

Transportation Procurement Strategy

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Revision Information

Transportation Procurement Strategy 2021

Prepared by

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1 EXECUTIVE SUMMARY

This strategy is Waipa District Council's (Council) Procurement Strategy for roading works as required by the Waka Kotahi's (NZTA's) Procurement Manual (latest amendment October 2019). The purpose of the strategy is to demonstrate how Council will procure its approved roading programme in accordance with Council's organisational Procurement Strategy whilst continuing to meet the requirements of the Land Transport Management Act 2003 (LTMA).

This document contains the Council's strategy to deliver the transport investment as committed in the LTP 2021-24 programme.

Council proposes to use the following advanced procedures for procurement:

- For professional services, the Waikato Local Authority Shared Services (WLASS) Professional Services Panel (PSP) will be used unless otherwise stated.

There are no customised procedures, exemption requests or variations to exemptions to any procurement rule.

1.1 Requirements

The LTMA requires recipients of National Land Transport Programme funding (NLTF) to use procurement procedures designed to obtain best value for money, enable fair competition, and encourage competitive and efficient markets.

All Approved Organisations must have an NZTA endorsed Procurement Strategy.

The Strategy will be reviewed and updated regularly and formally reviewed and updated at least once every three years, in conjunction with the Council's LTP cycle.

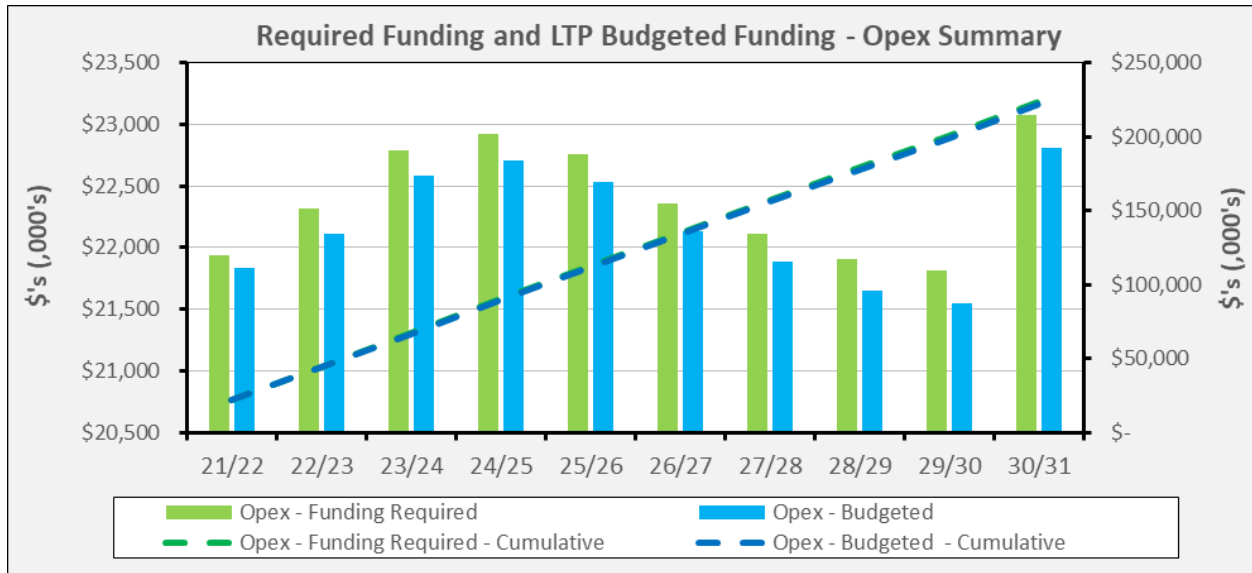
1.2 Scope of Roding Business

The Roding network consists of 1109kms of road, (1069km sealed and 39km unsealed) or (884km rural, 225km urban), 256kms of footpath, 4810 streetlights, 248 bridges (including underpasses), 37,834m of culvert and over 1,000 intersections.

Vehicles travelled 375,123,000 kilometres last year on our network.

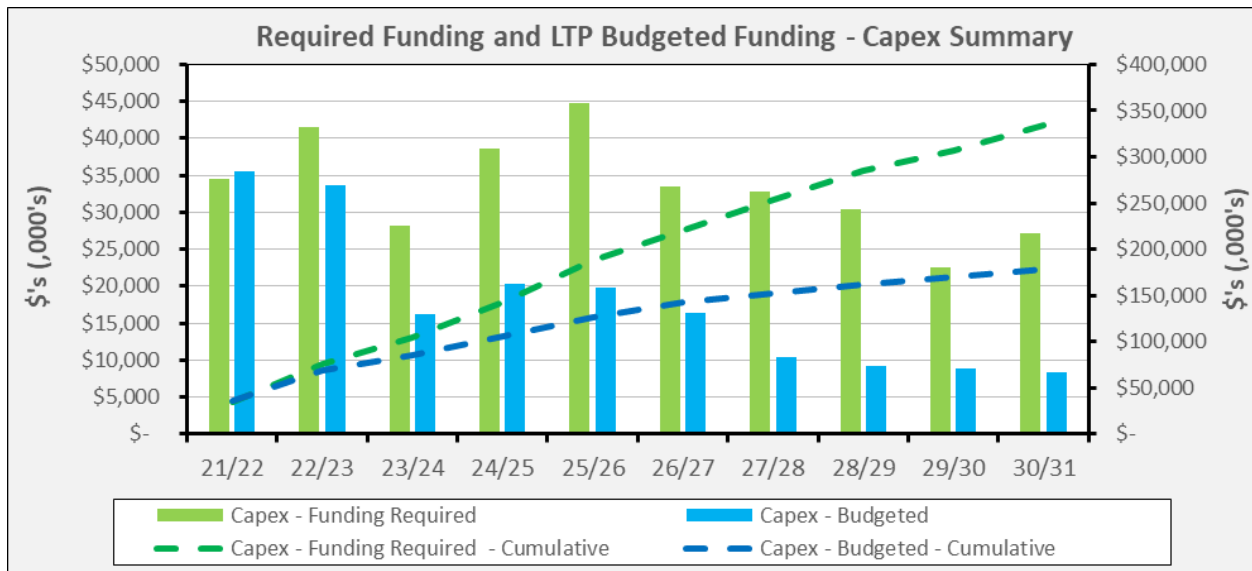
The forecast 10-year spend as proposed in the 2021/24 Transportation Activity Management Plan is as follows:

Required Funding and LTP Budgeted Funding – Opex



Budgeted funding has been maintained close to expected required funding. The AMP noted that there was some risk that maintenance contract retendering for street cleaning and street lighting in mid 2021 would come in higher than budget which would then require careful consideration of levels of service to remain within the provided budget. This has occurred for the streetlights contract and review is underway to reconsider the levels of service, the street cleaning has come in close to budget.

Required Funding and LTP Budgeted Funding - Capex



A number of growth capital projects have been delayed to ensure Council can operate within a sensible debt level and delivery capacity. In essence growth projects which are master planned

and or committed are continued while those not are pushed out for reconsideration in a future LTP.

1.3 Changes Since Last Strategy

Imminent changes to the Waters Group as a result of the Waters Reform may impact the wider engineering expertise within Council, eg is there still a need for resourcing for special projects.

Waipa is a member of the Waikato Local Authority Shared Services (WLASS), and has agreed to be a party to the Professional Services Panel (PSP) for engagement of consultants.

Covid and the way we work differs. Continuity planning both for Council and contractors is improved. While challenges are better understood and essential services can be managed, changes to alert levels are unpredictable, resulting in disruption and impacting on the ability to deliver programmes.

Broader Outcomes for tender evaluations has been introduced for a local Contribution attribute.

Benchmarking is now being considered to identify opportunities for improvement and to learn from Peers.

1.4 Key issues and opportunities to obtain best value for money

The current key issues are:

- Changing procurement environment with the introduction of Broader Outcomes and greater consideration of risk allocation through procurement.
- Growth planning and infrastructure building for an increased urban population at a greater scale than previously done in the district is putting a strain on staff and contractor resources. However, this also creates opportunities for improved planning and infrastructure that reduces demand for private car use and creates safe new streets for walking and cycling.
- Growth in urban and commercial/industrial areas is driving a greater need for improvements to existing infrastructure.
- Safety is not improving, the future programme focusses on reducing deaths and serious injuries.
- Impact of the 3 Waters Reform on Local Government delivery of its remaining services.

The current opportunities are:

- Strategic Partnerships to achieve community outcomes eg, Perry Trust in the cycleway, Iwi, business interests (eg Waikeria Prison), developers for growth cells
- Waipa Integrated Transport Strategy review and update underway to guide need for future planning and investment.

- Expanding broader outcomes to achieve strategic goals of ours and our partners, eg training, encouraging more local employment and increasing certainty and resilience in local employment.
- Establish some upfront risk sharing discussions with contractors.

1.5 Recommendation:

- That Waka Kotahi approves under s.25 of the LTMA a variation to Procurement manual, section 10.21 *Maximum term of a term services contract for infrastructure or planning and advice* allowing Waipa District Council to use a maximum term of six years for the rural spaces contract;
- That Waka Kotahi endorses Waipa District Council’s Transport Procurement Strategy, and
- That Waipa District Council Executive adopts this Strategy for all roading related procurement.

2 POLICY CONTEXT

2.1 Defining procurement

Procurement means the acquisition of all goods, works and services provided by or for the Council. Procurement covers every aspect of the procurement cycle from determining and specifying the needs of the service through the Long Term Plan and/or Annual Plan, through to the acquisition and delivery of goods and services as well as the relationship management of the supplier(s) involved. The procurement process finishes at the disposal of those goods or works or when the service contracts or agreements come to an end. This is called the procurement lifecycle.

Procurement can range from a simple and low risk purchase through to some very complex and high risk activities.

2.2 Alignment to legislative and strategic context

As a public body Council has responsibilities to consider, not just the financial implications for Council of its procurement decisions, but also the short and long term outcomes for the community. The main legislative driver being the Local Government (Community Well-being) Amendment Act 2019, which provides for local authorities to play a broad role in promoting the social, economic, environmental and cultural well-being of their communities, taking a sustainable development approach.

Council has stated its Vision in the 2021-31 Long Term Plan, and we also have our Community Outcomes – what we want for our district. These underpin all strategies, plans and policies developed by Council.

Socially Resilient:

He aha te mea nui o te a? Maku e ki atu he tangata, he tangata, he tangata! – its all about the people.

- Waipa is a great place to live, work, play and invest;
- We invest in hauora and support the great work community groups do;
- Waipa provides a high quality of life for current and future generations.

Cultural Champions:

Promoting our culture and heritage

- We champion the unique history of Waipa
- We have a high level of cultural awareness
- We partner with tangata whenua
- We respect the cultural diversity in our district

Environmental Champions:

Protecting and sustaining our environment

- Environmental awareness and responsibility is promoted within the community
- We support programmes that promote environmental sustainability
- We are responsive to climate change

Economically Progressive: Supporting a thriving, sustainable economy

- We have financially sustainable decision making and work programmes
- We provide new infrastructure as an economic stimulus for our district
- Our services provide excellent value for money
- We actively promote our district to enable development, employment and business opportunities
- Waipa is a great place to invest and do business

Sitting underneath these are our **external strategic priorities** for the next 3 years:

- **Creating vibrant communities** – we celebrate all the things residents love about Waipa and foster connections with people and places
- **Nurturing and respecting our unique culture and heritage** – In partnership with tangata whenua, we increase our communities’ awareness, understanding and appreciation of the district’s history and significant sites.
- **Effectively planning and providing for growing communities** – Our population is increasing because Waipa is a highly desirable place to live, work, play and invest. Growth is forecasted to continue and we need robust planning and infrastructure to create liveable communities.
- **Preparing for climate change** – We are experiencing the impacts of climate change in Waipa and must actively respond to ensure we have resilient communities.
- **Leading the recovery of Waipa** – In partnership with iwi, we lead the community in the economic and social recovery of the district in response to the global COVID-19 pandemic. We enhance our communities’ resilience for the future.

In addition to Council’s own Vision, there are requirements from Government on Council around standards of good practice and ensuring delivery of *public value*.

Public value means achieving the best possible value from a procurement. For example, procurement offers the opportunity to support NZ businesses and can also contribute positively towards achieving environmental outcomes by supporting New Zealand’s transition to a low emissions economy or reducing waste.

2.3 Alignment to procurement rules

The [NZ Government Procurement Rules](#) are the Government’s standards of good practice for government procurement. The Rules focus mainly on the process of sourcing and are a flexible framework designed to help agencies make balanced procurement decisions. As a public sector agency, local councils are encouraged to follow the Rules to achieve Public Value.

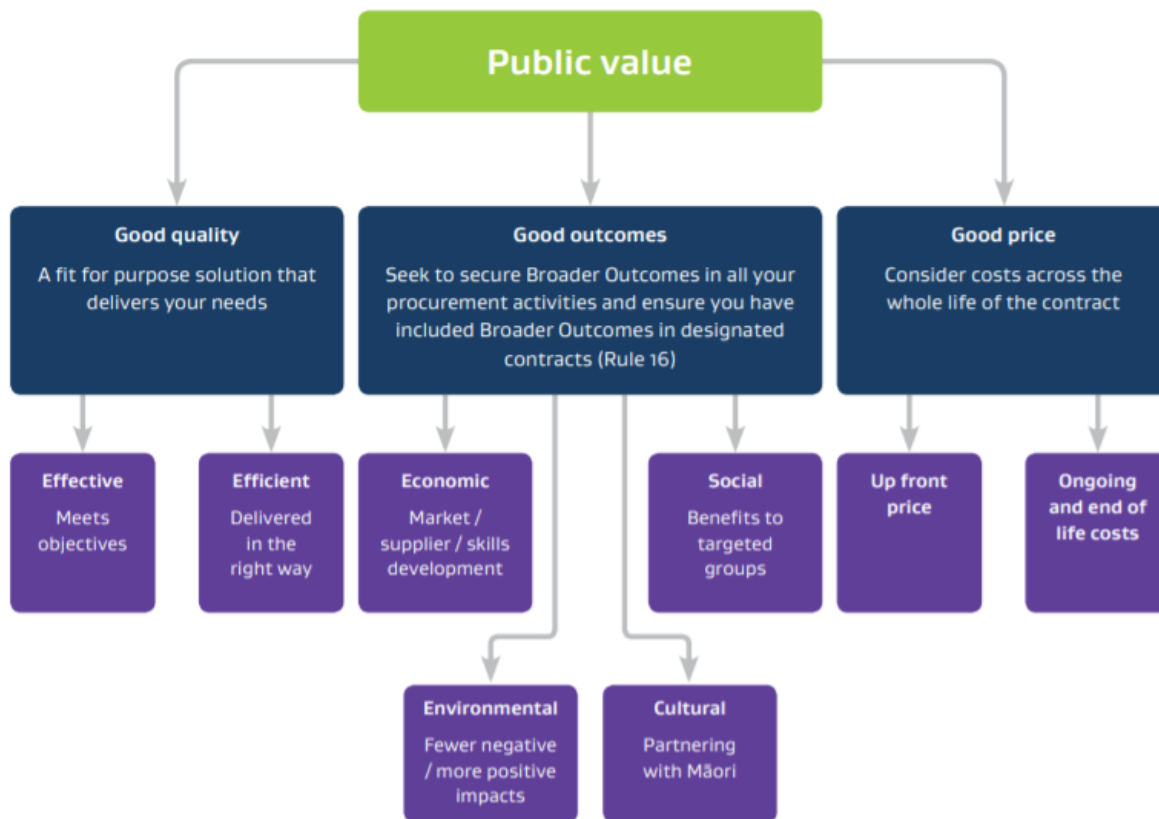


Figure 1: Public Value Guide, extracted from MBIEs Government Procurement Rules, 4th Edition 2019. NOTE: For Good Price, Waipa considers costs across the whole life of the asset rather than just the contract.

Waipa District Council is also a participating Council in the Waikato Regional Procurement Principles, Policy and Framework, developed by the Waikato LASS, which contains principles to ensure we uphold the integrity of our procurement and provide clear guidance on how procurement is undertaken. The procurement principles and policy within this document align with the Government Procurement Rules and emphasises the public value aspect that needs to be considered for all procurement.

The regulatory environment outlined above places requirements on us as a Council and impacts how we run our organisation. It allows us to identify if we are merely complying, or if we are exceeding these requirements – a hallmark of a leading organisation. We

want to use our procurement approach to exceed these requirements and help us to really deliver on our community outcomes.

2.4 Alignment with Waka Kotahi’s Procurement Manual

As an approved organisation, Waka Kotahi pay funds from the National Land Transport Fund (NLTF) to Council for activities approved for funding in the National Land Transport Programme (NLTP). To maintain it’s status as an approved organisation, Council must meet requirements under s20 of the [Land Transport Management Act 2003](#). The relationship between Waka Kotahi and Council is further explained under [Section 2.5 – Legislative and Regulatory Framework](#).

In addition to Council’s objectives, this procurement strategy is required to achieve the procurement outcomes required by Waka Kotahi, as documented in the [NZTA Procurement Manual Amendment 5](#) (2019). By meeting the requirements of Waka Kotahi Procurement Manual, Council will also meet the applicable requirements of the Government Procurement Rules (4th Edition).

Overall procurement process – from activity selection to output delivery

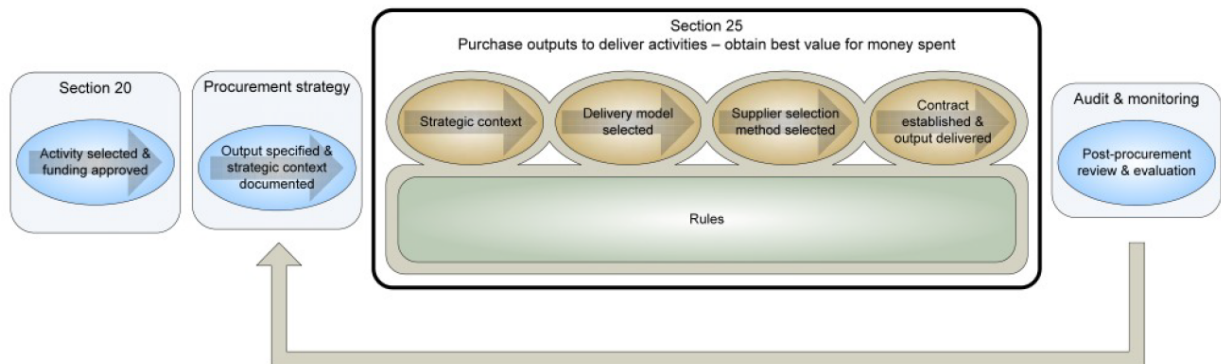


Figure 1: Overall procurement process – from activity selection to output delivery, from Waka Kotahi Procurement Manual

2.5 Broader outcomes

The Government Procurement Rules requires each agency to consider and incorporate, where appropriate, *Broader Outcomes* when purchasing goods, services or works. *Broader Outcomes* are the secondary benefits that are generated from the procurement activity. They are designed to provide Public Value from government procurement. They can realise environmental, social, economic or cultural benefits. *Broader Outcomes* require you to consider not only the whole-of-life cost of the procurement, but also the costs and benefits to society, the environment, and the NZ economy.

These *Broader Outcomes* align well with Council's Community Outcomes. They encourage increasing access for NZ businesses, workforce skills and development training, supporting the procurement of low-waste and low-emissions goods and services and ensuring compliance with employment standards and health and safety requirements.

Using the *Broader Outcomes* and lining these up with our Community Outcomes means that as a Council we will ensure that our procurement is helping to stimulate the Waipa economy, supporting local employment and ensuring that local benefit is achieved from how we deliver our services. It also supports us in making Waipa a better place to live, work and play.

2.6 Health and Safety

Health and Safety Management (HSM) provides for goal setting, planning, and measuring performance, and is woven into the fabric of Council. Council's HSM is based around the following framework:

- Plan: establish the activities, outcomes and processes necessary to deliver results in accordance with Council's Health and Safety policy/charter and the organisational strategic imperatives
- Do: implement the processes and deliver the outcomes
- Check: monitor and measure processes against the health and safety policy, outcomes, legal and other requirements, and report the results
- Act: take actions to continually improve health and safety performance.

Council has developed and maintains a standard for on-going hazard identification, risk assessment and determination of necessary controls. The Current Best Practice (CBP) - Hazard and Risk Management sets out the requirements of this standard for hazard identification and risk assessment which will take into account:

- a) routine and non-routine activities
- b) activities of all persons having access to the workplace (including contractors and visitors)
- c) human behaviour, capabilities and other human factors
- d) identified hazards/risks originating outside the workplace capable of adversely affecting the health and safety of persons under the control of the organisation within the workplace, e.g. driving on the road
- e) hazards/risks created in the vicinity of the workplace by work-related activities under the control of the organisation
- f) infrastructure, equipment and materials at the workplace, whether provided by Council or others
- g) changes or proposed changes in Council, its activities, or materials
- h) modifications to the HSM, including temporary changes and their impacts on operations, processes, and activities
- i) any applicable legal obligations relating to risk assessment and implementation of necessary controls

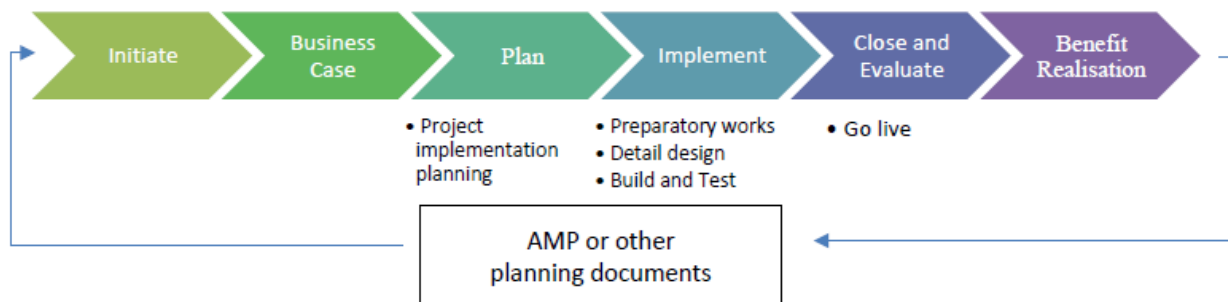
- j) the design of work areas, processes, installations, machinery/equipment, operating procedures and work organisation, including their adaptation to human capabilities.

Council requires all contractors undertaking physical works under a Council Contract to be registered with SHE. This requires a pre-qualification which verifies that contractors have effective health and safety management systems and are holding current and relevant insurances.

There is an opportunity to include some closer scrutiny to tenders, through reviewing their methodology and intended staff hours required to deliver, to consider whether this raises any concerns around fatigue and potential for serious harm incidents.

2.7 Project and Risk Management

The Project Management Lifecycle in Council requires projects to be managed through the following stages:



Stage 1: Initiate – consists of a Project Proposal which represents an approval gateway. The proposal defines and justifies launching a project, addresses legislative requirements, outlines the benefits, strategic alignment, key dependencies, and highlights resources required to undertake the project.

Stage 2: Business Case – consists of an analysis demonstrating that the project is feasible and further defining the costs, risks and resources required to deliver the project. It also details the governance of the project. Waipa has a template for a simple business case which is used for every project requiring funding approval. The project may then go on to a complex business case through the Better Business Case process.



Requirements of a Simple Business Case

- Description of what the project is and what it is delivering
- Description of the alignment with community outcomes
- Description of objectives and benefits
Quantifiable and tangible
- Analysis of proposed options including risk
- Proposed yearly financials including: planning, implementation and resourcing costs, and contingencies
- Scope and brief project management

Stage 3: Plan – consists of the detailed project planning prior to implementation. This stage requires development of the Implementation Plan, which provides an opportunity to redefine scope, refine objectives and develop a course of action and methodology for the delivery of the project. As part of the project planning a risk register is produced and actively managed by the project manager during project implementation.

Stage 4: Implementation - During the implementation stage, the Project Manager will focus on:

- Delivering the project as set out in the Implementation Plan
- Ensuring that the defined project goals and benefits will be met at project completion.
- Managing risks
- Project change control if required
- Communicating and reporting regularly with the Project Sponsor, Business Owner, team members and key stakeholders (through a standard template)
- Following Council processes, for example, procurement and records management.

Stage 5: Close and Evaluate - Once the project has been completed it needs to be closed and evaluated to ensure it meets the original project goals / benefits, and to ensure outstanding risks and / or benefit realisation items are passed over from the project team to the Business Owner for BAU management.

Stage 6: Benefit Realisation - This stage is about monitoring the realisation of the benefits as originally indicated in the business case. Review of benefits to ensure that those identified at the start of the project have been realised, and that any additional benefits that resulted have been acknowledged and maximised (any further work required to ensure that benefits are realised should be identified and a plan of action put in place).

3 ORGANISATIONAL PROCUREMENT STRATEGY PRINCIPLES

3.1 Strategy principles in the current environment

In the current environment where our District is responding to and recovering from a significant and unprecedented global pandemic with a forecasted economic recession expected to last up to 3 years, this procurement strategy will focus on key areas to assist in resetting and rebuilding our Waipa economy – we want to support the development of a sustainable and thriving economy, and to be socially responsible using our knowledge and resources within Waipa for the benefit of the whole community. So in this first generation of the (organisational) Procurement Strategy we are going to focus on the following principles. As noted previously, as our environment and economy changes, these principles will be updated to address issues as they are identified.

3.2 Principle 1: Make the best use of every dollar

- Use efficient, effective and appropriate procurement processes to deliver quality goods, works or services. This does not necessitate the selection of lowest price.
- Consider the total costs and benefits of a procurement (total cost of ownership), public value.

Commentary

The procurement processes used by council need to be fair and transparent, but also need to be agile to meet a fast-changing environment and supplier and supply chain market. Having good, collaborative relationships with our suppliers is critical to ensuring that we are achieving the best possible outcome from our procurement.

A range of procurement processes need to be available for staff to use based on value, risk and complexity. We need the flexibility to use a variety of tools, from simple contracting to competitive and collaborative relationships to select the most appropriate process for the procurement.

The total cost of ownership considerations mean that in some instances, the lowest price tendered may not be the best overall price over the life of the asset. A more expensive up front cost may provide savings across the life of the asset in the areas of maintenance and operation, and offer opportunities to reduce waste of resource (both materials and labour). Best value may not be limited to financial factors.

Looking to make the best use of every dollar also helps drive innovation to look for the most effective and efficient way to deliver a result. By looking at delivering public value it enables us to achieve as much as possible for our community.

How we will do this

- Have a **forward planning pipeline** to ensure a continual supply of work to enable ongoing, stable employment (*A forward pipeline will allow employers to resource themselves with some certainty*)
- Require **well-planned approach** from business case through to contract (*Amend our Procurement Plan, Business Case and Project Plan templates to demonstrate how projects apply the principles*)
- Make the procurement **process scalable and appropriate** to the level of procurement being undertaken (*Ensure its easy for suppliers to respond to procurement and the level of information required is appropriate to the procurement spend*).

3.3 Principle 2: Consider local contribution

- Look for where opportunities exist for local suppliers to contribute in a procurement through a local contribution test
- Consider where procurement can be used to stimulate employment and training within Waipa
- Note: this is not necessarily a ‘Buy Local’ strategy, but a desire to increase access to our business for local and smaller suppliers through our procurement processes e.g. inclusion of local employment and training as part of tender evaluations.

Commentary

Where effective local procurement spending occurs, it can impact on the economy directly and indirectly.

Directly:

- By supporting local sustainable businesses that are more likely to survive, expand, innovate, train and invest
- Supporting training, new opportunities, employment security
- Encouraging participation of Maori businesses thereby increasing engagement and employment
- Including supply chain opportunities to maximise local contribution

- Supporting local manufacturers and businesses that source goods manufactured locally.

Indirectly:

- Supporting community linkages e.g. local businesses encouraged to support local initiatives, which increases liveability through employment opportunities and encouraging leadership
- Supporting sustainable activity in the local economy, which can have broader impacts through encouraging more sustainable industries and businesses
- Using a local contribution weighting (where appropriate) to encourage the development of emerging industries and suppliers.

Our definition of a local supplier is: ***‘a supplier of goods or services that maintains a workforce whose usual place of residency (i.e. where they normally live, sleep and eat) is located within the Waipa District boundary’***. This is key because this is where we will see the benefits within our District – employment, involvement in our community and spend within our community.

In applying this definition it is important that a common sense and practical approach is taken. Staff should ensure that the intention of this definition – to support genuinely local workforces – is reflected. The application of this should not in any way conflict with the Government Procurement Rules, which requires that broader outcomes are incorporated in a way that does not discriminate against any supplier. There will be a requirement for suppliers to have local knowledge and presence in the Waipa community e.g. an out of zone business may rent premises in Waipa or employ local people.

How we will do this

We will introduce a classification system where we look at our procurement and classify it into three areas:

1. Always local – Goods and services that, by their very nature are supplied locally
2. Potential to be local – goods and services that have the potential to be supplied locally – local suppliers have the necessary skills and experience, but non-local suppliers are value-for-money competitive in the local market.
3. Doesn't make sense to be local – goods and services that are part of global value chains and/or not part of a locally competitive market.

For *Always Local* we can check to ensure we aren't procuring outside of our local zone for these and where we can look to transition some of our procurement into this *Always Local* space.

In our procurement processes there are two models we can implement for those procurements that fall into the classification of 'Potential to be Local', based on expenditure value:

- For procurements between \$50,000 - \$250,000 as part of the RFX responses suppliers would be required to outline briefly how they will contribute locally as per the contribution options outlined. This would then be assessed as a non-price weighting of X% on a procurement-by-procurement basis and would be described in the procurement plan.
- For procurements over \$250,000 suppliers would be required to provide a local contribution plan to maximise the contribution to the local economy/community for the goods/services being procured. This will also be a non-price attribute with a X% weighting.

The supplier will be evaluated on:

- The number of local jobs supported by the procurement activity
- Use of local contractors, manufacturers and supply chain directly relation to the supply of goods and/or services
- The number of local apprentices and trainees supported by the procurement activity
- How any local iwi businesses are supported by the procurement activity.

3.4 Principle 3: Be sustainable

- The procurement system will ensure that opportunities for social, economic, environmental and cultural interests and outcomes will be actively considered.

Commentary

This principle is about wider considerations for our procurement and looks for opportunities to include these and encourage uptake in the Waipa community. It also supports the principle of 'make the best use of every dollar' by:

- seeking multiple outcomes from every dollar spent

- it encourages demonstration of greater resource efficiency (e.g. energy generation and use)
- allows staff to consider wider impacts such as environmental sustainability (e.g. carbon reduction opportunities), and economic sustainability
- supports innovation and actively searching for the best use of our physical resources. The inclusion of a sustainable approach will encourage greening of the supply chain.

Using a sustainable approach also requires looking at long term costs and benefits. Short term fixes can impose long term costs on ratepayers. Assessing the impacts of procurement on current and future generations is an essential component in achieving sustainability.

This principle means that every procurement must consider social, economic, environmental and cultural outcomes or impacts early in the procurement process, but recognises that not every procurement will need to address the full range in the final stages of the procurement process. The opportunity to consider these impacts are applied whenever these are possible, relevant and proportionate.

How we will do this

- Supplier code of conduct to acknowledge minimum ethical standards which support safe and fair workplaces (implement requirement for all WDC suppliers)
- Require opportunities for apprenticeships and training (part of procurement planning)
- Local Jobs First = publicly funded projects over a designated value use an appropriately scaled percentage of Waipa apprentices, trainees, engineering cadets (set baseline and consider project-by-project)
- Scalable approach for sustainable procurement objectives and corresponding outcomes, based on expenditure (look for opportunities but be pragmatic)
- Engaging with Maori businesses (collect information on Maori businesses within Waipa and make available to staff)
- Looking for opportunities to engage with social enterprise (collect information on social enterprises based within Waipa)
- Environmentally sustainable outputs: project-specific requirements to use sustainable resources and to manage waste and pollution, use of recycled content

in construction, conserving energy and water, minimising habitat destruction and environmental degradation

- Environmentally sustainable business practices: adoption of sustainable business practices by suppliers (make part of procurement considerations)
- Implementation of Climate Change Policy objectives: - project-specific requirements to minimise greenhouse gas emissions, procurement of outputs that are resilient against impacts of climate change (apply climate-change lens, eliminate old inefficient infrastructure that is high emitting, includes incentives to reduce emissions)
- Providing non-toxic solutions e.g. non-toxic chemical alternatives (suggest in procurement and weight).

The Government Procurement Rules include a supplier code of conduct, which outlines expectations of suppliers and their subcontractors around ethical behaviour, labour and human rights, health, safety and security, environmental sustainability and corporate social responsibility. The expectations outlined in this can be applied to our suppliers as these are minimum standards we would expect our suppliers to be implementing.

Sustainable outputs and measures can be requested and weighted as part of tenders, which will encourage uptake of environmental practices.

4 PROCUREMENT PROGRAMME

4.1 Procurement Programme

Overview of Routine Maintenance Contract Arrangements

The current contract delivery and procurement arrangements for road maintenance are as follows:

Contract Description	Supplier	Contract Number	Total Contracted Value (\$)	Start Date	End Date	Revised End Date	Duration (Years)	Procurement Method (2021-24)	Opportunities for Innovation and Broader Outcomes
Roading Maintenance									
Roading General Maintenance	Higgins Contractors Ltd	27-17-18 (29168)	\$32,703,962	July 2018	June 2021	June 2022	3+1+1	PQM Retain existing contract with minor improvements	Target industry training through suppliers. Encourage local employment and development.
Urban & CBD Street Maintenance	Eco Maintenance Ltd	29-01-28	\$1,731,292	July 2021	June 2024		3+1+1	N/A	New contract included Local Contribution in Weighted Attributes score.
Streetlight Maintenance	McKay Ltd	29-00-10	\$1,248,700	July 2021	June 2024		3+1+1	N/A	New contract included Local Contribution in Weighted Attributes score.
Electricity Supply Contract	Contact Energy and Meridian	NA						Corporate Waipa DC contract	
Traffic Services	Directionz	27-18-14	\$4,266,131	July 2018	June 2021	June 2022	3+1+1	PQM Retain existing contract with minor improvements	Target industry training through suppliers. Encourage local employment and development.
CCTV – Video System	Datacom Systems Ltd	27-18-24	\$481,022	Oct 2018	Oct 2019	May 2022	3	Looking to integrate with Traffic Signals	Shared services through existing expertise within HCC
Traffic signals management	Hamilton City Council and Infrastructure Alliance							Will be incorporated into MoU agreement with HCC for shared services	

Contract Description	Supplier	Contract Number	Total Contracted Value (\$)	Start Date	End Date	Revised End Date	Duration (Years)	Procurement Method (2021-24)	Opportunities for Innovation and Broader Outcomes
Data Collection	Shared arrangements through RATA		Approx \$70-80k.year					Will continue through shared arrangement with RATA	
Rural Open Space Maintenance Contract	JACS Total Maintenance	27-18-39	\$2,114,103.54	1 December 2019	30 June 2023		3+1+1+1	PQM	Shared contract with Open Spaces team – for vegetation control on cycleways, berms etc. NZTA subsidised mowing accounts for minor portion, approx. \$36K per annum.
Waste Management Operations									
Kerbside Recycling	Metallic Sweeping (1998) Ltd	27-18-56	\$9,319,459.60	March 2018	Feb 2025		7	N/A	
Professional Services									
Bridges and Structures Professional Services	RATA/BECA	28-17-03	Included in RATA commitment below	July 2017	July 2022		3+1+1	To be retendered through RATA shared contract – Contracted through WLASS. May use new MBIE contract. RATA to engage councils for preferred strategy.	
Strategic Asset management Services	RATA	Multi party Funding agreement	Approx \$80k/year	July 2016	July 2018	July 2021	2+3+3	Extension of MPFA under development. [Offer of commitment letter will be out by mid August with confirmed costs.]	
Waikato Regional Traffic Model	RATA/Stantec	Shared service contract	Included in RATA commitment above						Business case under development to determine the needs for procuring and developing a new transport model

New Contracts for Procurement from 2021-24

Contract Description	Phase	Project Number	Total Estimated Value (\$)	Tender Date	Term	Delivery Team	Procurement Method (2021-24)	Opportunities for Innovation and Broader Outcomes
Pavement Rehab	Construct	PR4033	\$5.6M	2021 2022 2023	Annual	Transportation	LPC or weighted attributes depending on complexity. Use same contract form as previous year	Current contracts scoped to keep market healthy. Will attempt to keep contracts below \$1m to encourage local/small suppliers.
Culverts, Headwalls & Catchpits	Construct	PR4031, PR4032, PR4308	\$926k	2021 2022 2023	1year	Transportation	Largely included in General Maintenance Contract. Specialised activities may be tendered on LPC or weighted attributes	Similar activities may be grouped for delivery under single or multi-year contracts where appropriate
Structural Bridge Works	Construct	PR4040	\$622k	2021/22	Multi year	Transportation		Combined shared services contract under development through RATA for smaller works. Larger works likely to be tendered separately.
Urban improvements and Minor Safety Works	Construct	PR4169 PR4376	\$2.2M \$783k	Annual	1yr	Transportation	PQM Use same contract as previous year	May split into two contracts, Te Awamutu and Cambridge
Roading – Minor Safety – Peake/Bruntwood Intersection	Design	PR4169	\$300k	Annual	3yr	Project Delivery	PQM	
Victoria Bridge Painting Substructure	Construct	PR4098	\$2.7M	2022/23	To completion	Transportation	PQM	
Town Concept Plan Implementation – Te Awamutu – Market Street	Construct	PR3119	\$1.2M	22/23	2yr	Transportation	PQM	Seek community involvement/partnerships.

Contract Description	Phase	Project Number	Total Estimated Value (\$)	Tender Date	Term	Delivery Team	Procurement Method (2021-24)	Opportunities for Innovation and Broader Outcomes
								May tender as part of minor safety works.
Ohaupo Town Concept	Construct	PR3068	\$1.3M	21/22 (TBC)	1yr	Transportation	PQM	JV with Waka Kotahi, awaiting SH portion commitment.
Bus Infrastructure (new bus stops)	Construct	PR3047, PR3046	\$200k	n/a	n/a	Transportation	LPC	To be tendered as part of minor safety works.
Picquet Hill Plan Change	Construct	PR3041	\$3.5M	21/22	1yr	Project Delivery	PQM	May be included in development agreement, delivery method to be determined.
Cambridge Growth Cell – C1 – Norfolk Road and Victoria Road Urbanisation	Construct	PR3185	\$6.6M	21/22	2yr	Project Delivery	PQM	
Hamilton Road/Cambridge Road Urbanisation	Construct	PR3189	\$6.8M	24/25	7yr	Transportation and Project Delivery	PQM	Awaiting developer progress
Cambridge Growth Cells C5 & C6 Lamb Street Intersection – Roundabout	Construct	PR3186	\$1.3M	21/22	1yr	Transportation	PQM	
Ngahinapouri SH39 Intersection & N1/N2 Development – Stage 1 = upgrading Reid Road	Design & Delivery	PR3188	\$1M	22/23	1yr	Transportation	PSP for design	Awaiting developer progress to deliver intersection works
Frontier Road Plan Change	Construct	PR3143	\$1.2M	22/23	1yr	Project Delivery	PQM	
Kihikihi Brown Field Roading & Stormwater Works – Haultain St	Design & Delivery	PR3171, PR1409	\$2.1M	21/22	7yr	Project Delivery	PQM	Awaiting developer progress \$300k forecast every second year to enable safety improvements starting with Haultain St in 21/22.
Cambridge Growth Cells C2/C3 Collector Roads and Green Belt Connection	Construct	PR3190	\$14.6M	21/22	7yr	Project Delivery	PQM	Awaiting developer progress \$7,940k allowed in 2021-23 for first stage.

Contract Description	Phase	Project Number	Total Estimated Value (\$)	Tender Date	Term	Delivery Team	Procurement Method (2021-24)	Opportunities for Innovation and Broader Outcomes
C8 C9 C10 Hautapu Road – 1 st section of Collector Rd	Construct	PR3193	\$7.2M	22/23	2yr	Project Delivery	PQM	Awaiting developer progress
Cambridge Growth Cells C8 C9 C10 Hautapu Road – first roundabout at Victoria Rd	Construct	PR3192	\$4.2M	21/22	2yr	Project Delivery	PQM	
Cycling Projects Cambridge and Te Awamutu	Design	PR4292, PR4293	\$4.3M	21/22	8yr	Transportation	Awaiting Funding to construct	\$10.9M to be spent over 10-year LTP period
TOTAL			\$68.63M					

Note: Developer led projects not included

5 PROCUREMENT ENVIRONMENT

5.1 Road Maintenance

The market available to Waipa is influenced by the activity in surrounding Waikato districts. The contracts, incumbent contractor and expected term for Waikato council road maintenance contracts includes:

Road network	Form of Contract	Current Contractor	Term of Contract (years)	End Date	Network Length 2019 (Km)	VKT 2019 (000s)
Waka Kotahi State Highways	NOC - West Waikato	Fulton Hogan	7+2	2028 (+2)	1600 (approx.)	
Waikato District	Alliance	Downer	5+5	2025	2442.2	533,470
Hamilton City	Alliance	Downer	4+3+3	2023	683.6	846,282
Waipa District	NZS3917	Higgins	3+1+1	2022 (+1)	1105.5	378,223
Hauraki District	NZS3917	Downer	3+2+2	2023	631.9	95,236
Matamata Piako District	NZS3917	Fulton Hogan	3+2+2	2022 (+2+2)	1008.6	249,827
Thames Coromandel District	NZS3917	Ventia	4+2+2	2023 (+2+2)	701.3	89,932
Otorohanga District	NZS3910	Inframax	3+3+3	2024 (+3)	803.8	52,785
Waitomo District	NZS3917	Inframax	3+2+2	2022 (+2)	1014.5	43,234
South Waikato District	NZS3910	Downer	7	2022	538.9	78,369
Taupo District	NZS3910	Downer	5.75+3	2024 (+3)	794.4	205,788

COVID-19 has caused significant disruption to the New Zealand construction industry, consequently the current environment is one of uncertainty. Prior to COVID-19 construction activity was high and additional capacity within the industry generally low. As Councils reviewed their budgets, due to the economic impact of COVID-19, many construction projects were initially postponed. Recent updates to Council's Long Term Plans has seen an appetite to increase rates to enable projects to continue. The Government's shovel-ready project initiative has also contributed further investment, increasing workload within the local area.

Additionally, the availability of staff and materials through impacts to immigration and imports is causing significant impact which has yet to be well understood. As a result costs are increasing, material availability such as bitumen and steel is becoming a concern, and capacity may be constrained. Given the uncertainties around market capacity within the Hamilton region to deliver the scope of works, there exists the risk that the market does not have capacity to tender maintenance contracts in the near future.

The Waipa contracting approach, with separate contracts for Road Maintenance, Streetlights, Urban Street cleaning, renewals and signage is small scale and managed across a compact, easily accessible and well serviced road network, and can therefore attract a wider range of suppliers that are interested in tendering. This also provides a market opportunity for the contractors that cannot service the larger Alliance contracts in surrounding towns.

The wide mix of road maintenance providers currently managing road networks in the Waikato indicates that there is opportunity to attract a high number of bids for the tendering of the general road maintenance contract.

5.2 Capital Works Providers

The physical works supplier market in the Waikato is mature, offers diversity and competition across small, medium and large national suppliers. Waipa's central location provides access to the full range of NZ construction suppliers.

Waipa packages the works with the target bidders in mind to ensure there will be interest in the works, for instance for footpath construction it is preferable to bundle into small packages to keep the contracts manageable for smaller locally sourced contractors. Waipa also ensure good clear documentation with robust plans on measure and value contracts to ensure risks are allocated appropriately. Engagement with prospective bidders starts early to ensure they are ready for the tender period. We have identified an opportunity to explore some upfront risk sharing discussions with contractors, we will consider packages of work to trial this on initially.

With more of our urban contracts becoming multi-disciplinary, eg joint water/stormwater/roading, we are moving more towards weighted attribute tenders to ensure quality responses.

Waipa require WLASS SHE pre-qualification for all physical works contractors or equivalent.

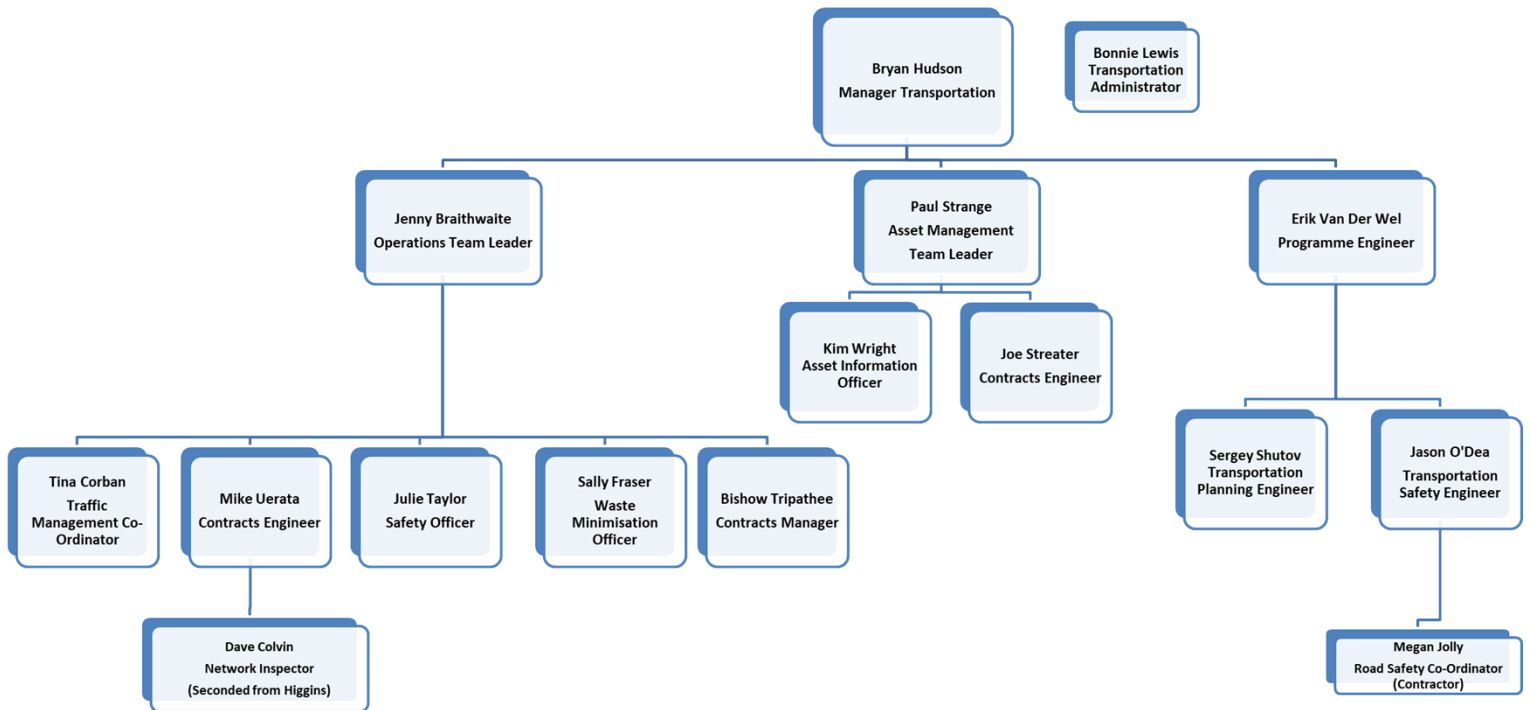
5.3 In-house Professional Services

Waipa outsources its pavement rehabilitation and urban upgrade designs through the Professional Services Panel. Some minor pavement design may be carried out inhouse where appropriate. Seal design is specified by Waipa's transport team, for design by the maintenance contractor.

Waipa has asset management and project management services within the Transport team. Waipa also has a project delivery team that supports the delivery of the roading programme for larger projects on an as required basis.

Waipa has developed an inhouse resource for road safety management. We now carry out safety inspections and develop safety interventions and minor improvement designs for small scale improvements, including for barrier designs. External design is sought for more complex and detailed designs through the Professional Services Panel.

Further to this Waipa’s Transport team comprises:



5.4 Professional Services Providers

The central location of Waipa provides a sizeable market of consultant organisations, many of whom are national companies providing services to many regions throughout New Zealand. Similarly, smaller consultancies are also able to provide specialist services.

WDC utilise the WCLASS Professional Services Panel (PSP) for small engagements for professional services, and look to spread work packages across the panel, choosing consultants for their strengths.

Current engagements include:

Professional Service Engagement	Provider	Form of engagement
Project design, management, business case development, safety advice, Resource Consents	Beca, WSP, Grey Matter, Titus, BBO, Aecom	WCLASS PSP
Bridge Management	Beca	WCLASS Joint contract
Data management	RATA	MPFA agreement for services
Specialist SME advice	Independent and small consultants as required	WCLASS PSP or Direct Appoint
Iwi Advisors	Independent and small consultants as required	Direct Appoint based on existing relationships with Iwi groups.

Future Procurement

Council receives high numbers of bids on its requirements and therefore it is believed that best value is being achieved using the Staged (traditional) delivery model with PQM and LPC being the main supplier selection methods utilised. Due to the ongoing value being demonstrated by this approach, no changes to the current procurement methodology are planned. However, on occasion similar works may be undertaken as an addition/variation to an existing contract where this is considered the most prudent and appropriate procurement. The value of the additional work will generally be less than \$100,000.

As most of our Pavement Rehabilitation projects are of a relatively small value (i.e. around \$500,000), the Lowest Price Conforming supplier selection method is generally utilized where the work is of low risk and well scoped. For higher risk projects, PQM is preferable. Consideration is given to combining some of these projects into a slightly more bundled package to gain increased economy of scale. This has proven cost effective and achieved good results. This has encouraged smaller local & specialist contractors to provide competition in the industry which is a further benefit to the community.

As above, with more contracts becoming multi disciplinary, eg joint water/stormwater/roading, we are moving more towards weighted attribute tenders to ensure quality responses.

In the future, we will look to require information regarding iwi ownership and local employment information to better understand market availability of broader outcomes.

Smart Buying Approach

Waipa aims to develop greater awareness of market constraints, such as for materials and resources, to deliver on contract objectives. Market engagement is one tool that will be carried out to identify likely issues and opportunities to delivery and better understanding of risk sharing between the parties.

Shared services through RATA have provided much value to Waipa to date. We will continue to seek further opportunities to broaden this arrangement through new shared service contracts with neighbouring road controlling authorities or other service teams. Opportunities currently under consideration include:

- Te Awa Cycleway – opportunity to engage maintenance for the full length through a shared arrangement between Principals;
- Parks – continued extension of shared services for vegetation etc;
- Traffic Signals, ITS, CCTV – extension of the current arrangement with HCC and formalisation through the MoU agreement.
- Passenger Transport services.

6 APPROACH TO DELIVERING THE WORK PROGRAMME

Maintenance & Operation of local Roads

The Transport Activity Management Plan 2021-24 sets out how the roading network will be operated and maintained on a day-to-day basis. Maintenance activities cover:

- programmed maintenance where a base level of maintenance is carried out to a predetermined level of service,
- condition maintenance, where maintenance is carried out as a result of condition or performance evaluation, and
- reactive response where maintenance is carried out in response to reported problems or system defects.

Currently our maintenance and operational contracts are managed through one contract, the Roothing General Maintenance Contract. This contract enables a contractor to manage and programme all works. It also enables efficiencies in administration costs and economies of scale. This allows staff to move to a more oversight function than that of project management.

All Reseals and surfacing repairs are included within this Roothing General Maintenance Contract. However, pavement rehabilitations, seal extensions and larger area wide treatments are tendered separately as below. Some small area wide treatments are delivered by the Maintenance Contract.

In 2018 the maintenance contract was retendered on a similar basis, but with greater contractor/ staff embedment to ensure the contract programming and direction is more aligned to the Council's long term goals for the network. Waipa acknowledges the shift of neighbours towards the fully collaborative Alliance style arrangements, but after consideration of the network need and current arrangement we believe that the more traditional arrangement with Asset Management inhouse remains appropriate to meet the needs of the Waipa community and for cost efficiency and effectiveness.

It also continues to be preferable within the existing contract term to continue to keep some road maintenance elements separate from the General Maintenance Contract to ensure better value and flexibility in the way we manage our road improvements. This also maintains some small packages of work to ensure local/small contractors are able to compete. Additionally, where packages of work tie in with works from other departments, separate contracts enable combining works together.

The General Road Maintenance contract term currently ends on 30 June 2022, with one more year of extension permitted under the contract. In preparation for procurement, Waipa intends to undertake an LGA s17A review of this contract to determine the best procurement method and contract delivery model to deliver cost efficiency and effectiveness of this service.

Other Maintenance contracts

Waipa District Council has separate Urban & CBD Street Maintenance, CBD Planted Area, Traffic Services and Street Light Maintenance contracts.

The decision was made to keep these activities separate from the bundled parcels detailed above as:

- Urban & CBD Street Maintenance has a very high level of service requirement for cleaning litterbins and road and catchpit cleaning and therefore it was considered that a standalone contract would be the better delivery mechanism.
- Council has a Parks and Reserves Team who are able to undertake the CBD Planted Area maintenance as part of their wider landscape maintenance works.
- Streetlight maintenance is a specialized work area and as such it was considered appropriate to keep this as a separate, stand-alone contract.
- Electricity supply contract – Waipa DC is signed up to the All of Government contracts for NTOU and TOU electricity supply. The contract is currently held by Contact Energy and Meridian.
- Signs and Markings and Guardrails (Traffic Services) is split from general maintenance as the work has become more specialist and we have experienced poor customer outcomes with non specialist staff attempting to do this work.

The Streetlighting and Urban & CBD Street Maintenance contracts have recently been publicly tendered, using the price quality 70:30 method. These tenders received 3 and 4 bids respectively, providing Council with certainty that the market is providing competitive value. These tenders included evaluation of a Local Contribution attribute to ensure broader outcomes are considered.

Minor expenditure on mowing intersections, road reserves in high amenity areas and rural cycleways is delivered under the Rural Open Space Maintenance Contract due to the standard of work required. This is a shared contract with the Community Services (Parks) team.

Low Cost Low Risk Projects

Current Procurement

Project/Location Specific Contracts – Value \$1,213,000 per annum

Lowest Price Conforming – or direct appointment where this is considered appropriate. Council's policy states that procurement between \$50 & 250k and considered low or medium risk requires:

- 3 quotes; or
- A public or invited RFX process to be used as signed off in the procurement plan.

Direct appointment may be considered for minor works less than \$50,000 to existing contractors. For works between \$50,000 and \$100,000 direct appointment may be considered if a procurement exemption is approved by the Group Manager.

Future Procurement

No changes to the procurement methodology are planned.

Minor improvements are generally completed with pavement rehabilitation projects to achieve safety or other improvements with economies of scale within the project. Other improvements generally include the installation of signage or markings and as such are completed as part of the relevant maintenance contracts. Minor structures work, including guard rail improvements and installations will often also be completed under maintenance contracts where relevant rates and resources have been provided in tendering for those contracts.

If there is a significant parcel of similar improvements work developed in any year (e.g. pedestrian improvements) this work would be tendered using the lowest price conforming evaluation methodology. In this situation there may be scope for extending the quantity of works under the tendered rates.

Professional Services

Waipa District Council has retained an in-house business unit to provide network management services to the Council. There is a contract in place for the business unit in line with the NLTP funding. The use of the in-house professional services unit has been previously approved by NZTA.

The business unit uses outside consultants for various professional services from time to time, which includes design, project management, geotechnical work, RAMM, FWD testing, traffic counts, bridge inspection and other work. All network management functions are provided by business unit staff. Where specialist professional services are required, Waipa utilise the Waikato LASS Professional Services Panel.

Waipa District Council is part of the RATA (Road Asset Technical Accord) with other Waikato Councils. RATA provides specialist technical advice and analysis, and also manages joint contracts for multi council contracts. These include the Bridge Management Contract, and Data Collection Contracts. RATA also provides benchmarking and best practice advice to Council.

RATA

The Waikato Road Asset Technical Accord (RATA) has a goal of 'Achieving best practice road asset management within the Waikato by improving capability, capacity and outcomes through effective collaboration'.

WDC has some data collection services through RATA including:

- Road condition modelling (dTIMS);
- RAMM condition rating;
- Road roughness surveys;

- Footpath rating surveys;
- Traffic counting.

In addition to the above data collection, WDC has a term contract for bridge inspections via RATA.

The RATA contracts are providing opportunities for procurement savings and the sharing of innovation and expertise as well as cost savings, and other asset management benefits and improved 'one-network' transport outcomes.

Road Safety Education

Road safety education is delivered by a contractor to Council. The Contract currently is for three years, which will expire on 30 June 2024 (with possible renewal for a further 3 years); with a scope of services based on a requirement to deliver 20 hours per week at a cost of \$51,500 per annum. The current contractor has been doing work for Council for many years and delivers high quality programmes. The provider is considered a valued service provider and as such no alternative supply mechanisms have been investigated. The current contractor also delivers services to Waikato District Council and it is considered that this shared relationship provides significant benefits to both parties.

6.1 Waikato Local Authority Shared Services (WLASS)

WLASS was established in 2005 to promote shared services between local authorities across the Waikato region. By working together, WLASS can reduce costs, achieve effectiveness and efficiency gains, reduce duplication of effort and eliminate waste through repetition, promote and contribute to the development of best practice, and improve customers' experiences.

In 2019 WLASS retendered its Professional Services Panel. This provides a framework arrangement with a panel of professional service providers to offer WLASS members better value for money, greater capacity and access to a wider range of expertise than other procurement arrangements. It allows the Participating Councils to select from a pre-approved panel of those professional service providers it wishes to use for any particular engagement on terms and conditions already agreed, without having to enter into a new contract with the professional service providers each time this occurs. This avoids both the cost and delay (for both Councils and professional service providers) of conducting a fresh procurement for each piece of work. Furthermore, it intends to provide a measure of work certainty to the professional service providers, encouraging investment and expansion in the Waikato region and provides an opportunity to develop close collaborative relationships between the parties.

Waipa requires the use of the PSP for all professional services contracts in accordance with the Professional Services Panel Guidance for Council Staff. Where a specialist service is required that is not available through the PSP, an exemption memo is required to be approved by the General Manager Service Delivery.

Project Management

Management of capital projects is undertaken in-house where possible. The Transportation team manages many of its smaller or less complex projects within the team. Waipa also has a Project Delivery team that provides specialist project management services to wider council to deliver the major and complex capital projects programme.

7 IMPLEMENTATION

7.1 Capability and Capacity

Council recognises that a critical factor in achieving best public value is having the capability and capacity to successfully deliver the procurement programme.

Procurement is devolved across Council, however there is a Procurement Advisor who has responsibility for the development of the organisation's procurement policies and strategies and in the provision of advice and recommendations on procurement matters. Within Council there is also support available from some specialists in the implementation of procurement processes to ensure compliance with policies and processes.

Within the Transport and Project Delivery teams, Waipa utilises inhouse expertise to manage tenders where possible.

Number of qualified tender evaluators:

- Transportation – 3 staff
- Project Delivery - 1 staff

The teams are continuing to encourage training of staff to further develop skills within the team in relation to procurement expertise.

Probity auditors are managed internally at Waipa through the use of qualified tender evaluators and the Procurement Advisor. Probity auditors will be selected for their independence from the team managing the procurement.

The Engineer to Contract role is resourced both inhouse by several senior staff and externally, allocated appropriately to ensure capacity and independence to resource when required.

Safety auditor capacity is resourced through the Professional Services Panel by regionally based consultants.

7.2 Performance Measurement and Monitoring

Every contract tender includes a requirement of the contractor to attend a contract closure meeting. All contracts are required to be approved in our contracts module, and standard review requirements are currently being developed for the module. This will include requirements to review aspects such as H&S, contractor performance, delivery on agreed local contribution outcomes.

Recently we have introduced annual reviews of KPIs to provide additional feedback to contractors throughout the contract. This is particularly valuable to our longer term maintenance contracts where continuous improvement is encouraged.

7.3 Communications Plan

Council intends to work more closely with local suppliers and will allow more regular market briefing sessions for public tenders. Waipa has a general desire to work alongside industry to help develop our supplier base and their ability to compete for tenders. Waipa will provide its work programme pipeline on its website, and will utilise GETS to advertise notices of upcoming tender opportunities.

Waipa will publish this strategy on its website once adopted by Council to allow transparency.

7.4 Implementation Plan

The Transportation Activity Management Plan provides details of the investment programme and intentions of council to invest in the procurement programme. Projects within the TAMP have been allocated to project managers and will be developed in accordance with the Project Management Lifecycle as detailed in section 2.7 above.

In addition, the Transportation team is currently undertaking development of a capacity plan and a programme delivery plan to create a more detailed plan to ensure appropriate resourcing is in place to deliver on the 2021-24 forward works and capital projects programmes.

7.5 Corporate Ownership and Internal Endorsement

This Procurement Strategy is owned by the Manager Transportation. Implementation of the procurement programme will be undertaken by the Transport Team with support from the Procurement Advisor and Project Delivery team.

Internal endorsement of this procurement strategy is required from the Manager Transportation and Procurement Advisor.

8 CONCLUSION

8.1 Conclusion

The Principles outlined above have a clear line of sight to Council's vision and Community Outcomes. They provide a high level approach which focus on key areas. These Principles may be added or changed as our economy or environment changes because we want to make our strategy appropriate and agile to cope with the now and also to help us think about the future. The Principles will translate further into real processes and actions that will help staff to meet the Principles and through that, ensure that we are achieving the vision of Waipa Home of Champions – Building the Future Together.

8.2 Procurement SMART goals

Summary of the goals for the procurement strategy:

Principle	Statement	Goal
1	Make the best use of every \$	Establish forward pipeline of work across the organisation, publish it and update it
		Amend procurement plan & project plan templates to include whole-of-life considerations
2	Consider local contribution	10 day payment for 90% of POs for non-3910 invoices.
		Compliance with the Construction Contract Act requirements.
		Amend procurement plan & project plan templates to include assessment of Local Contribution opportunities
		Set minimum local content for selected projects
		Where appropriate Include opportunities for local suppliers in all significant procurement. Any construction procurement >\$9M to include weighted evaluation for skills development and training.
		100% of Always Local category is supplied by local suppliers
		90% of Potential to be Local category uses local manufacturers, suppliers and contractors
3	Be sustainable	Contract review includes measurement of Local Contribution component
		100% of WDC suppliers signed Code of Conduct
		Establish register of Maori businesses
		Procurement plan includes assessment of sustainability opportunities

		Weightings for non-price criteria include Sustainability and Local Contribution with minimum weighting of 5%
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Waipa are currently developing a contract reviews component in our recently implemented contracts module and expect that achievement against some of the goals which relate to individual contracts. The goals will be measured as part of the overall procurement strategy review every 2 years and will be reported through to council. A number of the goals have already been achieved.