



KAIKŌURA
DISTRICT COUNCIL

**STRATEGY FOR THE PROCUREMENT
OF TRANSPORT, 3-WATERS, SOLID
WASTE AND COMMUNITY FACILITIES
INFRASTRUCTURE**

2021 - 2024

DOCUMENT MANAGEMENT

Purpose	To provide basic information about the document, outline the procedure for amendments, and describe the amendment history.														
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CONTENTS

Table of Contents

1	Executive Summary	1
2	Recommendations to Waka Kotahi (NZTA)	2
3	Policy Context	3
3.1	Introduction	3
3.2	Strategic Objectives and Outcomes	3
3.2.1	Roading	3
3.2.2	3-Waters	3
3.2.3	Community Facilities	3
3.2.4	Solid Waste	4
3.3	Objectives and Outcomes for the Procurement Strategy	4
3.4	Other Relevant Factors	7
3.5	Current Legislation, Policies and Documents	7
4	Procurement Programme	8
4.1	Long Term Plan and Infrastructure Strategy	8
4.2	Earthquake Rebuild	8
4.2.1	Background	8
4.2.2	Physical Works – Rebuild Programme	8
4.3	Business as Usual	9
4.3.1	Background	9
4.3.2	Professional Services	9
4.3.3	Physical Works	9
4.4	Identification of any Pending High-Risk or Unusual Procurement Activities	12
5	Procurement Environment	13
5.1	Supply Market	13
5.1.2	Professional Services	15
5.2	Current Procurement Spend and Profile	15
5.3	Projected Council Spend	16
5.3.1	Rebuild Programme	16
5.3.2	Business as Usual Programme	16
5.4	Procurement Programmes of Other Organisations	17
6	Approach to Delivering the Work Programme	17
6.1	Procurement Approach and Delivery Models	17
6.1.1	General	17
6.1.2	Professional Services and Staged Procurement	19
6.1.3	Roading Maintenance	20
6.1.4	3-Waters Physical Works	20
6.1.5	Solid Waste and Community Facilities	21
6.2	Collaboration with Other Approved Organisations	22
6.3	Emergency Works	22

6.4	Specific Project Strategies	22
6.4.1	Clarence Valley Access – Waiau Toa Bridge	22
6.4.2	Wakatu Quay Development	23
6.4.3	New Link Pathway	23
6.4.4	Landfill-Transfer Station Construction	23
6.4.5	NCTIR Haul Road Repairs	24
6.4.6	Road Reseals	24
6.4.7	Landfill Closure	24
6.7	Supplier Selection Methods	25
6.8	Advance Components, Customised Procurement Procedures or Variations to Procurement Rules	25
6.8.1	Alternative Procurement Processes	25
6.9	Contract Management	25
7	Implementation	26
7.1	Internal Procurement Processes	26
7.1.1	Policy Objectives	26
7.1.2	Policy Principles	26
7.2	Performance Assessment	27
7.3	Performance Monitoring	27
7.4	Procurement Strategy Review	27
7.5	Communication Plan	27
7.6	Implementation Plan	28
7.7	Council Ownership and Internal Endorsement	28

List of Tables

1	Roading Rebuild Procurement	8
2	Roading BAU Procurement	10
3	3-Waters BAU Procurement	11
4	Community Facilities BAU Procurement	12
5	Table of High/Medium-Risk or Unusual Procurement Activities	12
6	Table of Local Supply Market Contractors - Roothing	13
7	Table of Local Supply Market Contractors – 3-Waters	13
8	Table of Local Supply Market Contractors – Community Facilities	14
9	Contractual Agreements 20/21 – Maintenance & Physical Works	15
10	Contractual Agreements 20/21 – Professional Services	15
11	Waiaiu Toa/Clarence Bridge Capital Programme	16
12	BAU Capital Programme	16
13	BAU Operational Programme	16
14	3-Waters	21
15	Community Facilities and Solid Waste Projects	21

1. EXECUTIVE SUMMARY

This Strategy outlines the Council's intentions for the procurement of roading, 3-waters, solid waste and community facilities infrastructure services and physical works for the period 2021 to 2024.

The Strategy is set in the context of the Council's Procurement Policy that provides direction to staff on the principles required to conduct procurement activities and the Council's Delegations Manual.

The outcomes expected by implementation of this Strategy are intended to achieve the following Procurement Policy objectives:



Following the completion of the earthquake rebuild, this procurement strategy details the return to a "business-as-usual" (BAU) environment.

The only remaining substantial project to be completed relating to the earthquake rebuild is the construction of the Waiau Toa / Clarence Bridge which is estimated at approximately \$12 million and will be procured and delivered outside of the BAU programme.

Council's BAU roading, 3-water, solid waste and community facilities operational programme is expected to expend around \$ 11.7 million over the coming three years through existing contracts.

This Strategy outlines the procurement methodology to be applied to deliver this programme fairly and openly and achieve the best value for money.

Aspects considered include the current local supply market, the district's remote location and the reliance of local contractors on the Council for their sustainability.

In-house engineering capacity is limited; however, resourcing has improved since the previous procurement strategy and is expected to be able to deliver the majority of the BAU programme with some assistance from external consultants where required.

The predominant construction activity at \$11.8 million is in the community facilities area and is largely made up of two significant projects, the Wakatu Quay development, and the new link pathway. The Kaikōura Marine Development Programme has been established to procure and deliver the Wakatu Quay development project.

The capital programme for three waters and roading also has significant capital expenditure in Year 1 due to delivery of the Three Water Reform programme and the NCTIR haul road repairs. Specific procurement plans will be developed for major and/or complex projects to demonstrate how best to achieve the outcomes of this Strategy. These projects will be largely delivered through open competitive tendering. These projects include:

- Clarence Valley Access
- Wakatu Quay Development
- New Link Pathway
- Landfill Closure
- NCTIR Haul Road Repair
- Landfill – Transfer Station Construction

The performance of suppliers will be monitored through good contract performance measures and improved contract management processes. The outcomes will be fed back to suppliers through regular engagement with the sector.

This Strategy will be monitored for achievement of the desired outcomes and updated as required in line with each Annual Plan. The Strategy will be formally reviewed in November 2023 as part of the preparation of the 2024 Long Term Plan.

While the scope of this Strategy is not limited to transport, it is important to note that Waka Kotahi (NZTA) requires all road controlling authorities to submit a procurement strategy for endorsement and this endorsement once approved is for a maximum period of 3 years. This also fulfils the Council's obligations outlined in the Office of the Auditor General: procurement guidance for public entities but ensures that both ratepayers and taxpayers obtain best value for money.

2. RECOMMENDATIONS to WAKA KOTAHI (NZTA)

It is recommended that the Waka Kotahi (NZTA):

1. Endorses the Kaikōura District Council Procurement Strategy – July 2021 for the procurement of transport activities for the Kaikōura District Council (this document)

3. POLICY CONTEXT

3.1. INTRODUCTION

This document is the Strategy for the Procurement of Transport, 3-Waters, Solid Waste and Community Facilities Infrastructure and associated Services (the Strategy) for the Kaikōura District Council (the Council).

The development and implementation of this Strategy is influenced by Rule 10.4 of the Waka Kotahi (NZTA) Procurement Manual (the Manual) and Section 25 of the Land Transport Management Act 2003 for transport activities funded through the National Land Transport Programme.

The Waka Kotahi (NZTA) requires all road controlling authorities to develop and submit a procurement strategy for endorsement. This not only fulfils the requirements of the Office of the Auditor General, but ensures that both ratepayers and taxpayers obtain best value for money from its transport activities.

3.2. STRATEGIC OBJECTIVES AND OUTCOMES

The Council's Annual Plan 2020-2021 outlines the following goals in relation to the provision of infrastructure that are aligned to the levels of service detailed for each activity in the Long-Term Plan 2021-2031.

3.2.1. Roading

The Council's 2021-2031 Long Term Plan goal is:

- *To provide a transport network for the safe and reliable movement of people and goods throughout the District, connecting communities and accessing property.*

Sub-Activities include: roads and bridges; footpaths and cycleways; and streetlights.

3.2.2. 3-Waters

The Council's 2021-2031 Long Term Plan goals are;

- *To provide clean potable water for our communities in the Kaikōura District.*
- *To provide a reticulated sewerage network and treatment facilities which meets environmental standards*
- *To provide a reticulated urban stormwater network to prevent surface flooding causing harm to residents and their property*

Sub-activities include: urban and rural water supply; sewage collecting, treating and disposal; and stormwater collection and disposal, in defined areas.

3.2.3. Community Facilities

The Council's 2021-2031 Long Term Plan goal is:

- *To provide fit for purpose facilities which meet a broad range of community social and recreational needs and which are not provided by central government and cannot be readily provided by the private sector*

Sub-activities include: parks and reserves; public toilets, community properties; library; airport and harbour.

3.2.3. Solid Waste

The Council’s 2021-2031 Long Term Plan goal is that:

- *Our community has effective, efficient and affordable means of managing solid waste*

Sub-activities include: Refuse Collection and Disposal and Recycling and Waste diversion

3.3. OBJECTIVES AND OUTCOMES FOR THE PROCUREMENT STRATEGY

The Council’s primary objective for this procurement strategy is to ‘enable the delivery of the Council’s infrastructure programme on time, and at the best value for money’. In addition to the primary objective, the Council also requires infrastructure procurement to achieve, or contribute towards, the achievement of the following outcomes:



The measures the Council is taking to ensure that the outcomes are achieved are set out below.

Demonstrate Value for Money	
The Council's understanding and position	Council use of resources effectively, economically, and without waste, with due regard for the total costs and benefits will contribute to the outcomes the Council is trying to achieve. In addition, the principle of value for money for procuring goods, services or works 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].

Methods of promotion	<p>The Council will:</p> <ul style="list-style-type: none"> ▪ Utilise suitably experienced and qualified staff to undertake lead roles in procurement and contract management ▪ Use an effective asset management planning regime to identify the work programme and provide a whole-of-life approach to asset management. ▪ Ensure that the overriding criteria for procurement decision making is the total cost of ownership over the whole of life of the asset. ▪ Include an appropriate balance of financial and non-financial selection criteria in procurement decision making. ▪ Select procurement methods and forms of contract that consider the scale [complexity and risk] of the procurement. ▪ Undertake monitoring on a regular basis during the duration of a contract to ensure value for money is being achieved. ▪ Conduct a Section 17A review of Transport, 3-Waters and Community Facilities delivery as required under the Local Government Act 2002.
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Be Fair and Legally Compliant	
The Council's understanding and position	The Council recognises that fair and consistent behaviour in the procurement activity is essential to secure the confidence and best value from suppliers, and that it is consistent with legislative requirements.
Methods of promotion	<p>The Council will:</p> <ul style="list-style-type: none"> ▪ Ensure that the process for evaluating and awarding contracts is fair and un-biased consistent with the Policy and the Office of the Auditor General: Procurement guidelines for public entities. ▪ Ensure that all procurement decisions and their basis are formally documented. ▪ Ensure that staff follow the requirement of all relevant legislation, policy and guidelines.

Encouraging efficient and effective competition	
The Council's understanding and position	The Council recognises that the development of competitive supply markets will ensure sustainable and resilient sources of supply. These are often at a localised level.
Methods of promotion	<p>The Council will:</p> <ul style="list-style-type: none"> ▪ Ensure that suppliers are engaged by way of open tender unless there is good reason to do otherwise. ▪ Ensure that at the expiry of a contractual agreement, the goods, services or works are retendered unless there is good reason to do otherwise. ▪ Ensure that the time allowed for the supply market to respond to tenders is appropriate to enable a good level of complete and comprehensive responses. ▪ Ensure that prospective suppliers are aware of the procurement programme.

Manage Risk	
The Council's understanding and position	Council understands that financial, safety and environmental risks are very much influenced by the procurement activity.
Methods of promotion	<p>The Council will:</p> <ul style="list-style-type: none"> ▪ Ensure that procurement documents clearly detail the safety and environmental risks associated with the services. ▪ Ensure that procurement processes assess the capability of each provider to adequately address environmental and health and safety risks. ▪ Ensure that chosen delivery models and contract documentation are appropriate to manage financial risk. ▪ Monitor this Strategy annually against the Annual Plan and update every three years in alignment with the Long-Term Plan

Support Sustainability	
The Council's understanding and position	Council recognises that the preservation of competitive supply markets will ensure sustainable and resilient sources of supply.
Methods of promotion	<p>The Council will:</p> <ul style="list-style-type: none"> ▪ Ensure that a range of contracts are available to the supply market either directly or indirectly through sub-contract requirements. ▪ Ensure that bundling of services to achieve scale economy alone does not lead to a monopoly situation due to the District's remote location. ▪ Value suppliers who demonstrate continued value for money

Promote Local Wellbeing	
The Council's understanding and position	The Council recognises that the local supply market relies heavily on involvement with Council activity and supports that market where appropriate.
Methods of promotion	<p>The Council will:</p> <ul style="list-style-type: none"> ▪ Encourage utilisation of local sub-contractor supply market ▪ Proactively foster relationships and build supply market capability at a localised level. ▪ Ensure that a range of contracts are available to the local supply market either directly or indirectly through sub-contract requirements. ▪ Promote an increase in local supply market capability. ▪ Promote the retention of specialist skills within the District to operate and maintain essential services. ▪ Where appropriate give preference to local suppliers in a manner and to a degree that is likely to reflect the general view of the local community.

Promote good Contract and Supplier Relationship Management	
The Council's understanding and position	Council understands that collaboration and engagement with the supplier market when combined with consistent, clear and fair contract management will result in less waste and greater value from the supply chain.

Methods of promotion	<p>The Council will:</p> <ul style="list-style-type: none"> ▪ Ensure that the forward works programme is communicated to the market as soon as possible after it is finalised by the Council. ▪ Ensure that all contracts require contract meetings at appropriate intervals between the Council and supplier representatives. ▪ Undertake supplier evaluation and provide feedback at appropriate intervals for all contracts ▪ Encourage feedback from suppliers to enable continuous improvement ▪ Only utilise suitably experienced and qualified staff to undertake lead roles in contract management.
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Provide Transparency and Accountability	
The Council's understanding and position	Council undertakes procurement in an open environment and provides clarity around the accountability for all procurement decisions.
Methods of promotion	<p>The Council will:</p> <ul style="list-style-type: none"> ▪ Publish the upcoming procurement programme on its website ▪ Publish the outcome of procurement activities on its website ▪ Include in its Delegations Manual the details of the officer accountable for making each procurement decision.

3.4. OTHER RELEVANT FACTORS

This Strategy has been developed, and must be read, in conjunction with the Council's overarching Procurement Policy and the Council's Delegations Manual. Where an approach is different to the approaches outlined in the Council's Procurement Policy and this Strategy, a specific procurement plan will be prepared and will detail the strategic background to the proposal for authorisation by the Chief Executive.

3.5. CURRENT LEGISLATION, POLICIES AND DOCUMENTS

The following policies and documents are relevant to this Strategy and shall be considered by staff in all procurement activities:

- Kaikōura District Council Long Term Plan 2021 – 2031
- Kaikōura District Council Annual Plan 2020 – 2021
- Kaikōura District Council Procurement Policy
- KDC Council Report of 28 October 2020 – 'Procurement Approaches'
- Kaikōura District Council Delegations Manual
- Kaikōura District Council District Plan
- Road Efficiency Group – Kaikōura District Council Smart Buyer Self-Assessment
- Regional Land Transport Strategy
- Government Policy Statement on Land Transport Funding
- Local Government Act 2002
- Land Transport Management Act 2003
- Waka Kotahi (NZTA) Procurement Manual.

4. PROCUREMENT PROGRAMME

4.1. LONG TERM PLAN AND INFRASTRUCTURE STRATEGY

Council is in the process adopting the Long-Term Plan 2021-2031 (LTP) which includes the capital projects that are proposed during the course of the LTP period. To populate the capital projects contained within the LTP, a 30 Year Infrastructure Strategy (IS) has been developed which details which assets need to be replaced over the next thirty years. This IS has been developed and fine-tuned using the 2020 Three Waters and Transport asset management plans and valuations. These AMP's and valuations were undertaken in-house with peer reviews completed by WSP Consultants and also assessment by Audit NZ when auditing the draft LTP.

4.2. EARTHQUAKE REBUILD

4.2.1. Background

The Council's procurement activity for the previous three years has been dominated by the rebuild requirements arising from the 2016 Kaikōura earthquake. The earthquake resulted in around \$40M of capital expenditure being required across horizontal infrastructure and a further \$1.75M of repairs being required on buildings and facilities.

These physical works required range from small minor repairs to individual large, complex projects.

During this time, Council implemented a Rebuild Group to manage the rebuild programme under the leadership of a Rebuild Director. With the rebuild now almost completed, Council will return to a "business as usual" approach

4.2.2 Physical Works – Rebuild Programme

Roading

The Kaikōura earthquake resulted in significant damage to the roading network. The repairs required to bring the network back to normal have been completed with the exception of one project. Council is still working with Waka Kotahi (NZTA) to implement a solution address the destruction of the Glen Alton bridge over the Waiiau Toa / Clarence River in the 2016 earthquake, which has compromised access to areas upstream of the bridge..

Table 1 – Roothing Rebuild Procurement

Project	Value	Date	Complexity	Risk	Term
Waiiau Toa / Clarence River Bridge	\$12.63M	Early 2022	H	H	2 years

4.3. BUSINESS AS USUAL

4.3.1. Background

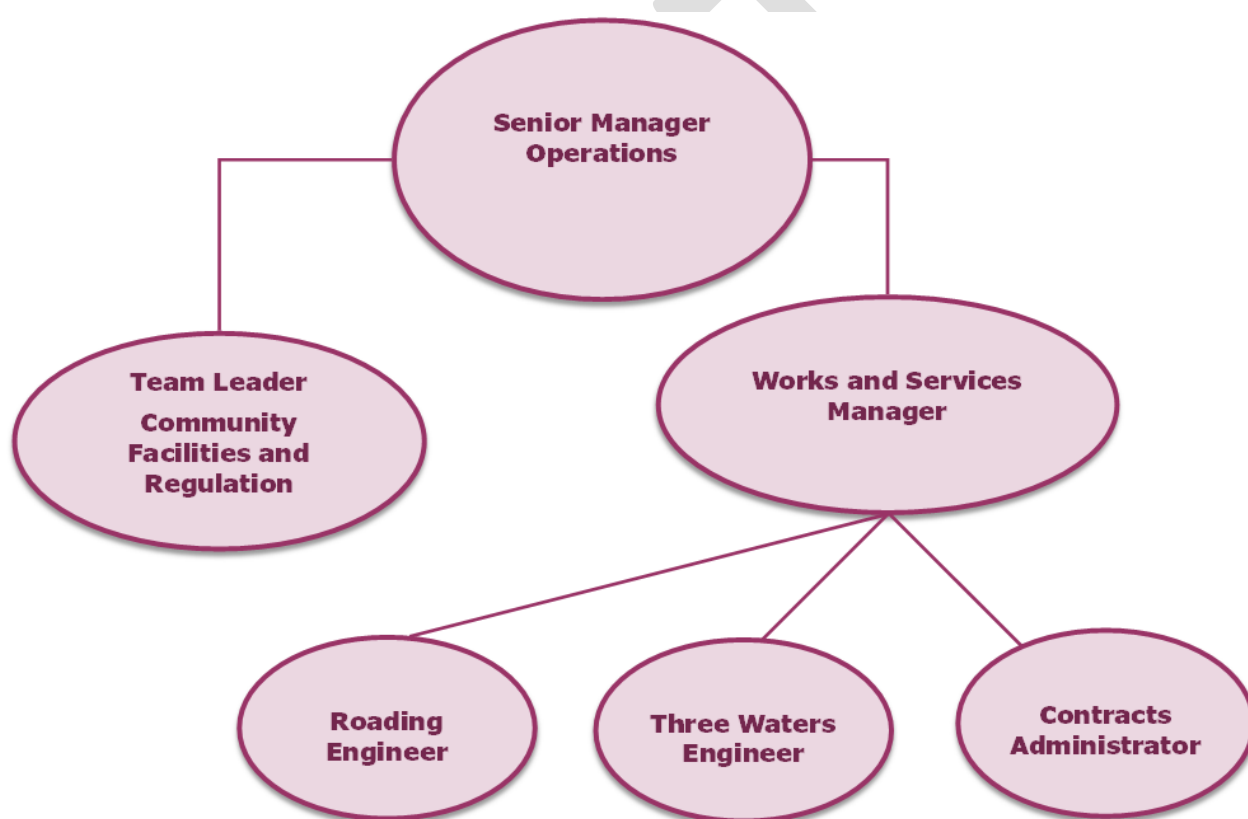
The Council has current contracts for road maintenance, three waters operations and maintenance, solid waste operations, toilet maintenance and reserves maintenance. Some of these contracts expire within the coming three years.

Several infrastructure and facilities renewal and upgrade projects are planned over the coming three years.

The procurement programme for these activities is detailed below.

4.3.2. Professional Services

Council currently has six FTE staff working in the Operations / Works and Services team as shown in the organisational chart below:



These staff are all directly involved in the procurement and contract management of the contracts detailed above. They hold varying engineering qualifications and have significant experience in these roles.

4.3.3. Physical Works

Roding

The Council manages public roads (excluding State Highways and other roads designated to the NZ Transport Agency), bridges, footpaths, cycleways, roadside drainage, traffic facilities and street lighting within the District. The Council maintains approximately 208km of local roads and 46 bridges.

The Council has an existing roading maintenance contract with Downer (NZ) Ltd. That contractual agreement concludes on 30 June 2024.

The road maintenance contract includes all roading and footpath related maintenance together with bridge repairs, periodic maintenance renewals and resealing.

The Council currently utilises MainPower for the operation and maintenance of street lights as a monopoly supplier, this agreement is envisaged to continue. The current contract has expired and will be renegotiated with MainPower during 2021.

The Council has an agreement with KiwiRail for the maintenance of level crossings as a monopoly supplier, this agreement is envisaged to continue.

Table 2 details the procurement programme.

Table 2 – Roding BAU Procurement

Project	Value	Date	Complexity	Risk	Term
KDC Roding Network Management & Maintenance	\$ 11M	June 2018 – June 2024	M	M	6 years

Three Waters and Solid Waste

The Council manages the water supply, wastewater collection, treatment and disposal and stormwater collection and disposal in the District.

The water supply network consists of water supply schemes at Kaikōura Urban, Ocean Ridge, Kincaid, Fernleigh, Oaro and Peketa area and a rural water supply scheme on the East Coast (Clarence).

The wastewater network consists of wastewater schemes for Kaikōura and Ocean Ridge.

The stormwater network consists of an open drain and reticulated network for Kaikōura Township.

The current operation and maintenance contract for these works is undertaken by Innovative Waste Kaikōura (IWK). It was agreed that this contract would be for a period of three years commencing at 1 June 2020. It is recognised that the reform of 3 waters currently proposed by central government creates significant uncertainty regarding how these services will be delivered in the future, and for this reason no new procurements of such routine operation and maintenance services are envisaged.

Minor works such as localised pipeline replacement, repair and minor pump station repair will be procured through the Three Waters Operations and Maintenance Contract.

Major renewal works and upgrades will be undertaken via a competitive tender process where applicable.

Table 3 details the procurement programme.

Table 3 – Three Waters BAU Procurement

Project	Value	Date	Complexity	Risk	Term
Physical Works – 3 Waters BAU	\$2.319 million	2021 - 2024	L	L	3 years

Solid Waste

The Council manages a Resource Recovery Centre and landfill site together with recycling and litter bin collections.

The solid waste facilities include the Kaikōura Landfill and Resource Recovery Centre.

Kerbside recycling and litter bin collections are currently undertaken in Kaikōura, Oaro, Goose Bay, Clarence and Kekerengu.

The services are performed by Innovative Waste Kaikōura a Council Controlled Trading Organisation wholly owned by Kaikōura District Council.

A new contract for these services (which includes some changes to current levels of service) has recently been awarded to IWK for the period from 1 October 2021 to 30 June 2026.

There is no current intention to again take to market any of the solid waste services in the coming three years.

Community Facilities

The Council manages parks and reserves, public toilets, community properties including the Esplanade offices, swimming pool, memorial hall, Cuddon building, drill hall, the Civic Centre, housing for the elderly, airport and harbour assets.

The Council has an existing contract for parks and reserves maintenance, including grass mowing, garden maintenance, weed control and various other minor duties. The current contract with Delta Utility Services had an initial term of 4 years and 9 months which expired on 1 July 2021. The contract has potential for two term extensions of 5 years subject to the mutual agreement of the Principal and Contractor, and Council is currently giving consideration to whether it wishes to exercise the first such extension. It has been agreed that the contract will continue informally until such a decision is made.

The Council has an existing maintenance contract for toilet cleaning and maintenance. The current contract is held by Innovative Waste Kaikōura and had an initial trial term of 9 months which expired on 30 June 2021, but has subsequently been extended for a further 12 months to 30 June 2022. It is envisaged that an open tender for toilet cleaning and maintenance will be conducted in February or March of 2022.

The Council undertakes some minor building maintenance with in-house resources. Other minor maintenance works requiring external building, plumbing, electrical, painting or drainlayer resources is typically offered to a preferred supplier of each of these trades, the selection of which has based upon analysis of previous community-wide invitation for expressions of interest in providing such services to Council, which took account of hourly charge rates and apparent capability.

More substantial building and facilities maintenance, improvement and construction works, such as those listed in Table 4 will be procured in accordance with the Procurement Policy and Guidelines.

Table 4 – Community Facilities BAU Procurement

Project	Value	Date	Complexity	Risk	Term
Wakatu Quay Redevelopment	\$ 8,764,000	2022 - 2023	H	H	2 years
New Link Pathway	\$ 2,108,000	2022 - 2023	M	M	2 years
Scout Hall Refurbishment	\$344,000	2021/22	L	L	6 months

4.4. IDENTIFICATION OF ANY PENDING HIGH-RISK OR UNUSUAL PROCUREMENT ACTIVITIES

Several high-medium risk, high value procurement activities have been identified and form an integral part of the Council's programme. Those specific projects are outlined in Table 5 below.

Table 5 - Table of high/medium-risk or unusual procurement activities

Project	Summary	Estimated Total Value
Clarence Valley Access	Replacement of a 125-metre bridge structure due to earthquake damage.	\$12 million
Wakatu Quay Redevelopment	Development of the Wakatu Quay area into a retail, dining and tourism precinct	\$8.7 million
New Link Pathway	Construct a new shared link pathway from the town centre to the Peninsula seal colony	\$2.1 million
Landfill Closure	Closure and remediation of the existing Kaikōura landfill	\$1.34 million
NCTIR Haul Roads Repair	Repair the roads which were damaged during the earthquake recovery phase	\$1.2 million
Landfill – Transfer station construction	Construction of a refuse transfer station	\$0.8 million

Procurement strategies are outlined for each of the above projects in Section 6.6. A specific procurement plan will be developed for each project.

5. PROCUREMENT ENVIRONMENT

5.1. SUPPLY MARKET

The Kaikōura District spans from the Haumuri Bluffs in the south to the Kekerengu Valley in the North, covering 2,048 square kilometres of diverse landscape. The inland boundary of the District is the Clarence River and the Inland Kaikōura Range, climbing 2,885 metres and snow covered for much of the year.

Kaikōura District is isolated and far from other district centres. Subsequently, a local supply market has developed to provide capability and capacity to supply the Council with maintenance and capital works requirements.

5.1.1. Physical Works

The local supply market is currently sub-contracted through the existing maintenance contracts and consists of the following suppliers:

Table 6 - Table of local supply market contractors – Rooding

Contractor	Core activities
Nigel Ross Contracting	All aspects of roading, footpath, excavation and drainage works and plant hire
Kevin Rush Excavating	All aspects of roading, footpath, excavation and drainage works and plant hire
AJ Drainage Ltd	Drainage contracting, all of 3 waters and plant hire
Owen Jellyman (OJ's)	Small Excavator works, slips, drainage and landscaping
Road Metals	Crushing and Aggregate supplies, plant hire
T C Nicholls Ltd	Asphalt and Chip Sealing
Isaac Construction	Asphalt and Chip Sealing
Ground & Services Ltd (GSL)	Vegetation control
Kaikoura Transport Ltd	Bulk Transport, earth works and plant hire
SprayMarks	Road marking and removal, signage manufacturing and traffic management
Intergroup	Street sweeping and sump cleaning

Table 7 - Table of local supply market contractors – 3-Waters

Contractor	Core activities
Innovative Waste Kaikōura	Drainage, trenching, underground services, water, wastewater and stormwater supply and treatment, control and monitoring
AJ Drainage	Drainage, trenching, underground services, labour hire. Equipment including trucks and excavators.
Fissenden Bros	Road works, aggregate supply, heavy construction. Equipment including trucks, excavators and bulldozers.
Nigel Ross Contracting	Road works, trenching, underground services, metal supply. Equipment supply including trucks and excavators.
Road Metals	Aggregate supply. Equipment hire including trucks and excavators.
Kevin Rush Excavating	Road works, heavy construction, aggregate supply. Equipment including trucks, and excavators.
Owen Jellyman	Small construction. Equipment including truck and excavators.
John Diver Electrical	General electrical, power and control
Chambers Electrical	General electrical, power and control
Kaikōura Liquid Waste	Suction trucks.

Table 8 - Table of local supply market contractors – Community Facilities

Contractor	Core activities
AJ Drainage	Drainage Issues and Public Toilet maintenance
Chambers Electrical	Routine and reactive electrical maintenance and issues
Innovative Waste Kaikōura	Toilet Cleaning and town rubbish bins
Mike Gould Builders	Pensioner housing maintenance
Jason Jellyman Builders	Civil Building general maintenance
Nigel Gibb Plumbing	Public facilities plumbing
Delta Contracting	Lawn moving and garden maintenance
Kaikōura Maintenance Services	Small garden maintenance
Hedge Trimming Kaikōura	Scrub cutting and large scale mowing

The local supply market is heavily reliant on the Council for its workload due to the isolated location and small local economy. This situation has become more so as the rebuild of SH1 and

the Railway has now been completed and NCTIR have departed the district. The Council's procurement activity will look to secure availability of its programme to local resources through sub-contracting requirements in contracts and a number of medium-small scale work packages. While the capacity and capability of the local supply market has generally increased in response to the Kaikōura earthquake, the Council have identified specific physical works projects and maintenance contracts that require capability, capacity and/or technical skills that are not available in the local market.

5.1.2. Professional Services

Professional Services suppliers are generally located away from Kaikōura and currently supply services on a visiting basis. This gives access to the capability, capacity and technical skills of a wider supply market and enables the Council to proceed with its activities in a timely manner but often inefficiently.

The scale of the activity within the district is insufficient to support the required skills and experience of a full time consultancy and therefore relies heavily on the in-house Works and Services unit.

5.2. CURRENT PROCUREMENT SPEND AND PROFILE

An overview of existing contractual arrangements is outlined below based on the 2020/21 financial year. In evaluating its existing contracts, the Council has divided contracts into:

- Large contracts with expenditure over \$500,000
- Medium contracts with expenditure between \$100,000 and \$500,000
- Small contracts with expenditure less than \$100,000

Table 9 - Contractual Agreements 2020/21 – Maintenance & Physical Works

Supplier	Services provided	Contract size
Downer (NZ) Ltd	Roading maintenance	Large
Innovative Waste Kaikōura Ltd	3-waters maintenance, solid waste management, toilet cleaning	Large
Nigel Ross Contracting	Roading maintenance (sub-contractor)	Medium
Kevin Rush Excavating Ltd	Roading maintenance (sub-contractor)	Medium
Delta Utility Services Ltd	Parks & reserves maintenance	Medium
Meridian Energy Ltd	Electricity	Medium
MainPower Ltd	Street light maintenance	Small
Kiwi Concrete Ltd	Landscaping & concreting	Small
RAMM Software Ltd	Asset management software	Small
KiwiRail Ltd	Level crossing maintenance	Small

Table 10 - Contractual Agreements 2020/21 – Professional services

Supplier	Services provided	Contract size
WSP	Asset valuation peer reviews and three waters advise, bridge assessments	Small
Opus	Building & bridge assessments	Small
Food and Health Ltd	Water testing	Small

5.3. PROJECTED COUNCIL SPEND

5.3.1. Rebuild Programme

Table 11 outlines the Council's remaining rebuild work for the Waiiau Toa / Clarence Bridge. This is expected to be completed in 2024

Table 11 - Waiiau Toa / Clarence Bridge Capital Programme

	Total Programme Estimate	Total spent to date (JULY 2021)	Programme Estimate 21/22	Programme Estimate 22/23	Programme Estimate 23/24
Waiiau Toa / Clarence Bridge	\$12,625,000	\$801,067	\$1,400,000	\$5,140,000	\$5,284,000

5.3.2 Business as Usual Programme

Tables 12 & 13 outline the Council's BAU works programme for infrastructure and community facilities from 2021/22 to 2023/24. This programme and the estimates outlined are based on the draft 2021-31 Long Term Plan.

Table 12 – BAU Capital Programme

	Total Programme	Programme Estimate 21/22	Programme Estimate 22/23	Programme Estimate 23/24
Roading	\$ 5,638,000	\$ 2,841,000	\$ 1,331,000	\$ 1,466,000
Water Supply	\$ 1,884,000	\$ 1,342,000	\$ 21,000	\$ 521,000
Wastewater	\$ 426,000	\$ 322,000	\$ 79,000	\$ 25,000
Stormwater	\$ 9,000	\$ 9,000	\$ -	\$ -
Solid Waste	\$ 2,158,000	\$ 800,000	\$ -	\$ 1,358,000
Community Facilities	\$ 11,806,000	\$ 4,398,000	\$ 7,142,000	\$ 266,000
Total	\$ 21,921,000	\$ 9,712,000	\$ 8,573,000	\$ 3,636,000

Table 13 – BAU Operational Programme

	Total Programme	Programme Estimate 21/22	Programme Estimate 22/23	Programme Estimate 23/24
Roading	\$3,028,275	\$ 1,007,500	\$ 1,009,500	\$ 1,011,275
Water Supply	\$ 2,585,180	\$ 1,027,140	\$ 776,520	\$ 781,520
Wastewater	\$ 1,259,700	\$ 447,900	\$ 405,900	\$ 405,900
Stormwater	\$ 101,100	\$ 33,700	\$ 33,700	\$ 33,700
Solid Waste	\$ 1,241,754	\$ 445,474	\$ 413,140	\$ 383,140
Community Facilities	\$ 3.484M	\$ 1,249,580	\$ 1,123,980	\$ 1,109,980
Total	\$ 11.701M	\$ 4,211,294	\$ 3,762,740	\$ 3,715,515

5.4. PROCUREMENT PROGRAMMES OF OTHER ORGANISATIONS

The following organisations are procuring or may procure significant projects that may attract suppliers away from the Council's roading and 3-waters infrastructure projects.

- Waka Kotahi (NZTA)
- Hurunui District Council
- Marlborough District Council
- Marlborough Roads
- KiwiRail

The Council are mindful that the activities of the organisations outlined above, if procured simultaneously, could place undue pressure on the supply market to respond to tender opportunities and ultimately undermine the Council's ability to obtain best value for money. The Council will continue to collaborate with other organisations to gain visibility of their forward work programme and will take this into consideration when procuring physical works and maintenance requirements.

The Council shares IT resource with Hurunui DC under a shared service arrangement.

Councils' current inclusion in the Waka Kotahi (NZTA) road maintenance NOC contract enables the Council to gain efficiency in the procurement and management of road maintenance activities and achieve improved co-ordination of programmes.

6. APPROACH TO DELIVERING THE WORK PROGRAMME

6.1. PROCUREMENT APPROACH & DELIVERY MODELS

6.1.1. General

Because of the small size of its organisation and its resources and the variable scale of the activities and projects that it undertakes, Council adopts a relatively flexible approach to procurement. The type of procurement approaches that might typically be employed in other larger local authorities have the potential to be cumbersome and inefficient in the Kaikoura environment.

KDC's general approach to procurement does however attempt to appropriately balance issues of price, quality and risk to obtain optimum value for the community. The approach attempts to address four key issues as follows:

Issue 1 : Balancing Price and Quality

Excessive emphasis on either price or non-price ('quality') attributes can have adverse effects on the community. Too much emphasis on 'quality' can result in acceptance of excessively high prices, and it is often difficult to precisely and reliably assess the 'quality' of different tenders or other offers of service.

General Approach

In evaluating contract tenders using a weighted attribute method the applied weighting on 'quality' attributes should be based on an assessment of likely variations of 'quality' in financial terms, and in general the weighting placed on non-price ('quality') attributes should be in the range between 10% and 40%.

Issue 2: Supporting Local Suppliers

Council has expressed a desire to support the local economy in procurement decisions but recognises that it must also achieve good value for ratepayers.

General Approach

For comparative assessment purposes prices offered by a 'local' supplier with a registered office or primary operating base within the Kaikoura District will be given a 5% advantage over other prices offered by a supplier who could not meet this 'local' definition.

For example if a 'local' supplier offered KDC a price of \$100,000, it would be considered as being \$95,000 when it was compared with other prices from suppliers that were not local.

This approach will generally be taken where the source of funding for works and services is entirely from within the community or the approach is not in conflict with the procurement policies of other external funders such as Waka Kotahi (NZTA).

Issue 3: Procurement Approaches should be Scale Dependent

A 'one size fits all' approach to procurement is not appropriate, and larger procurements warrant greater efforts to maximise value.

General Approach

The following procurement methods shall generally be employed dependent on the likely value of the procurement.

Up to \$10,000

General conformance with the principles of KDC Procurement Policy. Initial invitations to price directed to potential local suppliers. Obtaining multiple prices preferred, even if only indicative.

\$10,000 - \$40,000

At least two quotations to be obtained unless waived by the CEO or relevant Senior Manager. A written brief is preferred to ensure consistency. Initial invitations to price directed to potential local suppliers.

\$40,000 - \$100,000

At least three tenders to be invited based on a written brief approved by the CEO or relevant senior manager unless waived by the CEO. Initial invitations to price directed as considered most appropriate, not just to potential local suppliers.

Over \$100,000

Open tenders with a detailed specification to be called by public notification and advertisement unless waived by the CEO and Mayor, with the reason for the waiver recorded in writing.

Some degree of flexibility is required in the application of this approach, since the range of suppliers that is realistically available to KDC for some specialised goods and services is limited, in part because of the relatively isolation of the community. Whilst attempt should be made to obtain multiple competitive quotes or tenders for higher value procurement it is recognised that in some cases this may not be achievable.

Regardless of the price quantum or the apparent level of competition, in every case relevant Council staff must be satisfied that an offered price represents fair value for it to be accepted, and if such fair value cannot be obtained locally, then the reach of the procurement should be extended.

Issue 4: Need for transparency in respect of larger procurement decisions

Large procurement decisions should come from groups rather than individuals and should be appropriately documented.

General Approach:

Procurements between \$40,000 and \$100,000

Written proposed awarding report to be presented to group containing relevant manager, at least one senior manager and CEO to demonstrate achievement of good process and value.

Procurements between \$100,000 and \$2 million

Written proposed awarding report to be presented to group containing relevant manager, at least one senior manager, CEO and Mayor to demonstrate achievement of good process and value.

Whilst in these cases it will still be the CEO who signs off on the procurement decision, there will be an opportunity for group discussion before that occurs.

Procurements over \$2 million

For procurements which exceed the value of the CEO's delegated authority the same type of written proposed written awarding report required for procurements over \$100,000 shall be presented to full Council, who shall make the awarding decision by resolution.

6.1.2. Professional Services and Staged Procurement

As discussed earlier in the Strategy there are no professional services providers based locally and securing services on individual engagements is often inefficient, reducing the potential for staged procurement of design and construction works to be undertaken in an effective way, particularly where the project is relatively small.

The general approach taken is to limit use of such external professional services to projects that have high levels of complexity and/or associated risk.

It is believed that sufficient capability currently exists within the small Council team to deliver the majority of proposed projects within the next three years (with the notable exceptions of the Wakatu Quay Redevelopment and the potential construction of the Waiau Toa/ Clarence bridge) without substantial use of external professional assistance.

It is however recognised that this situation could easily change through staff turnover or increased work volumes and that Council must maintain awareness for such a potential change and be willing to adjust the approach to procurement if necessary.

6.1.3. Roading Maintenance

The Council manages public roads [excluding State Highways and other roads designated to the Waka Kotahi (NZTA)], bridges, footpaths, cycleways, roadside drainage, traffic facilities and street lighting within the District. The Council maintains approximately 208km of local roads and 46 bridges.

Downer (NZ) Ltd were awarded the road maintenance contract by requested approval from Waka Kotahi (NZTA) to procure the road maintenance activity, including renewals, through a negotiation with Waka Kotahi (NZTA) and Downer to vary the existing Waka Kotahi (NZTA) Contract 63189 North Canterbury NOC contract to include the Kaikōura District Council roading network from 1 July 2018. This variation has an initial term to 30 April 2022 with two one-year rights of renewal with a term expiring no later than 30 April 2024. The works are undertaken under a staged delivery model.

Council undertook a detailed assessment of delivery options as a S17a review under the requirements of the Local Government Act. This assessment clearly demonstrated that the option that provided the greatest value and benefit was a collaboration with Waka Kotahi (NZTA) to become part of their Network Outcomes Contract (NOC). The main reasons driving this outcome are:

- Efficiency in the delivery of management activities
- Efficient access to specialist services – road marking, reseals, roughness survey
- Efficient access to support services – bridge inspection, geotechnical assessment
- Efficient access to a wider resource pool based locally
- Effective collaboration and prioritisation of emergency response
- One Network approach

The road maintenance contract includes all routine roading and footpath related maintenance together with bridge repairs, periodic maintenance renewals and resealing, though Council

currently believes that is not committed to awarding these latter non-routine items under this contract.

6.1.4. 3-Waters Physical Works

With the three waters earthquake repairs now completed, Council returns to a business-as-usual approach to three waters maintenance and capital replacement. The most significant challenge is the result of central governments "Three Waters Reforms" which proposes a complete change to the way three waters are delivered, managed and regulated. The final outcomes of these changes are still pending, however as part of the initial steps of the reforms, Council signed a Memorandum of Understanding to engage in the process. Council was also granted \$1.88 million to undertake three waters improvement works as part of the government post-covid economic stimulus package.

The programme of significant projects to be undertaken is detailed in Table 14.

Table 14 - 3 Waters

Project	Value	Complexity	Risk	Supplier Selection
Three Waters Pipe Renewals	\$0.5 million	M	M	Lowest Price Conforming
Kaikōura Oxidation Pond dewatering	\$0.25 million	M	M	Multiple priced quotes
Fernleigh Water Treatment Plant Upgrade	\$0.25 million	M	M	Multiple priced quotes
East Coast Treatment Plant Upgrade	\$0.28 million	M	M	Multiple priced quotes
Power & Control systems documentation	\$0.12 million	L	L	Multiple priced quotes

The works will be undertaken via a mixture of selected tenderers and open tendering

6.1.5. Solid Waste and Community Facilities

There are a number of large projects proposed to be undertaken during the course of this procurement strategy in the Solid Waste and Community Facilities area.

The Council will utilise a variety of procurement models as detailed in Table 15 below.

By utilising a variety of procurement models a number of outcomes will be achieved as follows:

- Value for money – through competitive pricing
- Efficient and effective competition – through competitive pricing
- Sustainability & Local Wellbeing – through making smaller contracts available to local suppliers

Table 15 – Community Facilities and Solid Waste Projects

Project	Value	Complexity	Risk	Likely Supplier Selection
Wakatu Quay Redevelopment	\$8,764,000	M	M	Open tenders or tenders from pre-qualified panel of suppliers
New Link Pathway	\$ 2,108,000	M	M	Invitation to tender to pre-qualified panel of local suppliers
Landfill – Transfer Station construction	\$800,000	M	M	Open Tender
Landfill Closure	\$1,358,000	M	H	Open Tender

6.2. COLLABORATION WITH OTHER APPROVED ORGANISATIONS

This Strategy envisages that the Council may seek to collaborate with other approved organisations for the delivery of roading maintenance where that approach positions the Council to best achieve the outcomes outlined in this document.

The Council currently collaborates with Waka Kotahi (NZTA) if opportunities to gain efficiency benefits such as reseal programming are realised.

The Council will participate in All-of Government collaborative procurement opportunity for the provision of electricity.

6.3. EMERGENCY WORKS

Practical considerations, the need to respond in a timely manner and Council's remote location mean that the Council need to utilise existing contractual arrangements to respond to emergency incidents and natural events.

In an emergency or natural event, it may not be possible for the Council to satisfy the principle of open and effective competition throughout the procurement process. The Council may therefore dispense with parts of the procurement process if it needs to react quickly to genuinely unforeseen events.

Response is the immediate action required to:

- Protect life, property, or equipment immediately at risk; or
- Where there is a need to restore standards of public health, welfare, or safety without delay

As far as possible maintenance contracts will include provisions and a price basis for initial response to emergencies and natural events to ensure value for money.

Procurement of services for recovery from emergencies and natural events will be procured in accordance with the Policy and Waka Kotahi (NZTA) requirements.

6.4. SPECIFIC PROJECT STRATEGIES

The Council has considered specific project strategies for those projects that have been identified as high value, high risk and/or unique as identified in Section 4.4 - *Table 7 - Table of high-medium risk or unusual procurement activities*.

6.4.1 Clarence Valley Access – Waiau Toa Bridge

Council has undertaken substantial investigation, consultation and engagement with stakeholders in relation to this project, using Beca consultants as the main provider of professional services. A proposed preferred technical solution has been identified, which is currently being subjected to an independent technical review.

Council are unable to determine an appropriate procurement approach for further professional services and physical works until the adopted solution and its associated delivery model has been determined.

Once this determination is made Council will outline its intended delivery model and procurement approach in a comprehensive procurement plan, to be approved by NZTA if required.

6.4.2 Wakatu Quay Development

Following the demolition of the existing structures located at Wakatu Quay, Council is now preparing to commence development. The Kaikōura Marine Development Programme (KMMP) has been formed to oversee the Wakatu Quay Development Project. This project is proposed to develop the old wharf area into a community/retail/dining/tourism hub using funding previously allocated by the Provincial Growth Fund (PGF).

Architectural designers have been appointed to develop concept and detailed designs. A two member panel of other professional engineering service providers had been selected who will be invited to tender for associated engineering and technical investigation and design works.

KMMP will develop a procurement plan for this project and details of procurement will form part of the continuing reporting of project progress to the Ministry of Business, Innovation & Employment.

6.4.3 New Link Pathway

Council has recently obtained funding from the Tourism Infrastructure Fund to construct a new pathway link from the town centre to Point Kean (Seal Colony).

A procurement plan evaluating the supplier selection and delivery model will be developed for this project.

It is believed that most of the professional services required for this project could potentially be provided by in-house Council resources.

It is current envisaged that the procurement of construction services would be through invitations to a panel of approved local contractors to tender for a number of separate contracts for construction of particular sections of pathway, and perhaps separate open tenders for supply of key materials for all sections (timber, concrete etc) which would then be made available to the contractors undertaking the construction contracts.

The selection of the panel of construction contractors would be based on an initial invitation for expressions of interest from the community upon which an assessment of capability could be based. Evaluation of tenders from the panel for particular contracts is likely to have a strong emphasis on price.

The restriction of construction tender invitations to local contractors is intended to provide post-covid economic stimulus.

6.4.4 Landfill – Transfer Station construction

As part of the plan to close the existing landfill in Kaikōura, a refuse transfer station is required to be constructed to enable refuse to be collected and transported to a landfill outside the district.

A procurement plan evaluating the supplier selection and delivery model will be developed for this project.

Some external professional services will be required for structural design, but the expected extent of these services is modest, and this, combined with the lack of local suppliers is likely to result in direct awarding of the work to a single supplier of known capability.

The procurement approach for construction would be open market tender for one or more contracts, with tender evaluation likely to be on a weighted attribute basis with a significant weighting on price.

6.4.5 NCTIR Haul Road Repairs

Following the 2016 earthquake a number of Kaikōura roads were damaged through their utilisation as haulage routes to cart aggregate from rivers to Waka Kotahi and KiwiRail sites as part of the earthquake repairs. Funding is available to enable these roads to be rehabilitated and bring them back up to an acceptable standard.

A substantial portion of these works was undertaken in Council's 2020/21 financial year by Downer, with the work awarded through negotiation under the existing Network Outcomes Contract (NOC) held by Downer, which includes maintenance of KDCs roads.

This approach was motivated by perceived urgency to address the poor condition of some of the affected roads and the scheduling and resourcing challenges of conducting an open procurement process. Whilst it is believed that this approach yielded good value, it does not necessarily confirm that this was best value, and it is considered desirable to establish a market benchmark for the cost of such works (and the level of cost efficiency generally being achieved through the NOC contract) through an open procurement process.

It is therefore currently intended that a significant proportion of the remaining NCTIR Haul Road works will be procured through an open market tender for this purpose. Because of the challenges and likely inefficiency associated with procurement of external professional design services for such works it is envisaged that the works to be awarded by open tender would be limited to those that are relatively technically simple (longer straight, flat sections of road) and that the work might be tendered as a design and build contract based on a simple specification of desired outcomes.

Should it be found that the level of value obtained from this open tender was not significantly better than that which had been obtained for the portion of works undertaken by Downer in 2020/21, it would be likely that the remainder of the NCTIR Haul Road works (and other planned pavement rehabilitation) would be awarded to Downer under the NOC contract through negotiation in a similar manner to what occurred previously.

6.4.6 Road Reseals

It is the belief of Council that the existing NOC contract with Downer does not commit KDC to awarding major non-routine road renewal works under this contract and that best value in respect of resealing is likely to be obtained and demonstrated through open tendering and a lowest price conforming awarding approach because of the relative simplicity of this work (not requiring detailed design or specification) and the competitive nature of the market for such work.

6.4.7 Landfill Closure

The Kaikōura landfill will cease to operate in June 2022 and will be permanently closed and remediated to an acceptable standard in 2023/24. Such closure and remediation would largely consist of earthworks, importing and placing suitable fill over the active landfill area.

The procurement approach would be expected to be similar to that proposed for the construction of the Transfer Station, direct awarding of limited professional services and open tendering of physical works components.

6.5. SUPPLIER SELECTION METHODS

Supplier selection will follow the requirements of the Policy and will be consistent with the Office of the Auditor General: Procurement guidance for public entities and the Waka Kotahi (NZTA) procurement manual. A procurement plan will be developed for significant procurement activities that will outline the supplier selection method and rationale.

6.6. ADVANCED COMPONENTS, CUSTOMISED PROCUREMENT PROCEDURES OR VARIATIONS TO PROCUREMENT RULES

6.6.1 Alternative procurement processes

Where exceptional or large projects may require alternative procurement processes to be considered and used [such as private public partnerships], the Council will consider these on a case by case basis and will consult and seek endorsement from relevant stakeholders, where necessary. In some cases, it may be necessary to deviate from this Strategy, in which case approval from Waka Kotahi (NZTA) will be sought prior to proceeding with procurement.

At this stage no alternative procurement processes are envisaged within the upcoming three years.

6.7. CONTRACT MANAGEMENT

Contract management will be undertaken as a combination of internal and external resources to achieve the greatest efficiency and to right size the skill levels required.

Large and complex infrastructure projects may utilise external professional services. Small-Medium projects and routine works will be directly managed by in-house resources. At present the only projects in the next 3 years that are considered likely to require external management are the Wakatu Quay Redevelopment and the Waiiau Toa/Clarence bridge project.

Council will continue to manage contract administration and payment processes and will maintain documentation for each contract in its contract management system.

7. IMPLEMENTATION

7.1 INTERNAL PROCUREMENT PROCESSES

The Policy outlines how goods, services and works should be procured by the Council. This Policy has been developed with reference to the Office of the Auditor General's: Procurement guidance for public entities (Controller and Auditor General, 2008).

7.1.1 Policy Objectives

The objectives of the Policy are to provide clear direction to management and employees in relation to procurement activities. Specifically, the Policy establishes a decision-making framework that:

- Delivers best value for money through the most appropriate supplier;
- Ensures procurement is conducted in a transparent and accountable manner;
- Ensures open and effective competition;
- Appropriately manages risk e.g. health and safety, contractual, financial and operational; ▪ Supports sustainability;
- Ensures procurement activities are conducted in accordance with the Council's legal obligations;
- Promotes efficient procurement practices and their continuous improvement.

7.1.2 Policy Principles

The Policy outlines the principles that should be taken into consideration when procuring goods, services and works for, and on behalf, of the Council. Those principles include:

- Value for money
- Transparency and accountability
- Encouraging open and effective competition
- Managing risk
- Thinking strategically
- Supporting sustainability
- Promoting local economic wellbeing
- Fairness and lawfulness
- Contract and supplier relationship management

Council has adopted a procurement policy and put in place procurement processes to ensure that they are aligned with:

- Waka Kotahi (NZTA) Procurement Manual
- Mastering Procurement: A structured approach to strategic procurement guidance from the Ministry of Business, Innovation and Employment and
- Accepted good public sector procurement practices.

Several procurement processes are undergoing improvement including:

- Improving the contract management system
- Monitoring, review and documentation of contractor performance
- Standardised tender and contract documentation

7.2 PERFORMANCE MEASUREMENT

The Council collects information on its procurement activities through the following methods:

- Reviews of existing contractual agreements
- Ongoing maintenance of project files with all key information
- Regular contract control group meetings with suppliers
- Supplier de-briefs following procurement activities
- Internal discussions between technical staff
- Stakeholder feedback including regular meeting with Waka Kotahi (NZTA)
- Networking with other approved organisations
- Industry forums

The present system obtains the information requested by Waka Kotahi (NZTA) under Section 11 of the Waka Kotahi (NZTA) Procurement Manual, and sufficient information to enable the Council to monitor progress against its own procurement outcomes as outlined in this document. The Council will undertake regular reviews of the quality and quantity of information obtained, and the results of any audits, to ensure that the Council is working towards meeting the outcomes envisaged in the Strategy. Additional information gathering methods and exercises will be added as and when required.

7.3 PERFORMANCE MONITORING

The implementation of this Strategy will be monitored by reviewing the past year's procurement activities and processes against this document. This review will be reported to the Council's elected members at the end of each financial year.

The supply market will be monitored by measuring the following:

- The number of tenders per procurement activity;
- The spread of prices received from the tenders for procurement activity;
- Stakeholder feedback in relation to existing contractual agreements and procurement activities.

7.4 PROCUREMENT STRATEGY REVIEW

This Strategy will be reviewed annually as part of the development of each Annual Plan to ensure that there are no significant changes to the Long-Term Plan that are inconsistent with this Strategy. As part of this review the previous year's procurement programme and existing contracts will be considered against achievement of value for money of the procurement process and the services being delivered through that process.

This Strategy will be reviewed and updated every three years commencing in November 2023 to ensure alignment with the Council's Long Term Plan and Land Transport Programme and submitted to Waka Kotahi (NZTA) for endorsement.

7.5 COMMUNICATION PLAN

The Council has identified the following stakeholder groups that may be interested in this Strategy:

- Current and potential Consultants
- Other approved organisations
- Waka Kotahi (NZTA)

- KiwiRail
- IPENZ, ACNEZ, New Zealand Contractors Federation.

To ensure that the Strategy is accessible to a wide audience of interested stakeholders in an open and transparent manner it will be available from the Council's website www.Kaikoura.govt.nz

A Notice will be loaded onto GETS providing a hyperlink through to the Council's website so interested parties know the Strategy is available for downloading.

7.6 IMPLEMENTATION PLAN

The procurement of Transport, 3-Waters, Solid Waste and Community Facilities Infrastructure and associated Services will be undertaken in accordance with this Strategy through instruction from the Senior Manager Operations and/or the Asset Manager.

7.7 COUNCIL OWNERSHIP AND INTERNAL ENDORSEMENT

The Strategy is jointly owned by Council's Senior Managers Corporate Services and Operations. The Senior Manager Operations and the Asset Manager are jointly responsible for the implementation of the Strategy and the achievement of, and/or contribution towards, the outcomes outlined in this document.