



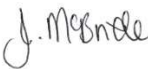

Waimakariri District Council

Transportation Procurement Strategy 2022

Endorsed by Waka Kotahi December 2022



Internal Quality Record

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1. Executive Summary

Procurement plays a vital role in the delivery of 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 delivers value for money
- (b) provides quality outcomes for the community
- (c) underpin the performance and delivery of the Council's strategic and business objectives
- (d) provides opportunities for business sustainability, strategic growth, and improvement

This strategy has been developed as a guidance document for Waimakariri District Council staff, to support best practise procurement outcomes and to inform the supplier community.

1.1. Aims and Objectives of this Strategy

The overarching aim of the Waimakariri Transportation Procurement 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 Waka Kotahi funding and procurement rules.

This strategy is unique to the Waimakariri District Council and recognises the experience of Council staff and the economic and geographic environment in which the Council operates and is to be read in conjunction with the Waka Kotahi (NZ Transport Agency) Procurement Manual Amendment 6.

The Waka Kotahi (NZ Transport Agency) Procurement Manual sets out the rules for the procurement activity funded through the National Land Transport Fund. The use of Waka Kotahi approved procurement procedures is a statutory obligation under s25 of the Land Transport Management Act 2003.

Amendment 5 was implemented to cover several areas including (but not limited to) setting out the requirement to:

- Comply with the Government Procurement Charter to achieve public value
- Consider how procurement, where appropriate, can contribute to the Governments Broader Outcomes
- Update Health & Safety expectations

The objectives of this strategy are to:

- a) Support the achievement of the Council's Community Outcomes and the Waimakariri Long Term Plan through efficient procurement processes
- b) Deliver services to the community that represent best value for money
- c) Encourage appropriate levels of competition across the supplier markets
- d) Ensure procurement is fair and transparent with effective accountability measures and consideration of risk allocation
- e) Allow for opportunities for local and regional businesses to participate
- f) Identify opportunities for working with others in order to maximise purchasing power and identifying opportunities for innovation and to add value.
- g) Ensure that current and future procurement activities are planned, implemented, monitored, and reviewed effectively
- h) Ensure that good practice examples are identified and applied consistently.
- i) Ensure broader outcomes are generated from the procurement activity. This can be environmental, social, economic, or cultural benefits.
- j) Consider factors which may impact on or disrupt the supply chain.

1.2. Procurement Environment

Waimakariri District is part of the greater Christchurch area and is approximately 30 minutes' drive from the centre of Christchurch City, and so this provides good access to a large pool of suppliers. Many of the large national/international organisations have bases in Christchurch City and there is also a range of small to medium companies based in the district.

The Waimakariri District Council has experienced in-house Roading 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. This experience is utilised in combination with the large external supplier market to achieve the objectives of this strategy. Within the Project delivery Unit there are three fully Qualified Tender evaluators.

Key Issues for the District:

- The district has experienced a significant amount of growth traffic volumes over the last decade (post Christchurch earthquake 2010)
- There is high level of agricultural and manufacturing activity within the district along with significant gravel extraction from our braided rivers, resulting in an increasing number of heavy vehicle movements causing deterioration of the network and often using narrow roads that are ill-suited to these types of vehicles
- Due to the flat and grid like roading network layout, there are a large number of cross intersections, largely in high-speed rural areas, which create safety issues.
- Increasing natural events and ongoing consequences of weakened infrastructure is causing an accelerated deterioration of infrastructure.
- Increasing supply chain costs are resulting in rapidly increasing prices, and the need for innovation / collaborative working to achieve efficiencies.

Opportunities for the District:

- Collaborative, shared service contracts are being retained and renewed, and new collaboration opportunities are discussed with neighbouring Road Controlling Authorities (e.g. asset management activities such as street lighting).
- There is a move to more sustainable transport options which provides an opportunity to plan for infrastructure for alternate modes that have lower environmental impacts and a lower whole of life cost.
- Continue to work with staff and our maintenance contractor to apply an improved business case approach to the management of our transport network, therefore ensuring investment is appropriately planned for and managed to achieve a transport network which is fit-for purpose and efficiently maintained, to respond to present and future traffic demands.

1.3. Procurement Approach

In its approach to procurement the Waimakariri District Council will utilise guidance provided by the Waka Kotahi (NZ Transport Agency) Procurement Manual "Procurement Procedure 1 – Infrastructure" and "Procurement Procedure 2 – Planning and Advice".

The Council carried out a review of its previous overarching Purchasing (including tendering) Policy in 2018 and the current "Procurement and Contract Management Policy" was adopted by Council on 5 February 2019. This policy included a number of

changes including additional principles to provide further underlying guidance to the policy, clarification around organisational scope, consideration of sustainability and risk.

The Council also has a Procurement Strategy which seeks to provide the strategic direction for procurement activities for the organisation. It sets forth the framework to achieve public value and quality outcomes through best procurement practices.

The approach adopted by the Waimakariri District Council for the various aspects of its transportation procurement is as follows:

- Road maintenance and renewal work is managed on a network management basis under one term service contract using a design and build, delivery model and using NEC3 conditions of contract. It is managed in a collaborative working environment by Council in-house staff. Supplier selection is by the price quality method. The current contract period is 5 years (3+1+1). Consideration will be given to moving to a NZS3917 contract form as part of the Section 17A review which is planned for early in 2023.
- Street light maintenance and renewal work is managed on a network management basis under one term maintenance contract using NZS3917, combined with Waka Kotahi's Street Lighting on its North Canterbury Network and with Hurunui District Council, using a design and build delivery model. It is managed in a collaborative working environment by Council in-house staff. Supplier selection is by the price quality method. The current contract period is 5 years (3+1+1).
- Routine new capital works are delivered by small to medium low risk contracts using a traditional design followed by construction staged delivery model to provide opportunities for local small and medium sized contractors. It utilises standard documentation and construction details to reduce risk and cost. Associated professional services are usually provided by in-house staff. Supplier selection is generally procured by the lowest price conforming method with flexibility to assess depending on risk.
- 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. Complex or high-risk projects may include an expression of interest and short-listing stage to ensure contract outcomes are met. Design and build delivery models may be considered for complex projects, or projects where it is felt value can be gained by industry input. Supplier selection is usually by the price quality method.
- Professional services for routine network management, programme management, routine investigations and reporting, asset management and for delivering community road safety programmes is provided in-house.
- Specialist professional services such as bridge inspections, structural advice, geotechnical advice, road safety audits, traffic assessments and specialist technical services are provided by external consultants. A staged delivery model is used for under a quality-based supplier selection process. The current professional services contract period is 5 years (3+1+1).
- Specialist services for traffic counting is provided by an external specialist consultant. A staged delivery model is used under a quality-based supplier selection process. The current professional services contract period as approved by Waka Kotahi is 6 years (3+1+1+1).
- Specialist services for road condition rating and surveys are provided by external consultants. A staged delivery model is used under a Lowest Price Conforming supplier selection process which provides opportunities for local and regional, small and medium sized consultants.

A Civil Works Pre-qualification Panel was implemented by Waimakariri District Council in 2021. The intent of the prequalification panel is to help streamline the tendering process. Where there is an appropriate category of the panel, invited tenders are sent out directly to pre-qualified suppliers. Open tenders are still advertised publicly via Tenderlink.

There are three tiers of pre-qualification:

- Tier A:
This is the highest tier of the Category and is suitable for suppliers who can carry out complex work with a high degree of autonomy. 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. This category included 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.

There are currently 55 suppliers on the Waimakariri District Council Civil Works Pre-qualification List.

1.4. Review and Monitoring

This strategy will be assessed regularly to test the appropriateness of the approaches used and it will be formally reviewed every three years in line with Waka Kotahi requirements.

1.5. Health & Safety

This strategy considers Council's responsibilities within the Health and Safety at Work Act 2015.

WorkSafe as the Crown's Agency has a vision that "Everyone who goes to work should come home healthy and safe".

Council is responsible for managing the work-related risks that could cause serious injury, illness or even death. The Health & Safety at Work Act recognises that to improve our poor health and safety performance we all need to work together. Government, businesses, and workers must establish better leadership, participation in, and accountability for people's health and safety.

To achieve the vision of the strategy the HSWA provides a new way of thinking. In particular:

- Clarifying our duties as a Person Conducting a Business or Undertaking (PCBU) and understanding the relationship with other PCBU's
- Formalising our approach to pre-qualification and performance management
- Clarifying our safety expectations with our suppliers
- Risk management

Council has a Health & Safety Policy and requires all contractors/suppliers working for the Council to be SiteWise registered (or equivalent), achieve a minimum score and submit a site-specific safety plan for the project for consideration and approval by

Council, before any works can commence. These aspects are required as part of our procurement approach and are detailed in our procurement and individual project plans.

Consideration is also given to site specific hazards through the design process and a “Safety in Design” assessment is undertaken for capital projects and renewals. This information is then incorporated into tender documents and risks managed through the construction period.

As part of the tender process, methodology is one of the attributes which is scored, with specific consideration being given to the detail of how the proposed works will be undertaken safely. During the construction period, site Health & Safety audits are undertaken to ensure requirements are being met.

1.6. Recommendations

That Waimakariri District Council:

- **Approves** the Transportation Procurement Strategy for the period 12 December 2022 to 11 December 2025;
- **Submits** the Transportation Strategy to Waka Kotahi (NZ Transport Agency) for endorsement for the period 12 December 2022 to 11 December 2025.

That Waka Kotahi (NZ Transport Agency):

- **Endorse** the “Waimakariri District Council Transportation Procurement Strategy December 2022” for the period 12 December 2022 until 11 December 2025;
- **Endorse** the Waimakariri District Council Traffic Counting Contract remaining as a 6 year contract (3+1+1+1);
- **Notes** the continued use of in-house professional services under s.26 of the Land Transport Management Act 2003, as previously approved.

2. Introduction

This document sets out the Waimakariri District Council's strategic approach to transportation related procurement of works and services within the district.

Waka Kotahi (NZ Transport Agency) requires all Road Controlling Authorities (RCA's) to have in place an approved Procurement Strategy that remains fit for purpose, with ongoing revisions/replacements to be reviewed and endorsed by the Agency.

Effective procurement is crucial in securing high quality, best value works and services for all transport network users and stakeholders. Developing a clear procurement strategy is a key step towards achieving best value, efficiency, and competition. It also assists contractors by providing a clear overarching strategy with the key objectives for procurement.

This Procurement Strategy recognises the importance of social responsibility, whole of life cost, environmental and economic impacts.

Best value and efficiency goals require a positive approach to competition, taking advantage of opportunities for innovation and partnerships with the public, contractors, other Councils, and organisations. This strategy seeks to strike a balance between several priorities:

- Ensuring quality of works on the assets
- Ensuring efficiency in procuring, and delivering
- Providing social responsibility, by engaging with local and regional suppliers to promote the local economy.
- Ensuring good value to the ratepayer
- Ensuring fairness to the industry

This Procurement Strategy takes a balanced approach to risk management. It is accepted that the Council, as the purchasing organisation, must establish the level of risk it is prepared to shoulder in relation to its dealings with suppliers. Understanding risk and appropriate apportionment, between supplier and Council, is a key consideration when it comes to delivering value for money. Equally, it is important that product is affordable and meets the desired performance levels.

In preparing this Procurement Strategy, Waimakariri District Council (WDC) has considered its planning framework, principles, and attitude to procurement.

The Local Government Act 2002 states that a local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions. Subject to subsection (3), a review must be undertaken:

- (a) In conjunction with consideration of any significant change to relevant service levels; and
- (b) Within 2 years before the expiry of any contract or other binding agreement relating to the delivery of that infrastructure, service, or regulatory function; and
- (c) At such other times as the local authority considers desirable, but not later than 6 years following the last review under subsection (1).

A review of road maintenance service was last carried out under Section 17A of the Local Government Act and reported to the Audit & Risk Committee of Council in November 2019.

The current road maintenance contract (CON2019/43) started on 1 November 2020 and as such is in the second year of a 3+1+1 contract, with extensions subject to satisfactory performance. As such a section 17A review is planned to be undertaken early in 2023 to ensure statutory requirements are met.

3. Procurement Policy Context

3.1. District Overview

The Waimakariri District is one of the two districts that make up North Canterbury. The district (225,000 hectares) 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.

Kaiapoi and Rangiora are the major urban areas in the Waimakariri District. These towns are situated approximately half an hour's drive north of Christchurch City centre. The district's other main urban areas are Woodend/Pegasus/Ravenswood and Oxford and there are also a number of smaller villages and beach settlements. Sixty-two¹ percent of the district's population resides in the four main urban areas, and a large portion of the population resides in the eastern side of the district.

A large percentage of the district is fertile flat river plains land with highly productive rolling downs. The north-western portion of the district is hill and high country. The district is more densely populated on its eastern side, around the townships of Rangiora, Kaiapoi and Woodend (including Pegasus & Ravenswood).

There are a large number of lifestyle properties around the district, especially around the Mandeville and Ohoka areas. Some of these are used for horticultural enterprises. Others are occupied by people who have been attracted to the district to enjoy living in a rural environment close to Christchurch.

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 meet changing demands and a growing population
- Contribution towards private construction (development) when there is a public benefit
- Professional services to support Council functions

3.2. Policy Context

Waka Kotahi requires Waimakariri District Council to have a procurement strategy that documents our long-term integrated approach to the procurement of transportation related activities, funded under section 25 of the Land Transport Management Act 2003 and its amendments.

Waimakariri District Council recognises the importance of a strategic approach being taken to procurement as this helps with achieving boarder outcomes, managing relationships and sourcing suppliers to deliver on Long Term Plan and Annual Plan objectives and business needs, while also delivering best value for the community.

The following is an outline of the strategic documents which provide policy context for investment.

a) Government Policy Statement (GPS).

The current Government Policy Statement (GPS) 2021/31 on Land Transport has four key strategic priorities. These are:

- Road safety

¹ Department of Statistics estimate 2018

- Better travel options
- Climate change
- Improving freight connections

The purpose of the transport system is to improve people's wellbeing, and the liveability of places. It does this by contributing to five key outcomes, identified in the Ministry of Transport's Transport Outcomes Framework. These are:

- Inclusive access
- Healthy and safe people
- Environmental sustainability
- Resilience and sustainability
- Economic prosperity

b) Road to Zero.

Road to Zero is New Zealand's Road Safety Strategy which adopts a vision of a New Zealand where no one is killed or seriously injured in road crashes, and a target for reducing annual deaths and serious injuries by 40 percent by 2030. This includes a transportation network where everyone, whether they're walking, cycling, driving, motorcycling or taking public transport, can get to where they're going safely.

c) The Land Transport Management Act 2003 (LTMA)

Clause 25 of the act outlines the requirements for Waka Kotahi (NZ Transport Agency) to consider when approving Procurement Procedures for use by approved organisations.

Key aspects of procurement procedures include:

- Being designed to obtain best value for money spent
- Enabling persons to compete fairly for the right to supply outputs
- Encouraging competitive and efficient markets for the supply of outputs

Waka Kotahi's Procurement Manual aligns with the Government procurement Rules. Adherence to this manual therefore means that obligations relating to the Government Procurement Rules and Free Trade Agreements will be met. Particular obligations relating to the Government Procurement Rules are the Principles of Government Procurement and Government Procurement Charter and Broader Outcomes.

Waka Kotahi's approved procurement procedures are detailed within its Procurement Manual. Waimakariri District Council will utilise and comply with the procurement procedures within the Procurement Manual for purchasing all works and services which are funded with financial support from Waka Kotahi. 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) RLTP

The Canterbury Regional Land Transport Plan (RLTP) 2021-2031 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 the following problem statements and benefits which set priorities that need to be focussed on. These are as follows –

Problem Statements:

- Unforgiving network provision, deficiencies in design and vehicle quality, and poor decision making by transport users, are leading to deaths and serious injuries on our transport network
- Land use change, and increased freight and tourism demand, can result in inefficiency and reduce the condition and suitability of infrastructure
- Planning and investment do not always support sustainable transport choices, resulting in high greenhouse gas emissions and adverse health impacts
- Lack of resilience of the network to unknown stresses, severe events and climate change are resulting in community severance and infrastructure being damaged or destroyed.

Benefits:

- A safer transport network and system
- The transport network is fit-for purpose for different user needs
- Better access to sustainable transport mode options
- Improved network reliability and adaptability to deal with unknown stresses, severe events and climate change.

The Transportation problem statements have been developed regionally and are in line with the Government Policy Statement on Transport, the legislative framework provided by the Local Government Act 2002 (LGA2002) and the Land Transport Management Act 2003 (LTMA).

e) Waimakariri District Council Long Term Plan 2021-31

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 transportation related outcomes:

Transport is accessible, convenient, reliable, and sustainable

- Communities in our District are well linked with each other, and Christchurch is readily accessible by a range of transport modes
- Core utility services are sustainable, resilient, affordable; and provided in a timely manner
- Climate change considerations are incorporated into all infrastructure decision-making processes
- Infrastructure services are managed in a way that reduces emissions over time
- People's needs for mental and physical health and social services are met
- Our people are supported by a wide range of health services that are available and accessible in our District
- There are wide ranging opportunities to support people's physical health, social and cultural wellbeing.

A copy of the Community Outcomes is included as Appendix B.

3.3. Transportation Activity Management Plan

The purpose of the Waimakariri District Council Transportation Activity Management Plan is to make Waimakariri a great place to be, in partnership with our communities guided by our outcomes, 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

The following goal for the provision of transport infrastructure in the Waimakariri District Council has been developed from the Community Outcomes.

“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 provides a strategic, tactical, and operational plan, which provides a framework and guidance that assists 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 does the following:

- Identifies how Roading and Transportation activities are to be managed.
- Explain how Council will deliver the required level of service in the most efficient, effective, and appropriate manner.

3.4. Council Procurement & Contract Management Policy

The Council Procurement and Contract Management policy was adopted on 5 February 2019 and contains the following:

Principles

Council procurement and contract management practices shall ensure that the Council plans for, enters into and manages its procurement and contract management activities in a manner that maximises value for money and quality service delivery, as well as realises business, strategic and community expectations.

The following ten principles shall be reflected in all procurement and contract management practices:

- i. Procurement and contract management processes will comply with all applicable statutory obligations, recognise Council's business, strategic and community expectations, and reflect relevant sector, central and local government good practice standards and guidelines. Such processes shall at all times foster a safe working environment for staff, contractors and the general public and support the intent laid down within the Health and Safety at Work Act 2015.
- ii. The purchasing power of the Council will be harnessed for the realisation of its strategic and business objectives, as well as the benefit of the local community.
- iii. Planning and managing for great results. All purchasing decisions will consider what the most appropriate procurement options are and select from a range of delivery processes to achieve the best outcome for Council and the community.

This provides the flexibility for Council to identify the most appropriate procurement option for obtaining goods and services. The decision about what option to be used will be based on the type of expenditure being incurred as well as other appropriate procurement objectives. Available tools for procurement include:

- Full external service delivery;
- Collaboration between Council and external organisations;
- Public/private partnerships;
- Fully resourced from internal sources.

- iv. The Council shall be fair to all suppliers. Where open tendering applies, procurement practice will demonstrate integrity by all parties and enable all potential suppliers to have equal access using open and contestable processes.
- v. All Council procurement for goods and services shall be open and competitive. However, there are circumstances when Council may decide to restrict or limit supplier involvement in a procurement process, based on matters of scale or relevance, such as in an emergency and/or by allocating work directly to its own operating departments. When this principle of open and competitive purchasing is subject to deviation, Council will document the justification for such actions.

Suppliers will be disqualified from tendering for Council goods and services for a period of not less than 12 months if they lobby or contact Councillors or staff (other than contacting staff named in the tender documents) regarding a tender while the tendering process is in progress.
- vi. The Council shall ensure full probity in its procurement practices and decision-making processes. All procurement decisions will be appropriate and transparent, fair and equitable, and free from any real or perceived bias or conflict of interest.
- vii. The Council shall take into consideration the whole of life costs and/ or benefits associated with procurement – spanning design, manufacture, delivery, operation, and disposal.
- viii. Consideration will be given to sustainable procurement principles whenever possible, i.e., assessing the whole of life social, economic and environmental impact of the procurement.
- ix. All contracts shall clearly identify the functional, performance and/or technical deliverables and key performance indicators that reflect Council's expectations and quality standards, and establish effective means to measure, monitor and manage their delivery.
- x. All contracts will be actively managed in a manner that fosters collaboration with suppliers and contractors, maximises value for money, supports the Ta Matou Mauri principles as well as supporting continuous innovation and improvement; including the use of 'All of Government Contracts' and N3-GSB where appropriate.
- xi. All procurement and contract management risks will be identified and managed effectively throughout the life cycle of the goods or service.

3.5. Council Procurement Strategy

The Procurement Strategy is a framework that supports Council in achieving its mission “To pursue with the community a high quality physical and social environment, safe communities, and a healthy economy.” Procurement supports this mission through its object of “sustainable value through smart buying”.

The Strategy, which was adopted on 3 September 2019, has been developed to support the upcoming work reflected in the Council’s key planning documents and guides the organisation down a path from a traditional approach to procurement and towards an approach which is more strategic with a focus on planning. This will be supported by robust and objective analysis that informs the best methodology to approach the market to give optimal outcomes and public value.

3.6. Waka Kotahi's Procurement Requirements

The Land Transport Management Act S25 requires that procurement procedures used by approved organisations (AO) be designed to obtain best value for money spent. S25 also notes:

- Regard must be given to the desirability of enabling fair competition that encourages competitive and efficient markets
- For other than minor or ancillary works undertaken by an internal business unit, outputs must be purchased from external providers.
- To reinforce the value for money concept, an Approved Organisation is not compelled to accept the lowest price proposal.

Professional services procured in-house require the specific approval of Waka Kotahi. This has previously been obtained.

3.7. Office of the Auditor General

The Office of the Auditor General provides comprehensive guidance through its publication Procurement Guidance for Public Entities, which replaces the previous Guidance document *Procurement: a Statement of Good Practice*.

Basic principles that the office of the Auditor General states should govern all public spending:

- Accountability – Public entities should be accountable for their performance and be able to give complete and accurate accounts of the use they have put public funds to, including funds passed on to others for particular purposes. They should also have suitable governance and management arrangements in place to oversee funding arrangements.
- Openness – Public entities should be transparent in their administration of funds, both to support accountability and to promote clarity and shared understanding of respective roles and obligations between entities and any external parties entering into funding arrangements.
- Value for money – Public entities should use resources effectively, economically, and without waste, with due regard for the total costs and benefits of an arrangement, and its contribution to the outcomes the entity is trying to achieve. In addition, the principle of value for money for procuring goods or services does not necessarily mean selecting the lowest price but rather the best possible outcome for the total cost of ownership (or whole-of-life cost).
- Lawfulness – Public entities must act within the law and meet their legal obligations.
- Fairness – Public entities have a general public law obligation to act fairly and reasonably. Public entities must be, and must be seen to be, impartial in their decision-making. Public entities may also at times need to consider the imbalance of power in some funding arrangements, and whether it is significant enough to require a different approach to the way they conduct the relationship.
- Integrity – Anyone who is managing public resources must do so with the utmost integrity. The standards applying to public servants and other public employees are clear, and public entities need to make clear when funding other organisations that they expect similar standards from them.

3.8. Local Government Act 2002

The LGA 2002 S.14 Principles relating to Local Authorities notes:

- S.14 (1) (f) a local authority should undertake any commercial transactions in accordance with sound business practices ...
- S.14 (1) (g) a local authority should ensure prudent stewardship and the efficient use of resources in the district or region

3.9. Local Government (Community Well-being) Amendment Act 2019

The Local Government Amendment Act 2019 requires Council to consider not only the financial implications of procurement decisions, but also to think about the outcomes (both short and long term) for the community. This includes Councils taking a role in promoting social, economic, environmental, and cultural well-beings for the community.

3.10. Broader Outcomes

Government procurement rules requires Council to consider, and where appropriate, incorporate broader outcomes within purchasing practices for goods and services, to provide secondary benefits from procurement. This includes social, economic, environmental and cultural benefits, which aligns with the Community Outcomes which have been adopted by Council and are included within the Long Term Plan.

Broader outcomes consider the costs & benefits to society, the economy (local and national) and the environment, as well as the “whole of life cost” in procurement. This encourages the following:

- Opportunities for local and national businesses
- Training and development of workforces both local and national
- Adoption of sustainable products, production methods and practices
- Adoption of good employment and health & safety practices

Ensuring broader outcomes are considered as part of procurement results in good alignment with Council’s Community Outcomes (refer to Appendix B) and that Council are helping to support local employment within the district, the Canterbury region and nationally.

The four priority outcomes identified by Government are:

- i. Increasing access for New Zealand businesses
Increasing access to government procurement contracts for New Zealand businesses, with particular focus on those less able to access opportunities and those working in priority sectors (such as ICT, Māori and Pasifika businesses and businesses in the regions).
- ii. Construction skills and training
Increase the size and skill level of the domestic construction sector workforce and provide employment opportunities to targeted groups.
- iii. Improving conditions for New Zealand workers
Improve conditions for workers and future-proof the ability of New Zealand business to trade.
- iv. Reducing emissions and waste
Support the transition to a zero net emissions economy and reduce waste from industry by supporting innovation.

The Broader Outcomes which are of most relevance for the Transport Activity in Waimakariri District and will be the focus for consideration and implementation, where appropriate, are “Improving conditions for New Zealand workers” and “Reducing Emissions & Waste”.

3.11. Objectives and Outcomes

This procurement strategy undertakes to achieve the following **objectives**:

- a) Support the achievement of the Council’s Community Outcomes and the Waimakariri Long Term Plan through efficient procurement processes
- b) Deliver services to the community that represent best value for money
- c) Encourage appropriate levels of competition across the supplier markets
- d) Ensure procurement is fair and transparent with effective accountability measures and consideration of risk allocation
- e) Allow for opportunities for local and regional businesses to participate
- f) Identify opportunities for working with others in order to maximise purchasing power and identifying opportunities for innovation and to add value.
- g) Ensure that current and future procurement activities are planned, implemented, monitored, and reviewed effectively
- h) Ensure that good practice examples are identified and applied consistently.
- i) Ensure broader outcomes are generated from the procurement activity. This can be environmental, social, economic, or cultural benefits.
- j) Consider factors which may impact on or disrupt the supply chain.

The procurement strategy aims to provide the following **outcomes** to benefit the Council and the community:

- Improved value for money.
- More efficient procurement procedures.
- Effective partnerships with suppliers.
- Provides economic benefits for the local economy.
- Effective collaboration with other Local authorities and private sector.
- Best practice risk management.
- Best practice project planning.
- Integration with the Council’s overall aims and priorities.
- Provides social and cultural wellbeing benefits for the community
- Protects the environment and preserve natural waterways within the district through ecological awareness.

4. Current Procurement Spend Profile

The scale of the activities covered by this strategy are as detailed below. These amounts are based on the Council's 2022/23 programme. Future years are expected to be similar except that the value of new works can vary from year to year depending on the major capital projects which are planned.

Physical Works (subsidised) - Waka Kotahi co-funded

Road Maintenance and Operations	\$4,880,000
Road Renewal	\$6,093,000
New Roding Capital Works	\$3,200,000
TOTAL subsidised	\$14,173,000

Physical Works (Unsubsidised) – includes Development Driven Projects

Maintenance and operations	\$550,000
Minor Safety Works	\$830,000
New Capital Works	\$2,560,000
TOTAL unsubsidised	\$3,940,000

Professional Services

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

Road Network Management	\$1,370,000
Community Road Safety Projects	\$207,500
TOTAL professional services	\$1,577,500

The total value is in the order of \$19.7m per annum.

Most of the procurement activity to date has been low risk road operations and maintenance, renewals, and routine new works. However, there is scope for innovation in the way the road operations and maintenance is procured and managed and balanced with how the professional services are procured and managed. For example, the use of design build for routine 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 cycle ways and seal extension work. These are normally low risk projects costing less than \$1 million. Major and more complex projects of value greater than \$1 million are only occasionally procured.

Included below are details of the current transportation activities and their current procurement methods.

Physical Works

Name	Description	Procurement Method/Contract Approach
District Road Maintenance	Inspections, programming, all routine maintenance and renewal work, resealing, rehabilitation, road marking, some minor improvements. Approximate value - \$9.8m per year. Expiry date – 31 October 2023 (with two one-year extensions, dependent on performance to 31 October 2025).	<ul style="list-style-type: none"> • EOI to select short list, • Input to document from short listed contractors • RFT using Price Quality Method • Collaborative working approach using NEC3 Conditions of Contract • Consideration being given to moving to NZS3917 contract form. • 3 + 1 + 1 contract term
District Street Light Maintenance	Inspections, programming, all maintenance work, renewals, and minor improvements. Joint contract with Waka Kotahi and Hurunui District Council. Approximate value - \$570,000 per year for WDC portion. Expiry date – 30 March 2023 (with two one-year extensions, dependent on performance to 30 March 2025).	<ul style="list-style-type: none"> • Open tender using Price Quality Method • NZS3917 • 3 + 1 + 1 contract term.
Routine new and renewal projects	Kerb and channel replacements, minor improvements etc. Approximate total value – \$1.2M per year. Typical contract value – \$100,000 to \$600,000 per contract	<ul style="list-style-type: none"> • Open tender • Lowest price conforming or Price Quality dependent on complexity • NZS3910 • Small to medium parcels of work
Major construction projects	Major intersection upgrades, bridge renewals, road reconstruction etc. Annual value varies.	<ul style="list-style-type: none"> • Either open tender or EOI followed by short listing (depending on size and complexity) • Price Quality Method • NZS3910
Power Supply for Street lighting	Electricity Supply for street lighting, water and sewer pumping stations and other Council services. Approximate value for street lighting - \$450,000 per year.	<ul style="list-style-type: none"> • Included in All of Government Agreement.
Traffic Signal Maintenance	Previously managed by CCC through signals maintenance contract. MOU with CCC being developed.	

Professional Services

Name	Description	Procurement Method/Contract Approach
Professional Services Contract	<p>Specialist external consultant support for areas where in-house consultant does not have the required technical skills. Includes:</p> <ul style="list-style-type: none"> • Routine bridge inspections and specialist structural advice. Approximate value - \$70,000 per year. • Routine road safety inspections and crash reporting and specialist advice. Approximate value - \$15,000 - \$30,000 per year. • Specialist transport planning and traffic engineering advice for transport studies and investigations, feasibility studies not able to be provided in-house. Approximate total value - \$80,000 - \$160,000 per year, dependent on projects / network needs. 	<ul style="list-style-type: none"> • Open tender using Price Quality Method • 3 + 1 + 1 contract term.
RAMM Roughness Condition Surveys	<p>Routine road rating and roughness surveys. Approximate value \$50,000 for a two year period.</p>	<p>Three invited tenderers. ACENZ CCCS Short form agreement. Note that this procurement method is in place until REG complete the review of this work.</p>
Traffic Counting	<p>Delivering the Council's traffic counting programme. Approximate value - \$170,000 for a three-year period.</p>	<ul style="list-style-type: none"> • EOI to select short list • Lowest price conforming method • NZS3910 • 3 + 1 + 1 + 1 contract term
Network Management	<p>Managing the road and transport network including contract management, RAMM management, AMP's, financial management, investigating customer enquiries. Approximate value - \$1.2M per year.</p>	<p>Services provided in-house under In-house output Agreements. Annual review of rates.</p>
Professional services for routine new and renewal projects	<p>Detailed investigation and reporting, detailed design, contract documentation and contract management for routine projects. Annual value – approximately \$200,000 Approximate value per project - \$15,000 to \$60,000.</p>	<p>Services provided in-house under In-house output agreements. Annual review.</p>

Name	Description	Procurement Method/Contract Approach
Professional Services for major construction projects	Detailed investigation and reporting, detailed design, contract documentation and contract management for specific projects. Annual value varies.	Open or invited tender process, depending on value, using both Quality based and Price Quality supplier selection methods. Procurement method designed to suit the specific project.

5. Procurement Environment

5.1. Analysis of Supplier Market

The Waimakariri District is part of the greater Christchurch area and is close to Christchurch City and so it has ready access to a large pool of suppliers. Many of the large national/international organisations have bases in Christchurch City and there is also a range of small to medium companies based in the district. There are too many to list in this document.

There is a high level of interest in tenders for work in the district and there is good competition between suppliers. Feedback from the various suppliers suggests Waimakariri District is an attractive place to do business and Waimakariri District Council wishes to retain this reputation.

Waimakariri District Council aims to ensure that we encourage enable suppliers in the market to compete for opportunities that are being procured. This includes keeping suppliers informed of upcoming opportunities which is done annually through a suppliers briefing session held by Council. This briefing session is held so that suppliers are aware of opportunities that will be coming to the market, as well as the proposed timing.

An invitation is sent out to suppliers prior to the event and registration is required. A copy of the briefing presentation is circulated following the event.

5.2. Analysis of Procurement Programme Impacts

Waimakariri District Council is actively involved with neighbouring authorities and other agencies such as Waka Kotahi, 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 Hurunui District Council on cross boundary issues.

Council staff work closely with staff from 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 and with suppliers to ensure they are planned and programmed to avoid clashes.

As all road controlling organisations in close proximity to Christchurch are essentially using the same supply pool, some consistency in approach is desirable and has been requested by the supply industry. 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.

Waimakariri District is currently using NEC3 for its term maintenance contract. Hurunui District Council and Selwyn District Council both utilise NZS3917 contract form. Where approaches are coordinated, this can lead to efficiencies over time as contractors have a consistent platform and the ability to learn and improve on a number for contracts. Waimakariri District Council will as part of the Section 17A review in early 2023, consider whether we move to NZS3917, to help achieve consistency.

While the Waimakariri District Council is a large buyer of goods and services, the proportion is 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 combining work such as street light maintenance with our neighbours, as is done with Hurunui District Council and Waka Kotahi.

The collaboration within the Regional Transport Committee and Greater Christchurch Partnership provides an opportunity for integrated programming across the agencies.

Council engages with the local and regional supply market, to ensure the market is informed of opportunities within the district. This includes an annual contractor / supplier briefing session in which information is shared with all parties on upcoming opportunities. This ensures information is shared equally with all interested parties in such a way as to not discriminate against any supplier. The 2022 annual contractor / supplier briefing session has had over 100 suppliers register interest to attend.

6. Approach to delivering the Work Programme

6.1. Confirmation of Specific Strategic Objectives

This procurement strategy has the following objectives:

1. To support the achievement of the Council's Community Outcomes and the Waimakariri Long Term Plan through efficient procurement processes,
2. To deliver services to the community that represent best value for money,
3. To encourage appropriate levels of competition across supplier markets,
4. To ensure procurement is fair and transparent with effective accountability measures,
5. To allow for opportunities for local business to participate,
6. To identify opportunities for working with others in order to maximise purchasing power and identifying opportunities for innovation and to add value,
7. To ensure that current and future procurement activities are planned, implemented, monitored, and reviewed effectively,
8. To ensure that good practice examples are identified and applied consistently.
9. To ensure broader outcomes are generated from the procurement activity. This can be environmental, social, economic, or cultural benefits.

6.2. Procurement Approach

In summary the approach adopted by the Waimakariri District Council for its roading & transportation work is as follows:

- Road maintenance and renewal managed on a network management basis under one term maintenance contract using NEC3 conditions of contract.
- Street light maintenance and renewal managed on a network management basis under a one term maintenance contract combined with Waka Kotahi's Street Lighting on its North Canterbury Network and with Hurunui District Council.
- Routine new works by small to medium low risk contracts with associated professional services provided in-house.
- Major projects by one-off contracts with associated professional services provided by external consultants and in-house services as appropriate.
- Professional services for routine network management, programme management, routine investigations and reporting, asset management and for delivering community road safety programmes provided in-house.
- Specialist professional services provided by external consultants using a staged delivery model under a quality-based supplier selection process.
- Opportunities for delivering services through a shared service approach with neighbouring authorities will be investigated on an ongoing basis and implemented where best value can be demonstrated.
- Council has introduced a Civil Works Prequalification list to help streamline the tender process. This includes three tiers which takes into consideration the complexity & risk of projects, plus the capability of the supplier.

The approach for each aspect is detailed on the following pages.

6.3. Term Maintenance Contracts

- Road Maintenance Contract – Section 17A review in 2019. Tendered in 2020 under an NEC3 contract. Contract commenced 1 November 2020.
- Street Light Contract – Last reviewed in 2019. Tendered in 2019 under an NZS3917 contract. Contract commenced 1 April 2020.

6.4. Projects

- Routine construction projects (kerb and channel replacement, minor improvements, routine seal extensions).
- Two to three contracts each year of value \$100,000 to \$600,000. Timed for construction in the normal construction season.

6.5. More Significant Projects

There are several key projects which are planned around the district. These projects have a focus on both safety and growth:

- Southbrook Rd / Torlesse St / Coronation St Traffic Signals
- West Rangiora Route Improvements
- Tuahiwi Gritted Path

Further information on each of these projects is included below.

a) Southbrook Rd / Torlesse St / Coronation St Traffic Signals

This project is the signalisation of the Southbrook Rd / Torlesse St / Coronation St intersection and is a safety project.

Southbrook Rd currently carries around 26,000vpd and has two schools with a combined role of approximately 700 children in very close proximity. The schools currently operate a kea crossing on Southbrook Rd which raised safety concerns due to the volume of traffic using the road. The signalised crossing will allow a safer way for children to cross the road and for parents travelling to and from the schools, as well as residents in the area.

Design is being carried out largely in-house with specialist external advice where required for some technical areas (such as traffic signal design). This is considered a major project and will be open tendered in 2022/23.

b) West Rangiora Route Improvements

Western Rangiora has experienced significant growth over the past 10 years. This growth is continuing with new developments planned or already underway.

A route review has been completed and a number of specific projects are planned to include intersection improvements, seal widening and speed threshold installations.

Projects include Townsend Rd Culvert Extension, Flaxton Rd & Skewbridge Rd Speed Management and Mulcocks Rd Right Turn Bay. All are to be open tendered.

c) Tuahiwi Gritted Path:

This project is the construction of a gritted path within Tuahiwi Village which will provide improved pedestrian access to Tuahiwi School, the Marae, the Church and the Urupa. This will provide safer options for whanau in Tuahiwi and provide health and wellbeing outcomes for the community. Construction is proposed for the 202/23 and will be open tendered.

6.6. Professional Services

The Council's position is that it prefers the use of in-house staff over the use of consultants to provide professional services. However, it acknowledges external consultants will be required for certain types of work and in certain circumstances. As such it adopted the following criteria when the engagement of external consultants is contemplated:

- Where the level of expertise required to carry out a particular task is beyond that of staff employed, and the Council does not have sufficient ongoing work to justify recruiting a full-time specialist.
- Where existing resources are fully utilised for an identified period and the priority associated with a project(s) means that it cannot be delayed until internal resources are available.
- Where the Council does not hold specialised tools, software, or equipment to undertake the work (e.g., specialised design software/monitoring equipment).
- Where best-practice standards or legislation requires an independent peer review or audit.

The following provides further commentary on the procurement approach for each activity.

Road Maintenance and Renewal

Key attributes and value for money strategy

- All road maintenance and renewal work is included in one contract to gain efficiencies in network management
- There is one contract to manage so reducing overhead costs associated with multiple contracts.
- 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 and to avoid the extra costs of engaging an external consultant. This approach utilises the skills and knowledge of the experienced in-house staff.
- The contractor selection process utilises short listing to ensure tenderers meet minimum quality standard and then involves contractor input in developing the contract documents to ensure the tenderers understand the contract requirements and the buildability issues are identified at an early stage.
- NEC3 Conditions of Contract is currently used as this is suitable for term service contracts and has provisions that encourage flexibility and innovation by focussing on the level of service. **As part of the upcoming section 17A review (early 2023) consideration will be given to moving to NZS3917, which aligns with the contract form used across the wider region.**
- 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 responsible for inspections, programming, reporting, design of reseals and rehabilitation and other minor works so this reduces input from external consultants and in-house staff and ensures a whole of network focus thus clarifying responsibilities and avoiding duplication.
- A collaborative working approach is used to ensure the energy of all parties is directed at achieving the specified levels of service and good network outcomes. This approach minimises the risk of contract disputes.
- The contract document encourages innovation and flexibility by specifying outcomes and not specifying prescriptive work methods.
- Includes the requirement for the contractor to directly deal with customer service requests to reduce double handling and to provide a more responsive and proactive approach.
- Requires RAMM to be used to ensure more efficient management of work flow, claiming, auditing and asset data updating.

- Includes a section of Hurunui District Council's road (Okuku Pass Road), as this section is integral with the Waimakariri roading network and is remote from the Hurunui District as well as a small number of Ashley roads as agreed with the Hurunui District Council.

Nature of Activities

- All routine road maintenance and renewal activities are included with responsibility for managing the network from 'boundary to boundary'. Excludes street light maintenance as this is a more specialist activity.
- 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 design and build for reseals, pavement rehabilitation as well as some structures repair and minor works.
- Includes investigating and responding to service requests.

Aggregation, bundling and contract term

- As noted above all road maintenance and renewal work is included in a single district wide contract.
- This approach does not impact on the supply market as Waimakariri is part of the large greater Christchurch market and its total spend is a relatively small part of that market.

Delivery Model and Supplier Selection Method

- Contract tendered every five years on a 3-year term plus 2 one year extensions subject to performance meeting the required level.
- Contract currently uses NEC3 Conditions of Contract Option A (Contractor priced price list). This will be reviewed.
- Delivery model is design and build.
- Supplier selection method involves an Expressions of Interest phase to develop a short list of tenderers of preferably three and a maximum of four. Short list selection is based on relevant experience / track record, technical / management skills and methodology.
- Short listed contractors provide input into final contract document.
- Final tender stage uses standard price quality method generally using 70% weighting on price. Scores from relevant experience / track record, technical / management skills and 50% of methodology score are carried forward from short list stage.
- Tenderers must provide a draft Contractor Plan with their tender and nominate key personnel who will be managing the contract.

Impact on value for money, fair competition, and competitive and efficient markets

- Type of contract, contractor responsibilities and size of network maximises value for money as detailed above.
- Expressions of interest phase is advertised openly and widely and so it ensures all contractors have an opportunity to be involved.
- Waimakariri District is part of the larger Christchurch market and so this model and approach does not have any significant impact on the competitiveness or efficiency of the market. It aims to take advantage of that market.

Risk Identification and Management

- NEC3 requires a risk register to be maintained and for 'early warnings' to be notified by both parties and for these to be entered into the risk register and managed.

Contract Management Approach

- A collaborative working approach is used focussing on delivering the required levels of service in a cost-effective way and by encouraging innovation.

Street light Maintenance and Renewal

Key attributes and value for money strategy

- All street light 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 Waka Kotahi subsidised lighting only.
- Includes the Waka Kotahi North Canterbury's Street Light network and the Hurunui District Council's Street Light network to obtain efficiencies of scale.
- As there is one contract to manage this results in reducing overhead costs associated with multiple contracts.
- The contract is managed by 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 so the extra costs of a short-listing process cannot be justified.
- Network size including Waka Kotahi and Hurunui District networks provides an 'economic' and manageable package.
- The contractor is responsible for inspections, programming, reporting, and design so this reduces input from external consultants and in-house staff and clarifies responsibilities.
- Collaborative working approach used to ensure energy of all parties is directed at achieving good network outcomes. This approach minimises the risk of contract disputes.
- The contract document encourages innovation and flexibility by specifying outcomes and not specifying prescriptive work methods.
- Includes directly dealing with customer service requests to reduce double handling.
- Utilises RAMM to ensure more efficient management of workflow, claiming, auditing and asset data updating.

Nature of Activities

- The contract includes all routine street light operations, maintenance, and renewal activities with responsibility for managing the total network. This includes amenity lighting and lighting in parks and reserves.
- 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.
- Includes investigating service requests.

Aggregation, bundling and contract term

- As noted above all street light maintenance and renewal work is included in a single contract covering the Waimakariri District, Waka Kotahi North Canterbury and Hurunui District Council, street lighting networks.

- Current contract term is 3 years plus two one-year rights of renewal based on performance meeting the required level.

Delivery Model and Supplier Selection Method

- Contract tendered every five years on a 3-year term plus 2 one year extensions subject to performance meeting the required level.
- 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 generally using 70% weighting on price.
- Impact on value for money, fair competition, and competitive and efficient markets.
- Type of contract, contractor responsibilities and size of network maximises value for money as detailed above.
- Open tender phase is advertised openly and widely which ensures all contractors have an opportunity to be involved.
- Waimakariri District is part of the greater Christchurch market and so this model and approach does not have any significant impact on the competitiveness or efficiency of the market. It aims to take advantage of the market.

Risk Identification and Management

- Risk is managed through regular asset inspections and regular contract management meetings.

Contract Management Approach

- A collaborative working approach is used focussing on delivering the required levels of service in a cost-effective way and by encouraging innovation.

Routine Small and Medium Sized Construction Projects.

Key attributes and value for money strategy

- Like work packaged into small to medium sized contracts of \$100,000 to \$600,000 to suit the local small to medium supplier market.
- Low risk and low technically complex contracts.
- Standard documentation and construction details consistent with Christchurch City are utilised which reduces documentation and tender and construction management costs and risks.
- Standard open tender approach with lowest price conforming tender evaluation process utilised.
- NZS 3910 Conditions of Contract used as these are well understood by the construction sector.
- When timing is not critical flexibility 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 and to avoid extra costs, such as travel from Christchurch, or engaging an external consultant.
- In-house staff are familiar with local conditions and local community needs.
- Collaborative working approach to ensure the energy 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 kerb and channel replacement projects, minor improvements projects, seal extension projects, and new footpaths and cycleways.

Aggregation, bundling and contract term

- Like works are included in contract packages on a one-off contract basis.

Delivery Model and Supplier Selection Method

- Standard 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) process or direct negotiation may be used if the particular circumstances require it, and project costs are within the permitted limits.

Impact on value for money, fair competition, and competitive and efficient markets

- Type of contract, contractor responsibilities and size of contracts maximises value for money as detailed above.
- These contracts utilise the small to medium contractor market and provide valuable work to keep that market competitive.
- Waimakariri District is part of the greater Christchurch market and so this model and approach does not have any significant impact on the competitiveness or efficiency of the market. It aims to take advantage of the market.

Risk Identification and Management

- These are low risk contracts with risks identified, apportioned, and managed at all stages in accordance with industry best practice.

Contract Management Approach

- A collaborative working approach is utilised to ensure the energy of all parties is directed at achieving good project outcomes.

Major and Complex Projects.

Key attributes and value for money 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 the road component with other adjoining or associated work is considered and utilised when efficiencies of scale can be obtained.
- Standard documentation and construction details are utilised which reduces documentation and tender and construction management costs.
- NZS 3910 Conditions of Contract are used which are well understood by the construction sector.
- The Council will appoint an experienced in-house project manager to manage the project including procuring and managing the professional services. This ensures the Council remains a 'smart' buyer and ensures efficient and good decision making.
- Collaborative working approach is used to ensure the energy 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 road reconstruction, major intersection improvements, and bridge and structural component renewal.

Aggregation, bundling and contract term

- All direct and associated work is included in the contract. For example, a recent major intersection improvement was combined with a stormwater pond construction project which resulted in efficiencies in both physical works and professional services involvement.

Delivery Model and Supplier Selection Method

- Standard NZS 3910 Conditions of Contract. Consideration may be given to using NEC3 in specific cases if the project may benefit.
- Delivery model is a staged model.
- Selection method by either an open tender or by an EOI and short-listing process. Evaluation will be normally by the price quality method.
- On some occasions a selected (closed) tender process may be used for projects less than \$100,000 if the particular circumstances require it.

Impact on value for money, fair competition, and competitive and efficient markets

- Type of contract, contractor responsibilities and size of contract maximises value for money as detailed above.
- These contracts utilise the range of contractors that are available in the greater Christchurch area market.
- Waimakariri District is part of the greater Christchurch market and so this model and approach does not have any significant impact on the competitiveness or efficiency of the market. It aims to take advantage of the market.

Risk Identification and Management

- Best practice risk management will occur at all stages of the project lifecycle.

Contract Management Approach

- A collaborative working approach is utilised to ensure the energy of all parties is directed at achieving good project outcomes.

Professional Services

Key attributes and value for money strategy

- Routine and non-specialist professional services are carried out by in-house staff to avoid duplication and to provide a more 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; the consultant's knowledge of the Waimakariri District network and by utilising the large Christchurch market.
- Programming of maintenance and renewal work is included in physical works contract and not carried out by separate consultants.
- External consultants are managed by experienced in-house project managers to ensure 'smart' buyer approach and to ensure responsive decision making.
- Proximity to Christchurch market provides for 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 energy of all parties is directed at achieving good project outcomes.
- Ensure Waimakariri District Council is considered a client of choice and a preferred organisation to do work.

Nature of activities

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

Aggregation, bundling and contract term

- Network management including managing the term maintenance contracts and managing consultants for specialist activities, asset management and planning, road safety community programme management, and work programming is carried out by the in-house Roothing Unit of the Waimakariri District Council.
- Feasibility studies, investigation and reporting, design and tender documentation, and construction and contract management, is procured by agreements on a preferred consultant basis with the in-house Project Delivery Unit of the Waimakariri District Council.
- Traffic and transport assessments and feasibility studies not carried out in-house are carried out through the Professional Services Contract.
- Road condition surveys, condition rating and roughness are tendered by invited tender (minimum 3 invited parties as per Council's Procurement Policy and the Procurement Manual Section 10.9 for low dollar value contracts). Tender forms are price quality or lowest price conforming.
- Traffic counting is carried out by a competitively tendered contract with a 3-year term, plus 3 x one year extensions (6 years total).
- Bridge inspections, structural advice, safety inspections and fatal / serious crash reports are all included within the Professional Services Contract.

- Major project professional services are procured on a “project by project” approach through a negotiated, selected (closed) or open tender method.

Delivery Model and Supplier Selection Method

- In-house services are provided by Output Agreements which are updated and signed annually.
- Transport and traffic assessment and project feasibility projects which are outside the area of technical expertise are included within the Professional Services contract.
- Road condition surveys are currently being carried out by direct negotiation annually (inflation based) following a competitive process in 2002, to allow for consistency in data collection. However, with new technology and a review of the requirements being carried out by Waka Kotahi and REG (Road Efficiency Group) it is proposed to carry out a review of potential alternatives before committing to the next renewal.
- Bridge inspections, structural advice, road safety inspections and specialist road safety advice are included within the Professional Services Contract.
- Major project professional services, such as investigations and reporting, design and contract documentation and construction and contract management is procured on a project-by-project basis through, invited or open tender depending on the size and complexity of the project.

Impact on value for money, fair competition, and competitive and efficient markets.

- Waimakariri District is part of the greater Christchurch market and so this model and approach does not have any significant impact on the competitiveness or efficiency of the market. The Council can, however, take advantage of the competitive market that is available.
- The model and approach outlined above provides value for money by utilising in-house staff for routine and non-specialist activities, and for key activities where asset knowledge and ownership is important, as it avoids duplication of effort of engaging and managing an external consultant. It also provides value for money through utilising a strong local market for specialist services by selecting the most appropriate consultant for the project and using experienced in-house project managers to ensure there is a ‘smart’ buyer capability.
- A key consideration is whole of life costs and so while the cost of the professional services and a competitive market is important this cost needs to be compared with the quality of output and its influence on the whole of life or total project cost.

Risk Identification and Management

- Best practice risk management is carried out at all stages of the projects.

Contract Management Approach

- A collaborative working approach focussing on delivering the required levels of service in a cost-effective way and by encouraging innovation is used in all professional services contracts.

7. Implementation

7.1. Strategy Philosophy

This strategy is underpinned by a philosophy of risk management which identifies and categorises the types of goods and services purchased by the Council. The Council's risk management strategy has been developed to make sure that risks are properly identified and managed. By understanding and apportioning risk appropriately we can minimise the cost of procurement and make savings on supply costs.

A balanced approach to risk management is appropriate for the Council (i.e., neither risk averse nor risk seeking – identify who is the most appropriate party to carry the risk). Some projects can be categorised as low risk whilst other more complex in nature require greater level of Council input and control.

7.2. Collaborative Working Approach

The WDC endeavours to uphold the principles of collaborative working in all contracts. This philosophy encourages non-confrontational relationships with suppliers and promotes the WDC as a 'Client of choice' amongst contractors and suppliers.

7.3. Shared Services

The WDC will investigate and 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 and road condition rating being combined with neighbouring authorities, and the road maintenance of Hurunui District Council's Okuku Pass Road, demonstrate what can be achieved. Future opportunities will be reported to the Council for consideration and approval.

7.4. Supporting Broader Outcomes

Broader outcomes consider the costs & benefits to society, the economy (local and national) and the environment, as well as the "whole of life cost" in procurement. This encourages the following:

- Opportunities for local and national businesses
- Training and development of workforces both local and national
- Adoption of sustainable products, production methods and practices
- Adoption of good employment and health & safety practices

The Waimakariri District Council is committed to supporting broader outcomes and encouraging economic growth, sustainability and social benefits in the local economy. Our procurement practices will encourage direct relationships with local contractors and service providers and will not discriminate against any suppliers.

The Council will assist local businesses (small and medium sized enterprises in particular) by providing high quality information and advice (including information on the Council's website), to ensure local businesses can compete for public contracts.

Aggregation of small contracts can reduce the individual contract administration overheads but may force local contractors out of the market. This strategy seeks to strike a balance between minimising administration costs and encouraging diversity in the local contracting industry, while supporting broader outcomes.

A pre-qualification panel for civil works has been implemented to help streamline the tender process for suppliers tendering for work in Waimakariri District, while also helping to reduce the cost of tendering.

As the next step in procurement improvement the broad direction that will be taken will be to focus on embedding two specific Broader Outcome areas into our procurement process where appropriate. These two areas are:

- Improving conditions for New Zealand workers

- Reducing Emissions & Waste

These two Broader Outcomes align with Waimakariri Community Outcomes:

- a) Improving conditions for New Zealand workers
Community Outcome
 - There is a safe environment for all.
- b) Reducing Emissions & Waste
Community Outcomes:
 - Transport is accessible, convenient, reliable and sustainable
 - There is a healthy & sustainable environment for all

Broader Outcomes will be implemented over time into new tenders where appropriate.

Considered will be given to including Broader Outcomes into request for tender documentation and, where considered appropriate, will be included as either a standalone weighted attribute, or mandatory precondition with a pass or fail scoring. Existing standard documentation will be further developed to provide prompts and guidance for these considerations through the planning and tender phases.

Consideration as to whether Broader Outcomes are included in the Request for Tender process will be undertaken at the project planning stage and be documented as part of that process (on a case-by-case basis).

All contracts are required to be monitored through the contract period and reviewed with a standard Practical Completion report prepared at the end of the physical works phase. This practical completion review currently includes:

- Health & Safety
- Traffic Management
- Minimising Costs
- Project Management
- Quality
- Communication
- Programme

Contractor performance is scored on a five-point scale (unacceptable to excellent) over the areas outlined above with an overall score for performance. This report ~~it is~~ provided to the contractor. It is proposed to update this report to ensure that it incorporates the measures for the Broader Outcomes which are of a focus for Council.

Longer term maintenance contracts have a performance monitoring system where continuous improvement is encouraged and all aspects of the contractor performance are scored. This will be reviewed and updated to ensure consideration of Broader Outcomes are considered and measured.

7.5. Quality

The WDC seeks to procure goods and services that are fit for purpose, durable and affordable. A project may not require a high specification to achieve a satisfactory outcome. It is recognised, however, that decisions regarding quality and standards should be made by experienced and qualified staff in consultation with stakeholders. This is an appropriate and pragmatic approach to service delivery (i.e., state highway standards are not necessarily required on small local roads).

Conversely, whilst some flexibility in standards can bring about overall savings it may be better to spend more money in the short term to achieve long term savings (i.e., full reconstruction may give greater 'whole of life' cost benefits than a maintenance intervention strategy).

7.6. Health and Safety

This strategy considers Council's responsibilities within the Health and Safety at Work Act 2015.

The Health & Safety Act has a vision that "Everyone who goes to work should come home healthy and safe".

Council is responsible for managing the work-related risks that could cause serious injury, illness or even death. The Health & Safety at Work Act recognises that to improve our poor health and safety performance we all need to work together. Government, businesses, and workers must establish better leadership, participation in, and accountability for people's health and safety.

To achieve the vision of the strategy the HSWA provides a new way of thinking. In particular:

- Clarifying our duties as a Person Conducting a Business or Undertaking (PCBU) and understanding the relationship with other PCBU's
- Formalising our approach to pre-qualification and performance management
- Clarifying our safety expectations with our suppliers
- Risk management

The Health & Safety at Work Act 2015 requires that an organisation must ensure the health and safety of workers (including contractors), and that organisations must consult, co-operate and co-ordinate activities with all other organisations who have health and safety duties in relation to the same matter (overlapping duties); so far as is reasonably practicable. Waimakariri District Council has a Health & Safety Policy and maintains contract health and safety management systems in order to achieve compliance with these requirements.

Suppliers for all contracts are required to meet a range of health and safety requirements throughout the life cycle of the contract, which, depending on the nature of the contract, may include (but are not limited to):

- Health and safety pre-qualification through SiteWise (or equivalent approved Health & Safety System)
- Provide for approval a site-specific safety plan(s)
- Undertake site inductions
- Complete incident reporting
- Undertake site safety audits
- Council to completed contract close out reporting

Council has a Health & Safety Policy and requires all contractors/suppliers working for the Council to be SiteWise registered (or equivalent), achieve a minimum score and submit a site-specific safety plan for the project for consideration and approval by Council, before any works can commence. These aspects are required as part of our procurement approach and are detailed in our procurement and individual project plans.

Consideration is also given to site specific hazards through the design process and a "Safety in Design" assessment is undertaken for capital projects and renewals. This

information is then incorporated into tender documents and risks managed through the construction period.

As part of the tender process, methodology is one of the attributes which is scored, with specific consideration being given to the detail of how the proposed works will be undertaken safely. During the construction period, site Health & Safety audits are undertaken to ensure requirements are being met.

7.7. Pre-qualification List

A Civil Works Pre-qualification Panel was implemented by Council in 2021. The intent of the prequalification panel was to help streamline the tendering process. Where there is an appropriate category of the panel, invited tenders are sent out directly to prequalified suppliers. Open tenders are still advertised publicly via Tenderlink, however it is generally required that suppliers are prequalified in the appropriate category to any specified tier.

For the Civil Works Pre-qualification Panel there are three tiers of pre-qualification:

There are three Tiers in this category, Tier A, Tier B and Tier C, with the difference between the tiers being:

- Tier A:

This is the highest tier of the Category and is suitable for suppliers who can carry out complex work with a high degree of autonomy, and that have a high level of trust with Council. This category included projects with values over \$1mil, which have high levels of risk and significant complexity.

To demonstrate capability, suppliers are required to provide reference projects of a suitable scale for this tier, levels of plant and equipment, as well as demonstrating a high level of systems and administration capability with robust systems and ISO certification (or be in the process of gaining ISO certification).

- 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 included projects with values between \$500k and \$1mil, which have medium levels of risk and reasonable complexity.

To demonstrate capability, suppliers are required to reference projects a suitable scale for this tier, levels of plant and equipment, as well as demonstrating a good level of systems and administration, with a reasonable Q/A system and track record of these systems (such as example reporting or claims).

- 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.

To demonstrate capability, suppliers are required to indicate what levels of work they can undertake and reference projects undertaken and demonstrating level of systems and administration capability.

As of September 2022, there are 55 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 as follows:

<https://www.waimakariri.govt.nz/your-council/council-tenders>

https://www.waimakariri.govt.nz/data/assets/pdf_file/0027/109737/WDC-PRE-QUALIFIED-SUPPLIERS-List-for-Website-Link-Excerpt-from-210623101120.pdf

7.8. Code of Conduct

All procurement activity must be undertaken to the highest ethical standards. The Waimakariri District Council insists on 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 'above board' in all business dealings but should also avoid any conduct that is capable of adverse interpretation.

Staff must adhere to the code of conduct and the protocol for gifts and hospitality.

7.9. Council Organisation Structure

Council's organisational structure is included within Appendix D.

7.10. Capability and Capacity

The current management structure of the Council has a Utilities and Roothing group that is responsible for managing the assets and the delivery of the programmes for roading, water supply, sewerage, solid waste, and drainage. It is headed by a Utilities and Roothing Manager with a Roothing and Transport Manager, 3 Waters Manager, Project Delivery Manager, and Solid Waste Manager reporting to them.

The Roothing and Transport Manager is responsible for managing the Council's roading and transport function and for managing the Roothing Team. This position is a senior position requiring widespread experience in all aspects of road asset management, road maintenance management, traffic engineering, transport planning, financial management, consultant management, project management and contract management.

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

The current Roothing Team has wide and extensive experience in road maintenance and project management as well as in road asset management activities. This experience is fully utilised in the current structure where in-house staff take a lead role in managing the roading function and it develops relationships with external suppliers for those activities that require specialist input.

The structure and the procurement approach outlined above works well with the current skill set within the current organisational structure. However, the structure and procurement approach will need to be reviewed when current key staff move on or retire. Steps are being taken to ensure the transition does not compromise current standards of delivery and management.

The Project Delivery Unit is included in the Utilities and Roothing group. 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 and a Special Projects Team, who manage multi-disciplinary or specialist projects.

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

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 Team with specialist external consultant expertise uses where required. There are three fully qualified tender evaluators within the Project Delivery Unit.

7.11. Internal Procurement Processes

The Waimakariri District Council's financial delegations and purchasing policy are contained in documents S-DM 1046 – Contractual Authorities – Staff Schedule and S-CP 4160 – Procurement and Contract Management Policy. This is attached in Appendix A.

7.12. Performance Measurement and Monitoring

The appropriateness and effectiveness of this strategy will be evaluated on an ongoing basis as works and services are procured; and reviewed every three years leading into the Council's Long Term Plan and National Land Transport Programme development.

The future direction of the road maintenance contract and street light maintenance contract will be reviewed in the year prior to them being retendered. These reviews will consider current trends and best practice as well as the current Council direction and feedback from contractors and contractor organisations.

Information as required by the Waka Kotahi's Procurement Manual will be collected and documented to enable Waka Kotahi to monitor procurement performance.

Transparency and accountability checks occur through the Council's normal business practices including audits by Audit NZ and procedural and technical audits by Waka Kotahi.

7.13. Communication and Consultation

Feedback on the draft Transportation Procurement Strategy was sought from the industry and other local road controlling authorities including Selwyn District Council and Hurunui District Council.

A copy of the Transportation Procurement Strategy will be made available on Council's website following endorsement.

7.14. Implementation Responsibility

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

7.15. 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/0015/28032/S-DM-1046-Contractual-Authorities-Staff-Schedule-Issue-57-Delegations-Manual.pdf

- S-CP 4160 – Procurement and Contract Management Policy

https://www.waimakariri.govt.nz/_data/assets/pdf_file/0028/28459/4160-Procurement-and-Contract-Management-Policy.pdf

- Procurement Strategy – July 2019

https://www.waimakariri.govt.nz/_data/assets/pdf_file/0021/3864/Waimakariri-District-Council-Roading-Procurement-Strategy-Approved-by-NZTA.pdf

Appendix B – Waimakariri District Council Community Outcomes

Community Outcomes

Community Outcomes describe how Waimakariri District Council aims to achieve meeting the current and future needs of our communities with good-quality local infrastructure, providing local public services and performance of regulatory functions.

Community outcomes set the direction for our Long Term Plan (LTP) and all activities included in the LTP that the Council undertakes contribute towards achieving these outcomes. The key groups of activities that contribute to each outcome are displayed.



Public spaces and facilities are plentiful, accessible and high quality

- People enjoy clean water at our beaches, rivers and lakes
- There is a wide variety of public places and spaces to meet people's needs
- There are wide-ranging opportunities for people to enjoy the outdoors
- The accessibility of community and recreation facilities meets the changing needs of our community.

UN SDG 3, 11

People are friendly and caring, creating a strong sense of community in our District

- There are wide-ranging opportunities for people of different ages, abilities and cultures to participate in community life and recreational activities.

UN SDG 3, 16

Core utility services are sustainable, resilient, affordable; and provided in a timely-manner

- Harm to the environment from sewage and stormwater discharges is minimised
- Council sewerage and water supply schemes, and drainage and waste collection services are provided to a high standard
- Waste recycling and re-use of solid waste is encouraged and residues are managed so that they minimise harm to the environment
- Renewable energy technologies and their efficient use is encouraged
- High-speed telecommunications services are readily available across the District
- Climate change considerations are incorporated into all infrastructure decision-making processes
- Good procurement practice and effective long-term planning ensures services are sustainable, affordable and value for money for the community
- Infrastructure services are managed in a way that reduces emissions over time.

UN SDG 6, 7, 9, 11, 12, 13, 15

There is a healthy and sustainable environment for all

- Harm to the environment from the impacts of land use, use of water resources and air emissions is minimised
- Cultural values relating to water are acknowledged and respected
- The demand for water is kept to a sustainable level
- Harm to the environment from the spread of contaminants into ground water and surface water is minimised
- The impacts from land use activities are usually only short term and/or seasonal
- Soils are protected from erosion and unsustainable land use practices
- Low carbon, climate-resilient development is promoted.

UN SDG 6, 11, 12, 13, 15

There are areas of significant indigenous vegetation and habitats that support indigenous fauna

- Conservation, restoration and development of significant areas of vegetation and/or habitats is actively promoted.

UN SDG 15

There are wide ranging opportunities for people to contribute to the decision making that affects our District

- The Council makes information about its plans and activities readily available
- The Council takes account of the views across the community including mana whenua
- The Council makes known its views on significant proposals by others affecting the District's wellbeing
- Opportunities for collaboration and partnerships are actively pursued.

UN SDG 16

The community's cultures, arts and heritage are conserved and celebrated

- Mana whenua are acknowledged and respected
- All cultures are acknowledged, respected and welcomed in the District
- Heritage buildings and sites are protected and the cultural heritage links with our past are preserved
- There are wide-ranging opportunities to participate in arts and cultural activities.

UN SDG 3, 16

There is a safe environment for all

- Harm to people from natural and man-made hazards is minimised
- Our District has the capacity and resilience to quickly recover from natural disasters and adapt to the effects of climate change
- Crime, injury and harm from road crashes, gambling, and alcohol abuse are minimised
- Climate change challenges are addressed in an appropriate, timely, cost-effective and equitable manner
- Our District is well served by emergency services and volunteers are encouraged.

UN SDG 3, 13

Effect is given to the principles of the Treaty of Waitangi

- The Council in partnership with Te Ngāi Tahu iwi, continue to build our relationship through mutual understanding and shared responsibilities.

UN SDG 10, 16

Businesses in the District are diverse, adaptable and growing

- There are growing numbers of businesses and employment opportunities in our District
- There are sufficient and appropriate places where businesses are able to set up in our District.

UN SDG 8

Transport is accessible, convenient, reliable and sustainable

- The standard of our District's roads is keeping pace with increasing traffic numbers
- Communities in our District are well linked with each other and Christchurch is readily accessible by a range of transport modes
- Public transport serves our District effectively
- Opportunities to increase the occupancy of commuter vehicles is actively encouraged

UN SDG 9, 11, 12

The distinctive character of our tākiwa – towns, villages and rural areas is maintained

- The centres of our towns are safe, convenient and attractive places to visit and do business
- Our rural areas retain their amenity and character.

UN SDG 11

People's needs for mental and physical health and social services are met

- Our people are supported by a wide range of health services that are available and accessible in our District
- Participation in community-based support and services is acknowledged and encouraged
- Housing is available to match the changing needs and aspirations of our community.

UN SDG 3

People have wide ranging opportunities for learning and being informed

- Our educational facilities and libraries are well resourced and have the capacity to manage and respond to changing demographics
- Our people are easily able to get the information they need.

UN SDG 4, 3

SUSTAINABLE DEVELOPMENT GOALS

The UN Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges including those related to poverty, inequality, climate change, environmental degradation, peace and justice.



Learn more about each UN goal at: un.org/sustainabledevelopment/sustainable-development-goals/

Appendix C – Organisational Structure

Waimakariri District Council - Organisational Structure

