

New Plymouth District Council Transport Procurement Strategy 2025-2028

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1 Executive Overview

New Plymouth District Council (NPDC) is an Approved Organisation (AO) under the Land Transport Management Act 2003 (LTMA), and as such it is eligible to receive funding assistance for roading work from the NZTA (trading as Waka Kotahi New Zealand Transport Agency). In order to qualify for this funding assistance, LTMA requires all AOs to have a Procurement Strategy to document our long-term integrated approach to the procurement of transport sector activities that are funded under Section 20 of the LTMA., complying with the requirements of, and endorsed by, NZTA.

NPDC is committed to a strategic, value-driven approach to transportation procurement. Developing and maintaining our infrastructure, including roads, footpaths, and bridges, is essential. We will prioritise projects that improve connectivity and access, making sure they are well-defined, realistic, and have clear timeframes. NPDC will also plan and model a resilient, safe and affordable network considering the best use of limited resources. This strategy integrates key priorities including local prosperity, environmental sustainability, social/community impact, and alignment with NZTA requirements.

NPDC aims to foster a strong local economy by supporting local businesses and creating employment opportunities. Environmental excellence is pursued through sustainable procurement practices that reduce emissions and promote circular economy principles. Social procurement initiatives focus on collaborative partnerships with iwi and hapū, ensuring alignment with Te Tiriti o Waitangi. Procurement practices are governed by transparency, accountability, and compliance with NZTA's Procurement Manual, NPDC Procurement Policy, and the New Zealand Government Procurement Rules.

This Transport Procurement Strategy will enable New Plymouth District Council to comply with the procurement procedures for infrastructure, planning and advice, public transport and total mobility services set out in the NZTA Procurement Manual – Amendment 6 and NZTA Contract Procedures Manual (SM021)

This procurement strategy outlines what New Plymouth District Council will procure and how NPDC intends to deliver professional services and physical works.

The unique geography, geology and social and economic environment of our region present many challenges to provide and maintain a large transport network. Predicted changes to climate, demographics and freight volumes will also impact on how NPDC manages the region's roads and the service we are required to provide.

While the next major review of the procurement strategy is planned for 2028, minor amendments may occur due to ongoing reviews of NPDC’s organisation-wide procurement policy.

2 Strategic Procurement Objectives

New Plymouth District Council’s Procurement Strategy is guided by eight strategic themes that reflect its commitment to community well-being, sustainability, and responsible governance:

1. **Managing Spend Effectively**

Focused on value-for-money and kaitiakitanga (guardianship), ensuring public funds are used efficiently while delivering environmental and social benefits.

2. **Local Prosperity**

Prioritising local businesses to stimulate job creation, economic stability, and reinvestment in the community.

3. **Environmental Excellence**

Embedding sustainability into procurement by favouring low-emission, recyclable, and circular economy products aligned with NPDC’s Environmental Sustainability Policy.

4. **Social Impact & Cultural Inclusivity**

Promoting diversity, workforce development, and partnerships with iwi and hapū to honour Te Tiriti o Waitangi and support intergenerational well-being.

5. **Transparency & Accountability**

Upholding ethical standards through strong governance, clear reporting, and open procurement processes.

6. **Compliance & Best Practice**

Ensuring all procurement activities align with legislation and public sector standards through structured frameworks and regular audits.

7. **Collaborative Procurement**

Leveraging joint procurement opportunities with other councils and agencies to drive innovation and efficiency.

8. **Well-being & Health and Safety**

Engaging suppliers who prioritise safe practices that protect workers, residents, and the environment.

New Plymouth District Council aims to consider the social, economic, environmental, and cultural factors of current and future communities in procurement decisions, where relevant. Considering broader outcomes/economic benefits in procurement contributes to the achievement of New Plymouth District Council's community outcomes and strategic priorities.

In alignment with Council's commitment to fostering economic growth and social equity, our Procurement Strategy prioritises equitable access to our contract opportunities and strives to increase contracting with local businesses. By actively engaging with these businesses, we aim to promote local economic development, create employment opportunities, and strengthen the cultural and economic fabric of our region.

3 **Procurement Governance Framework**

New Plymouth District Council's procurement activities are guided by a robust framework of legislation, policy, and best practice standards. These documents ensure that procurement is conducted transparently, ethically, and in alignment with national and local strategic objectives. Key references include, but are not limited to:

- **New Zealand Government Procurement Principles** – foundational values that promote fairness, transparency, and value for money.
- **New Zealand Government Procurement Rules** – detailed guidance for public sector procurement processes.
- **NPDC Procurement Strategy 2025** - Sets out the Council's strategic approach to procurement, aligning purchasing decisions with community well-being, sustainability, and economic development goals.

- **NPDC Procurement Policy 2019** (update pending) - Provides the operational rules and standards for procurement activities, including thresholds, approvals, and compliance requirements.
- **NZTA Procurement Manual – Amendment 6** – mandatory for all NZTA co-funded transport activities.
- **NZTA Contract Procedures Manual (SM021)** – outlines contract management standards for transport infrastructure.
- **NZTA Framework for Delivering Broader Outcomes** – promotes procurement that delivers social, environmental, cultural, and economic benefits.
- **NZTA Broader Outcomes Procurement Strategy** – strategic guidance for embedding broader outcomes into procurement.
- **Section 14 of the Local Government Act 2002 (as amended)** – sets out principles for sound procurement practice.
- **Section 20 of the Land Transport Management Act 2003 (LTMA)** – requires NPDC to maintain an approved procurement strategy for land transport activities.
- **Office of the Auditor-General's Procurement Guidance for Public Entities (2008)** – promotes accountability, openness, and integrity in public spending.
- **MBIE Mastering Procurement Guide (2011)** - A practical guide to help public sector agencies improve procurement capability and outcomes.

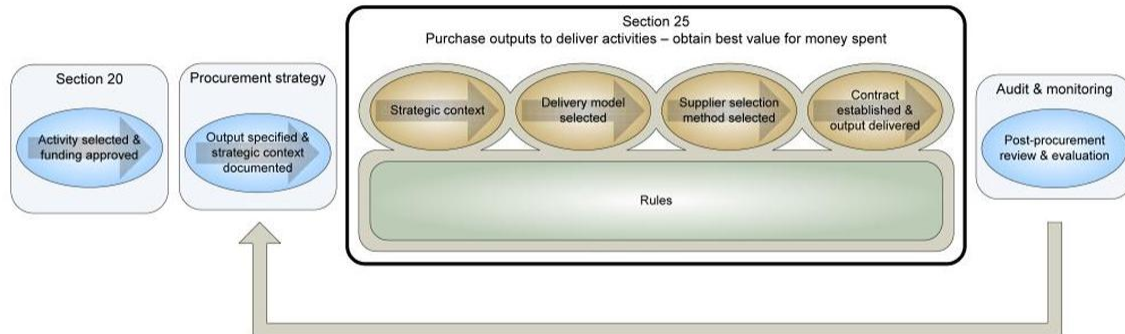
Ultimately this governance framework seeks to ensure procurement activities achieve the successful delivery of goods, services and works. The procurement strategies and processes have been designed to achieve the right outcome, at the right time, in the right place, in the right way and at the right price (within budget).

4 Compliance with NZTA Requirements

NPDC is committed to ensuring that all procurement activities related to land transport are conducted in accordance with the requirements of the Land Transport Management Act 2003 (LTMA) and the NZTA Procurement Manual. The infographic below provides a high-

level view of how the strategy and rules are integrated into the standard procurement process.

Overall procurement process – from activity selection to output delivery



For any NZTA-funded procurement activity, NPDC will:

- Use approved procurement procedures and delivery models in line with NZTA procurement manual
- Ensure supplier selection methods are consistent with NZTA guidelines
- Maintain accurate records and reporting for audit and performance monitoring

By adhering to these procedures, NPDC ensures that its transportation procurement activities are compliant, transparent, and aligned with national standards and funding requirements.

5 NPDC Long-Term Plan Overview

The New Plymouth District Council's Long-Term Plan (LTP) outlines strategic goals, budget allocations, and community engagement initiatives for the next decade, focusing on sustainable development and infrastructure improvements.

The New Plymouth District Council's LTP for 2024-2034 serves as a comprehensive framework for the council's activities and budget over the next ten years. This plan is crucial for ensuring accountability to the community and outlines how the council intends to achieve its vision of becoming a Sustainable Lifestyle Capital. The total budget for this period is approximately \$4.4 billion, which will be allocated to various services and infrastructure projects.

The LTP details level of service, key performance measures, and the funding required for operating, managing, maintaining and improving the district transportation network. LTP is informed by New Plymouth District Council's 30-year Strategic Plan and Infrastructure Strategy 2024 – 2054.

5.1 Key Components of NPDC's Long Term Plan

Strategic Goals: LTP emphasises the importance of sustainable development, addressing urbanization, population growth, and the need for improved recreational facilities. It aims to enhance community well-being and environmental sustainability.

Financial Strategy: The LTP includes a detailed financial strategy that predicts residential rate increases. Council raised rates by 9.9% for the first year and discussions about balancing continue to work to balance affordability with necessary infrastructure investments. **Community Engagement:** The council actively sought feedback from the community, with over 5,500 people participating in consultations regarding the LTP. This engagement is vital to align the council's initiatives with community needs and expectations.

Future Development Strategy: The LTP is complemented by a Future Development Strategy (FDS), which outlines how the council plans to manage urban growth and ensure sufficient housing and business development capacity over the next 30 years. This strategy is informed by the National Policy Statement on Urban Development.

The New Plymouth District Council's Long-Term Plan is a significant document that guides the council's priorities and resource allocation for the coming decade. It reflects the council's commitment to sustainable development and community engagement, ensuring that the needs of residents are met while addressing future challenges.

6 NPDC Transport Procurement Programme

The 2024-2027 National Land Transport Programme (NLTP) was confirmed in late 2024 and New Plymouth District Council's land transport activities are summarised below. Expenditure per year can vary depending on various factors including reactive maintenance work, emergency events and additional projects identified during the period.

6.1 Forecasted Total Annual Spend

Contract Description	Financial year 25/26 (in million)	Financial year 26/27 (in million)	Financial year 27/28 (in million)
Existing Contracts			
Roading General Maintenance	\$20.000	\$20.000	\$20.000
New Plymouth and Stratford District Council Street			
Light Maintenance	\$1.488	\$1.488	\$1.488
Traffic Signals Maintenance Contract	\$0.520	\$0.520	\$0.520
Traffic Signals renewals (state-highway)	\$1.022	-	-
Traffic Signals renewals (local)	\$0.150	-	-
Think Project (RAMM)	\$0.161	\$0.161	\$0.161
Open Plan (New Zealand Forward Works Viewer)	\$0.054	\$0.054	\$0.054
Waste Transport Contract	\$0.04	\$0.03	\$0.03
Bonney Glen Disposal	\$0.09	\$0.06	\$0.06
Resource Recovery MRF	\$0.01	\$0.01	\$0.01
Total forecast on existing contracts	\$23.53	\$22.32	\$22.32
Upcoming Projects			
Tarata Road Site 1 to 6	\$5.87	\$3.31	-
Airport Drive Roundabout	\$0.80	\$4.50	\$3.70
Beach Street Steps	\$1.20	\$0.20	
Queen Street cenotaph Trial	-	\$0.15	-
Ongoing Walkway Extension	\$5.10	\$14.88	\$10.70
Supply and Delivery of Speed Limit Signage	\$0.42	-	-
Parklands Ave Extension Design and Consenting	\$0.40	\$0.40	-
Ongoing Walkway Extension Engineering Design	\$1.50	\$0.06	\$0.03
Total forecast on upcoming projects	\$15.29	\$23.50	\$14.43
Total forecast	\$38.82	\$45.82	\$36.75

Note: The forecasted amount included both contributions from NPDC and NZTA.



6.2 Transport Specific Procurement – 2025-2028

For the period of this Transport Procurement Strategy there will be the following significant projects to be procured. These are expected to have co-investment from Waka Kotahi NZTA, and procurement will follow Waka Kotahi NZTA procurement processes. They are:

Contract description	Supplier/ potential suppliers	Contract Number	Start date	End date	Duration (years)	Procurement method	Opportunity for innovation and broader outcomes
Tarata Rd Site 1	Downer, Fulton Hogan, Whittakers, Bunns Contracting	NA	Jan-27	Apr-27	1 year	Open RFP, Weighted Attributes, PQM	
Tarata Rd Site 2	Downer, Fulton Hogan, Whittakers, Bunns Contracting	NA	Oct-26	Dec-26	1 Year	Open RFP, Weighted Attributes, PQM	
Tarata Rd Site 3	Downer, Fulton Hogan, Whittakers, Bunns Contracting	NA	Oct-25	Dec-25	1 year	Open RFP, Weighted Attributes, PQM	
Tarata Rd Site 4	Downer, Fulton Hogan, Whittakers, Bunns Contracting	NA	Jan-26	Apr-26	1 year	Open RFP, Weighted Attributes, PQM	
Tarata Rd Site 5	Downer, Fulton Hogan, Whittakers, Bunns Contracting	NA	Jan-27	Apr-27	1 year	Open RFP, Weighted Attributes, PQM	
Tarata Rd Site 6	Downer, Fulton Hogan, Whittakers, Bunns Contracting	NA	Jan-26	Apr-26	1 year	Open RFP, Weighted Attributes, PQM	

Airport Drive Roundabout	Downer, Fulton Hogan, Whittakers	NA	Dec-25	Mar-28	2 Years	Open RFP, Weighted Attributes, PQM	
Beach Street Steps	Fulton Hogan	24-556	Mar-24	Jun-26	2 years	Ongoing project	
Queen Street cenotaph Trial	Downer, Fulton Hogan, Whittakers, Bunns Contracting	NA	Jan-26	Jun-26	6 months	Open RFP, Weighted Attributes	Trial using temp infrastructure to inform permanent road layout
Ongoing Walkway Extension	Downer, Fulton Hogan, Whittakers, Offshore Plumbing Services	NA	Jan-24	Jun-27	2.5 Years	EOI, Open RFP, Weighted Attributes, PQM	Broader outcome – Cultural benefits – around 30%
Supply and Delivery of Speed Limit Signage		NA	Nov-25	March -26	4 months	Open, weighted attributes	
Parklands Ave Extension Design and Consenting	BBO	NA	Oct-25	Dec-26	1 year	Negotiated Target Cost	
Ongoing Walkway Extension Engineering Design	BECA / Property group /NPDC / Hapu		Jan-21	Jun-27	5.5 years	Ongoing project	

6.3 Active Transport Contracts

Following are the active transport maintenance and services contracts in place. There are no renewals coming up for the following contracts during the next three years.

Contract Description	Supplier	Contract Number	Start Date	End Date
Roading General Maintenance	Downer NZ	19/RM01	1-Jul-19	30-Jun-29
New Plymouth and Stratford District Council Street Light Maintenance	NPE-TECH	22-104	4-Sept-23	4-Sept-28
Traffic Signals Maintenance Contract	NPE-TECH	25-724	7-Oct-24	9-Oct-28
Think Project (RAMM)	Think Project			
Open Plan (New Zealand Forward Works Viewer)	Open Plan	25-865	1-Jul-25	30/06/2030
Waste Transport Contract	Enviro Waste NZ	19SW01	5-Aug-19	30-Sept-29
Bonney Glen Disposal	Midwest Disposals	20SW02	1-Aug-19	30-Jul-54
Resource Recovery MRF	Enviro Waste NZ	12SW05	1-Oct-15	4-Sept-36

6.4 Contracts with pre-qualified roading contractors

The following contracts are approved by New Plymouth District Council to load RAMM (Road assessment and maintenance management system) as-built records into the Council's database, as detailed in the Infrastructure Design Standards Part 12: As-Builts.

Approval to load RAMM inventory is dependent on an individual's competency. Anyone involved in RAMM inventory pickup or loading must possess sufficient experience or have completed appropriate training aligned with the latest NZTA State Highway Database Operation Manual.

Contractor	Approved for this aspect
Downer NZ	RAMM inventory, condition rating
ETS	Ramm Inventory

Chemwash	Ramm Inventory
GeoSolve	Pavement Strength Data
GHD Ltd	RAMM inventory, Data Quality
WSP	RAMM inventory, condition
NPE-Tech	RAMM Inventory
Woods	Consistent Condition Data Collection (HSD)

6.5 Pre-qualified roading construction contractors

These contractors have prequalified to tender for roading construction works in the work classification levels (WCL) for which they are prequalified and no higher.

Work classification level key:

A = Over \$5 million

B = \$1 to \$5 million

C = \$0.1 to \$1 million

D = up to \$0.1 million

Contractor	Work classification level	Expiry date
Asplundh	B, C, D	30 June 2029
Betts and Bishop Ltd	C, D	30 June 2029
Downer NZ	A, B, C, D	30 June 2029
Chemwash Taranaki Ltd	C, D	30 June 2029
ETS Ltd	C, D	30 June 2029
Graham Harris Ltd	C, D	30 June 2029
Hole World Ltd	D	30 June 2029
M Hareb	D	30 June 2029
Traffic Safe NZ Ltd	D	30 June 2029
Tricky Trees	C, D	30 June 2029
Whitaker Civil Engineering	A, B, C, D	30 June 2029
Bunn Contracting	B, C, D	30 June 2029

Tuarā Civil Roothing	C, D	30 June 2029
NPE-Tech	A, B, C, D	30 June 2029
Orikam	B, C, D	30 June 2029

6.6 Roothing Maintenance and Renewals

Category	Name:	Roothing Maintenance & Renewals
	Description:	The RM category includes the maintenance and renewal activities for all road network assets. This includes roads and network related assets.
	Sub-Categories:	Reactive Maintenance, Preventative Maintenance, Asset Renewal, Emergency Works
Category Positioning	Indicative Spend:	\$15 million to \$25 million per annum
	Relative Risk:	Moderate to High
	Matrix Position:	Strategic Security
Supplier Market	Market Summary:	There are several well-established suppliers within the Taranaki Region. NPDC is a big client in the Roothing Maintenance and Renewal market and our spend in this area is likely to represent a large percentage of the total spend on roading maintenance and renewal within the region.
	Locally Available:	Downer, Fulton Hogan, Whitaker, Bunn Contracting, ETS, Chemwash
	Nationally Available:	Downer, Fulton Hogan

	Current Market Share:	Currently the majority of work is carried out through the 19/RM01 NEC4 contract with Downer. There is a minimum 30% of work that must be carried out by subcontractors.
	Supply Chain Dynamic:	Supply chains within the RM category are highly complex. There is a combination of sub-contractors and tradespeople supporting the main contractors. Furthermore, the diversity of building materials required means there are many more goods and material suppliers involved in BM supply chains compared to other infrastructure procurement categories where most materials supplied are bulk quantities of a small number of materials (typically asphalt, concrete and aggregates)
Procurement	Approach:	The procurement approach is structured around a collaborative, task-based delivery model with a strong emphasis on transparency, planning, and quality assurance.
	Marketing:	Targeted procurement marketing with several of the locally available contractors will help improve NPDC's ability to compete in the marketplace for resources. Effort needs to be allocated to establishing closer working relationships with these contractor's management teams so that NPDC is viewed as a preferred customer.

6.7 Professional Services

The infrastructure team within New Plymouth District Council is supported when required by professional service providers as indicated above to manage, administer, maintain, renew and develop the district roading network. Engagement of professional service providers complies with NZTA procurement requirements.

6.8 Shared Work

KiwiRail undertakes maintenance, renewals and improvements at its rail crossing sites, and where appropriate minor council works may be executed in conjunction with these projects

to ensure optimisation of resources and minimal disruption to road users. Costs are apportioned per asset owner according to existing demarcation agreements.

6.9 Minor or Ancillary Work

Output must be procured from external providers unless the work is minor or ancillary in nature. In such cases, internal business units may be engaged, provided they meet the conditions outlined in the NZTA Procurement Manual and demonstrate value for money.

7 Contract Management

New Plymouth District Council takes a proactive and structured approach to contract management to ensure that all procurement outcomes align with strategic priorities, deliver community value, maintain high standards of performance, compliance, and continuous improvement.

When developing contracts for the transportation team, consideration is given to Waka Kotahi NZTA's One Network Framework (ONF) and the One Network Road Classification (ONRC) performance measures and used when specifying contractual requirements and developing KPIs for contractor performance.

Core contract management practices are:

- **Proactive Contract Planning:** We will establish clear contract objectives, deliverables, and performance measures from the outset of a project to ensure alignment with Council priorities and community outcomes.
- **Risk and Compliance Oversight:** We work to identify and manage contract risks proactively, ensuring compliance with legal, regulatory, and policy requirements throughout the contract lifecycle.
- **Ongoing Performance Monitoring:** We regularly review contractor performance against agreed KPIs and service levels, using structured reporting and review meetings to address issues early and maintain accountability.
- **Relationship Management:** We strive to foster strong, collaborative relationships with contractors through open communication, mutual respect, and a shared commitment to delivering public value.
- **Integrated Framework Alignment:** Contract management is embedded within the Council's broader operational frameworks, including the Health, Safety, and

Environmental (HSE) policy, cost estimation and contingency planning framework, and the contractor performance evaluation framework. This integration ensures that expectations are consistently met, and risks are effectively mitigated.

- **Continuous Improvement:** We will capture lessons learned and feedback from contract delivery to inform future procurement and contract management practices, driving better outcomes over time.

7.1 Performance Measures

NPDC has a number of performance monitoring systems for internal performance and external reporting.

New Plymouth District Council has an agreement with NZTA which sets out maintenance guidelines including road user satisfaction measures, safety measures, and asset preservation measures. These are reported annually, and to date the condition of the district's infrastructure has been retained within the specified limits. Three-yearly NZTA procedural and technical audits are carried out where processes are monitored, and the state of the network assessed to ensure that standards are being maintained.

Appendix E of the NZTA Procurement Manual details the information that AOs are required to collect for audit purposes.

The New Plymouth District Council LTP has a range of key performance indicators that the district must achieve annually, and these are reported on in the New Plymouth District Council's annual report. For roading services procurement, New Plymouth District Council will follow NZTA Procurement manual requirements while aligning with New Plymouth District Council's Procurement Strategy and Procurement Policy.

8 Transport Procurement Strategy Implementation Plan

This procurement strategy will be owned by New Plymouth District Council's Procurement and Commercial Services team who will use this procurement strategy on an ongoing basis. This procurement strategy will be reviewed once every three years (at a minimum).

The endorsed Transport Procurement Strategy will be available on New Plymouth District Council's website alongside New Plymouth District Council's organizational-wide procurement policies. The strategy will be communicated through the following channels:

- Transportation Team - Council officers in transportation working on NZTA funded projects will be using this strategy to implement the transportation program.
- Project Management Office (PMO) - Council officers in the PMO working on NZTA funded projects will be using this strategy to implement the transportation projects.
- Procurement and Commercial Services Team - All staff in Procurement and Commercial Services will be using this strategy to implement the transportation projects and programme.
- Internal stakeholders – NPDC’s intranet, Senior Leadership communications to staff
- Elected Representatives – NPDC will adopt the Transport Procurement Strategy as a formal New Plymouth District Council procedure.
- New Zealand Transport Agency - This strategy is required to be endorsed by NZTA and failure to obtain this endorsement may put at risk the ability of New Plymouth District Council to receive NZTA subsidy funding.
- Public/external stakeholders - This strategy will be available to the general public and all local road users via the New Plymouth District website, or at New Plymouth District Council offices.