

SESSION THREE · LIFTING SYSTEM PERFORMANCE

# From Consultation to Commitment

Local government collaboration and alignment — a Hawke's Bay perspective on lifting infrastructure system performance

The community experiences one infrastructure system.  
**Do we plan and deliver it like one?**

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# Four pressures, arriving together

Individually we have managed all of these before. Arriving at once, they made it impossible to keep planning infrastructure one organisation at a time.



## Cyclone Gabrielle

A recovery no single organisation could deliver inside its own boundary.



## Significant capital investment programmes

Recovery, renewals, growth and resilience all running at once, on the same corridors.



## Changing regulatory expectations

New settings for water, for safety, and for how we manage risk in the road corridor.



## Pressure on delivery capability

Scarce people, plant and specialist skills, competing nationally as well as locally.

**Together they made one point: we cannot keep planning, procuring and delivering infrastructure one organisation at a time.**

Hawke's Bay felt this early and hard. It is not a Hawke's Bay problem.

# One system, delivered by many organisations

This is Hawke's Bay. Redraw it for Auckland, Waikato or Otago and the names change but the shape does not.

## WHO OWNS AND FUNDS

- Hastings District Council
- Napier City Council
- Central Hawke's Bay District Council
- Wairoa District Council
- NZ Transport Agency Waka Kotahi
- Private developers
- Utility and network owners

## WHO PLANS AND REGULATES

- Hawke's Bay Regional Council
- Mana whenua as Treaty partners
- Consenting authorities
- WorkSafe and sector regulators
- Crown and national funders
- Emergency management

## WHO DESIGNS AND BUILDS

- Consultants and designers
- Main contractors
- Subcontractors and trades
- Temporary traffic management providers
- Materials and plant suppliers
- The people on site

**The community experiences all of it as one street, one detour, one level of confidence.**

# Three Cs. And the one we skip.

You have spent this afternoon on consultation, cooperation and collaboration. I want to be honest about how far up that ladder local government usually gets — and add a fourth C.

## 1 · CONSULTATION

I tell you what I have already decided.

COSTS YOU  
Nothing.

## 2 · COOPERATION

We keep out of each other's way.

COSTS YOU  
A meeting.

## 3 · COLLABORATION

We plan the corridor together.

COSTS YOU  
Some control.

## 4 · COMMITMENT

I move my programme for the benefit of the system.

COSTS YOU  
Something real.

**Alignment is not agreement. It is being willing to be moved.**

All three Cs are worth doing. Only the fourth one changes what the community actually experiences.

**A QUESTION FOR THE ROOM**

**Every organisation in this room can deliver a successful project - and the region can still end up with a poorly performing system.**

**Think of one project you are accountable for. What's being sacrificed??**

**What could you do to see a better system outcome?**

*Just hold the thought for the rest of the session.*



## WHERE WE ACTUALLY ARE

# We are not at the end of this transition

NZTA wrote to every road controlling authority in July 2025. What followed is not one date — it is a three-year change programme, and most of the sector is still in the middle of it.

### JULY 2025

NZTA writes to every road controlling authority setting the requirements.

### 20 DEC 2025

Transition plans due to NZTA. Ours was signed on 9 December.

### 1 JULY 2026

NZGTTM applies to all new relevant contracts.

### 1 JULY 2027

NZGTTM incorporated into all existing relevant contracts. We are not here yet.

### HASTINGS APPROACH

All contracts transitioned by 30 June 2026 and applied beyond NLTF-funded works, including three waters. Our contractors do not experience our funding boundaries.

**Across the sector, existing contracts have until July 2027. That is another year of two models running side by side.**

**That gap is where the risk lives — and closing it is a client's job, not a contractor's.**

# What we actually had to change

Three focus areas. The first two are the ones people underestimate, and the third is the one the market feels.

## PROCESSES

- Workflows and accountabilities for TM approval
- Systems that capture competency for TMP designers and reviewers
- Cost management that can actually see TTM spend
- TTM cost reporting to NZTA

## PEOPLE

- Industry steering group input into the plan
- Workshops with our staff, and with our contractors
- Risk-based unit standards for our own people
- Training for our consultants too, not only our staff

## PROCUREMENT AND DELIVERY

- Contract templates and specifications rewritten
- New maintenance contract requires demonstrated competency
- Real clarity at tender so TTM can be priced properly
- All future contracts on the new template

**We told our market we are still learning, and asked for their patience.**

And we committed to giving real clarity at tender, so contractors can price TTM accurately under the new framework. | HDC comms to consultants and contractors, February 2026.

# Risk-based traffic management is not a traffic management reform

It is a test of whether we can make proportionate, risk-informed decisions early — and that capability is worth far more than the traffic management line in a bill of quantities.

## FROM

- Prescriptive
- Siloed
- Uniform
- Compliance-led
- Considered late in the project

## TOWARDS

- Proportionate
- Collaborative
- Context-sensitive
- Outcome-focused
- Considered early, across the lifecycle

**Good risk management is not about doing less. It is about applying the right controls, in the right places, for the right reasons.**

Safety · Productivity · Delivery certainty · Value across the lifecycle

# Traffic management is a project enabler, not a project overhead

Ask the corridor question at each of these stages and it shapes the answer. Ask it once at the end and all it can do is add cost.

## PLAN

Corridor availability shapes what is feasible, and when.

## INVEST

Disruption is a real cost. Put it in the business case, not the risk register.

## DESIGN

Staging and access change the design — not the other way round.

## PROCURE

How we buy decides whether we get judgement or compliance.

## DELIVER

Proportionate controls mean more productive hours on site.

## OPERATE

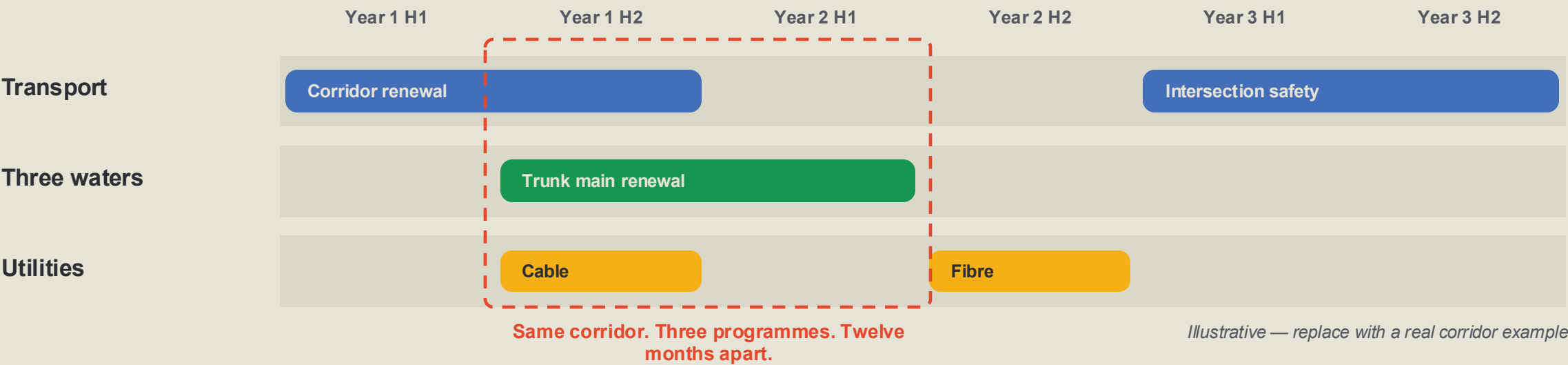
Fewer, better-coordinated interventions. Community confidence.

**Every one of those is a client decision, made long before anyone sets out a cone.**

Temporary traffic management considered early is a design input. Considered late, it is a variation.

# Visibility creates the conditions for collaboration, but trust turns visibility into action.

A shared forward view only creates value if someone is willing to move their own programme.



## HAWKE'S BAY IN PRACTICE

Moving three waters delivery to a new water services entity forces us to make our forward programme legible to another organisation. That turned out to be the value, not the cost.

# Part of the system, not a party we meet at tender

Capacity, capability and safety leadership are built years before a tender closes.

## WHAT WE ASK OF THE MARKET

- Capacity available when we need it
- Specialist capability and scarce skills
- Investment in people, plant and technology
- Safety leadership on our sites
- Innovation and better ways of working

## WHAT THE MARKET NEEDS FROM US

- A pipeline that is credible, not just published
- Engagement before the delivery model is fixed
- Honest constraints, assumptions and confidence levels
- Risk placed where it can actually be managed
- Procurement that rewards outcomes, not only price

## HAWKE'S BAY IN PRACTICE

Early contractor involvement only changed the conversation where we engaged before the delivery model was fixed.

**The supply chain cannot confidently invest in a pipeline it cannot see or trust.**

And a pipeline published without sequencing, funding clarity or decision discipline creates noise, not certainty.

# The market has already written the brief

None of this came from a client. This is what the industry has been asking us for — publicly, and for years.

## CONSTRUCTION SECTOR ACCORD · 2019

- An uncertain pipeline of work
- A culture of shifting risk
- A lack of coordinated leadership
- Fragmented collaboration
- Clients sit at the top of the supply chain and set the priorities

## CCNZ ELECTION MANIFESTO · 2026

- A stable, depoliticised pipeline
- Independent accountability for delivery
- Nationally consistent procurement
- Accountability processes for clients
- Early contractor involvement
- Practical, risk-based, right-sized safety

## MOST CONVERSATIONS I HAVE

- Tell us what is actually funded
- Talk to us earlier
- Put the risk where it can be managed
- Give us realistic time
- None of it is about price

**Seven years apart, the same list. Not one item on it is something a contractor can fix.**

Every one is a client behaviour — and most of them cost nothing. | Sources: Construction Sector Accord (2019); Civil Contractors New Zealand Election Manifesto '26.

# Coordination is a governance problem

Visibility and market engagement only convert into value when someone can make a call across organisational boundaries. None of this requires a new organisation — it requires different behaviour from the ones we already have.

1

## Set shared outcomes

Say what good looks like for the network and the community, not only for each project. People deliver what we measure.

2

## Agree decision rights

Who can commit, to what, without going back for a fresh mandate every time?

3

## Give permission, keep assurance

Proportionate judgement needs cover. Judgement without assurance is exposure. Back competence and shared learning.

4

## Reconsider your own programme

Cross-boundary value needs someone senior willing to take the hit locally — and explain it at home.

### HAWKE'S BAY IN PRACTICE

Hastings District Council, Napier City Council and NZ Transport Agency Waka Kotahi working a shared decision on the Tūtaekurī River bridge crossings, including getting elected members from both councils onto the site together.

# You cannot solve a system problem in your own office

Every genuinely good decision I have been part of came out of a room I did not control.



## Share the problem, not the solution

Turn up with an answer and you get compliance. Turn up with a problem and you get options you did not have.



## Put the builders in the room early

The people who will construct it know things the design does not. Ask before the drawings are final.



## Go first on what you got wrong

Nobody else will be honest until the client is. Being straight about your own mistakes is a tool, not a weakness.



## Make bad news cheap

If an early warning costs somebody something, you will get it late — when it costs everybody more.

**Bringing the right people together is not a soft skill. It is a delivery method.**

Surround yourself with people who are better than you at the thing that matters — then let them change your mind.

# Change is hard. And there is a queue of it.

I am about to ask you to do five new things, in a sector already absorbing more change than it can comfortably carry. So let me be honest about that first.

## WHAT IS ALREADY IN THE QUEUE

- A water services entity transition
- Whatever local government reform brings
- An election, and whatever follows it
- Constrained rates and a constrained NLTF
- The TTM transition itself, still running to 2027

## WHY THAT ARGUES FOR THIS, NOT AGAINST IT

- When your own organisation is being reshaped, the corridor and the community are the only stable units
- You are rewriting contracts, systems and governance anyway
- Capability travels with your people, whatever entity they end up in
- Coordination is worth most when money is tight, not when it is plentiful

**Every one of those transitions is a rewrite you are paying for already. Build the behaviour into the rewrite, not on top of it.**

And be realistic. Some of what I have described will not happen in the next two years. Pick the things that survive the reshuffle.

## TAKEAWAYS

# Five moves you can start this quarter

None of these need a regional framework, a new platform, or anyone's permission but your own.

- |   |                                                      |                                                                                            |
|---|------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 1 | <b>Map the system, not the stakeholders</b>          | List every organisation that will touch your top three corridors in the next three years.  |
| 2 | <b>Publish your programme with confidence levels</b> | Committed, likely, aspirational — say which is which, and put it where others can see it.  |
| 3 | <b>Put the corridor question in the design brief</b> | Buildability, staging and traffic management as design inputs — not site meeting problems. |
| 4 | <b>Talk to the market before the model is fixed</b>  | Outcomes, constraints and risk allocation — while you can still change them.               |
| 5 | <b>Move one date for somebody else</b>               | Find one real clash, change your own programme, and tell people you did it.                |

## THE CHALLENGE

If the community experiences one infrastructure system, shouldn't we lead and deliver it like one?

Risk-based traffic management, forward works planning, market engagement and system-wide coordination are not four initiatives.

**They are four levers on the same system — and every one of them needs the same thing from us. Not consultation. Commitment.**

