient and appropriate locations where businesses can set up in our District.
- There are sufficient skills and education opportunities available to support the economy.

2.1. Transportation Activity Management Plan

The purpose of the Waimakariri District Council Transportation Activity Management Plan is *“To plan, provide, maintain, develop and improve the transport network so that Waimakariri is a great place to be, and transport is accessible, convenient, reliable and sustainable”*.

The Transportation Activity Management Plan is a strategic, tactical, and operational plan, which provides a framework to assist Council in meeting the needs and aspirations of the district's transport network through the effective use of its assets and associated activities. The plan identifies how Transportation activities are to be managed and explains how Council will deliver the required level of service in the most efficient, effective, and appropriate manner.

The five key focus areas for Council to address include:

- Increased Maintenance, Operations & Renewals Activities.
- Increased focus on resilience.
- Focused programme of safety improvement on key transport corridors
- Delivery of our walking & cycling network.
- Improvements to public transport infrastructure to support the Greater Christchurch strategy.

2.2. Current Transportation Procurement Strategy

The current Waimakariri District Council Procurement Strategy was endorsed by Council and NZ Transport Agency in late 2022. Since this time Council has procured new contracts for District Road Maintenance, Street Light Maintenance, Traffic Counting and Professional Services.

Staff have sought to formalise an arrangement with Christchurch City Council for Traffic Signals Maintenance; however, this has not been forthcoming, therefore an alternative approach of a shared services contract with Selwyn District Council is currently being developed and is outlined in this updated procurement strategy.

2.3. Local Government Act S17a review

Waimakariri District Council last undertook a Section 17A review for Road Maintenance and Renewal Services in September 2024. This found that the current service delivery models have generally served Council and the Community very well and has achieved good value for money.

Waimakariri District has, with the retendering of its Road Maintenance Contract, moved to an NZS3917 contract form. Previously Council had utilised NEC3. Moving to NZS3917 is considered to provide consistency with the wider industry.

2.4. Significant Events / Circumstances

Over the last 6 years Waimakariri District has experienced an increasing number of severe weather events, related to both wind and heavy rainfall. These events have become a near annual occurrence with occurring as follows:

- May 2021 - Flood
- February 2022 - Flood
- July 2022 – Flood (4 occurrences over one month)
- July 2023 - Flood
- October 2023 - Wind
- May 2025 - Flood
- October 2025 - Wind

These events require an initial response during the event including making safe and signing hazards where possible. They also require post event clean up and repair to any damaged infrastructure.

The retendering of all NZ Transport Agency State Highway Maintenance Contracts has also impacted procurement. As all maintenance contracts were tendered at one time, this impacted on suppliers, resulting in less bids at the tender box for small local councils.

2.5. The Buyer (AO)

2.5.1. Council's Procurement Strategy

The Procurement Strategy is a framework that supports Council in meeting its obligations “to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses”.

The Strategy, which was adopted on 3 September 2019, supports the Council's key planning documents and guides the organisation on a strategic planning approach. This is supported analysis that informs the best methodology to approach the market to give optimal outcomes and public value.

This strategy provides a framework which supports:

- a) Achievement of the Council's Community Outcomes and the Waimakariri Long Term Plan through efficient procurements.
- b) Delivery of services to the community that represent best value for money.
- c) Encourages appropriate levels of competition across the supplier markets.
- d) Ensures procurement is fair and transparent with effective accountability measures and consideration of risk allocation.
- e) Provides opportunities for local and regional businesses to participate.
- f) Identifies opportunities for working with others in order to maximise purchasing power, opportunities for innovation and/or to add value.

- g) Ensures that current and future procurement activities are planned, implemented, monitored, and reviewed effectively.
- h) Ensures that best practice examples are identified and applied.
- i) Considers opportunities to deliver economic benefits for New Zealand.
- j) Considers factors which may impact on or disrupt the supply chain.

Council has recently commenced work to review the Procurement Strategy

2.5.2. Council Procurement & Contract Management Policy

The Council Procurement and Contract Management policy was adopted on 5 February 2019 and updated in November 2025. The Policy recognises that procurement plays a vital role in the delivery of Council outcomes, with a significant variety of goods, services and works being purchased from third party suppliers.

The Policy in particular notes that Council recognises that rigorous procurement and contract management practices:

- a) Ensure the Council delivers value for money and quality outcomes for the community
- b) Underpin the performance and delivery of the Council's strategic and business objectives
- c) Provide opportunities for business sustainability, strategic growth and improvement.

The Policy outlines eleven principles which shall be reflected in all procurement and contract management practices:

- 1) Complying with all applicable statutory obligations.
- 2) All processes will support the intent of the Health & Safety Act 2015.
- 3) Council will harness its purchasing power for the benefit of the local community.
- 4) Planning and managing for great results.
- 5) Council shall be fair to all suppliers.
- 6) Council shall ensure full probity in its procurement practices / decision- making processes.
- 7) Council shall take into consideration the whole of life costs and/ or benefits associated with procurement.

- 8) Consideration will be given to sustainable procurement principles whenever possible.
- 9) All contracts will be actively managed in a collaboration manner with suppliers and contractors, maximises value for money, supports the Tā Mātou Mauri principles as well as supporting continuous innovation and improvement, including the use of 'All-of-Government Contracts' and 'n3' membership where appropriate.
- 10) All procurement and contract management risks will be identified and managed effectively throughout the life cycle of the goods or service.

2.5.3. Delivery Capability / Capacity

The current management structure of the Council has a Utilities and Roothing Department that is responsible for managing assets and the delivery of the programmes for roading, water supply, sewerage, solid waste, and drainage.

The department is headed by the General Manager of Utilities and Roothing with teams for Roothing and Transport, Water Services, Project Delivery, Solid Waste, and Infrastructure Recovery. Infrastructure Recovery was a new team added in 2024 to build capacity in responding to severe weather events.

The Roothing and Transport Team is responsible for managing the roading network and carries out activities related to asset management and planning, developing and approving programmes, customer liaison, project management, and contract management.

The current Roothing Team has been in a rebuilding phase, following several staff retirements. The team is growing in experience. The current structure has in-house staff managing the roading function, with external suppliers utilised for activities which require specialist input.

The Project Delivery Unit (PDU) is included in the Utilities and Roothing Department. This Unit provides engineering services to Council departments. It has a range of engineers from graduate engineers through to senior engineers and includes a Senior Engineering Advisor, a Special Projects Team (who manage multi-disciplinary or complex projects), and a Procurement Specialist.

The Civil Projects Team works with the Roothing Team to deliver renewals projects, minor safety improvement and larger capital works projects such as cycleways and intersection upgrades. The Civil Projects Team Leader has extensive roading and contract management experience.

2.5.4. Procurement Capability and Capacity

The Project Delivery Unit has the capability and capacity to provide investigation and reporting, design and contract documentation and construction and contract management services for a range of routine roading projects and is also closely supported by the Roothing & Transport Team with specialist external consultant expertise used where required. The Finance Team also includes a Procurement Specialist who has responsible for Council wide reporting and improvements related to procurement.

External consultant services are utilities for specialist areas where there is not in-house expertise, or where independent review is required, for example:

- Bridge Inspections
- Safety Audits & Inspections
- Crash Investigations
- Geotechnical Advice
- Specialist Surveys

Procurement is undertaken as follows:

- a) Routine new capital works (low to medium low risk) are delivered using a traditional design / construction staged delivery model to provide opportunities for local small and medium sized contractors. Supplier selection is generally lowest price conforming method with flexibility to assess depending on risk.
- b) Major capital projects are generally delivered by one off contract using a staged delivery model with associated professional services provided by external consultants and overseen by experienced in-house project managers.
- c) Complex or high-risk projects may include a Registration of Interest / Short-listing stage to ensure contract outcomes are

met. Design and build delivery models may be considered for complex projects, or where value can be gained by industry input. Supplier selection is usually by price quality method.

- d) Other specialist services such as road condition rating and surveys are provided by external consultants.
- e) Council utilises Vendor Panel for managing the tender process. Tender notices for open tenders are also uploaded to GETS.
- f) Council has a Civil Works Pre-qualification process which was established in 2021. This helps streamline the tendering process. Where there is an appropriate category, invited tenders can be sent directly to pre-qualified suppliers. There are currently 58 suppliers on the Waimakariri District Council Civil Works Pre-qualification List .
- g) Procurement across the organisation is assessed regularly to test the appropriateness of the approaches used and updated as required.

2.6. The Requirements:

2.6.1. Current and Upcoming Funding

Funding for transport related activities is generally from a number of sources including:

- Rates
- Co-funding via the National Land Transport Plan
- Growth related funding (through Development Contributions or Financial Contributions).

Where other funding opportunities arise (such as targeted central government funding) Waimakariri District Council will put forward suitable projects for funding.

Waimakariri District Council has over the last two years, progressed a number of projects through to detailed design phase with Council share of funding only (un-subsidised) to ensure there are “shovel ready” projects, should funding become available. This has been particularly important given the reduction in NLTP funding for Local Road Improvements.

Waimakariri District Council has recently submitted the Business Case for the Rangiora Eastern Link Project. This will result in a request for funding for Pre-implementation in 2026. This will be a significant project.

2.6.2. Programme of Transport Activities

The programme of activities includes:

- Routine maintenance – sealed & unsealed roads
- Resurfacing – asphalt & chipseal
- Pavement repairs
- Traffic services (signs and road markings)
- Environmental Maintenance (vegetation control and detritus removal)
- Streetlighting Maintenance and Renewal
- Pavement Rehabilitation
- Capital Works (Low Cost, Low Risk)
- Large Projects – As approved.

2.7. The Market:

2.7.1. Capacity / capability of current and potential suppliers

The Waimakariri District is close to Christchurch City and as such has easy access to a large pool of suppliers. Many of the large national/international organisations have bases in Christchurch City and there is a range of small to medium companies based in the district.

There is a high level of interest in tenders for work in the district and good competition between suppliers. Feedback from suppliers suggests Waimakariri District is an attractive place to do business and Council wishes to retain this reputation. Waimakariri District Council aims to ensure that we encourage and enable suppliers in the market to compete for opportunities that are being procured. This includes keeping suppliers informed of upcoming opportunities.

2.7.2. Other buyers

Waimakariri District Council is actively involved with neighbouring authorities and other agencies such as NZ Transport Agency, Christchurch City Council, Selwyn District Council and Environment Canterbury through the implementation of the Greater Christchurch Partnership and the Regional Land Transport Programme, and with Selwyn District Council and Hurunui District Council on cross boundary issues.

Council staff work closely with neighbouring authorities and discuss proposed approaches and likely impacts. A key impact is the timing of the tendering of major maintenance contracts. If major contracts from neighbouring authorities are tendered at the same time this can affect the ability of the tenderers to put together quality tenders and so may have an adverse impact on the contract outcomes. As such the timing of tenders is discussed with neighbouring authorities so they are planned and programmed to avoid clashes wherever possible.

NZ Transport Agency has recently tendered a large number of maintenance contracts across the country at one time. This did result in pressure on the market at the time Waimakariri District Council was tendering it's Road Maintenance Contract, with one tenderer withdrawing to concentrate on the NZTA contracts.

2.7.3. Competitive landscape, market trends, constraints and opportunities

As all road controlling organisations near Christchurch are essentially using the same supply pool, consistency in approach is desirable. Waimakariri District Council uses the same construction standards (wherever possible) as Christchurch City Council and this lowers costs, minimises risks and ensures a consistent standard.

While the Waimakariri District Council is a large buyer of goods and services, the proportion is considered small when compared to the private and public sector within

Christchurch City and so its impact or influence on the greater Christchurch market from decisions it makes is likely to be minor. Christchurch has a strong supplier market and being part of this market benefits the Council through a greater range of suppliers and increased competition. The Council can further benefit from this by being a client of choice.

Further benefits are obtained by using shared service contracts such as streetlight maintenance with neighbouring RCA's, as is done with Hurunui District Council and NZ Transport Agency. Waimakariri District Council is currently preparing a shared service contract for traffic signal maintenance which is proposed to be a combined contract with Selwyn District Council.

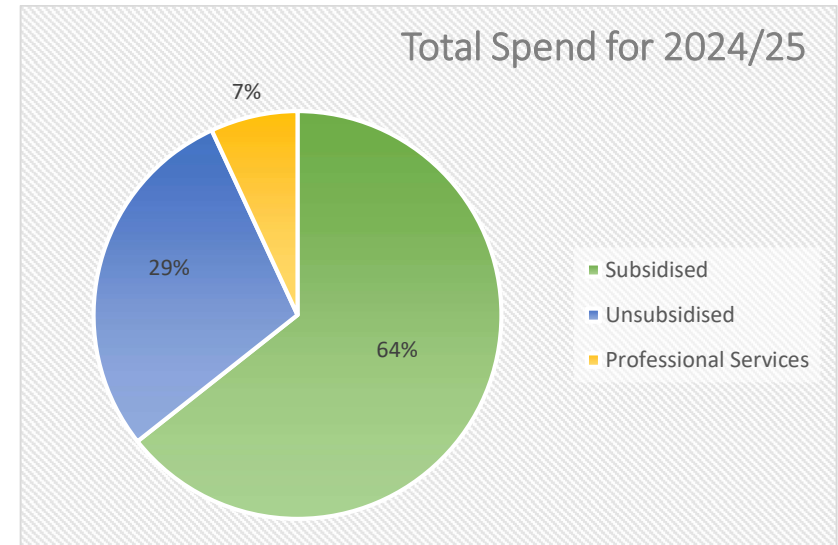
Council engages with the local and regional supply market annually, to ensure the market is informed of opportunities within the district. This is in the form of a contractor / supplier briefing session, in which information is shared with all parties on upcoming opportunities that will be coming to the market. This ensures information is shared equally with all interested parties in such a way as to not discriminate against any supplier. The 2025 annual contractor / supplier briefing session had over 100 suppliers (including sub-contractors and material suppliers) register interest to attend. A copy of the briefing presentation is circulated following the event.

2.7.4. Supply Chains including Sub-Contractors / Materials Suppliers

Waimakariri District is fortunate to have a ready supply of contractors and material suppliers within the region. Being situated so close to Christchurch and Lyttleton Port, supplies are readily accessed. Some specialist materials can have longer lead times for delivery, which is factored into the procurement process.

2.7.5. Market categorisation.

The scale of the activities covered by this strategy is detailed below. These amounts are based on the Council's 2024/25 programme. Spend can vary depending on major capital projects which are planned and the level of funding secured through the National Land Transport Programme (NLTP). The total value is in the order of \$23.83M per annum.



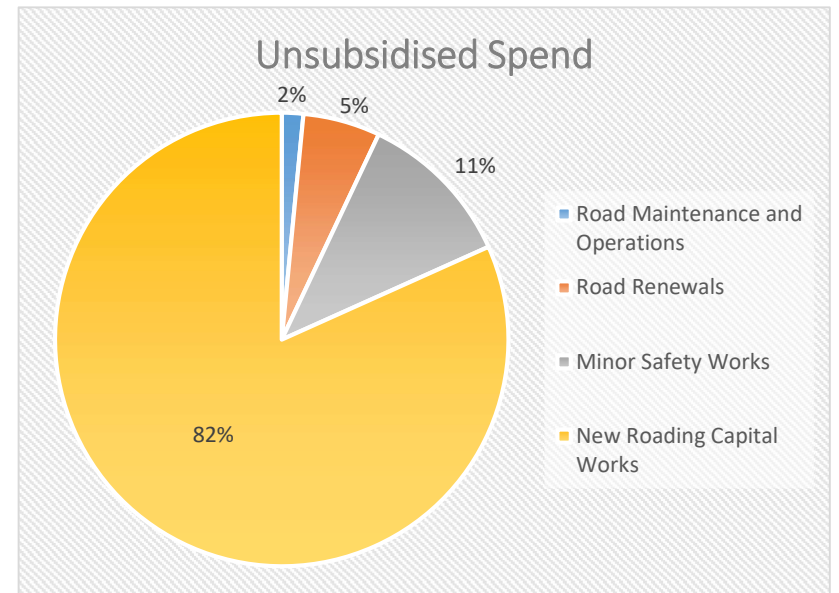
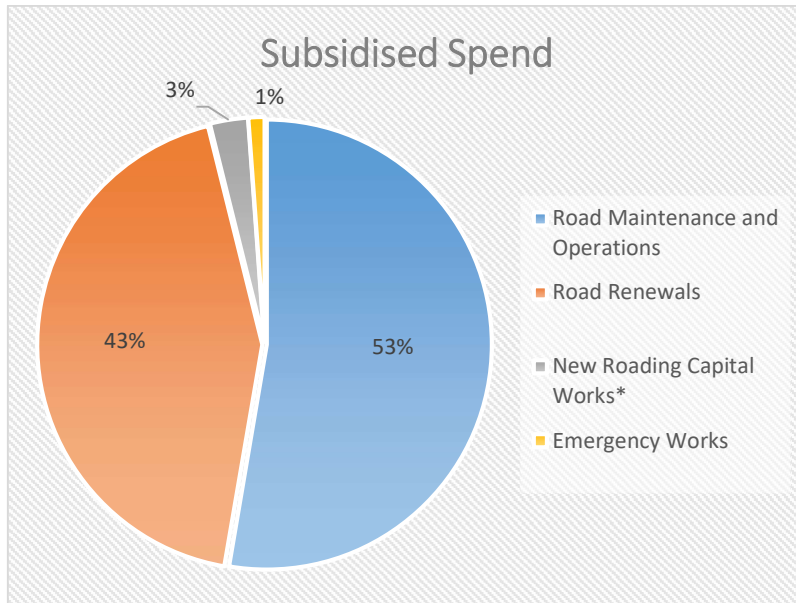
Physical Works (subsidised) - NZ Transport Agency co-funded

Road Maintenance and Operations	\$8,081,805
Road Renewal	\$6,662,981
New Roding Capital Works*	\$418,926
Emergency Works	\$174,922
TOTAL subsidised	\$15,338,634

* Includes the Rangiora Eastern Link Road Business Case

Physical Works (Unsubsidised) – includes Development Driven Projects

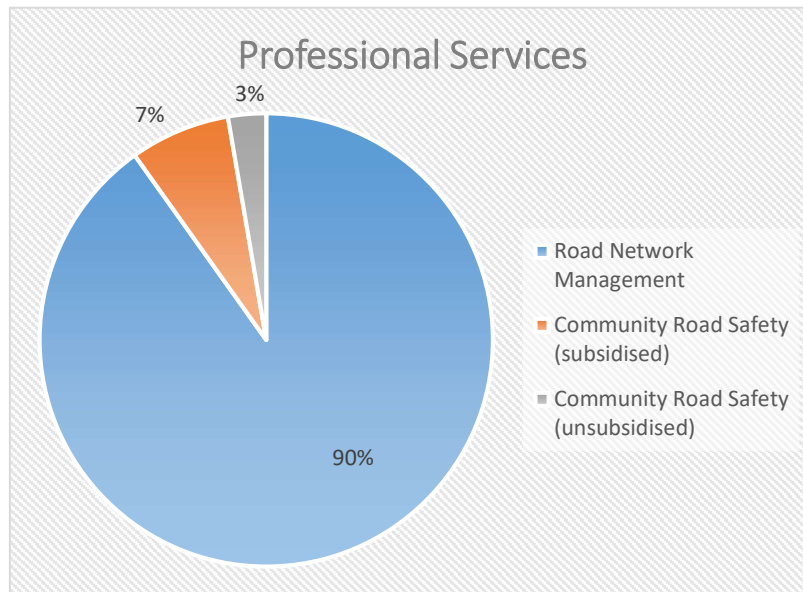
Road Maintenance and operations	\$105,028
Road Renewal	\$376,416
Minor Safety Works	\$770,560
New Capital Works	\$5,592,652
TOTAL unsubsidised	\$6,844,656



Professional Services

Note – Project and renewal related professional services are included in the tables above.

Road Network Management	\$1,485,180
Community Road Safety (subsidised)	\$117,666
Community Road Safety (unsubsidised)	\$44,861
TOTAL professional services	\$1,647,707



In the current National Land Transport Plan (NLTP) period, a large portion of the Roothing procurement activity has related to maintenance, operations and renewals activities.

There is scope for innovation in the way the road maintenance and operations are procured / managed, balanced with how professional services are procured and managed. For example, the use of design build for a routine large culvert renewal work can produce good value for money and encourage innovation.

New capital works are mainly routine projects such as intersection improvements, new footpaths and seal extension work. These are normally lower risk projects, and cost less than \$1 million.

Major and more complex projects of value greater than \$1 million are only occasionally procured.



Subject to funding approval, Waimakariri District Council are planning to procure the construction of the Rangiora Eastern Link Road in the next NLTP period, which will be a major project.

The Business Case for this project is in the final stages of its development; however, it is proposed to procure through a traditional fully documented, design, tender and construction procurement approach. A two-stage process including Registration of Interest and short-listing contractors is proposed to allow for early contractor engagement, followed by tendering by shortlisted suppliers.

Where appropriate, smaller capital projects and low risk renewals are bundled together to provide attractive packages which can easily be delivered by local suppliers.

Within Council, projects from different disciplines can also be combined where there is the benefit of preventing rework, ensuring assets reach their replacement age and reduces the impact on the community.



3. Strategic Approach

3.1. Our Approach:

The approach adopted by the Waimakariri District Council for roading & transportation activities is as outlined in Table Two (page 20) and as described below.

3.1.1. **Road Maintenance and Renewal**

Key attributes / cost efficiency strategy

- All road maintenance and several renewal activities have traditionally been included in one contract to gain efficiencies in network management. This results in reduced overhead costs associated with multiple contracts. This contract is not restricted to NZ Transport Agency subsidised activities.
- The contract is managed by Council in-house staff to provide a direct one-on-one client/contractor relationship to shorten communication lines in order to improve responsiveness, take advantage of network and community knowledge.
- The contractor selection process utilises short-listing to ensure tenderers meet minimum standard and understand the intent of the process at an early stage.
- The Waimakariri District Road Network is compact and so it provides an 'economic' and manageable package due to its size and proximity to Christchurch. Combining the network with an adjoining authority is not considered to provide any advantage.
- The contractor is required to manage customer service requests to reduce double handling and to provide a more responsive and proactive approach. The contractor uses RAMM for managing workflow, claims, auditing and asset data updating.
- Includes a small number of roads under Hurunui District Council control, as the roads are isolated and surrounded by WDC roads, therefore it is more cost effective to combine with WDC activities.
- It is proposed for the next contract to move to a longer-term maintenance contract to gain efficiencies, with the resealing and pavement rehabilitation activities tendered separately. This will allow for more effective contractor management, improved quality control and cost efficiencies.

Nature of Activities

- All routine road maintenance and some renewal activities are included with responsibility for managing the network from 'boundary to boundary'.
- Includes some minor new works where it is cost effective to include this in the contract or where the new work is integral with a maintenance or renewal activity.
- Includes some structures repair, minor works and emergency weather response / recovery.

Delivery Model and Supplier Selection Method

- Contract period is currently a 3-year term plus 2 x one-year extensions, subject to performance requirements. Proposing to move to a 6-year term plus one three-year extension.
- Contract uses NZS 3917. Delivery model is design and build.
- Supplier selection method includes a Registration of Interest phase to allow short listing of three to four suppliers.
- Final tender stage uses standard price quality method. Scores from the Registration of Interest stage are carried forward.
- Tenderers must provide a draft Contractor's Plan with their tender and nominate key personnel involved in the contract.
- Standard documentation and construction details utilised, consistent with RCA's in the region to reduce documentation / tender / construction management costs and risks.



3.1.2. Streetlight Maintenance and Renewal

Key attributes / cost efficiency strategy

- All streetlight operations, maintenance, renewal, and minor improvements work is included in the contract to gain efficiencies in network management. This includes amenity and parks and reserves lighting and is not restricted to NZ Transport Agency subsidised activities.
- Shared Services contract includes NZ Transport Agency North Canterbury and Hurunui District Council streetlight networks to obtain efficiencies of scale. However, NZ Transport Agency have advised that are considering withdrawing from this contract.
- As there is one contract to manage this results in reducing overhead costs associated with multiple contracts.
- The contract is managed by Waimakariri District Council in-house staff to provide a direct one-on-one client / contractor relationship to shorten communication lines to improve responsiveness and to avoid extra costs of engaging an external consultant.
- There is an open tender process used to minimise tender costs as the supplier market is specialised and relatively small, therefore the extra costs of a short-listing process is not justified.
- Network size including NZ Transport Agency and Hurunui District networks provides an 'economic' and manageable package.
- Collaborative working approach used to ensure focus of all parties is directed at achieving good network outcomes.
- The contractor is required to manage customer service requests to reduce double handling and to provide a more responsive and proactive approach. The contractor utilises RAMM for workflow management, claims, auditing and asset data updating.
- It is proposed for the next contract to move to a longer-term maintenance contract to gain efficiencies.

Nature of Activities

- All routine streetlight operations, maintenance, and renewal activities are included with responsibility for managing the total network. This includes amenity lighting and lighting in parks and reserves and the management of service requests.
- Includes minor new works where it is cost effective to include them in the contract or where the new work is integral with a maintenance or renewal activity.

Delivery Model and Supplier Selection Method

- Contract period is currently a 3-year term plus 2 x one-year extensions, subject to performance meeting the required level. Proposing to move to a 6-year term plus one three-year extension.
- Contract uses NZS 3917 with contractor priced schedule with combination of unit rates and lump sum. Delivery model is design and build.
- Supplier selection method involves an open tender process using price quality method. Tender phase is advertised on the open market to ensure all suppliers have an opportunity to be involved.



3.1.3. Routine Small to Medium Sized Lower Risk Projects

Key attributes / cost efficiency strategy

- Work is packaged into small to medium sized contracts of \$100,000 to \$600,000 to suit the local supply market, including small to medium sized suppliers.
- Standard documentation and construction details utilised, consistent with RCA's in the region to reduce documentation / tender / construction management costs and risks.
- Where possible, flexibility in timing is allowed in contract start dates, to ensure best tender prices and better utilisation of resources.
- Contracts are managed by Council in-house staff to provide a direct one-on-one client/contractor relationship to shorten communication lines to improve responsiveness, to take advantage of local and community knowledge.
- Collaborative working approach to ensure the focus of all parties is directed at achieving good project outcomes. This approach minimises the risk of contract disputes.

Nature of Activities

- Low risk and low technically complex contracts.
- Work in this category includes kerb and channel replacement projects, minor improvements, seal extensions and new footpaths or cycleways.

Delivery Model and Supplier Selection Method

- NZS 3910 open tender contracts, evaluated by the lowest conforming tender method. Delivery model is a staged model.
- On some occasions a selected tender (closed), invited tender process or direct negotiation may be used if circumstances require it, and project costs are within the permitted limits. These are likely to be for projects under \$100,000.

3.1.4. Major and Higher Risk Projects

Key attributes cost efficiency strategy

- The procurement and contract approach are determined on a case-by-case basis depending on the size and complexity of the project.
- Opportunities for combining roading components with other adjoining or associated work is considered and utilised when efficiencies of scale can be obtained and/or coordination of works are required to ensure disruption to the public is minimised.
- Standard documentation and construction details utilised, consistent with RCA's in the region to reduce documentation / tender / construction management costs and risks.
- NZS 3910 Conditions of Contract is used which is well understood by the construction sector.
- The Council will appoint an experienced in-house project manager to manage the project including procuring and managing any professional services. This ensures the Council remains a 'smart' buyer with effective decision making.
- Collaborative working approach is used to ensure the focus of all parties is directed at achieving good project outcomes. This approach minimises the risk of contract disputes.

Nature of Activities

- Work in this category includes major or complex road reconstruction, major intersection improvements, and bridge and structural component renewal.

Delivery Model and Supplier Selection Method

- NZS 3910 Conditions of Contract are utilised. Delivery model is a staged model.
- Selection method is either by an open tender or by Registration of Interest with a short-listing process. Evaluation will be normally by the price quality method.

3.1.5. **Professional Services**

Key attributes / cost efficiency strategy

- Routine and non-specialist professional services are carried out by in-house staff to provide a responsive service and to utilise the high level of knowledge, capability and skills that is available in the in-house teams.
- Specialist services are provided by an external consultant.
- Tendered contract for professional services with consideration of experience and technical capability; ability to work with the Council.
- External consultants are managed by experienced in-house project managers to ensure 'smart' buyer approach and to ensure responsive decision making.
- Proximity to the Christchurch market provides a range of consultants at competitive rates.
- Work combined with neighbouring authorities where economies of scale can produce better results.
- Collaborative working approach to ensure focus of all parties is directed at achieving good project outcomes.
- Ensure Waimakariri District Council is considered a client of choice and a preferred organisation.

Nature of activities

- Network management, asset management and planning, traffic and transport assessments, feasibility studies, road condition surveys, traffic counting, bridge and structural advice, road safety inspections / crash reports, road safety programme management, project management, investigation and reporting, design and tender documentation, and construction and contract management.

Delivery Model and Supplier Selection Method

- In-house services are provided by Output Agreements.

- Traffic counting is currently tendered on the open market with a 3-year term, plus 3 x one-year extensions (6 years total). It is proposed for the next contract to move to a 9-Year contract (6+3) to gain cost savings from investment in equipment over a longer period.
- Road condition surveys are currently procured by invited tender. A minimum of three suitably qualified suppliers are invited to tender. The contract value is less than \$100,000, meeting Council's Contract and Procurement Policy requirements. Tender forms are price quality or lowest price conforming.
- Bridge inspections, structural advice, safety inspections and fatal / serious crash reports, RAMM support, Roding Valuation, geotechnical advice are all included within the Professional Services Contract. It is proposed for the next contract to move to a 9-Year contract (5+2+2) to gain consistency in support over a longer period and cost efficiencies from tenure of contract.
- Major project professional services, such as investigations, reporting, design and contract documentation and construction and contract management is procured on a project-by-project basis through, invited or open tender dependent on the size / complexity of the project.



3.2. Contract Management Approach

For all Waimakariri District Council contracts, Council endeavours to uphold the principles of collaborative working in all contracts which focussing on delivering the required levels of service in a cost-effective way and by encouraging innovation. This philosophy encourages building relationships with suppliers and promotes the WDC as a 'Client of choice' amongst contractors and suppliers.

3.3. Emergency Event Response / Recovery

At this time emergency event response is included within the District Road Maintenance Contract. Recovery is managed in one of two ways depending on the timing and scale of response required:

- a) Where recovery is required to be undertaken quickly, to address welfare or isolation issues, then this is undertaken through the Road Maintenance Contract.
- b) Where recovery work is not time sensitive, then works will follow normal procurement procedures (open tender).

Council will give consideration as to whether there is benefit in having an Emergency Recovery Panel in place over the next 12 months and plan / initiate accordingly following discussion with NZTA procurement staff.

3.4. Shared Services

The WDC continues to consider opportunities for delivering services through a shared services approach with neighbouring authorities where this will deliver best value.

The current examples of street lighting maintenance combined with neighbouring authorities, and the road maintenance of Hurunui District Council's Okuku Pass Road, demonstrate what can be achieved.

Future opportunities are explored and will be reported to Council for consideration and approval. Staff are currently working with Selwyn District Council on a shared Traffic Signal Maintenance Contract. By adopting a shared service model, economic efficiencies are able to be gained by including a larger quantity of work as one package, and reducing the administration and tendering costs.

3.5. Pre-qualification List

A Civil Works Pre-qualification process was implemented by Council in 2021. The intent of the prequalification list was to help streamline the tendering process. Where there is an appropriate category, invited tenders are sent out directly to prequalified suppliers.

Open tenders are advertised publicly via Vendor Panel and GETS, however it is generally required that suppliers are prequalified in the appropriate category to any specified tier.

For the Civil Works Pre-qualification list there are three tiers of pre-qualification being Tier A, Tier B and Tier C, with the difference between the tiers as follows:

- Tier A:
This is the highest tier and is suitable for suppliers who can carry out complex work with a high degree of autonomy and can demonstrate competency in working at this level. This category included projects with values over \$1mil, which have high levels of risk and significant complexity.
- Tier B:
This is the middle tier of the Category and is suitable for suppliers who can carry out work on the bulk of Council's projects, with some direction from Council. This category includes projects with values between \$500k and \$1mil, which have medium levels of risk and reasonable complexity.
- Tier C:
This is the entry level tier of the category, where the suppliers and their systems may be unknown, or less well defined. This category included projects with values less than \$500k, which have standard levels of risk and routine complexity.

When applying for pre-qualification, suppliers are required to demonstrate competency of a suitable scale relevant to the tier to which they are applying, including reference to projects undertaken, levels of plant and equipment and demonstrating systems and administration capability relevant to that tier.

As of February 2026, there are 58 suppliers on the Waimakariri District Council Civil Works Prequalification List. Information about the prequalification list and a full list of prequalified suppliers is available on Council's website.

When the prequalification list was first put in place this was publicly advertised. Since then, Council has continued to include this in our Annual Contractor Briefing which has been advertised via VendorPanel and GETS, and the prequalification information is publicly available on our Council website.

3.6. Code of Conduct

All procurement activity must be undertaken to the highest ethical standards.

The Waimakariri District Council insists upon the highest ethical standards from its suppliers and contractors and in turn must demonstrate the highest ethical standards itself.

Staff must not only be fair and transparent in all business dealings but should also avoid any conduct that is capable of adverse interpretation.

Staff must adhere to the Code of Conduct Policy.



Table Two - Current Categories and Supply/Contract Arrangements Table

Category	Scope	Annual Spend*	Current supply arrangement / Contract(s)	How procured	Contract term	Supplier name
<ul style="list-style-type: none"> District Road Maintenance 	Inspections, programming, all routine maintenance work, renewals including resealing, pavement rehabilitation, road marking, footpath reconstruction, vegetation control, street sweeping, drainage works, sump cleaning, and some minor improvements.	\$13.08M	Multi-year contract	<ul style="list-style-type: none"> Registration of Interest to the open market. Short listing. RFT using Price Quality Method 	<ul style="list-style-type: none"> 3 + 1 + 1 term Start – 1 November 2025 End – 31 October 2028, plus two possible extensions up to 2030. 	CORDE Ltd
<ul style="list-style-type: none"> Streetlight Maintenance 	Inspections, programming, all maintenance work, renewals, and minor improvements. Joint contract with NZTA and Hurunui District Council.	\$471,350	Multi-year contract	<ul style="list-style-type: none"> Open tender using Price Quality Method NZS3917 	<ul style="list-style-type: none"> 3 + 1 + 1 term Start – 1 April 2025 End - 31 March 2028, plus two possible extensions up to 2030. 	Power Jointing Ltd
<ul style="list-style-type: none"> Traffic Counting Contract 	Delivering the Council's traffic counting programme.	\$79,850	Multi-year contract	<ul style="list-style-type: none"> Open tender using Price Quality Method NZS3910 	<ul style="list-style-type: none"> 3 + 1 + 1 + 1 contract term Start – 1 January 2025 End – 31 December 2027, plus three possible extensions up to 2030. 	AgFirst Consultants Environmental Ltd
<ul style="list-style-type: none"> Routine Small to Medium Sized Lower Risk Projects 	Includes kerb and channel replacement projects, minor improvements projects, seal extension projects, and new footpaths and cycleways etc.	\$100,000 to \$600,000	One-off contracts as required.	<ul style="list-style-type: none"> Bundled with similar projects. Lowest price conforming method NZS3910 	<ul style="list-style-type: none"> Staged model 	n/a
<ul style="list-style-type: none"> Major and Higher Risk Projects 	Includes major or complex road reconstruction, major intersection improvements, and bridge and structural component renewal	Greater than \$500,000	One-off contracts as required.	<ul style="list-style-type: none"> Open tender or ROI with short-listing. Likely Price Quality method NZS3910 	<ul style="list-style-type: none"> Staged model 	n/a

<ul style="list-style-type: none"> Professional Services (In-house) 	<p>Routine and non-specialist professional services are carried out by in-house staff (Project Delivery Unit).</p>	<p>Approx. \$500,000</p>	<p>Output Agreement</p>	<ul style="list-style-type: none"> By agreement 	<ul style="list-style-type: none"> Ongoing 	<p>n/a</p>
<ul style="list-style-type: none"> Professional Services Contract 	<p>Specialist external consultant support where in-house consultant does not have required technical skills. Includes:</p> <ul style="list-style-type: none"> Routine bridge inspections / structural advice. Road safety inspections, crash reporting / advice. Specialist transport planning / traffic / engineer advice, studies & investigations. Geotechnical Advice. Severe weather / emergency event response. Roading Annual Revaluation 	<p>\$263,350</p>	<p>Multi-year contract</p>	<ul style="list-style-type: none"> ACE NZ Consultancy Services 	<ul style="list-style-type: none"> 3 + 1 + 1 term Start – 6 October 2025 End – 5 October 2028, plus two possible extensions up to 2030. 	<p>Stantec Ltd</p>
<ul style="list-style-type: none"> Power Supply for Streetlighting 	<p>Electricity Supply for street lighting, water and sewer pumping stations and other Council services.</p>	<p>Approx. \$480,000</p>	<p>Multi-year contract</p>	<ul style="list-style-type: none"> Included in All of Government Agreement. 		<p>Meridian Energy Ltd</p>

**Forecast average annual spend over the term of the contracts*

4. Implementation Plan

4.1. Overview

Table Three below outlines the significant procurement activities which may be undertaken during the term of this procurement strategy.

It is unlikely that any of the current term service contracts would be retendered within the life of this strategy if all possible extensions are awarded, however this is dependent on supplier performance, and as such they have been included for completeness.

Table Three - Significant Procurement Activities Table

Category / Contract	Scope	Contract value*	Tender date	Procurement Procedure
Traffic Signals Maintenance (PROPOSED)	Proposed to include inspections, programming, all maintenance work, renewals, and minor improvements. Shared services contract with Selwyn District Council.	\$470,000** (over 9 years) WDC Portion only	To be tendered in the short term (next 2 to 3 months).	<ul style="list-style-type: none"> • Previously coordinated through CCC through signals maintenance provider. • Preparing a shared service contract • NZS3917 Contract Form • Open tender using Price Quality Method
District Road Maintenance	Inspections, programming, all routine maintenance work, renewals including road marking, footpath reconstruction, vegetation control, street sweeping, drainage works, sump cleaning, and some minor improvements.	\$122M** (over 9 years)	Expiry - 31 October 2028, plus two possible extensions to 31 October 2030.	<ul style="list-style-type: none"> • NZS3917 Contract Form • Contractor Briefing • Registration of Interest with Shortlisting process • Tender using Price Quality Method
Resealing	Delivery of the three-year programme of Asphalt and Chipseal sites.	\$19.2M** (over 3 years)	To coincide with the retender process for the Road Maintenance Contract.	<ul style="list-style-type: none"> • NZS3910 Contract Form • Open tender using Price Quality Method
Pavement Rehabilitation	Delivery of the three-year programme of Pavement Rehabilitation projects	\$5M** (over 3 years)	To coincide with the retender process for the Road Maintenance Contract.	<ul style="list-style-type: none"> • NZS3910 Contract Form • Open tender using Price Quality Method

Streetlight Maintenance	Inspections, programming, all maintenance work, renewals, and minor improvements. Shared services contract with NZTA and Hurunui District Council.	\$5.1M** (over 9 years) WDC Portion only	Expiry 31 March 2028, plus two possible extensions up to 31 March 2030.	<ul style="list-style-type: none"> • NZS3917 Contract Form • Open tender using Price Quality Method
Traffic Counting Contract	Delivering the Council's traffic counting programme.	\$847,000** (over 9 years)	Expiry 31 December 2027, plus three possible extensions up to 31 December 2030.	<ul style="list-style-type: none"> • Conditions of Contract for Consultancy Services (CCCS) 4th edition • Open tender using Price Quality Method
Professional Services Contract	Specialist external consultant support for specialist technical skills. This includes the annual Roding revaluation, routine bridge inspections / structural advice, road safety inspections, crash reporting / advice, specialist transport planning / traffic / engineer advice, studies & investigations, geotechnical advice, severe weather / emergency event response.	\$3.0M** (over 9 years)	Expiry 5 October 2028, plus two possible extensions up to 5 October 2030.	<ul style="list-style-type: none"> • Conditions of Contract for Consultancy Services (CCCS) 4th edition • Open tender using Price Quality Method
<u>Major Projects</u> Rangiora Eastern Link Road (subject to funding confirmation)	Construction of a 2.88km long collector road including earthworks, pavement construction through greenfield areas, intersection upgrades, drainage works and all associated activities.	Estimated \$65.5M (Submitted Business Case to NZ Transport Agency)	TBC	<ul style="list-style-type: none"> • NZS3910 Contract Form • Proposed to use a traditional Design /Tender/Construct model • Registration of Interest with shortlisting to allow early contractor engagement. • Tender using Price Quality Method

*Maximum potential estimated value over the life of the contract.

** Contract value estimate assumes all contract extensions are awarded in the calculation.

4.2. Requests for NZTA procurement manual approvals

The following contracts are proposed to have over 5-year terms:

- Traffic Signals Maintenance – 9 Years (6+3)
- District Road Maintenance – 9 Years (6+3)
- Streetlight Maintenance – 9 Years (6+3)
- Traffic Counting Contract – 9 Years (6+3)
- Professional Services Contract – 9 Years (5+2+2)

Contract terms are proposed to be extended, to provide certainty and an attractive term to the market which will help drive efficiencies and cost savings. Longer term service contracts also provide certainty for Council about costs, heading into future NLTP periods.

4.3. Procurement capability/capacity development

Procurement capacity and capability have been an area of focus for Waimakariri District Council. Council has three qualified tender evaluators on staff, with a qualified evaluator being part of the panel for all roading projects which receive co-funding, as is required by NZ Transport Agency.

Council also has on staff a Procurement Specialist and a Contract Specialist, who provide specialist technical input into the procurement process, input into the preparation of procurement plans and contract documents, as well as management of the pre-qualification list and reporting on procurement.

The Procurement Project Control Group (PCG) meets monthly to maintain an overview of the procurement activity across Council.

4.4. Communication to the Market

Council engages with the local and regional supply market annually, to ensure the market is informed of opportunities within the district. This is in the form of a contractor / supplier briefing session, in which information is shared with all parties on upcoming opportunities that will be coming to the market. This ensures information is shared equally with all interested parties in such a way as to not discriminate against any supplier.

The 2025 annual contractor / supplier briefing session had over 100 suppliers (including sub-contractors and material suppliers) register interest to attend. A copy of the briefing presentation is circulated following the event and a notice is put out via Vendor Panel and a reference is uploaded via GETS.

4.5. Council Organisation Structure

Council's organisational structure is included in Appendix B.

4.6. Implementation Responsibility

The Waimakariri District Council Roading & Transport Manager will be responsible for implementing this strategy and for reviewing and updating the strategy.

4.7. Corporate Ownership and Internal Endorsement

This strategy will be approved by the Council.



Appendix A – Delegation, Policy & Strategy Website Links

- S-DM 1046 – Contractual Authorities – Staff Schedule

https://www.waimakariri.govt.nz/_data/assets/pdf_file/0027/126756/S-DM-1046-Contractual-Authorities-Staff-Schedule-Delegations-Manual-Issue-86-Updated-22-August-2025.pdf

- S-CP 4160 – Procurement and Contract Management Policy

https://www.waimakariri.govt.nz/_data/assets/pdf_file/0021/120648/QD-PRO-Policy-001-Procurement-and-Contract-Management-Policy_12-2025.PDF

- Procurement Strategy – July 2019

https://www.waimakariri.govt.nz/_data/assets/pdf_file/0023/127238/190815114022-Procurement-Strategy-July-2019.pdf

Appendix B – Organisational Structure

Waimakariri District Council - Organisational Structure

