



Ruapehu District Council  
Procurement Strategy  
2023 - 2026

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Making the most of what we have

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## Procurement Strategy 2023 - 2026

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## Procurement Strategy 2023 - 2026

### Introduction and Guide to this Strategy

#### Introduction

This strategy continues the theme of the last strategy (2020-2023) of 'Making the most of what we have'. This revised strategy has been prompted by Waka Kotahi's requirement to update the procurement strategy every three years. It also addresses recommendation 9 from the 2021 Land Transport Section 17a review which states:

*RDC undertake a procurement planning process for a new contract for Land Transport professional services following establishment of the new physical works contracts in July 2022*

There have been significant events and procurement activity since the last edition which include:

- The impact of Covid-19 and resultant supply chain constraints which have affected most suppliers in RDC's supply chain
- Following a Section 17a review in April 2021, the procurement of a new Parks and Open Spaces maintenance contractor, Recreational Services, that mobilised in July 2022
- The procurement of new Land Transport maintenance and capital works contracts that mobilised in October 2022

#### Procurement Policy and Procurement Manual

Councils' Procurement Policy and Procurement Manual require Council to maintain a current procurement strategy for Infrastructure and Community Services, and Corporate Services where:

**Infrastructure and Community Services:** This will include all transport, waters, parks and open spaces, property and facilities and solid waste capital projects and operating and maintenance contracts. For transport, Council is required to maintain an Waka Kotahi New Zealand Transport Agency (Waka Kotahi) approved procurement strategy for services funded all, or in part, by Waka Kotahi. Many of Council's suppliers are involved with both Waka Kotahi and non-Waka Kotahi funded activity or are involved in programmes of work in a common place, such as the road corridor.

**Corporate services:** This includes office consumables, ITC, banking, insurance, electricity and gas, legal and professional (excluding engineering related), fleet and fuel, animal control, i-sites and all other expenditure. For other spend categories such as electricity, stationery and fleet, Council has access to arrangements made by central government through All of Government contracts (AOG) or through shared procurement with regional organisations such as Manawatu - Wanganui Local Authority Shared Services (MWLASS)

The strategy fits within Councils procurement framework as follows:



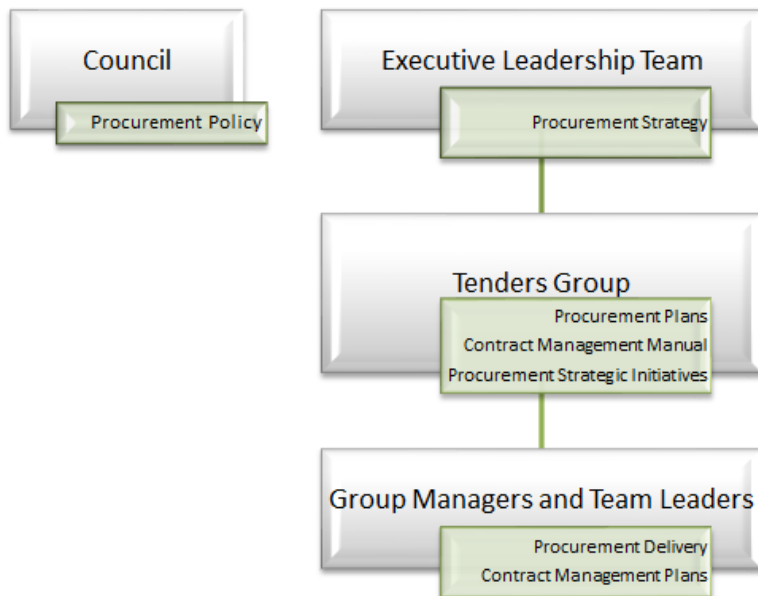
## Procurement Strategy 2023 - 2026

**Planning** – procurement strategy and procurement plans that help us be a smart client and manage risk, resources and relationships to get best value

**Sourcing** – finding the best suppliers through the right tender and evaluation processes

**Managing** – getting great value from our suppliers

These are in turn managed through the following governance structure





## Procurement Strategy 2023 - 2026

### Strategy summary – Making the most of what we have

Council last reviewed its procurement strategy in 2020. That review identified the opportunity for Council to take a more strategic approach to its procurement activity i.e., move from a contract by contract view of procurement to one where staff and suppliers were more closely aligned and responsive to the overall programme of work funded to deliver LTP outcomes. This current review has found that this opportunity still exists.

Since the 2020 review Council has undertaken significant procurements to source and establish new contracts including:

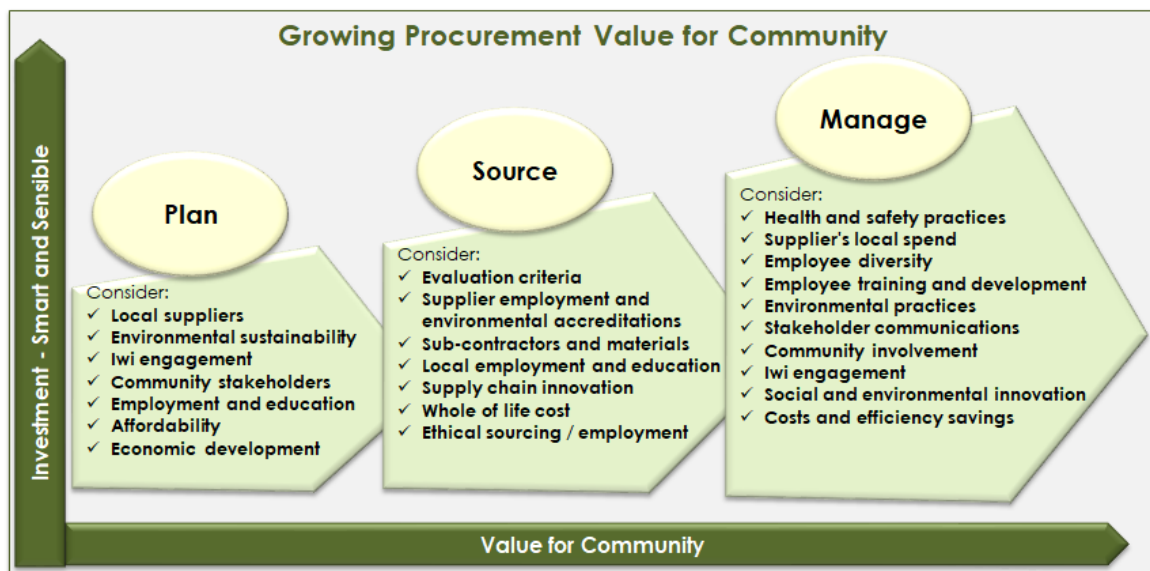
- Parks and Reserves maintenance and renewals WEF July 2022
- Land Transport Maintenance and renewals WEF October 2022 (majority)
- Ethical waste – formalising arrangement after successful trial period
- Nga Ara Tuhono Cycleway

In addition, work is currently underway to develop design for Tātai Tāngata ki Raetihi (Raetihi Community Hub).

All of these procurements have recognised the value of supporting sound contract management with a partnership approach to realising wider value for community benefit.

### Procurement Value – aligning Value for Money and Community Wellbeing

Council’s procurement policy provides clear guidance on how procurement practices can contribute to a broader ‘Value for Community’ objective as summarised in the following diagram:





## Procurement Strategy 2023 - 2026

### Procurement strategic drivers

The above has led to this review endorsing the ongoing approach that the best strategic opportunity for Council's procurement lies in getting better value from its existing contracts and relationships under the broad theme of 'Making the most of what we have' and aligning that to the Plan Source Manage framework as follows:

#### Making the most of what we have

Focus area	Strategic Driver	Activities	Benefits
Plan	1 As a relatively remote district we must sustain a robust and competitive supply chain for outsourced services	<b>Supplier Relationships</b> Work closely with our suppliers to better understand how to build long term depth in our supply chains which will include shared long term activity plans	Our economic wellbeing will improve enabling us to deliver more for our community
	2 Increased understanding of how suppliers can contribute to community wellbeing	<b>Wellbeings</b> Grow our understanding of how social procurement initiatives will help realise our well beings objectives	Suppliers make a big contribution to our community through things such as their employment and environmental policies and actions
Source	3 Improve our demand predictability and requirements and process standardisation	<b>Communications</b> Adopt current MBIE practice where Council will publish an annual procurement programme identifying key projects or contracts and the procurement options chosen of being considered	Demand predictability and requirements standardisation are proven to reduce cost and increase investment and subsequent productivity in the supply chain
Manage	4 Improved contract management	<b>Contract Management</b> Grow our contract management capability	Fulfilling our role as good custodians and helping our supply partners deliver on their promise and align more strongly to our values and objectives



## Procurement Strategy 2023 - 2026

Focus area	Strategic Driver	Activities	Benefits
	<b>5</b> Growing relationships across Council's strategic supplier family	<p><b>Collaboration</b></p> <p>Create opportunities for our strategic suppliers to engage and share how to deliver better value in places where they work beside each other</p>	When suppliers share a common understanding of our values and objectives, they can innovate new ways of working with us, and proactively develop their service offerings to deliver those needs
	<b>6</b> Cementing continuous improvement practices into our long term contracts	<p><b>Continuous Improvement</b></p> <p>Work with our strategic suppliers to develop and maintain a shared continuous improvement process</p>	Continuous improvement practices will mean that we will anticipate and respond to change and lessons learned

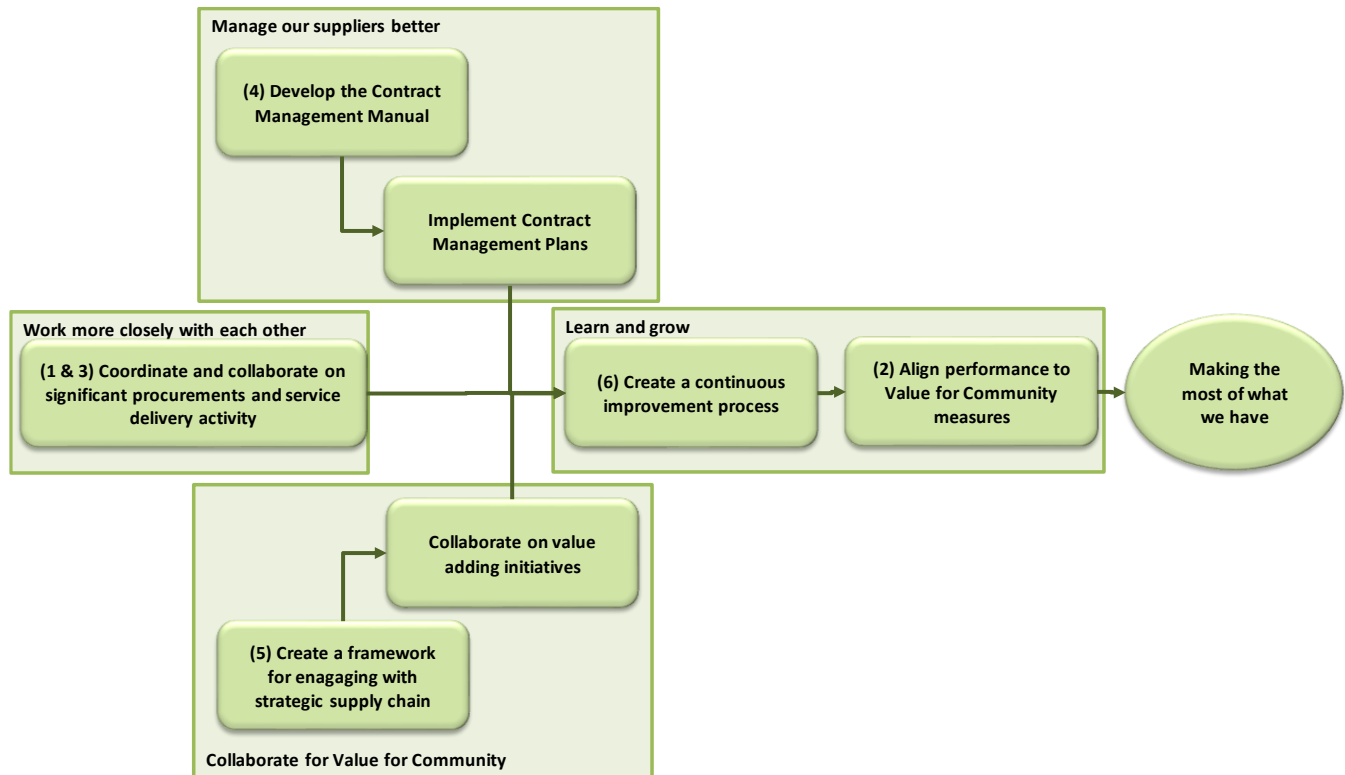
To deliver these benefits this strategy identifies four interdependent workstreams to be delivered during the 2020/2023 period. It recognises that a project based approach is more likely to gain traction than the previous category management approach as it will provide more meaningful and measurable milestones for staff and suppliers. It will be easier to create ownership and accountability for project delivery and provide the Tenders Group (as the governance group) a stronger framework for reporting ongoing improvements, and ultimately benefit for Council and its community.

The workstreams are summarised in the following diagram (note numbering aligns to strategic activities noted in table above):

### Procurement Strategic Workstreams



## Procurement Strategy 2023 - 2026



The strategy has identified key dependencies that each of the workstreams will need to consider and manage once they are established as projects by the Tenders Group:

Dependency	Relevance
<b>Strong iwi and stakeholder relationships</b>	If all of our supply chain partners, funders and customers understand what we are doing, then we will increase opportunities for better market and service delivery coordination as well as faster responses to change and opportunity
<b>Great contract, asset and financial data and analytics</b>	If we can describe our requirements, and measure and report performance more clearly, then our suppliers will better understand how their contribution is contributing to our success
<b>Buy in from people</b>	Our own staff, and the people from our suppliers who work with them, will all be able to make a better contribution if they understand what we're trying to achieve and why





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Dependency	Relevance
<b>Resource commitment</b>	To get the best from our suppliers we must make time to work with them and be prepared to invest. This requirement will form part of key team leaders and managers position descriptions and measures.

There are also opportunities identified in previous reviews, that should be considered under the umbrella of the continuous improvement workstream once that project is established. These are summarised for future reference as follows:

Opportunity	Description
<b>Performance management framework</b>	Develop common framework for all significant contracts and include in Contract Management Plans
<b>Goods and services categories</b>	Identify cross organisation spend sub-categories e.g. janitorial consumables, stationery and put them on a regular review programme which may include preferred supplier panels
<b>Community value</b>	Develop small pathfinder projects with key suppliers to gain value from a shared investment in things such as youth employment, moving to electric hand tools or community planting days
<b>Place based forward works planning</b>	Continuing to work with suppliers to coordinate activities by place
<b>Contingency and change management</b>	Building in greater responsiveness and resilience into supplier contracts to manage significant change effectively



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## **Part One – Purpose, Strategic Focus, Dependencies and Activity Profile**



## Procurement Strategy 2023 - 2026

### 1. Purpose

The purpose of this strategy is to outline how Council will approach its supply chain relationships over the next three years so that staff have clear guidance as to what activities, initiatives and priorities they should consider when procuring and managing suppliers.

This strategy is developed to meet three key governing requirements:

1. RDC Procurement Policy
2. Waka Kotahi Procurement rules <https://www.nzta.govt.nz/resources/procurement-manual/>
3. Long Term Plan (LTP)

The strategy also considers how procurement can help deliver Council's Focus, Mission and Values

#### **Council's focus is to:**

*Drive and support the development of safe, prosperous rural communities that are able to capitalise on our agriculture, business and tourism sectors while sustaining our beautiful environment.*

#### **Mission:**

*Our mission is to promote an environment which is sustainable, enhances the quality of life, and meets the needs of our present and future citizens and visitors to the Ruapehu District.*

- *Creating and retaining jobs,*
- *Growing incomes and opportunities,*
- *Increasing the ratepayer base,*
- *Providing sustainable infrastructure,*
- *Providing value for money in all we do,*
- *Ensure the people who benefit from Council spending contribute their fair share of the costs,*
- *Working with government and others to gain funding for key projects so as to reduce the financial burden on Ruapehu ratepayers.*

#### **Community outcomes:**

- *Strong leadership and advocacy*
- *Safe, healthy communities*
- *Thriving economy*
- *Vibrant and diverse living*
- *Thriving natural environment*

#### **Values:**

*Delivering Real Solutions:*



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*A commitment to approaching every customer and community with the desire to find a satisfying solution to their needs, for a win-win relationship.*

### *Integrity and Credibility:*

*This includes doing what we say we will do, when we say we will do it and in an ethical manner.*

### *High Performance:*

*The satisfaction and excitement of achieving better results and outcomes than before and stretching our capabilities.*

### *Respect for Each Other:*

*The embracing of diversity and enhancing of better outcomes and relationships through openness, sharing, trust, teamwork and involvement.*

### *The Courage to Lead Change:*

*Accepting the responsibility to deliver positive change and continuously questioning and striving for improvement in efficiency, and to delivery more for less on behalf of our communities and customers.*

## **2. Waka Kotahi Requirements**

Waka Kotahi is a key planning and funding partner for the delivery of Council's Land Transport programme. Waka Kotahi maintain a Procurement Manual which outlines the rules for Council to procure third party contracts and compliance with these rules is mandatory in order to secure funding for Land Transport service delivery.

Within the rules, Waka Kotahi require Council as and Approved Organisation (AO) to maintain a current procurement strategy. This strategy seeks to address Waka Kotahi's requirements for Land Transport as well as outlining its approach to all of Council's procurement of goods and services. This approach is particularly relevant for Council because many suppliers are common to several services across Council such as for Land Transport, Parks and Open Spaces and 3 Waters

Waka Kotahi have some detailed requirements for Land Transport that are not necessary for other services and these are covered in the last section of this strategy.



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### 3. Strategic issues and focus:

The key issues and opportunities that RDC is seeking to address in its supply chain strategy are:

#### Strategic focus

- **Supply chain isolation** – RDC is relatively isolated and therefore has to consider how best to develop sustainable and affordable supply chain capability and capacity
- **Value for Community** – an increased focus on well beings will change the way that we measure how our supply chain is performing and offers an opportunity to understand the value of an investment approach to procurement rather than a leverage approach e.g. Council partnering with suppliers to develop apprenticeship or work experience opportunities for local youth
- **Demand predictability** – developing supply chain depth and capability will require an ongoing improvement in our forward works planning and associated commitment to suppliers willing to invest in the plant, people and systems we need
- **Relationships** – Council needs to develop its contract and strategic relationship management capability to ensure it is getting best value from its contracts and collaborating with the supply chain to increase value for community
- **Continuous improvement** – Council will get better value from its supply chain activities if to grows whole of supply chain capability through continuous improvement processes that become part of how we do things around here

#### Operational impact

A staff workshop in May 2023 identified the following operational areas that will benefit from a more strategic relationship with key suppliers:

- Developing measures and activities for carbon reduction
- Optimising programme delivery by place – ‘Stop once- dig once’
- Improved budget phasing across financial reporting periods
- Standardised contract management and reporting processes

These issues and opportunities have a common theme of ‘**Making the most of what we have**’. This in turn leads to the strategic drivers for this strategy that are aligned to the Plan Source Manage framework as tabled below:



## Procurement Strategy 2023 - 2026

### Making the most of what we have

Focus area	Strategic Driver	Activities	Benefits
Plan	1 As a relatively remote district we must sustain a robust and competitive supply chain for outsourced services	<b>Supplier Relationships</b> Work closely with our suppliers to better understand how to build long term depth in our supply chains which will include shared long term activity plans	Our economic wellbeing will improve enabling us to deliver more for our community
	2 Increased understanding of how suppliers can contribute to community wellbeing	<b>Wellbeings</b> Grow our understanding of how social procurement initiatives will help realise our well beings objectives	Suppliers make a big contribution to our community through things such as working with iwi, developing opportunities for youth and their employment and environmental policies and actions including waste reduction
Source	3 Improve our demand predictability and requirements and process standardisation	<b>Communications</b> Adopt current MBIE practice where Council will publish an annual procurement programme identifying key projects or contracts and the procurement options chosen of being considered	Demand predictability and requirements standardisation are proven to reduce cost and increase investment and subsequent productivity in the supply chain
Manage	4 Improved contract management	<b>Contract Management</b> Grow our contract management capability	Fulfilling our role as good custodians and helping our supply partners deliver on their promise and align more strongly to our values and objectives



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Focus area	Strategic Driver	Activities	Benefits	
	<b>5</b>	Growing relationships across Council's strategic supplier family	<p><b>Collaboration</b></p> <p>Create opportunities for our strategic suppliers to engage and share how to deliver better value in places where they work beside each other</p>	When suppliers share a common understanding of our values and objectives, they can innovate new ways of working with us, and proactively develop their service offerings to deliver those needs
	<b>6</b>	Cementing continuous improvement practices into our long term contracts	<p><b>Continuous Improvement</b></p> <p>Work with our strategic suppliers to develop and maintain a shared continuous improvement process</p>	Continuous improvement practices will mean that we will anticipate and respond to change and lessons learned

### Dependencies:

Successful implementation of our procurement strategy will require:

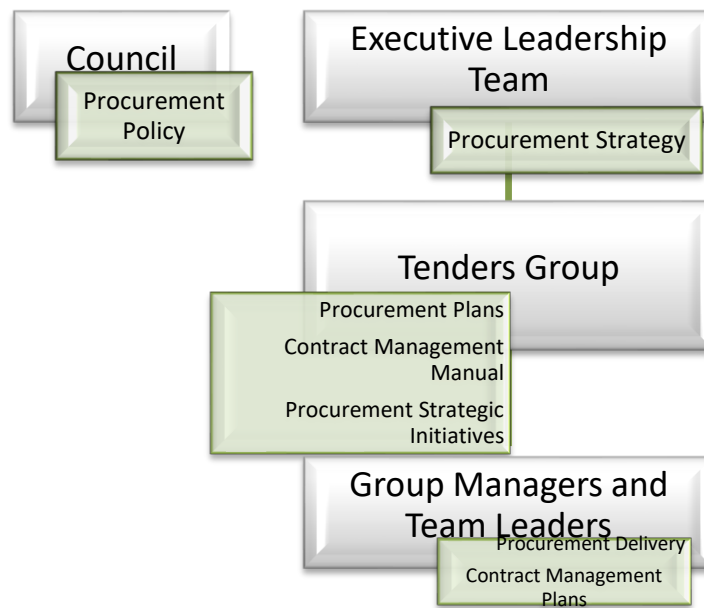
Dependency	Benefit or risk
<b>Strong iwi partner and stakeholder relationships</b>	If all of our supply chain partners, funders and customers understand what we are doing, then we will increase opportunities for better market and service delivery coordination as well responding faster to change and opportunity
<b>Great asset and financial data and analytics</b>	If we can describe our requirements, and measure and report performance more clearly, then our suppliers will better understand how their contribution is contributing to our success
<b>Buy in from people</b>	Our own staff, and the people from our suppliers who work with them, will all be able to make a better contribution if they understand what we're trying to achieve and why
<b>Resource commitment</b>	To get the best from our suppliers we must make time to work with them. This requirement will form part of key team leaders and managers position descriptions and measures.



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### 4. Procurement Governance

To support delivery of this strategy Councils governance is aligned to policy and responsibility is managed as follows with specific activity approvals (e.g. contract award) aligned to the Financial Delegations policy:



### 5. Scope and significant activity

The scope of the strategy will encompass the following:





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- All CAPEX and OPEX spend with specific mention of capital projects or programmes and OPEX funded maintenance contracts > \$100,000pa<sup>1</sup>
- Relevant Section 17a reviews
- Relevant contract's expiry and term renewals
- Supply chain capability and capacity development
- Identification and development of strategic supply partners
- Value for Community initiatives
- Programme optimisation (e.g., corridor or place-based planning)
- Regional shared opportunities and initiatives
- Relationship and contract management
- Strategic and significant supplier relationship ownership and accountability
- Procure to pay processes (managing the transaction from purchase order or claim to payment)
- Supply chain performance and lessons learned

### CAPEX Programme

Council's CAPEX programme is relatively stable, and the following summary is useful to indicate overall value plus relative values across the different activities. These will likely change following the 2024 LTP process but remain a useful guide as to the quantum of work. Further details can be found in Appendix One.

Activity	FY 2024	FY 2025	FY 2026
<b>Grand Total</b>	<b>21,890,880</b>	<b>24,852,323</b>	<b>27,064,729</b>
<b>Improvement - Additions Growth Total</b>	3,173,183	3,704,400	4,116,000
<b>Improvement - Additions LOS Total</b>	2,463,438	2,151,053	773,864

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<sup>1</sup> \$100k chosen as amount as aligns to when MBIE rules apply (Rule 6) and is the Waka Kotahi threshold for direct award (Rule 10.9)



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Activity	FY 2024	FY 2025	FY 2026
<b>Improvement - Additions Renewal Total</b>	641,067	1,024,191	647,152
<b>Land Transport - Additions Growth Total</b>	55,135	55,135	55,135
<b>Land Transport - Additions LOS Total</b>	2,964,070	1,802,548	2,276,957
<b>Land Transport - Additions Renewal Total</b>	6,830,983	7,700,738	7,733,763
<b>Sewerage - Additions Growth Total</b>	60,191	89,609	123,755
<b>Sewerage - Additions LOS Total</b>	680,211	543,465	363,110
<b>Sewerage - Additions Renewal Total</b>	1,213,045	1,717,592	1,688,860
<b>Solidwaste - Additions Growth Total</b>	5,170	-	-
<b>Solidwaste - Additions LOS Total</b>	10,340	-	3,102
<b>Stormwater - Additions Growth Total</b>	-	13,030	40,865
<b>Stormwater - Additions LOS Total</b>	-	203,602	110,129
<b>Stormwater - Additions Renewal Total</b>	146,446	146,446	146,947
<b>Water - Additions Growth Total</b>	91,911	544,626	319,013
<b>Water - Additions LOS Total</b>	953,129	2,767,685	4,667,339
<b>Water - Additions Renewal Total</b>	2,602,561	2,388,203	3,998,738

### OPEX Contracts

Council's OPEX commitments are also relatively stable with indicative annual supplier spend based on current asset and infrastructure contracts (IT and after hours call centre to be added) remaining stable. This may be revised once the 2024 LTP has been approved.



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### Section 17a Reviews

The following table summarises recent and planned s17a review activity. These are important in the context of this strategy as they usually establish core service delivery decisions such as what to insource or outsource and how i.e. from and internal department to a CCO to a mix of small or large 3<sup>rd</sup> party contracts. These then inform the detailed procurement planning process.

Service	Date last reviewed	Next scheduled review	Comment
Solid waste	2017	2025	New contracts being procured 2019
Swimming pools		2022	New contract being procured 2023
RTO/i-sites	2015	TBC	Under review
After hours phone service	2019	2025	
Land Transport	2021	2027	Supplementary for Professional Services in 2023
Parks and Reserves	2020	2026	
Cemeteries	2021	2026	
Social housing		TBA	
Community Halls		TBA	Review schedule being developed under new structure
Community Buildings		TBA	
Public Toilets		TBA	
Libraries	2022	2028	
3 Waters	2011	2026	Subject to reform
Economic Development	2018		Review schedule being developed under new structure
IT Contracts	2020	2026	



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## **Part Two – Current Supply Chain Environment**



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### 6. Current major suppliers and supply chain partners

#### External spend and supplier profile 2021/22 & 2022/23 (YTD)

Analysis	Values	Number of Suppliers	%
Total Spend (external)	\$ 101,043,535		
2022	55,892,906	972	
2023 YTD	45,150,629	823	
<b>2022</b>			
Total # Suppliers		972	
2022 90% spend	\$ 50,303,615	67	7%
2022 80% spend	\$ 44,714,325	24	2%
Number suppliers more than \$30k		112	12%
<b>2023</b>			
Total # Suppliers		823	
2023 90% spend	\$ 40,635,566	63	8%
2023 80% spend	\$ 36,120,504	25	3%
Number suppliers more than \$25k (10mths)		108	13%
<b>Combined 2022/23</b>			
Total # Suppliers		1,491	
2022/23 90% spend	\$ 90,939,182	72	5%
2022/23 80% spend	\$ 80,834,828	28	2%
Number suppliers more than \$55k (1 year/10mths)		115	8%
#Top 90% 2023 Suppliers <50% 2022 spend		22	

The key trends to note include:

- The number of active suppliers is reducing but still more than 80% are relatively small spend at less than \$30k per annum. This suggests there are further opportunities to consolidate some expenditure items
- Of the Top 90% suppliers by spend 22 (31%) have had spend reduction of 50% or more. The change in the Land Transport contracts account for some of these but most appear to be as a result of either a change in supply (energy and IT) or one-off programmes and projects being completed or winding down

Overall, RDC continues to work with many businesses continually year on year suggesting the opportunity for further efficiency gains from larger spend or high transaction count suppliers

### 7. Supply Chain Partners – Constraints and Enablers:

One of Council’s strategic initiatives is to create opportunities for our strategic suppliers to engage and share how to deliver better value in places where they work beside each other. Council will use the following framework as



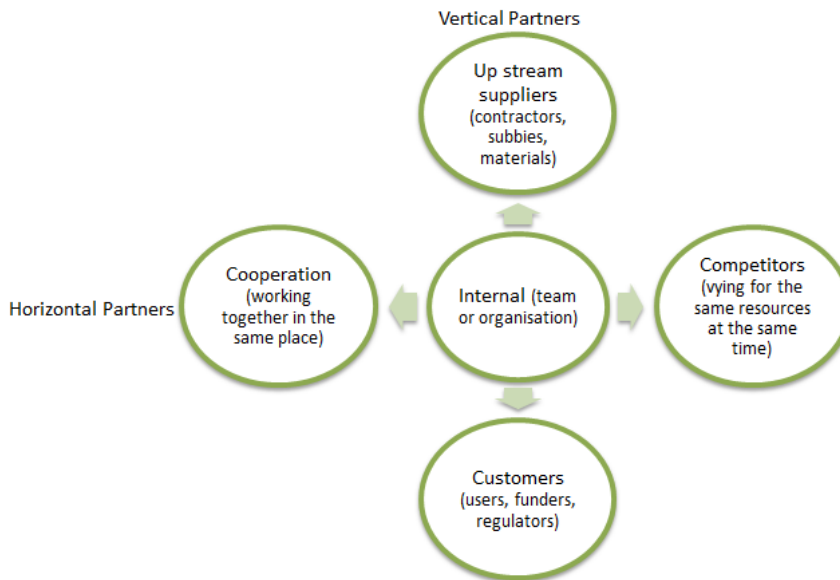
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a workshop tool for Council and strategic supplier staff to map supply chain constraints and enablers. This will then inform:

- an ongoing continuous improvement process to identify areas where improved relationships will enhance longer term efficiencies
- procurement plans for new contracts so that risks and opportunities associated with working alongside others (internally and externally) may yield a better outcome

### Supply Chain Partnering Framework

This framework recognises that Council’s supply chain is not limited to upstream suppliers and that forward works planning should consider the potential value from including other potential partners in the planning process. The framework and examples of value add are as follows:



Partner Sector	Value add examples
<b>Upstream suppliers:</b>	Subcontractors may or may not be investing in training and development – consider support for shared capability development
<b>Downstream users / customers / funders:</b>	Customers’ expectations may be exceeding affordability – consider new communications approaches involving knowledgeable individuals from suppliers



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<b>Partners to cooperate with internal and external:</b>	Developing a common understanding across Land Transport, Parks and Reserves and Community Facilities of what urban streets should look like – consider shared ‘walk arounds’ to build that understanding
<b>Potential competitors for resource capability and capacity:</b>	Forestry companies may be upgrading roads ahead of harvest and impacting our road maintenance programme – discuss with key suppliers to ensure priorities

### 8. Market SWOT and Uncertainties

#### SWOT

Staff have identified the following at a workshop in May 2023 which have been considered in developing this strategy:

<b>Strengths (Internal)</b> <ul style="list-style-type: none"> <li>Establishment of PMO capability and incorporate procurement</li> <li>Improving claims and work order processes</li> <li>Staff as part of community</li> </ul>	<b>Weaknesses (Internal)</b> <ul style="list-style-type: none"> <li>Supplier management – need capability building</li> <li>Contract management – including compliance issues</li> <li>Contract / key roles change management</li> <li>Lack of visibility of preferred suppliers</li> </ul>
<b>Opportunities (External)</b> <ul style="list-style-type: none"> <li>Anecdotal evidence increased supplier interest in RDC contracts</li> <li>Programme and corridor management</li> <li>Long term supplier relationships</li> <li>Capturing local spend – economic development</li> </ul>	<b>Threats (External)</b> <ul style="list-style-type: none"> <li>Regulatory changes (e.g. 3 waters and local government reform)</li> <li>Labour market</li> <li>Changes in demand – customer and political</li> </ul>

#### Uncertainties

Uncertainties that may affect Council’s serviced delivery through its supply chain partners include:

Uncertainty	Impact
3 Waters regulatory outcomes and its impact on Councils programmes and budgets	Ongoing delays to implementation together with uncertainty as to whether it proceeds



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Uncertainty	Impact
Funding for new assets through developers and other 3 <sup>rd</sup> parties	The consequential OPEX cost of managing new assets and impacts on maintenance contracts and budgets
Iwi settlements and any attendant co-governance outcomes	Asset ownership and levels of services may impact contracts
Localism, social procurement and links to well beings	How will Council assess the real value of wellbeing initiatives e.g. cost of apprenticeships or specifying local subbies which may result in contract price increases. Considering the investment vs simple leverage supply procurement and management
Civil emergencies	Impact and recovery (community, infrastructure and budget)

These uncertainties emphasise the potential for change in long term supplier relationships and contracts and Council should consider how to develop these to be more responsive and not an obstacle.





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## **Part Three - Procurement Strategic Initiatives and Significant Procurements**



## Procurement Strategy 2023 - 2026

### 9. Strategic Initiatives

This section summarises the key strategic initiatives that Council will undertake. These are aligned to the strategic drivers above and are also grouped against Councils Pillars of Work (People, Teamwork and Continuous Improvement) as follows:

	Activities	Strategic initiative	Pillar alignment
1	<p><b>Supplier relationships</b></p> <p>Work closely with our suppliers to better understand how to build long term depth in our supply chains</p>	Initiate regular capability building workshops with strategic suppliers	People, Teamwork, Continuous Improvement
2	<p><b>Wellbeings</b></p> <p>Grow our understanding of how social procurement initiatives will help realise our well beings objectives</p>	Include strategic suppliers as a stakeholder consultation group as Council develops its well beings objectives	Continuous Improvement
3	<p><b>Communications</b></p> <p>Adopt current MBIE practice where Council will publish an annual procurement programme identifying key projects or contracts and the procurement options chosen of being considered</p>	Develop regular engagement with upstream suppliers and consider longer term preferred supplier agreements for at risk suppliers (subcontractors, trades and materials providers)	People, Teamwork Continuous Improvement
4	<p><b>Contract Management</b></p> <p>Grow our contract management capability</p>	Develop and implement contract management manual together with detailed contract management plans for strategic suppliers or supplier groups	People, Teamwork, Continuous Improvement
5	<p><b>Collaboration</b></p> <p>Create opportunities for our strategic suppliers to engage and share how to deliver better value in places where they work beside each other</p>	Implement regular opportunities for strategic suppliers to meet and discuss forward works programmes	People, Teamwork, Continuous Improvement
6	<p><b>Continuous Improvement</b></p>	Develop a continuous improvement programme across all strategic suppliers including 'lessons learned'	People, Teamwork, Continuous Improvement



## Procurement Strategy 2023 - 2026

Work with our strategic suppliers to develop and maintain a shared continuous improvement process

captured in contract management practices

### 10. Social procurement

In 2019 Council staff identified the following to consider in the context of social procurement and all remain relevant. Council notes that there is also work being undertaken by SOLGM and MBIE with regard to 'Broader Outcomes' measures and that it is a rapidly evolving discipline that will be considered in future annual procurement programmes (see significant procurement below).

- Carbon footprint
- Made in NZ – buy local
- Food miles
- Premium for local products (aggregate / chlorine)
- Local training and development
- Sustainability
- Living wage
- Waste reduction - recycle, reuse, reduce, refuse
- Housing for labour
- Ethical sourcing – upstream suppliers
- Organics/ fair trade

### 11. Significant procurements

#### CAPEX and OPEX Procurement Programme

Council's annual planning process will confirm CAPEX projects that are likely to be procured in the planning period. To enable both integrated planning and communicating likely requirements to the supply chain, the Tenders Group will oversee the development of an annual procurement programme that will consider:

- Outcomes of relevant s17a reviews
- Funding or LOS changes from the current LTP or Annual Plan or post Covid-19 economic initiatives



## Procurement Strategy 2023 - 2026

- Opportunities for local suppliers across all contracts – particularly common trades based activities
- Opportunities to incorporate CAPEX works into scope of existing contracts
- Supply market conditions expected for the upcoming period
- Social procurement opportunities – addressing Value for Community

The programme is to be completed by 1 June each year and published on Council's website as appropriate.

Responsible council managers will meet six-monthly to discuss progress on these procurements and seek opportunities for project packaging, bundling, sequencing. The six monthly review will also consider supply chain changes or activity that may present additional risk or opportunities for Council.

### 12. Strategy Measures

RDC procurement policy describes procurement objectives as follows:

- improved value for money;
- more efficient procurement procedures;
- continued and improved relationships with suppliers;
- robust and sustainable supply chains
- effective collaboration to be developed with other client organisations;
- better risk management;
- better project planning;
- stronger integration with the Council's overall aims and priorities; and
- our work programmes delivered to time, cost and quality expectations.

The Tenders Group will deliver an annual report on or about July 31 each year reporting progress against each of the above objectives.

### 13. Strategic Roadmap

Council will implement this strategy under the guidance of the Tenders Group who will manage resourcing and accountability for key initiatives under each of the main workstreams.

The following gives a brief outline of work to be done to initiate the workstream projects:

#### **Workstream 1 – Work more closely with each other**

- Appoint a project team made up of senior owners of the significant procurements and contracts



## Procurement Strategy 2023 - 2026

- Undertake initial planning workshop
  - Framework for annual procurement programme
  - Timing for new contracts
  - Timing of S17a reviews
  - Resources for procurements
  - Opportunities to leverage place based activity which may commence with trial shared walk arounds a town or centre
- Report activity plan to Tenders Group with six monthly reviews

### **Workstream 2 – Manage our suppliers better**

- Appoint a project team made up of senior owners of the significant procurements and contracts (maybe the same as for work stream 1)
- Complete the draft Contract Management Manual
- Agree timetable for contract management plans
- Execute and report to tenders group

### **Workstream 3 – Collaborate for Value for Community**

- Appoint a steering team
- Develop project plans for:
  - Capability assessment
  - Partner identification and invitation to participate – vertical and horizontal supply chain partners
  - Shared forward works planning
  - Agree trial initiatives with supply partners – implement and monitor
  - Include social procurement / well beings as an initiative
  - If successful, develop ongoing management model and reporting

### **Workstream 4– Learn and grow**

- This is dependent on successful implementation of workstreams 1, 2 and 3
- Capture lessons learned
- From lessons learned agree how best to capture and prioritise any subsequent improvement initiatives



## Procurement Strategy 2023 - 2026

- Agree an ongoing framework which continues to capture lessons and opportunities identified elsewhere
- Agree how to govern and resource continuous improvement management



## Procurement Strategy 2023 - 2026

### 14. Land Transport – Waka Kotahi specific requirements

#### Current state:

Council currently delivers its Land Transport maintenance and capital renewals programme through a family of term service based contracts. These contracts have all been established in the last 12 months and will be in place until at least 2027 as approved by Waka Kotahi on 1 March 2022:

Ref #	CONTRACT NAME	Term	Contract Commencement	Contract Completion Current Minimum	Contract Completion Maximum	Rights of Renewals
1901	Road Network Maintenance & Renewals (Inframax)	8 years	1 Oct 2022	30 Jun 2030	30 Jun 2030	NA
1903	Road Network Vegetation Control (Combined Road and Traffic Services)	5 + 3 years	1 Oct 2022	30 Jun 2027	30 Jun 2030	Engineer discretion
1906	Roadside Spraying & Pest Plant Control (Agspec)	5 + 3 years	1 Oct 2022	30 Jun 2027	30 Jun 2030	Engineer discretion
1912	Road Network Marking (Road Marking Services)	5 + 2 + 1 years	1 Oct 2022	30 Jun 2027	30 Jun 2030	Engineer discretion
1900	Streetlight Services (Horizon Networks)	5 + 2 + 1 years	1 Oct 2022	30 Jun 2027	30 Jun 2030	Engineer discretion
1880	Ohakune Mountain Road Traffic Management	5+1+1+1 (in Yr 4)	1 July 2019	30 June 2024	30 June 2027	Performance Management. Principals' discretion.
1902	Sealed Pavement Rehabilitation (Downer)	2 to 5 years	1 Oct 2022	30 Jun 2024	30 June 2027	Engineer and Principals' discretion
1905	Structural Maintenance and Renewals (Emmetts)	5+2 years	1 July 2023	30 Jun 2028	30 Jun 2030	Engineer discretion and Waka Kotahi NZTA approval
1916	Aggregate Supply (Jilesen Group)	Annual	1-July-2022	30 Jun 2030	30 Jun 2030	Annual price negotiation
1917	Aggregate Supply (Byfords)	Annual	1-July-2022	30 Jun 2030	30 Jun 2030	Annual price negotiation
1918	Aggregate Supply (Inframax)	Annual	1-July-2022	30 Jun 2030	30 Jun 2030	Annual price negotiation
1919	Aggregate Supply (Frasers)	Annual	1 Sep 2022	30 Jun 2030	30 Jun 2030	Annual price negotiation
1730	Professional Services for Land Transport (GHD)	4 +1 +1+1+1	1-July 2015	30 Jun 2024	30 Jun 2024	Contract Performance and Principals' discretion



## Procurement Strategy 2023 - 2026

If there is a case to extend Structures and Aggregate supply RDC will submit an application to Waka Kotahi to extend prior to the end of year four of the initial five year term.

### **Capital Works Programme 2023-2026**

Councils Capital Works Programme is detailed in Appendix One (Land Transport highlighted in green). The programme will be delivered by the contractors tabled above under the terms of their current contracts.

### **Professional Services and a supplementary s17a update**

There are several activities that affected the planned procurement of a new professional services contract for July 2023:

- The 2022 procurements have resulted in new physical works suppliers for almost all Land Transport contracts commencing in October 2022 with the last contract (Structures) commencing in July 2023
- The establishment of a new Infrastructure Group within Council with responsibilities for delivering all infrastructure services and capital projects
- Councils' internal infrastructure team has undergone significant personnel changes during the period
- Council is also commencing its 2024 – 34 LTP planning processes in 2023
- The potential timing and impact of 3 waters reform and local government reform are still uncertain

For these reasons Council has sought agreement from Waka Kotahi to postpone procurement of a new professional services contract by one year with a new contract commencing on or about 1 July 2024.

Council undertook a Land Transport section 17a review in June 2021 and that review recommended:

*Overall, this review recommends:*

- *establishing new contracts with incumbent physical works suppliers*
- *deferring a decision on professional services until new physical works contracts are in place, and the new Infrastructure Group is established and understands its requirements for multi-service technical functions.*

Given the above Council is currently undertaking a focused supplementary s17a review for professional services that is examining whether the current professional services delivery model is likely to be fit for purpose for the next five years and if not, then what delivery model will best serve Council's requirements. This is expected to be completed and approved by 31 August 2023. Council will then prepare a procurement plan for new contract(s) to take effect on or about 1 July 2024 which will be endorsed by Waka Kotahi.

### **Professional Services Procurement Plan**





## Procurement Strategy 2023 - 2026

If the s17a supplementary review recommends new professional services contract(s) the Council will develop a detailed procurement plan based on a two stage procurement where:

Stage 1 – open market Expression of Interest (EOI) to establish a shortlist of suitably qualified suppliers

Stage 2 – limited invitation Request for Proposal (RFP) to shortlisted suppliers to secure a suitably qualified supplier or suppliers

### **Supplier market and other regional clients**

The Ruapehu District continues to remain constrained in terms of the number of capable and competitive suppliers. For infrastructure, the range of physical works suppliers is constrained by distance from depots for suppliers who do not have contracts in the district that are large enough to support a full service depot. There is a natural North/South market divide where some suppliers based in Waikato could support the north and Whanganui regional contractors the south.

This strategy has kept initiative (#5 - Collaboration) which could help establish pragmatic ways that Council, Waka Kotahi and the supply chain can increase predictability and certainty to encourage investment in capability – people and plant.

### **Health and Safety**

Waka Kotahi has increased its focus on health and safety in the workplace. This aligns well with Council's current practice and planned improvements:

- All current contracts require suppliers to document and review H&S requirements in their Quality Plans
- All current procurements require contractors to submit their H&S plans and management practices (including alignment to Site Safe). This is a 'pass/fail' compliance attribute for evaluation
- Under strategic initiatives '1 – Supplier Relationships' and '6 – Continuous Improvement' Council will seek increased alignment of practices by place i.e. where more than one contractor operates in the road corridor including 3 waters and parks and reserves contractors and staff

### **Broader Outcomes Framework**

Waka Kotahi is aligned to Government's procurement broader outcomes framework as capture under Rule 16: Broader Outcomes of the Government's procurement guidelines. The framework seeks to provide opportunities for improved outcomes in terms of:

- Increased access for local business
- Increased skills based training
- Improving conditions for workers



## Procurement Strategy 2023 - 2026

- Reducing waste and emissions
- Capturing and reporting gains made

All of these things are reflected in Council's own Value for Community framework (see page 4 above) and have played a key role in current Land Transport sourcing and contract management activity including targeted tender response questions and evaluation for the recent procurements.

The strategic initiatives outlined under section three above address initiatives to be implemented once new contracts are fully mobilised.

### **Procurement programme 2023 – 26**

Aside from Professional Services mentioned above, there are no significant Land Transport sourcing activities required in the 2023-26 period as all work is currently contracted into the new suite of term contracts.

Council's procurement programme will be focused on getting more value from existing contracts.

### **Strategy implementation:**

Implement this strategy across all of council including the development and implementation of contract management plans and closer working and planning with the contractor family



## Procurement Strategy 2023 - 2026

### VERSION CONTROL

THIS DOCUMENT IS UNCONTROLLED IN HARD COPY FORMAT			
Document Name	Ruapehu District Council Procurement Strategy		Version 1
Document Owner	Vini Dutra	Last Approved By	Council
Endorsed by	Council	Date:	30/06/2023
	Waka Kotahi	Date:	30/06/2023
Issue Date	June 2023	Next Review Date	June 2026



Procurement Strategy 2023 - 2026

# Appendices

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## Procurement Strategy 2023 - 2026

### Appendix One – Capital Programme Budgets

#### Projects over \$100k

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Grand Total		45,305,494	21,890,880	24,852,323	27,064,729
Improvement - Additions Growth Total		2,407,554	3,173,183	3,704,400	4,116,000
Improvement - Additions Growth	TR*010 Town Revitalisation Raeithi service hub	154,350	257,250	2,675,400	
Improvement - Additions Growth	Ohakune Revit Outcomes Revitalisation	-	-	-	2,058,000
Improvement - Additions Growth	Demolition of earthquake prone buildings if bought or given to Council	-	-	-	2,058,000
Improvement - Additions Growth	Raetihi CBD development	-	-	1,029,000	-
Improvement - Additions Growth	CWIP*102 Taumarunui Admin Extension Construction	10,290	308,700	-	-
Improvement - Additions Growth	CWIP*102 Taumarunui Admin Extension Construction		- 308,700		
Improvement - Additions Growth	SW*087 Waimarino site development extension shop	3,890			
Improvement - Additions Growth	CIPHOU*004 11-13 Moore Street, Ohakune	468,524	-	-	-
Improvement - Additions Growth	TRAILS*001 Te Ara Mangawhero & missing links trails project	3,150,000	1,465,933		
Improvement - Additions Growth	TRAILS*001 Te Ara Mangawhero & missing links trails project	- 1,450,000	1,450,000		



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Improvement - Additions Growth	TRAILS*003 Bennet Road Project	70,500			
Improvement - Additions LOS Total		2,601,518	2,463,438	2,151,053	773,864
Improvement - Additions LOS	TR*009 Taumarunui Hakiha St verandas	159,495	95,697	-	-
Improvement - Additions LOS	TR*009 Taumarunui Hakiha St verandas	89,769			
Improvement - Additions LOS	RECCOM*074 Taumarunui -250m Walkway per annum	51,400	51,400	51,400	51,400
Improvement - Additions LOS	RECCOM*074 Taumarunui -250m Walkway per annum	48,100			
Improvement - Additions LOS	RECCOM*075 Ohakune _250m walkway per annum	51,400	51,400	51,400	51,400
Improvement - Additions LOS	RECCOM*075 Ohakune _250m walkway per annum	22,650			
Improvement - Additions LOS	Taumarunui Grandstand Stage 2 upgrade	-	51,400	-	-
Improvement - Additions LOS	Taumarunui Main Street Stage 3	-	-	514,500	-
Improvement - Additions LOS	Taumarunui Railway Station Museum/ Isite	-	-	514,500	-
Improvement - Additions LOS	Taumarunui Memorial Hall Earthquake Upgrade / New Hub. Community Facility Conversation	-	-	-	-
Improvement - Additions LOS	CWIP*087 Earthquake Prone Remediations	20,580	20,580	20,580	20,580
Improvement - Additions LOS	CWIP*087 Earthquake Prone Remediations	20,000			
Improvement - Additions LOS	RECCOM*114 Ohakune Drinking Fountains	10,280	-	-	-



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Improvement - Additions LOS	RECCOM*114 Ohakune Drinking Fountains	1,250			
Improvement - Additions LOS	RECCOM*114 Ohakune Drinking Fountains	- 6,500			
Improvement - Additions LOS	Tangiwai Reserve Development	-	102,800	-	-
Improvement - Additions LOS	CPHOU*039 District Wide Social Housing Healthy Home Upgrades	156,700			
Improvement - Additions LOS	RECCOM*129 Waiouru Playground	123,950			
Improvement - Additions LOS	RECCOM*133 Ex-TMN Fire Station Disabled Facilities	40,000			
Improvement - Additions LOS	RECCOM*122 Raetihi Cemetery Land Purchase	178,500			
Improvement - Additions LOS	RECCOM*125 Memorial Walls TMN, OHK, RAE	15,420	15,420	-	-
Improvement - Additions LOS	RECCOM*125 Memorial Walls TMN, OHK, RAE	14,700			
Improvement - Additions LOS	RECCOM*126 Ohakune Junction Removable Bollards	40,000			
Improvement - Additions LOS	CWIP*103 Ohakune - refurbishment of Main St chains	20,560	-	-	-
Improvement - Additions LOS	REG*023 Radio Network	15,435	-	-	-
Improvement - Additions LOS	Other SW Related Projects	-	53,508	-	-
Improvement - Additions LOS	CWIP*079 Security Cameras - Taumarunui Security systems consolidation for office access. Stuart IT	30,870	30,870	30,870	30,870
Improvement - Additions LOS	CWIP*105 ERP - Datascape - implementation	250,000	275,819	-	-



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Improvement - Additions LOS	CWIP*105 Backscanning of Files	205,800	205,800	205,800	205,800
Improvement - Additions LOS	CWIP*093 Digital Workspace Phase 3	123,480	123,480	123,480	123,480
Improvement - Additions LOS	REG*030 CD Base	10,290	-	10,290	-
Improvement - Additions LOS	CWIP*096 CRM system for Isites	4,000			
Improvement - Additions LOS	CWIP*096 CRM system for Isites	- 4,000	4,000		
Improvement - Additions LOS	CWIP*091 Phone System	25,725	-	-	-
Improvement - Additions LOS	SW*084 Roof over sorting facility Taumarunui	70,000			
Improvement - Additions LOS	CWIP*099 New digital kiosk for Waiouru	-	-	20,580	-
Improvement - Additions LOS	CWIP*099 New digital kiosk for Waiouru	18,000			
Improvement - Additions LOS	CWIP*099 New digital kiosk for Waiouru	- 18,000	18,000		
Improvement - Additions LOS	CWIP*098 Digital marketing display	-	-	69,458	-
Improvement - Additions LOS	CWIP*098 Digital marketing display	8,000			
Improvement - Additions LOS	CWIP*098 Digital marketing display	- 8,000	8,000		
Improvement - Additions LOS	CWIP*098 Digital marketing display		49,920	- 49,920	
Improvement - Additions LOS	CWIP*086 Internal Refit of Ohakune Isite	-	-	43,737	-





## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Improvement - Additions LOS	CWIP*086 Internal Refit of Ohakune I site	12,500			
Improvement - Additions LOS	CWIP*086 Internal Refit of Ohakune I site	- 12,500	12,500		
Improvement - Additions LOS	CWIP*086 Internal Refit of Ohakune I site		43,737	- 43,737	
Improvement - Additions LOS	CWIP*095 Internal Refit of Taumarunui I site	-	-	43,737	-
Improvement - Additions LOS	CWIP*095 Internal Refit of Taumarunui I site	1,424			
Improvement - Additions LOS	CWIP*095 Internal Refit of Taumarunui I site	- 1,424	1,424		
Improvement - Additions LOS	CWIP*095 Internal Refit of Taumarunui I site		43,737	- 43,737	
Improvement - Additions LOS	CWIP*097 Whakapapa/ National Park Solution	-	-	19,951	-
Improvement - Additions LOS	CWIP*097 Whakapapa/ National Park Solution	10,000			
Improvement - Additions LOS	CWIP*097 Whakapapa/ National Park Solution	- 10,000	10,000		
Improvement - Additions LOS	REG*027 Bin truck refit	15,000			
Improvement - Additions LOS	REG*027 Bin truck refit	- 15,000			
Improvement - Additions LOS	REG*028 EOC Laptops	17,900			
Improvement - Additions LOS	REG*028 EOC Laptops	- 3,000			
Improvement - Additions LOS	REG*029 Volunteer Tablets	3,500			



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Improvement - Additions LOS	TR*011 National Park Revitalization plan	102,900	102,900	514,500	205,800
Improvement - Additions LOS	Ohakune Service Centre Expansion	-	-	-	30,870
Improvement - Additions LOS	RECCOM*127 Outdoor shelter rear of Animal Shelter	14,000			
Improvement - Additions LOS	TR*012 Ohakune Town Revitalization - planning	102,900	308,700	-	-
Improvement - Additions LOS	TR*012 Ohakune Town Revitalization - planning	- 40,000			
Improvement - Additions LOS	CIPHOU*003 Taumarunui Planning & Design for housing outcomes (Operational, Debt funded)	205,600	-	-	-
Improvement - Additions LOS	TRAILS*002 Ohakune to Raetihi cycle trail	53,664	53,664	53,664	53,664
Improvement - Additions LOS	TRAILS*002 Ohakune to Raetihi cycle trail	47,800			
Improvement - Additions LOS	CWIP*085 iSite Mobile Trailer Fit-out	8,682			
Improvement - Additions LOS	CWIP*085 iSite Mobile Trailer Fit-out	- 8,682	8,682		
Improvement - Additions LOS	RECCOM*060 Taumarunui Domain Facilities Upgrade	15,000			
Improvement - Additions LOS	RECCOM*102 Tangiwai Reserve Development	15,000			
Improvement - Additions LOS	RECCOM*103 Parapara Road Development	9,500			
Improvement - Additions LOS	CPHOU*040 Social Housing, Seddon St Raetihi	191,000			
Improvement - Additions LOS	RECCOM*123 Manunui Hall Heat Pumps	11,400			



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Improvement - Additions LOS	REG*031 Mobile Shower Unit	15,000	-		
Improvement - Additions LOS	REG*031 Mobile Shower Unit	3,000	-		
Improvement - Additions LOS	TR*013 Ohakune Town Revitalization - infrastructure	40,000			
Improvement - Additions LOS	RECCOM*139 Pool Vaccum	6,500			
Improvement - Additions LOS	TR*012 Ohakune Town Revitalisation - Christie Park Build	-	200,000		
Improvement - Additions LOS	TR*012 Ohakune Town Revitalization - Ohakune Swimming Pool - upgrade the ablution block	-	200,000		
Improvement - Additions LOS	Raetihi Town Revitlisation Planning	-	50,000		
Improvement - Additions LOS	TR*009 Taumarunui Town Revitlisation finishing touches (pool and wall planting)	-	20,000		
Improvement - Additions LOS	TR*009 Taumarunui Town Revitlisation Morero Domain Business case	-	50,000		
Improvement - Additions LOS	TR*009 Taumarunui Town Revitlisation Wayfinder	-	200,000		
Improvement - Additions Renewal Total		977,090	641,067	1,024,191	647,152
Improvement - Additions Renewal	CWIP*022 Administration Furniture and Fittings	41,160	41,160	41,160	41,160
Improvement - Additions Renewal	Ohakune i-SITE shade cloth renewal	-	-	5,145	-
Improvement - Additions Renewal	REG*026 Huia Street Animal Shelter floor renewal	7,000			
Improvement - Additions Renewal	CPHOU*031 Social Housing Minor Maintenance	25,700	25,700	25,700	25,700



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Improvement - Additions Renewal	RECCOM*063 Fencing Problem Reserves North	12,336	12,336	12,336	12,336
Improvement - Additions Renewal	RECCOM*064 Fencing Problem Reserves south	12,336	12,336	12,336	12,336
Improvement - Additions Renewal	Rubberfall Areas Renewal	-	-	20,560	-
Improvement - Additions Renewal	Taumarunui Pool and Plant Renewal	-	-	411,200	-
Improvement - Additions Renewal	RECCOM*136 Taumarunui Pool - Office Block Roof	51,400	-	-	-
Improvement - Additions Renewal	Seddon Street Toilets Mens Upgrade	-	15,420	-	-
Improvement - Additions Renewal	LIB*007 Library - Taumarunui	36,345	36,345	36,345	36,345
Improvement - Additions Renewal	LIB*008 Library - Ohakune	17,419	17,419	17,419	17,419
Improvement - Additions Renewal	LIB*009 Library - Raetihi	7,839	7,839	7,839	7,839
Improvement - Additions Renewal	LIB*011 E Books	5,453	5,453	5,453	5,453
Improvement - Additions Renewal	Generator	-	10,290	-	10,290
Improvement - Additions Renewal	RECCOM*134 Raetihi Rest Home Deferred Renewals	47,340			
Improvement - Additions Renewal	RECCOM*120 District Wide Cemetery Furniture	5,140	5,140	5,140	5,140
Improvement - Additions Renewal	RECCOM*121 Raetihi Cemetery Fence Front (last section)	14,800			
Improvement - Additions Renewal	CWIP*044 Aerial Imagery	-	-	-	30,870



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Improvement - Additions Renewal	ASSET*005 Replacement Vehicles (inc. EV Transition)	216,090	216,090	216,090	216,090
Improvement - Additions Renewal	ASSET*005 Replacement Vehicles (inc. EV Transition)	33,182			
Improvement - Additions Renewal	RECCOM*124 District Wide playground Equipment	39,500			
Improvement - Additions Renewal	CWIP*024 IT Software	146,530	170,300	89,009	155,585
Improvement - Additions Renewal	CWIP*025 IT Hardware	118,489	65,239	87,619	70,589
Improvement - Additions Renewal	CWIP*025 IT Hardware	75,000			
Improvement - Additions Renewal	CWIP*104 Manunui Hall	2,056			
Improvement - Additions Renewal	CWIP*104 Manunui Hall			30,840	
Improvement - Additions Renewal	RECCOM*135 Taumarunui Turf Upgrades	12,975			
Improvement - Additions Renewal	RECCOM*095 Taumarunui Domain drain realignment/boardwalk	20,000			
Improvement - Additions Renewal	RECCOM*099 Ohakune Swimming Pool Ablutions Block	29,000			
Land Transport - Additions Growth Total		95,950	55,135	55,135	55,135
Land Transport - Additions Growth	NLTMIS*022 Seal Extensions	55,135	55,135	55,135	55,135
Land Transport - Additions Growth	NLTMIS*022 Seal Extensions	40,815			
Land Transport - Additions Growth	Old Station Road Bridge 317 safety improvements	-	-	-	-



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Land Transport - Additions LOS Total		6,475,932	2,964,070	1,802,548	2,276,957
Land Transport - Additions LOS	NLTMIS*025 Miscellaneous Minor Capital Projects	75,181	-	-	-
Land Transport - Additions LOS	Old Station Road Bridge 317 safety improvements	-	-	-	-
Land Transport - Additions LOS	SLTSTR*035 Low Cost Low Risk - Taupo Rd Streetlight Upgrade	66,292	-	-	-
Land Transport - Additions LOS	SLTSPR*016 Drainage Renewals SPR	4,530	4,530	4,530	4,530
Land Transport - Additions LOS	NLTMIS*020 Facility Road & Car Park Renewals	3,513	3,513	3,513	3,513
Land Transport - Additions LOS	Truck Park Waiouru	-	-	-	516,000
Land Transport - Additions LOS	NLTMIS*027 B297 Matahiwi Track Suspension bridge upgrade	3,128,864	-	-	-
Land Transport - Additions LOS	SLTSTR*033 Bridge Renewals	523,484	73,770	69,660	70,836
Land Transport - Additions LOS	SLTSTR*033 Bridge Renewals	- 436,958	- 73,769		
Land Transport - Additions LOS	SLTSTR*033 Bridge Renewals	166,818			
Land Transport - Additions LOS	Ohakune Park and Ride Extension - Investigation & Design	-	-	-	55,243
Land Transport - Additions LOS	NLTMIS*026 Waiouru Truck Park - Investigation and Design	33,146	-	-	-
Land Transport - Additions LOS	NLTKC*004 Kerb and Channel Development	49,834	49,834	49,834	49,834
Land Transport - Additions LOS	NLTKC*004 Kerb and Channel Development	26,797			



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Land Transport - Additions LOS	NLTP*021 Pedestrian Safety Improvements - District wide	51,600	51,600	51,600	51,600
Land Transport - Additions LOS	SLTCON*024 Minor & Associated Improvements	866,879	685,730	866,879	866,879
Land Transport - Additions LOS	SLTSTR*029 Pavement Rehabilitation	429,334	429,334	429,334	429,334
Land Transport - Additions LOS	SLTSTR*029 Pavement Rehabilitation	- 7,740	- 7,740		
Land Transport - Additions LOS	SLTCON*025 Minor & Assoc Improvements SPR	1,292,064	1,580,000	61,920	61,920
Land Transport - Additions LOS	SLTCON*025 Minor & Assoc Improvements SPR	16,695			
Land Transport - Additions LOS	SLTSTR*030 Structures Components Replacements	82,864	79,855	79,855	79,855
Land Transport - Additions LOS	SLTSTR*028 Drainage Renewals	68,939	70,593	70,593	70,593
Land Transport - Additions LOS	Level Crossing Devices Upgrades	-	-	98,010	-
Land Transport - Additions LOS	NLTMIS*018 Motorist Service & Information Signs	16,820	16,820	16,820	16,820
Land Transport - Additions LOS	NLTMIS*018 Motorist Service & Information Signs	16,976			
Land Transport - Additions Renewal Total		12,610,603	6,830,983	7,700,738	7,733,763
Land Transport - Additions Renewal	NLTMIS*015 Bus Shelter Renewals	-	43,654	-	43,654
Land Transport - Additions Renewal	NLTMIS*015 Bus Shelter Renewals	42,300			
Land Transport - Additions Renewal	Miscellaneous Minor Capital Projects	50,121	-	-	-



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Land Transport - Additions Renewal	Level Crossing Devices Upgrades	-	-	17,296	-
Land Transport - Additions Renewal	NLTMIS*017 Under Verandah Lighting Renewals	4,984	4,984	4,984	4,984
Land Transport - Additions Renewal	NLTMIS*027 B297 Matahiwi Track Suspension bridge upgrade	347,652	-	-	-
Land Transport - Additions Renewal	SLTSTR*033 Bridge Renewals	2,966,404	418,027	394,740	401,407
Land Transport - Additions Renewal	SLTSTR*033 Bridge Renewals	- 2,476,090	- 418,027		
Land Transport - Additions Renewal	SLTSTR*033 Bridge Renewals	2,822,721	-	-	-
Land Transport - Additions Renewal	SLTSTR*033 Bridge Renewals	945,298			
Land Transport - Additions Renewal	SLTSTR*034 Footpath Renewals	211,796	211,796	211,796	211,796
Land Transport - Additions Renewal	SLTSTR*034 Footpath Renewals	- 37,883	- 37,883		
Land Transport - Additions Renewal	SLTSTR*034 Footpath Renewals	335,655			
Land Transport - Additions Renewal	SLTSTR*029 Pavement Rehabilitation	2,432,891	2,432,891	2,432,891	2,432,891
Land Transport - Additions Renewal	SLTSTR*029 Pavement Rehabilitation	- 43,860	- 43,860		
Land Transport - Additions Renewal	SLTSTR*027 Sealed Road Surfacing	1,857,600	1,857,600	1,857,600	1,857,600
Land Transport - Additions Renewal	SLTSTR*027 Sealed Road Surfacing	- 136,029	- 136,029		
Land Transport - Additions Renewal	SLTSTR*026 Unsealed Road Metalling	1,151,668	1,306,668	1,151,668	1,151,668





## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Land Transport - Additions Renewal	SLTSTR*026 Unsealed Road Metalling	- 206,400	- 206,400		
Land Transport - Additions Renewal	SLTSTR*030 Structures Components Replacements	469,564	452,512	452,512	452,512
Land Transport - Additions Renewal	SLTSTR*028 Drainage Renewals	390,653	400,029	400,029	400,029
Land Transport - Additions Renewal	SLTSTR*031 Traffic Services Renewals	275,055	275,055	275,055	275,055
Land Transport - Additions Renewal	SLTCON*024 Minor & Associated Improvements	216,721	-	216,721	216,721
Land Transport - Additions Renewal	SLTSPR*015 Sealed Road Surfacing SPR	162,803	162,803	162,803	162,803
Land Transport - Additions Renewal	SLTCON*025 Minor & Assoc Improvements SPR	323,016	-	15,480	15,480
Land Transport - Additions Renewal	SLTCON*025 Minor & Assoc Improvements SPR	4,174			
Land Transport - Additions Renewal	Old Station Road Bridge 317 safety improvements	-	-	-	-
Land Transport - Additions Renewal	STLSTR*035 Low Cost Low Risk - Taupo Rd Streetlight Upgrade	375,651	-	-	-
Land Transport - Additions Renewal	SLTSPR018 Traffic Services Renewals SPR	26,080	26,080	26,080	26,080
Land Transport - Additions Renewal	SLTSPR*016 Drainage Renewals SPR	25,668	25,668	25,668	25,668
Land Transport - Additions Renewal	SLTSTR*036 Facility Road & Car Park Renewals	19,907	19,907	19,907	19,907
Land Transport - Additions Renewal	NLTMIS*019 Streetflags District	18,688	18,688	18,688	18,688
Land Transport - Additions Renewal	NLTMIS*018 Motorist Service & Information Signs	16,820	16,820	16,820	16,820



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Land Transport - Additions Renewal	NLTMS*018 Motorist Service & Information Signs	16,975			
Sewerage - Additions Growth Total		20,256	60,191	89,609	123,755
Sewerage - Additions Growth	District Wide Wastewater	-	-	7,755	44,534
Sewerage - Additions Growth	SEWNP*510 National Park Growth program	-	11,684	11,633	30,714
Sewerage - Additions Growth	SEWOH*510 Ohakune Growth program	20,256	44,704	44,704	44,704
Sewerage - Additions Growth	SEWRAE*510 Raetihi Growth program	-	3,803	25,517	3,803
Sewerage - Additions LOS Total		2,460,946	680,211	543,465	363,110
Sewerage - Additions LOS	SEWNP*505 National Park LOS program	-	-	65,918	174,049
Sewerage - Additions LOS	SEWOH*505 Ohakune LOS program	-	138,536	138,536	138,536
Sewerage - Additions LOS	SEWOH*505 Ohakune LOS program	1,000,000			
Sewerage - Additions LOS	SEWRAE*505 Raetihi LOS program	-	50,525	339,011	50,525
Sewerage - Additions LOS	SEWRAN*505 Rangataua LOS program	25,850	491,150	-	-
Sewerage - Additions LOS	SEWT*505 Taumarunui LOS Program	149,723	-	-	-
Sewerage - Additions LOS	SEWT*505 Taumarunui LOS Program	500,000	-	-	-
Sewerage - Additions LOS	TWSGDP*007 Hikumutu Aeration, Inlet & Pond Works	586,826			



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Sewerage - Additions LOS	TWSGDP*010 Hikumutu WWTP Switchboard, PLC & Electrical Upgrade Works	174,009			
Sewerage - Additions LOS	SEWT*074 Wastewater connection at the new New World	24,538			
Sewerage - Additions Renewal Total		1,389,381	1,213,045	1,717,592	1,688,860
Sewerage - Additions Renewal	SEWNP*500 National Park Renewals program	30,816	30,816	30,816	39,002
Sewerage - Additions Renewal	SEWOH*500 Ohakune Renewals program	304,540	304,540	304,540	307,626
Sewerage - Additions Renewal	SEWP*500 Pipiriki Renewals program	9,941	9,941	15,696	15,696
Sewerage - Additions Renewal	District Wide Wastewater	-	-	43,945	-
Sewerage - Additions Renewal	SEWRAE*500 Raetihi Renewals Program	11,131	12,095	12,095	12,095
Sewerage - Additions Renewal	SEWRAN*500 Rangatui Renewals program (SEWRAE019,SEWRAE028,SEWRAE034)	105,935	124,914	153,599	155,646
Sewerage - Additions Renewal	SEWT*500 Taumarunui Renewals Program	765,074	724,204	1,148,405	1,146,300
Sewerage - Additions Renewal	SEWW*500 Waiouru Renewals program	5,809	6,535	8,496	12,495
Sewerage - Additions Renewal	SEWOH*041 Ohakune WWTP - Stairs	3,488			
Sewerage - Additions Renewal	SEWOH*042 Aeris Global Aerator Pilot	17,823			
Sewerage - Additions Renewal	TWSGDP*009 Victory Bridge Pump Station	122,090			
Sewerage - Additions Renewal	SEWOH*033 Ohakune Wiper Control Box Replacement	12,734			



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Solidwaste - Additions Growth Total		69,275	5,170	-	-
Solidwaste - Additions Growth	SW*078 Taumarunui Shop	51,180			
Solidwaste - Additions Growth	SW*090 Additional recycling facilities e.g. bailers, wheeli bins/hook bins	18,095	-	-	-
Solidwaste - Additions Growth	Site shop development national park	-	5,170	-	-
Solidwaste - Additions LOS Total		212,040	10,340	-	3,102
Solidwaste - Additions LOS	SW*089 NP transfer station under cover resite	51,700	-	-	-
Solidwaste - Additions LOS	SW*085 Signage all sites	21,000			
Solidwaste - Additions LOS	SW*080 Eftpos machines Nat Park and Owhango	-	-	-	3,102
Solidwaste - Additions LOS	SW*080 Eftpos machines Nat Park and Owhango	2,000			
Solidwaste - Additions LOS	SW*083 Road improvements all sites	10,340	10,340	-	-
Solidwaste - Additions LOS	SW*083 Road improvements all sites	21,360			
Solidwaste - Additions LOS	SW*081 Community Initatives - Pipiriki	7,000			
Solidwaste - Additions LOS	SW*086 Waimarino and NP Weighbridges	120,000	-	-	-
Solidwaste - Additions LOS	SW*086 Waimarino and NP Weighbridges	- 21,360			
Stormwater - Additions Growth Total		13,030	-	13,030	40,865



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Stormwater - Additions Growth	STDIST*510 District Wide Stormwater (STOH029 + other)	13,030	-	13,030	40,865
Stormwater - Additions LOS Total		1,176,516	-	203,602	110,129
Stormwater - Additions LOS	STDIST*505 District Wide Stormwater	1,112,051	-	203,602	110,129
Stormwater - Additions LOS	STT*037 Plunket Street Culvert Replacement	24,477			
Stormwater - Additions LOS	STT*039 Stormwater Connection at the new New World	39,988			
Stormwater - Additions Renewal Total		145,653	146,446	146,446	146,947
Stormwater - Additions Renewal	STDIST*500 District Wide Stormwater	145,653	146,446	146,446	146,947
Water - Additions Growth Total		75,052	91,911	544,626	319,013
Water - Additions Growth	WSDIST*510 District Wide Water	31,489	167,860	76,946	31,489
Water - Additions Growth	WSDIST*510 District Wide Water		- 131,887	131,887	
Water - Additions Growth	WSNP*510 NP Growth program	27,918	-	133,975	133,975
Water - Additions Growth	WSOH*510 Ohakune Growth program	10,210	234,181	17,061	153,549
Water - Additions Growth	WSOH*510 Ohakune Growth program		- 181,500	181,500	
Water - Additions Growth	WSRAE*510 Raetihi Growth program	5,435	3,257	3,257	-
Water - Additions LOS Total		12,441,547	953,129	2,767,685	4,667,339



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Water - Additions LOS	WSDIST*505 District Wide Water	32,887	1,260,232	442,002	32,887
Water - Additions LOS	WSDIST*505 District Wide Water		- 1,186,988	747,363	439,625
Water - Additions LOS	WSNP*505 NP LOS program	158,202	186,524	186,524	186,524
Water - Additions LOS	WSNP*505 NP LOS program	1,600,000	-	-	-
Water - Additions LOS	WSOH*505 Ohakune LOS program	57,854	1,327,028	96,679	870,111
Water - Additions LOS	WSOH*505 Ohakune LOS program		- 1,028,500	1,028,500	
Water - Additions LOS	WSOR*505 Ohura LOS Program	447,722	-	-	-
Water - Additions LOS	WSOW*505 Owhango LOS Program	-	351,560	37,224	738,192
Water - Additions LOS	WSOW*505 Owhango LOS Program	1,600,000	-	-	2,400,000
Water - Additions LOS	WSRAE*505 Raetihi LOS program	72,207	43,273	43,273	-
Water - Additions LOS	WST*505 Taumarunui LOS program	-	-	186,120	-
Water - Additions LOS	WSNP*031 PLC Data Backup and Data Security	33,296			
Water - Additions LOS	WST*045 Tmn - WTP - Health & Safety	13,671			
Water - Additions LOS	WSOH*049 Ohakune WTP Build	1,206,040	-	-	-
Water - Additions LOS	WSOH*049 Ohakune WTP Build	506,948	-	-	-



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Water - Additions LOS	WSOH*049 Ohakune WTP Build	2,000,000	-	-	-
Water - Additions LOS	WSOH*049 Ohakune WTP Build	- 502,361	-	-	-
Water - Additions LOS	WSOH*049 Ohakune WTP Build	1,100,000			
Water - Additions LOS	TWSGDP*004 Ohura WTP Upgrade	172,000	-	-	-
Water - Additions LOS	TWSGDP*004 Ohura WTP Upgrade	1,001,300			
Water - Additions LOS	TWSGDP*008 Golf Road DIA Stimulus Funded Project	222,595			
Water - Additions LOS	SEWT*070 Bullians WWPS Pump1 Pipework Upgrade	57,475			
Water - Additions LOS	TWSGDP*011 Hikumutu WWTP Inlet Screen upgrade works	21,768			
Water - Additions LOS	TWSGDP*003 Raetihi Reservoir	40,402			
Water - Additions LOS	WSNP*030 National Park Chlorine Dose Pump	11,911			
Water - Additions LOS	WSNP*037 Upgrade Solar Panel, Battery and Battery Platform	8,050			
Water - Additions LOS	WSOR*024 Ohura WTP Resource Consents	24,845			
Water - Additions LOS	WSOW*035 Owhang Heater and Heat Shield	3,500			
Water - Additions LOS	WSRAE*031 Water Main Replacement	9,111			
Water - Additions LOS	WSRAE*050 Electrical, Instrumentation & SCADA Upgrade for Reservoir	25,479			



## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Water - Additions LOS	WSRAE*051 Raetihi Reservoir variations	102,121			
Water - Additions LOS	WST*081 Hakiaha St Watermain	2,328,921			
Water - Additions LOS	WST*102 Matapuna WTP polymer Makeup Tank	57,148			
Water - Additions LOS	WST*109 Water connection at the New World	28,455			
Water - Additions Renewal Total		2,133,151	2,602,561	2,388,203	3,998,738
Water - Additions Renewal	WSNP*500 NP Renewals program	39,390	39,390	39,964	39,964
Water - Additions Renewal	WSOH*500 Ohakune Renewals Program	777,414	1,125,794	137,319	1,108,473
Water - Additions Renewal	WSOR*500 Ohura Renewals program	61,871	61,871	61,871	63,955
Water - Additions Renewal	WSOW*500 Owhango Renewals Program	24,924	131,008	415,157	428,106
Water - Additions Renewal	WSRAE*500 Raetihi Renewals Program	36,926	27,517	517,316	1,046,475
Water - Additions Renewal	WST*500 Taumarunui Renewals program	1,073,100	1,160,297	1,159,892	1,255,081
Water - Additions Renewal	WSDIST*500 District Wide Water	56,684	56,684	56,684	56,684
Water - Additions Renewal	WSW500 Water Renewals Waiouru	2,068	-	-	-
Water - Additions Renewal	WST*097 Tait Radio Critical Spare	15,163			
Water - Additions Renewal	WST*088 ChemGuard Automatic Chlorine Gas Shutdown System	17,137			





## Procurement Strategy 2023 - 2026

Structure Name	Project Name	AP 2023	FY 2024	FY 2025	FY 2026
Water - Additions Renewal	WSOW*037 Raw Water Bridge Upgrades and Region Wide Reservoirs Access Entry Assessment	10,713			
Water - Additions Renewal	WSRAE*049 Raetihi WTP FAC_pH Analyser Replacement	15,064			
Water - Additions Renewal	WST*064 Above Ground Assets: Renewals	2,697			



## Procurement Strategy 2023 - 2026

### Appendix Two – Top 90% Suppliers by Spend

NAME	2022	2023 YTD 10mths	Total
VEOLIA WATER Total	15,537,748	12,041,677	27,579,425
DOWNER NEW ZEALAND LIMITED Total	6,929,871	2,846,731	9,776,602
JILESEN GROUP LTD Total	4,796,113	1,917,719	6,713,831
GHD LIMITED Total	3,176,495	2,562,015	5,738,510
INFRAMAX CONSTRUCTION LTD Total	479,386	5,152,129	5,631,515
ENVIRONZ LTD (ENVIROWASTE) Total	1,771,143	1,382,521	3,153,664
J & J WALTERS LTD Total	2,496,430	95,806	2,592,235
RECREATIONAL SERVICES LIMITED Total	-	1,791,888	1,791,888
EMMETTS CIVIL CONSTRUCTION LTD Total	755,014	1,008,031	1,763,046
KING COUNTRY QUARRIES LIMITED Total	1,193,360	369,706	1,563,066
AGSPEC SERVICES LIMITED Total	593,433	949,795	1,543,227
AON NEW ZEALAND Total	650,417	818,655	1,469,072
EVES CONSTRUCTION LIMITED Total	1,051,991	345,923	1,397,915
VISIT RUAPEHU Total	688,172	706,703	1,394,875
DELTA TECHNOLOGY SOLUTIONS LIMITED Total	731,152	602,939	1,334,090
MULCH AND MOW LTD Total	827,229	181,495	1,008,724
BYFORDS CONSTRUCTION 2014 LTD Total	322,571	644,245	966,816
MERIDIAN ENERGY LTD Total	211,507	591,214	802,722
RUAPEHU AQUATICS LIMITED Total	258,055	279,011	537,066
JACKSONSTONE AND PARTNERS LIMITED Total	90,708	428,830	519,539
ROADMARKING SERVICES LTD Total	504,239	-	504,239



## Procurement Strategy 2023 - 2026

NAME	2022	2023 YTD 10mths	Total
MORRISON LOW & ASSOCIATES LTD Total	274,525	219,417	493,941
CKC REAP SOCIETY INC Total	251,850	230,386	482,236
THE LINES COMPANY LIMITED Total	327,177	113,165	440,342
RUAPEHU COMMERCIAL CLEANING AND PROPERTY MAINTENANCE LTD Total	241,853	195,160	437,013
EVES CONSTRUCTION LTD Total	426,335	-	426,335
HORIZONS.MW Total	182,579	236,791	419,369
DATAKOM SOLUTIONS LTD Total	277,646	109,464	387,110
CHEAL CONSULTANTS Total	243,264	132,083	375,347
ETHICAL WASTE LTD Total	135,776	218,185	353,961
CDPS SERVICES LIMITED Total	171,037	176,631	347,668
ALF DOWNS & SON LTD Total	283,103	60,090	343,193
RUAPEHU ALPINE LIFTS Total	185,599	140,110	325,709
BALANCE CHARTERED ACCOUNTANTS LIMIT Total	169,919	149,460	319,379
MERIDIAN ENERGY LIMITED Total	304,704	-	304,704
TWYMAN, LYNLEY Total	114,444	183,443	297,887
INFORMATION LEADERSHIP DESIGN SERVICES LTD Total	150,692	146,739	297,431
TRAVERSE ENVIRONMENTAL LIMITED Total	142,338	151,361	293,699
GARY JACOBS LIMITED Total	94,918	196,123	291,041
AQUANET CONSULTING LTD Total	87,809	201,366	289,175
COMBINED ROAD & TRAFFIC SERVICES LIMITED Total	-	289,112	289,112
RUAPEHU WORX LIMITED PARTNERSHIP Total	14,474	269,766	284,240
IBIS INFOSYS NZ Total	109,368	171,187	280,555



## Procurement Strategy 2023 - 2026

NAME	2022	2023 YTD 10mths	Total
QUOTABLE VALUE LTD Total	168,479	101,096	269,575
PARKINSON AND HOLLAND LIMITED Total	125,251	125,689	250,941
ICL CONSTRUCTION 2016 LIMITED Total	247,490	-	247,490
AUDIT NEW ZEALAND LTD Total	121,824	115,000	236,824
TOYOTA NEW ZEALAND Total	-	221,927	221,927
FUJITSU NEW ZEALAND LTD Total	109,170	79,484	188,655
TOP TRAFFIC MANAGEMENT LTD Total	94,161	81,758	175,920
JEF HOLDINGS LIMITED Total	-	175,218	175,218
THE GOOD P.A LIMITED Total	64,608	107,572	172,180
PAT PRESCOTT LTD Total	82,018	88,442	170,460
MAYORS TASKFORCE Total	162,291	1,291	163,582
ETHICAL WASTE LIMITED Total	162,841	-	162,841
GILLARD MOTORS LTD Total	122,761	36,148	158,909
TAUMARUNUI PLUMBING LTD Total	78,978	73,900	152,878
MWA SOLUTIONS LTD Total	142,958	9,187	152,145
TWO DEGREES NEW ZEALAND LIMITED Total	64,423	86,758	151,181
GIBBS, RICHARD JOHN Total	85,646	64,659	150,305
BP OIL NZ LTD Total	77,688	68,500	146,188
MANAWATU-WANGANUI LASS LTD Total	98,567	42,139	140,707
TRAFFIC ENGINEERING AND MANAGEMENT LIMITED Total	27,856	112,631	140,487
VEOLIA WATER SERVICES Total	139,265	-	139,265
MOMENTUM CONSULTING GROUP LIMITED Total	136,286	-	136,286



## Procurement Strategy 2023 - 2026

NAME	2022	2023 YTD 10mths	Total
DEPARTMENT OF INTERNAL AFFAIRS Total	75,084	58,665	133,750
HORIZON SERVICES LIMITED Total	-	132,958	132,958
Lynley Twyman Total	132,381	-	132,381
CONSTRUCTION GROUP HQ LTD Total	129,605	-	129,605