

May 2023: Version 3

STRATEGY FOR THE PROCUREMENT OF TRANSPORT INFRASTRUCTURE

Quality Assurance Statement

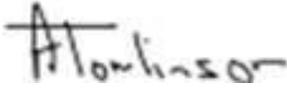
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FOREWORD

The Property and Infrastructure Directorate manage Queenstown Lakes transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport. The activity operates and maintains local roads (including streetlights, bridges, footpaths, traffic signals, sumps, berms, bus shelters, parking buildings and parking machines), and monitors crash statistics to identify problem areas and determine solutions. Resilience of the transport network is supported by identifying the impacts of land use, growth and development on the network and parking resource, and identification of where future upgrades or control is required. The activity invests in walking and cycling projects, and although, managed by Otago Regional Council Public Transport projects and education to encourage greater use of more sustainable transport modes.

The Approach in developing this Strategy has been through:

- Engagement, consultation and collaboration with Waka Kotahi NZTA to ensure their acceptability of the Strategy, including all the vital aspects of their Procurement Manual that QLDC needs to comply with.
- Guidance given by Waka Kotahi Procurement Manual, A *Procurement strategy checklist* on the structure of procurement strategies
- Internal consultation and collaboration to achieve a document that is well received, understood and supported internally
- Industry engagement, consultation and collaboration.

1. EXECUTIVE SUMMARY

This procurement strategy outlines the Queenstown Lakes District Council's ("QLDC") intentions for the strategic procurement of transport infrastructure services and works up to 30 June 2025. A strategic approach to procurement will enable Council to better increase its chances of obtaining public value.

A large portion of Council's funding for transportation activities is financially assisted by the New Zealand Transport Agency (NZTA) and the LTMA requires that approved organisations (Queenstown-Lakes District Council in this case) develop procurement procedures to obtain best value for money spent. This strategy therefore focuses on Council's procurement of transportation related goods and services.

This strategy covers the procurement of Transportation activities, including professional services funded from the NLTP. The Long-Term Plan 2021-2031 provides for transport budgets of circa \$454m (28% of total anticipated QLDC spend over 10 years). The annual estimates of capital spend is provided in Figure 1: Transport Capital Expenditure by Cost Driver.

The objectives and outcomes in this strategy are consistent with Council's strategic and organisation-wide procurement policy as well as the NZTA requirements. The key outcomes are described in Section 2.

In order to comply with its obligations under Section 25 of the Land Transport Management Act ("LTMA"), Waka Kotahi requires that approved organisations develop a procurement strategy for Waka Kotahi funded transport and roading activities under Section 20 of the LTMA.

1.1. KEY ISSUES AND OPPORTUNITIES TO OBTAIN PUBLIC VALUE

There continues to be internal and external challenges for QLDC in obtaining public value in in the delivery transport infrastructure. These include:

ISSUES

- QLDC's geographic isolation where distance from key markets for goods and services and other urban centres increases transport and trade costs and the expense of setting up new operations in Queenstown.
- Continued rapid growth in the district is reflected in increased demand for infrastructure works and services, not only from local authorities, but also residential activity and commercial subdivisions.
- Demand, traffic movements and visitor numbers are continuing to increase from covid lows and are now back to pre-covid levels.
- The levels of stimulus money have stretched world, national and local supply chains.
- Rising interest rates, high levels of inflation, staff shortages linked with accommodation challenges and supply issues are all factors affecting our budget with the cost of running any business increasing. QLDC is not immune to these pressures either. As an organisation we continue to strive for greater cost efficiencies while protecting levels of community service and ensuring that we balance the cost to the community as well as to individuals.
- On top of these difficult conditions, QLDC has continued to face ongoing challenges with building defect and weather tightness claims. Two recent claims have had a significant fiscal impact on QLDC, which along with other market pressures has required QLDC to seriously review its capital works programme and service delivery. This may have an impact on the land transport programme.
- Kā Huanui a Tāhuna, the Whakatipu Transport Programme Alliance (the Alliance) is a six-participant

alliance including Owners - QLDC and Waka Kotahi and Non-Owners - Beca, Downer, Fulton Hogan and WSP. The Alliance is QLDC's largest vendor by spend (some four times larger than next highest vendor) delivering three key QLDC projects and the Waka Kotahi's NZ UP Programme. The scale of the Alliance creates both risk and opportunity within the local market. The key risk being the consumption of resources.

OPPORTUNITIES

- Kā Huanui a Tāhuna has also created multiple opportunities - a clear five plus year forward works programme, a huge focus on increasing capability in delivery, technical, quality elements and in particular health, safety and wellbeing.
- Ensuring optimal social and environmental outcomes are obtained by understanding how our procurement approach can impact Broader Outcomes and planning for them.
- QLDC intends to generally continue to procure services and works in stages. Capital projects will usually include a design contract followed by one or more construction contracts. Design and construct will continue to be a consideration, though has yet to be rolled out in larger horizontal capital projects.
- Where value for money can be evidenced, QLDC will continue to use advanced components to support the efficient and effective delivery of procurement programmes and projects.
- Better understanding our Suppliers and through robust procurement planning for programmes and projects will drive value for money, increase the capability and capacity of the supply market, increase new entrants and market competition.
- Increasing procurement capability, capacity and consistency, QLDC has:
 - Introduced a new Procurement Policy (2021) and new Procurement Guide (2022) continue to build procurement capability, capacity and consistency; and
 - Adopted a QLDC-wide Procurement Strategy (2023) setting up a Centre-led procurement function with the creation of new roles for a Procurement Manager and Procurement Excellence Advisor.

1.2. RECOMMENDATIONS

The Queenstown-Lakes District Council requests that Waka Kotahi:

- Endorse this procurement strategy.
- Approves the use of the advanced components, including the:
 - continued use of the multi-disciplinary Engineering & Specialist Support Services Panel for the secondary procurement of professional services
 - continued use of in-house professional services; and
 - term of the Roding Network Maintenance contract is a maximum of 10 years and 7 months.
- Approves the continued use of the 3 Waters Design Panel to procure Waka Kotahi funded professional transport services.
- Approves the continued use of the 3 Waters Contract Works Panel to procure Waka Kotahi funded transport works.

1.3. ENDORSEMENTS

The Queenstown Lakes District Council endorsed this strategy on: 28/08/23

Waka Kotahi endorsed this strategy on: 19/05/23

Property and Infrastructure will maintain and review this strategy regularly to ensure compliance with Waka Kotahi Procurement Manual and that all procurement opportunities provide public value and consistency with Council’s Procurement Policy and Procurement Guide.

2. POLICY CONTEXT

2.1. INTRODUCTION

This document is the Strategy for the Procurement of Transport Infrastructure (“the Strategy”) for QLDC for the period ending 30 June 2025. Its development is required under Rule 10.4 of the *Procurement Manual for Activities Funded Through the National Land Transport Programme* (“Waka Kotahi Procurement Manual”) published by Waka Kotahi so it can meet its obligations under Section 25 of the LTMA when providing funding under Section 20 of the LTMA.

This Strategy is set in the context of QLDC’s Procurement Policy and Procurement Guide (“Procurement Policy”) which were released in December 2021 and June 2022 respectively (attached as Appendix A). These key documents set out the principles and approaches required of the organisation when procuring goods, services or works.

In instances where this Strategy specifies an approach that differs to the general approaches set out in the Procurement Policy, the departure will be documented and signed off under appropriate delegation.

2.2. QLDC’S PROCUREMENT POLICY

The Procurement Policy contains the framework, principles, and associated guidelines for the procurement of goods services or works by Council.

The Procurement Policy identifies three key goals for procurement at QLDC:

Table 1: Key Goals of Procurement

Optimise public value	Get the best possible result over the whole-of-life of the goods, services or works by maximizing the benefits and outcomes generated by QLDC’s procurement activities.
Supporting the delivery of QLDC objectives through efficient and effective procurement	Make conscious decisions to use procurement to assist the delivery of QLDC objectives. Ensure procurement activity has consideration for QLDC’s Procurement Principles and Procurement Charter, including planning for broader outcomes.
Build procurement capability and capacity	Develop QLDC’s procurement, knowledge, systems, processes and resources to support efficient and effective procurement that aligns with industry best practice.

The Procurement Policy identifies the following outcomes sought from Procurement at QLDC:

- Public value
- Broader outcomes
- Local suppliers
- Health & safety
- Supplier code of conduct; and
- QLDC as a “Client of Choice”

The above, and in particular Broader Outcomes, are further defined in QLDC’s Procurement Policy and their use provided for in the Procurement Guide (see links in Appendix A). The next stage for QLDC is the development of systems to measure, monitor and report on the use of, and effectiveness in, using broader outcomes to generate greater public value. The QLDC-wide Procurement Strategy acknowledges and plans for this development.

QLDC has adapted NZ Government Procurement’s:

- Procurement Principles
- Procurement Charter
- Supplier Code of Conduct

and these are incorporated into our Procurement Policy.

In the context of the Strategy, these key procurement documents, along with the recently adopted QLDC-wide Procurement Strategy, support the delivery of Public Value with an increasing focus on Broader Outcomes and Health, Safety and Wellbeing.

Not every project will have the ability to promote all the goals, principles or charter, but by adopting a strategic approach and considering things such as contract value, term of the contracts, possible bundling of contracts etc, QLDC can have a greater impact in delivering greater public value. Critical to this will be the need to better liaise with Suppliers to understand their constraints and working with them over a period of time to ensure we can progressively improve how we influence and deliver broader outcomes.

2.3. STRATEGIC OBJECTIVES AND OUTCOMES VISION BEYOND 2050

The Council’s Ten-Year Plan 2021-2031 (“**TYP**”) contains the following community outcomes in relation to the provision of transport services are directly extracted from [Vision Beyond 2050](#), which is our community vision statement.

Vision Beyond 2050 was developed in partnership with our community, providing eight defining principles for how we live, work, and play. A diverse group of thinkers were convened to reflect the many voices in the district and key concepts, including Tākata Whenua, the rich heritage of the area, today's diverse communities, and the business and tourism perspectives. Perspectives were sought from disabled people, voices from the elderly, iwi, farming, community support and development services, ethnic minorities, and representation from Central Government.

Further community engagement delivered the resulting community vision - titled '**A Unique Place. An Inspiring Future | He Wāhi Tūhāhā. He Āmua Whakaohoho**'. In March 2019, the Council unanimously agreed to commit to the vision as a guiding document to inform future planning and decision-making.

Figure 2: A Unique Place. An Inspiring Future | He W Wāhi Tūhāhā. He Āmua Whakaohoho'



QLDC’s transport activity contributes to several of our community outcomes:

- Efficient and effective infrastructure
- Investing strategically

The term ‘infrastructure’ includes network infrastructure, roads, trails, public transport facilities and community facilities.

In order to meet these outcomes, the Council procures:

- Professional services for studies, assessments and designs
- Maintenance, renewal and upgrades to its existing infrastructure; and
- Construction of new infrastructure.

SPATIAL PLAN – WHAIORA

The Spatial Plan is being based around the phrase ‘Grow Well’ or ‘Whaiora’ in Te Reo Māori which translates to “in the pursuit of wellness”. The first-ever joint Crown-District Council-Iwi Spatial Plan for the Queenstown Lakes establishes an integrated, long-term, collaborative strategy that improves community wellbeing, protects the environment and maintains a world-class visitor experience. The Spatial Plan will guide new approaches and central government support to help address the challenges in the Queenstown Lakes.



The Queenstown Lakes Spatial Plan will:

- Provide one picture of where the Queenstown Lakes is heading and highlighting significant areas of growth and change;
- Guide and align investment decisions at local, regional and central government level;
- Identify the key issues facing the area and the priorities that need to be advanced to address these.

Both Council and the Partnership adopted this plan in June 2021.

Three principles and five spatial outcomes guide the direction of the Spatial Plan and address the challenges

and opportunities facing the Queenstown Lakes District. The Spatial Plan also identifies strategies and key initiatives to achieve the outcomes; these were developed and tested in collaboration with the community.

Table 2: Whaiora | Grow Well - Goals, Principles and Outcomes

Goal	Whaiora Grow Well				
Principles	<u>Hauora Wellbeing</u> Decisions about growth recognise social, economic, environmental and cultural considerations.		<u>Aumangea Resilience</u> Ensuring communities and visitors are resilient to shocks of the future, including adapting to climate change.		<u>Whakauku Sustainability</u> Programmes and activities are delivered according to sustainable development principles and work towards zero emissions.
Outcomes	Consolidated growth and more housing choice	Public transport, walking and cycling are everyone's first travel choice	A sustainable tourism system	Well designed neighbourhoods that provide for everyday needs	A diverse economy where everyone can thrive
Strategies to achieve the outcomes.					

2.4. OBJECTIVES AND OUTCOMES FOR THIS PROCUREMENT STRATEGY

The Council’s primary infrastructure procurement objective is to:

Deliver the right infrastructure, at the right time, to the right standard, at public value.

In addition, the Council requires its transport procurement to achieve or contribute to the following outcomes:

Table 3: Procurement Strategy Outcomes

Procurement Strategy Outcomes
Council transport infrastructure programmes and projects are aligned to the current three years in the TYP.
Council procurement processes are right-sized: timely, efficient, and effective
Suppliers are participating in contestable processes to deliver QLDC projects and programmes
Council understands and engages with its supply market.
QLDC’s Procurement Principles, Charter & Outcomes are considered as part of our procurement planning.

QLDC acknowledge that to deliver efficient and effective programmes it is crucial to be a smart buyer of works and services, we will do this by considering:

- Economy – through securing (or supporting) the provision of products, materials and expertise at the quality, in the volumes and at the times and locations required, at the lowest price.

- Efficiency – through the processes used, including standard documentation and contracting forms selected for achieving best cost / quality and outcomes; knowledge of the product / materials, and supplier market applied.
- Effectiveness – taking opportunities for changing from traditional products and materials by maintaining support for innovation in the nature and characteristics of products and materials, and for a strong supplier market.

2.5. WAKA KOTAHI'S PROCUREMENT MANUAL REQUIREMENTS

The Strategy focusses on the requirements of the Waka Kotahi NZTA Procurement Manual (Waka Kotahi Manual) requirements as both a funding requirement and as good procurement practices relating to the transport sector.

Waka Kotahi procurement requirements are incorporated in the way QLDC delivers transport infrastructure procurement, by:

- **Achieving best public value** by having the capability and capacity to successfully deliver the procurement programme, and then using the best appropriate delivery model and supplier selection method for each procurement.
- **Encouraging competitive and efficient markets** by understanding the local supply market, building relationships with suppliers, using the best appropriate delivery model and supplier selection method for each procurement.
- **Ensuring fair competition among suppliers** by using the best appropriate supplier selection methods and appropriate apportionment of risks and rewards in the RFX documents and evaluations for each procurement.

Latest Version

The latest version of Waka Kotahi Manual, 2022 Amendment 6, is available here:

[Procurement manual amendment 6 \[PDF, 4.3 MB\]](#)

The changes included in Amendment 6 are fully described in General circular:

[22/01 Amendment 6 to the Waka Kotahi NZ Transport Agency Procurement manual \[PDF, 161 KB\]](#)

2.6. QLDC’S APPROACH TO MEETING THE REQUIREMENTS OF THE WAKA KOTAHI MANUAL

We will achieve the key requirements of Waka Kotahi Manual by:

Table 4: QLDC Measures to Achieve Key Requirements

QLDC Measures to Achieve Key Requirements	
Public value	<ul style="list-style-type: none"> • Robust asset management planning regime to identify an effective work plan and provide a whole of life approach to asset management. • Use the most appropriate selection and engagement processes that suit the procurement and its level of risk. • Successful delivery of works and services (the right outcome at the right time and within budget). • Optimising asset life while meeting appropriate service levels through the application of the One Network Framework (“ONF”).
Competitive and efficient markets.	<ul style="list-style-type: none"> • Understanding the local supply industry and building good relationships • Using the best appropriate delivery model • Supplier selection methods are appropriate for the project when considering value, risk and complexity.
Fair competition among suppliers	<ul style="list-style-type: none"> • The process for awarding contracts will be open, clear and defensible and meet the requirements of the Waka Kotahi Procurement Manual. • Risks are assigned to the organisations best able to influence and manage that risk • Encouraging innovation including by not having overly prescriptive specifications.

2.7. HEALTH & SAFETY

The consideration of health and safety at QLDC is multi faceted. Over-arching governance, monitoring and reporting is facilitated by corporate level policies. From a procurement perspective health and safety is contemplated throughout the Plan/Source/Manage elements of the procurement lifecycle. The procurement approach to Health and Safety is further defined in QLDC’s Procurement Policy and its use provided for in the Procurement Guide (see links in Appendix A).

Our Engineering Control Group place particular importance on considering and optimising Safety in Design; we require our suppliers to be prequalified as Sitewise Green (or equivalent); and safety is explicitly overseen by the Field Assurance Team (through sites audits and inspections).

In major operational contracts such as Roding Network Maintenance contract, health and safety is explicitly monitored and reported on through the contract control groups (Operations and Governance Groups – see Contract & Supplier Management for further detail).

2.8. OTHER RELEVANT FACTORS

The Council shares these requirements, and also requires:

- a) Increased customer focus
- b) Increased alignment of capital and maintenance activities
- c) Increased use of supplier and market knowledge
- d) Increased supplier ownership of outcomes; and
- e) Compliance with all statutes and regulations.

2.9. CURRENT POLICIES AND DOCUMENTS

The following QLDC Council policies, documents and tools influence this Strategy:

- a) Long Term Plan
- b) Annual Plans
- c) 30 Year Infrastructure Strategy
- d) Financial Strategy
- e) Transport Activity Management Plan 2021-2031
- f) Delegations Register
- g) Procurement Policy and Procurement Guidelines
- h) Health, Safety and Wellbeing policies; and
- i) Supplier Pre-qualification (SiteWise) for HSAW.

The following external documents influence this Strategy:

- a) Waka Kotahi Manual
- b) Regional Land Transport Strategy
- c) Government Policy Statement on Land Transport Funding
- d) Local Government Act 2002
- e) LTMA; and
- f) Government Procurement Rules.

3. PROCUREMENT PROGRAMME

3.1. PROCUREMENT PROGRAMME

The Council delivers transportation services through supply contracts for professional services, maintenance & operations, renewals and capital projects.

Where appropriate Council generally utilises the following supplier selection methods:

- Direct appointments for low value, low risk projects

- Closed tenders; and
- Open tenders.

The Council procures contracts for high value or complex capital projects as and when required. Capital projects are usually competitively tendered on a staged basis, specifically separating design from construction. Tenders are generally priced on a lump sum, measure and value or more often, a combination of the two.

The Council engages consultants to undertake tasks and various activities that cannot efficiently or effectively be addressed by internal staff due to limitations around time or expertise. This includes providing specific analysis and advice such as modelling, surveying and valuation, design and other short-term assistance.

QLDC has established the following to facilitate the efficient procurement of goods, services or works:

- The Alliance
- 3 Waters Design and Physical Works Panels – this includes design and construction services. Many 3 Waters projects include elements of roading and will be used where appropriate
- Engineering Specialist Support Services Panel – for professional services such as investigation, planning, design, construction phase services and project management; and
- Prequalification for Construction activities – this includes Contractors who have met the requirements to be pre-qualified for these works.

Contracts are also established with education specialists from time to time to help spread messages publicly and encourage behaviour changes. This includes topic areas such as road safety and travel choice.

The Council may elect to extend contract terms from time to time subject to the maximum term requirements of the Waka Kotahi Manual and internal delegated authority approvals.

3.2. PUBLIC TRANSPORT

The Council does not run any Public Transport (bus and ferry services are run by private companies on contract to the Otago Regional Council). However, Council supports the Otago Regional Council by subsidising the local bus services. QLDC provides infrastructure to support Public Transport by providing bus stop facilities, some of which are subsidised by the Otago Regional Council and Waka Kotahi, and wharves.

3.3. WAY TO GO

Way to Go is the collaborative partnership between Waka Kotahi, QLDC and Otago Regional Council.

Way to Go operates under a Memorandum of Understanding signed by the parties in December 2018.

Way to Go recognises the unique transport challenges faced by the Queenstown Lakes District and is committed to working collaboratively to provide residents, visitors and ratepayers with an enduring, affordable, safe transport system, which also provides transport choice.

This joined up approach will:

- Enable a more logical planning and professional services environment
- Enable more efficient sequencing of construction projects
- Reduce the risk of competition for consultants and contractors; and

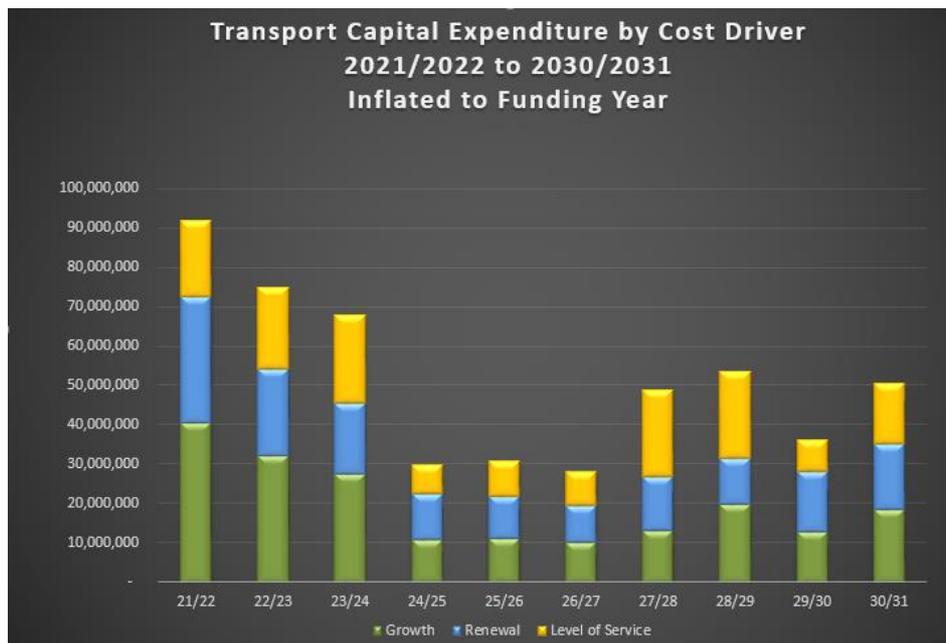
- Increase the procurement capability of all three organisations by drawing on the expertise of the home organisations.

3.4. SUBSIDISED TRANSPORT BUDGET PROFILE

Work is currently underway developing QLDC’s He Mahere Kahurutaka 2024-34 (Ten Year Plan). A draft is due in August 2023.

In advance of that, QLDC’s draft annual plan for 2023/24 has been out for consultation (April 2023) and submissions are being reviewed. These will be presented to council on 22 May 2023. The draft Annual Plan provides greater budget and project certainty over the near term.

Figure 3: Transport Capital Expenditure by Cost Driver 2021/2022 to 2030/2031*



With a forecast annual procurement spend in 2023/24 of approximately \$73m for Transport, the Council can be considered a significant procurement organisation – both in terms of a New Zealand context, and especially in Queenstown Lakes / Central Otago districts.

**Table represents approved LTP as of 1 Jul 2021. Transport budgets may have been amended since this date.*

3.5. PROCUREMENT FORWARD PROGRAMME & MARKET ENGAGEMENT

The following table further breaks down the next two years budgets into Transport related activities (QLDC Ten Year Plan, uninflated).

Table 5: Subsidised Transport procurement budget 2023/24 -2024/25

Name	Work Category	Current Contract Expiry	Indicative budget		Proposed supplier selection method
			23/24	24/25*	
Maintenance & Operations					
Road Maintenance contract	100's	2027	\$6.6m	\$6.8m	Open Tender
Lighting Maintenance Contract	122	03/2024	\$500k	\$500k	Open Tender Indicative budget based on 22/23
Structural Assessments	151	06/2023	\$80k	\$80k	Secondary procurement through the Engineering Specialist Services Panel
Road Safety Education contract Road safety Education Various	432	June 23 +1 +2	\$138k	\$138k	Open Tender Various contracts – mix of direct award, closed tender, and secondary procurement
Network & Asset Management	151	Annual work programme	\$2.6m	\$2.6m	Various contracts – mix of direct award, closed tender, and secondary procurement (includes QLDC business unit costs and road maintenance contract overheads)
Renewals					
Reseals	212	2+1 contract term for the period 23/24 – 25/26	\$2.2m	\$2.3m	Option to extend for one year. PQM
Reseals	212/151	06/2028	\$113k	\$120k	Design and MSQA for reseals 24/25 – 27/28. PQM
Pavement Rehabilitation	214	Various contracts	\$1.4m	\$1.5m	PQM

Name	Work Category	Current Contract Expiry	Indicative budget		Proposed supplier selection method
			23/24	24/25*	
Improvement					
Low Cost Low Risk – Local Road Improvements	341	06/2024	\$4.56m	\$5m	Minor Improvements Professional Services Panel Construction – Open market / PQM
Activity Management Planning	003	Annual work programme	\$90k	\$100k	Various contracts – mix of direct award, closed tender, and secondary procurement
Travel Demand Management: Stage 1: Development of SSBC Stage 2: Implementation of SSBC outcomes	421	N/A	S1: \$150k S2: \$1.35m	\$0.0	Procurement planning in progress S1: Indicative – Closed market / PQM S2: Indicative – Open market / PQM
Wanaka SSBC	324/004	N/A	\$468k	\$166k	Procurement planning complete Open market / PQM
Transport Modelling	002	N/A	\$100k	\$1m	Procurement planning not commenced Indicative – Open market / PQM
Transport Choices (Active travel part Route C5, Anderson Road)			\$8.6m		Procurement planning complete Open market / PQM
Masterplanning - Transport	Unsub / 004	TBC	\$500k	\$500k	Procurement planning not commenced Indicative – Open market / PQM
Corporate					
Engineering & Specialist Support Services Panel – new Project Management Discipline	Various	New Discipline	N/A**	N/A**	Procurement planning in progress. Indicative Go to Market June 2023 Open market / PQM – without disclosure of the estimate

Name	Work Category	Current Contract Expiry	Indicative budget		Proposed supplier selection method
			23/24	24/25*	
Engineering & Specialist Support Services Panel	Various	June 2024	N/A**	N/A**	Procurement planning in progress Open market / PQM – without disclosure of the estimate

**Confirmation of 24/25 budgets will depend on the outcome of QLDC TYP24-27 and NLTP24-27.*

**23/24 budgets will be subject to change based on year-end carry forwards and budget readjustments within the NLTP21-24.*

*** Expenditure is not currently recorded against the contract but allocated direct to Work Categories. QLDC systems have developed to the point where contract spend will be recorded in the next iteration of the Engineering & Specialist Support Services Panel.*

Note 1: when using LPC minimum conformance standards will be used to ensure that only suitably qualified and experienced contractors tender.

Note 2: minimum conformance standards will be used to ensure our Broader Outcomes objectives are achieved.

Appendix B provides a summary of operational / maintenance contracts including rights of renewal and go to market dates.

QLDC commits to providing regular market updates as we gain greater certainty on our procurement forward programme.

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

No high-risk procurement activity is contemplated by this Strategy.

While well understood and not unusual in transport procurement, advanced procurement procedures may be considered.

4. PROCUREMENT ENVIRONMENT

4.1. ANALYSIS OF SUPPLIER MARKET

Queenstown Lakes and the Central Otago District are serviced by a number of national, multi-national and local suppliers.

QLDC (directly or indirectly) has or is currently using the following transport infrastructure professional services providers:

Table 6: QLDC Transport Infrastructure Professional Services Providers

Consultant	Services	QLDC Panel(s)
Abley	Transport Professional Services	No
Aecom	Full service	3W
BECA	Full service	ESSS + 3W
Boffa Miskell	Urban Design	No
GHD	Full service	3W
Hadley Consultants	Design	ESSS
Jacobs	Full service	3W
Jasmax	Urban Design	No
LandLAB	Urban Design	No
Rationale	Infrastructure investment, strategy, analysis, advice	No
RCP	Project management	No

Stantec	Full service	ESSS + 3W
Team Projects	Independent Engineer to Contract	ESSS
Utility 2017	Infrastructure investment, strategy, analysis, advice	No
WT Partnership	QS & Cost Management	No
WSP	Full service	ESSS

QLDC (directly or indirectly) has or is currently using the following transport infrastructure works providers:

Table 7: QLDC Transport Infrastructure Works Providers

Contractor	Services	QLDC Panel
Brian Perry Civil	Capital Works	No
Civil Projects	Capital Works	No
Done Rite	Capital Works	No
Downer NZ	Roading Maintenance / Capital Works	3W
Fulton Hogan	Capital Works	3W
HEB	Capital Works	3W
McConnell Dowell	Capital Works	3W
McKay	Lighting Maintenance	No
SouthRoads	Capital Works	No
Stewart Civil	Capital Works	No
The Roding Company	Capital Works	No
Wilson Contractors	Capital Works	No

4.2. ANALYSIS OF QLDC'S PROCUREMENT SPEND & PROFILE

QLDC has undertaken an analysis of vendor spend for the period ending 31 March 2023 (and the previous years ending June 2021 and 2022). Based on an assessment of the highest 100 vendors by spend, the following table highlights 31 vendors providing transport infrastructure.

Table 8: Vendors providing Transport Infrastructure

Vendor Rank by Spend	Creditor #	Creditor Name	Y/E 30 June 21	Y/E 30 June 22	P/E 31 March 23
1	16999	Whakatipu Transport Programme Alliance	4,553,926	63,134,823	65,247,223
2	10525	Downer New Zealand Limited	16,181,568	15,647,493	15,590,666
3	16894	Fulton Hogan Ltd Christchurch	4,640,073	1,831,536	11,535,937
6	10668	FULTON HOGAN LTD	15,860,750	11,392,723	7,366,568
8	15967	John Fillmore Contracting Ltd	19,277	1,658,680	4,959,691
12	16471	HEB Construction Limited	13,667,052	11,747,313	3,266,734
14	10218	BECA LIMITED	3,925,811	3,218,880	2,034,064
19	11188	Stantec New Zealand	1,710,435	991,764	1,329,079
29	11303	WSP New Zealand Limited	3,006,167	1,424,073	875,507
35	10695	GHD LIMITED	785,540	799,982	676,550
41	10166	ASPLUNDH TREE EXPERT LTD	452,941	438,586	530,060
42	16109	McKay Ltd	667,023	642,739	522,091
43	16160	TEAM Projects Advisory LTD	297,225	618,040	514,214
45	11543	RESOURCE CO-ORDINATION PARTNERSHIP LTD	1,050,800	864,028	488,108
48	12495	HARRISON GRIERSON CONSULTANTS LTD	395,959	364,608	415,914
50	12056	WT PARTNERSHIP	546,855	591,183	389,803
51	11724	SOUTHROADS	746,237	675,826	383,638
52	12924	THE PROPERTY GROUP LIMITED	372,797	503,283	376,513
53	16599	Pinnacles Civil Group Limited TA Pinnacles Civil	343,390	442,073	366,129
55	14625	Boffa Miskell	279,653	512,541	354,851
56	16933	Citycare Group	0	630,357	346,841
58	10316	CENTRAL MACHINE HIRE LTD	0	75,292	307,909
66	16928	APL Property Limited	245,202	406,447	245,957
74	15716	Utility 2017 Limited	235,647	411,478	223,753
79	16315	The Building Intelligence Group T/A TBIG	261,734	346,286	201,463
81	17630	Simply Energy	0	0	200,549
88	16047	Meyer Cruden Engineering Limited	17,225	161,649	164,321
89	16686	Tregaskis Brown Limited	62,375	142,224	161,059
90	10035	AECOM NEW ZEALAND LTD	183,664	581,371	160,688
91	11882	TONKIN & TAYLOR LIMITED	113,085	341,792	160,059
94	17140	Steven Boswell Consulting Limited	0	124,600	155,100

4.3. ANALYSIS OF THE IMPACT OF THE PROCUREMENT PROGRAMMES OF OTHER APPROVED ORGANISATIONS AND OTHER ENTITIES

The following organisations are procuring or may procure significant projects that may attract local suppliers away from QLDC's transport infrastructure projects:

- Waka Kotahi
- Central Otago District Council
- Southland District Council
- Private developers
- The Alliance

There is evidence that the contractor supplier market is nearing capacity in the Queenstown Lakes and Central Otago regions. The Alliance in particular are a major consumer of sub-contractors and has noted local

suppliers are currently participating in RFX processes at lower levels than when it commenced operation in early 2021.

Council’s 3 Waters programme will also be using the same large contracting organisations and their sub-contractors, and the same project management resources. Although the procurement timing can be somewhat managed to limit when contracts are coming to the market, the programme may limit resources available for roading contracts.

The Council is mindful that the normal activities of Waka Kotahi, Otago Regional Council, Central Otago District Council and Southland District Council, if all procured at the same time as the Council, could place undue pressure on the industry by creating work ‘spikes’ and reducing competition for individual contracts. Council will continue to work with these parties to better understand the load (and the availability of work to the industry) throughout the year. The Council believes it will benefit from greater levels of competition for its contracts as a consequence.

The winter climatic conditions in the region and the peak tourist period over the Christmas/New Year period also limits the time available for construction of transport projects in the Queenstown Lakes District.

5. APPROACH TO DELIVERING THE WORK PROGRAMME

5.1. SPECIFIC STRATEGIC OBJECTIVE

This Strategy has considered how to achieve public value through the procurement process, which includes considering Broader Outcomes. Initiatives to ensure the on-time delivery of the programme have also been identified.

5.2. OBJECTIVES

Council aspires to deliver on the following objectives:

Table 9: Council Objectives

Objective	Addressed by
Council programmes and projects are aligned to the current annual plan and three-year programme in the 10 Year Plan	...updating our strategies to take into account programme changes in the 10 Year Plan and policy changes.
Council processes are timely, effective and deliver at lowest cost of ownership	...helping remove questions about the way projects will be procured in the future. ...investigating and applying within each asset management plan and during project planning a whole-of-life cost analysis process.

Best value suppliers are participating in contestable processes to deliver Council projects and programmes	<p>...determining the value suppliers will bring to a project through attribute testing during the tending process. For high risk, high value projects the Council will use a pre-qualification process to ensure best value suppliers for particular projects are identified and known to Council staff before requesting for tenders.</p> <p>...using the panel procurement method for consultants which requires a set tender process to establish the panel, and the use of tendering for all other contracts over the value specified in the Procurement Policy.</p> <p>...considering Broader Outcomes in our evaluation process</p>
Council understands its supply market	...conducting workshops with consultants and contractors, requesting and receiving feedback, and reviewing recently awarded contracts.
Broader outcomes are enhanced	...assigning higher weights to Suppliers that contribute to Council goals of improving environmental and social outcomes.

5.3. PROCUREMENT PLANNING

QLDC's procurement processes mandate procurement planning for all procurement activity above \$10,000.

It's intended that a 'short-form' procurement plan be developed for simple procurements (low cost / low value - \$10k to \$100k), and a more detailed plan for complex procurements with higher costs, risk and/or high customer or community profile (value greater than \$100k).

The level of procurement planning is assessed as whole of life for the activity, project or contract. Services are not to be unbundled from projects (e.g.: \$20,000 of professional services fees in a \$500,000 capital project is part of a complex procurement). Also, the value is based on the total value of the contract over the total term of the contract (e.g.: \$400,000 for a five-year \$80,000 pa contract is a complex procurement). For panel agreements, the procurement planning will be addressed in the respective Panel Management Plan.

Procurement at QLDC's is governed by the Delegations Register.

5.4. PROJECT SPECIFIC PROCUREMENT PLAN

QLDC's Full Procurement Plan is based on the NZ Government Procurement model. In developing the Procurement Plan QLDC will consider:

- a) The services required for each project
- b) The whole of life value of the procurement activity
- c) The risk, complexity and chance for innovation that each project presents
- d) The Council's procurement goals, including public value, broader outcomes, use of local and health and safety
- e) The procurement method
- f) The rationale for the procurement method; and
- g) The form of contract to be used.

Based on this analysis QLDC will identify its preferred plan for each procurement activity. Where the preferred strategy differs in some respect from Council's Procurement Policy, appropriate delegated authority for departures will be obtained.

5.5. DELIVERY MODELS

In most cases, maintenance and other specialist contracts will be single contracts while most capital projects will include a design contract followed by a construction contract.

The base delivery model for capex procurement will be staged delivery.

A new Engineering & Specialist Support Services Panel replaced the expired Engineering professional services panel, effective from mid-2019. The new Panel will continue to be used for the majority of smaller transport related projects. This will ensure the successful consultants will be assured of the opportunity to win work into the future and will therefore be better able to invest in resources to support local delivery.

Design and construct contracts may be considered for projects where:

- the design component is simple and low;
- complexity and uncertainty is high;
- the Council considers that suppliers are best placed to influence and manage risk; and
- the opportunity to innovate is high.

Delivery model selection will follow the requirements of the Procurement Policy, Waka Kotahi Procurement Manual and this Strategy.

5.6. SUPPLIER SELECTION METHODS

The Council intends to utilise a variety of supplier selection methods. Decisions will be project specific and will consider risk and opportunity, with method and rationale set out in each Procurement Plan.

The following methods are contemplated by this Strategy:

- Direct Appointment
- Lowest Price Conforming
- Price Quality method; and
- Quality Based.

Supplier selection will follow the requirements of the Procurement Policy, Waka Kotahi Procurement Manual and this Strategy.

5.7. ADVANCED COMPONENTS REVIEW

Along with the standard procurement delivery models and supplier selection methods, robust procurement planning may identify greater value for money from the use of advanced components. Currently the Council's procurement planning has identified the use of advanced components being contemplated in multiple scenarios, including:

Supplier Panel – Engineering & Specialist Support Services Panel

The principles of the Engineering & Specialist Support Services Panel (ESSSP) are threefold: an open market

approach, i.e. there'll be a competition to be on the panel; the panel numbers will be constrained, to remove the common fault of panel members not getting enough work to reward their investment; and there will be a robust secondary procurement process for panel members to win work and for the Council to evidence value for money, i.e. the opportunity for success will be regularly available.

The primary panel procurement will be a balance of Price and Non-Price attributes.

As rates will be sought to evidence price value and estimates are not available at a discipline level – the primary supplier selection methodology will evaluate utilising a price / quality method (PQM), without disclosure of the estimate.

The secondary procurement will be greatly simplified by:

- providing different procurement methodologies for different dollar ranges; and
- generally only seeking methodology, key personnel and price.

The professional services panel contemplated an initial term of two years with two one-year rights of renewal; and is closed for the first two years.

QLDC is about to enter the final year of the panel and will later in 2023 be undertaking full procurement planning for the next iteration of the panel. The procurement plan will identify, confirm and seek any specific Waka Kotahi approvals that may be required.

Supplier Panel – Minor Works

QLDC is also considering a minor works panel. This is not yet through the procurement planning stage but will parallel the principles, objectives, procurement and operational delivery to QLDC's Engineering & Specialist Support Services and 3 Waters Design and Contract Works panels.

5.8. UTILISATION OF QLDC'S 3 WATERS PANELS

QLDC has a large 3 Waters programme that, in a number of areas, will also involve transport related and/or funded projects.

In 2018/19 QLDC went to the open market seeking panel members for two new panels to support the programme.

The Design Panel and Contract Works Panels were procured utilising a best practice procurement approach that very closely mirrored the Waka Kotahi procurement process.

Where it is logical and value for money can be evidenced, QLDC plans to utilise the 3 Waters panels for transport related design and works.

5.9. COMBINING CONSTRUCTION WITH MAINTENANCE

Existing maintenance contracts provide the ability to vary the scope to add both similar maintenance activities; and the delivery of low cost / low contract works projects to the original contract.

This is contemplated where the contractor has shown they can produce a value for money outcome and it is unlikely that negotiating with a panel supplier or going to open or closed tender will produce a better result. The value for money consideration will also include the cost for the Council procurement.

5.10. ROADING NETWORK MAINTENANCE CONTRACT

QLDC's Road Network Maintenance contract is not included as part of this strategy. A separate procurement

plan will be developed for Roding Network Maintenance, the procurement plan will:

- contemplate the s17A provisions of the LGA; and
- identify, confirm and seek any specific Waka Kotahi approvals that may be required, eg contract term greater than 5 years.

5.11. COLLABORATION WITH NEIGHBOURING COUNCILS AND WAKA KOTAHI

Council understands that in order to fulfil its community outcomes and deliver public value, it needs to work more collaboratively with community and stakeholders prior to committing to projects or significant changes. QLDC has demonstrated commitment to collaboration through Way to Go and the Alliance. QLDC also have some shared services with state highways where QLDC manage State Highway Street Lighting under the QLDC Lighting Maintenance Contract. There are also boundary agreements with Southland District Council around maintenance activities where it is more efficient.

Additional examples of collaboration include involvement in the Road Efficiency Group (REG) workshops, which provide opportunity for the local roading authorities to work together on mutually beneficial projects. Key opportunities being followed up include pavement data collection, such as Falling Weight Deflectometer, High Speed Data collection and contract management.

5.12. PRE-QUALIFICATION ARRANGEMENTS

Pre-qualification has been introduced for suppliers' health and safety systems including a requirement to meet the standards of Site Wise Green or equivalent.

The Council intends to investigate whether there are efficiencies to be obtained through the provision of prequalification of works suppliers. In the future, prequalification may also be used for different work values and/or expertise.

Prequalification is contemplated to allow efficiencies to both QLDC and Suppliers.

5.13. BUNDLING OF CONTRACTS

The letting of a number of smaller contracts rather than bundling them may help support smaller local contractors to build a positive track record, but it may require more staff time to manage. This will be assessed on a case-by-case basis as it may be better to bundle some projects to realise staff savings, especially when Council resources are under pressure. The Council will continue to review the situation as and when internal resources change.

This Strategy does not preclude the Council from using internal staff to do work for infrastructure services that may have been previously contracted.

5.14. FORMS OF CONTRACT

The Council's procurement framework will contain a range of contract templates for use by the staff. These contracts will be (wherever possible) standard form contracts with tailored special conditions to effectively manage Council's identified risk profile. Forms of contract in use by the Council include:

- NZS3910:2013 – Conditions of contract for building and civil engineering
- NZS3917:2013 – Conditions of contract for building and civil engineering – Fixed term
- CCCS: 4th Edition Dec 2017 – Conditions of contract for consultancy services

- ACENZ/IPENZ: Feb 2019 – Short form agreement for consultant engagement
- Pre-Construction Services Agreement (QLDC); and
- Services Agreement (QLDC).

5.15. CONTRACT & SUPPLIER MANAGEMENT

The Council has adopted (and is further refining) performance measuring and reporting systems as appropriate to the type of contract. Supplier performance management will:

- Promote best practice and incentivise positive supplier behaviour that aligns with the QLDC’s objectives;
- Set benchmarks and performance targets to communicate expectations on performance;
- Provide the suppliers with feedback on their performance;
- Provide periodic health checks on projects and vendors to be used as a management tool to identify issues and improvement opportunities; and
- Provide the Council with measures other than price to support procurement decisions.

Supplier performance management will be further developed to deliver at three discreet levels:

- Contract Performance – carried out by the Operation and Maintenance Business Unit will measure the performance of the supplier against contract performance targets. Contract performance is considered monthly through the operations teams, and quarterly through the governance level Core Group (senior managers of both QLDC and the supplier);
- Supplier Management – carried out by the Property & Infrastructure Management Team to leverage contract performance to optimise supplier performance across QLDC; and
- Benefit Realisation – Carried out by QLDC’s contract and project managers to ascertain whether the contracts deliver the anticipated benefits detailed in the business case and/or procurement plan. This will include achievement of Broader Outcomes anticipated at time of tender.

5.16. EXCEPTIONS, ADVANCED AND CUSTOMISED COMPONENTS

As discussed above, there are situations that may require alternative procurement processes to be considered and used (such as panels, alliances and/or private public partnerships), the Council reserves the right to consider these on a case-by-case basis and will consult with relevant stakeholders where necessary.

In some cases, it may be prudent to deviate from this Strategy, in which case advance approval will be sought from Waka Kotahi.

6. IMPLEMENTATION

6.1. CAPABILITY AND CAPACITY

Transportation infrastructure services are led by Council’s Chief Engineer. The Chief Engineer has access to the following staff who are available to manage and support transportation services:

- Maintenance & Contracts Manager (40% allocated to transport)
- Roothing Ops Contract Manager
- Roothing Contracts Technician

- Strategic Asset Manager
- Asset Engineer
- Senior Asset Engineer
- Senior Engineer – Roading Ops & Safety
- Contracts Administrator (40% allocated to transport)
- Senior O&M Project Manager (40% allocated to transport)
- General Inspector (40% allocated to transport)
- Senior Environmental Advisor (40% allocated to transport)
- ONF Roading Technician
- Transport Strategy Manager
- Senior Transport Engineer And as projects require:
- Strategy and Asset Planning Manager
- Asset & Investment Officer
- Investment Manager
- Commercial & Procurement Manager.

6.2. INSOURCED / OUTSOURCED MODEL

By both self-delivering transport procurement and maintaining strong oversight of outsourced transport procurement, through project management services, Council benefits from:

- Greater flexibility and responsiveness
- Increased capability and capacity
- Greater supply market intelligence
- Stronger relationships being developed with contractors, consultants and other service providers; and
- Risk being better understood and managed.

The Council outsources its design function and generally limits its in-house professional services to contract and project management.

6.3. CATEGORY MANAGEMENT

The QLDC-wide Procurement Strategy contemplates category management.

While not yet programmed for implementation, the introduction of a transport category management approach is one route to further drive efficient and effective procurement at QLDC. This will provide greater transparency, both internally and externally, of the supplier selection methods contemplated for each category segment. Until that stage though, the Council will rely on its procurement planning as described earlier.

6.4. INTERNAL PROCUREMENT PROCESSES

The Procurement Policy sets out how goods, services or works should be planned and procured. This policy has been developed with reference to the Auditor General’s Procurement guidance for public entities (Controller and Auditor General, 2008) and the Queensland State Government’s Developing “Agency Purchasing Procedures” (Department of Public Works, 2000).

6.5. PERFORMANCE MEASUREMENT GENERAL APPLICATION

Council will collect information on its procurement activities through these methods:

- a) Contract reviews
- b) Maintenance of project files with all key documentation
- c) Face-to-face discussions with suppliers
- d) Liaison with affected third parties
- e) Internal discussions between staff, especially contract and project managers
- f) Customer and neighbour feedback during and after contract implementation.

The present system obtains the information required by Waka Kotahi under Section 11 of the Manual, and sufficient information to enable the Council to monitor progress against its own procurement goals.

The Council will undertake regular reviews of the quality and quantity of information obtained, and the results of any audits, in order to ensure the Council is working towards meeting its goals and objectives. Additional information gathering exercises and procedures will be added where necessary.

APPLICATION TO MAINTENANCE CONTRACTS

The performance of Council’s maintenance contracts is tracked through KPI reporting to the contract management team on a monthly basis, and to a governance level “core group” on a quarterly basis.

The role of the core group is:

- a) Steering group made up of senior managers for the contractor and the client.
- b) Ensure that information about what’s working well about the contract as well as possible problems reach those with power to influence.
- c) Formal process to review and sign off KPI results.
- d) Part of the process for escalating more serious differences as appropriate.
- e) Provide a forum to review and challenge KPIs and contract scope to ensure the contract stays relevant for the full term.
- f) Ensure contract managers on the contractor and client side have a clear vision of what is expected from the contract.
- g) Forum to discuss community and elected member feedback and develop strategies to address areas of concern.

6.6. PERFORMANCE MONITORING

The application of this Strategy will be monitored annually by reviewing the past year's procurement processes against this Strategy.

The supplier market will be monitored by measuring the following:

- The number of tenders received per market approach. If this is trending towards less than 3 tenders per contract then a review of go-to-market and communication strategy will be triggered.
- The spread of prices received from the tenderers for each contract. If the spread is increasing the amount of work for suppliers is likely to be increasing and a review of the project specific procurement strategies may be needed.
- Customer and neighbour feedback sought, monitored and acted upon during contract implementation and after contracts have been completed.
- Objectives of Broader Outcomes are achieved.

6.7. THE 2025-28 STRATEGY FOR THE PROCUREMENT OF TRANSPORT INFRASTRUCTURE

QLDC acknowledges the two-year duration of this Strategy and confirms that a structured work plan will be put in place to develop the 2025-28 strategy. The 2025-28 strategy will contemplate a number of material procurement activities, including the multi-year Rooding Network Maintenance contract.

The 2025-28 Strategy will be developed in line with the implementation of the QLDC-wide Procurement Strategy, the consideration of category management, and with reference to the work happening at a national level as part of the Road Efficiency Group's (REG) programme of Strategic Delivery (procurement & delivery models).

6.8. COMMUNICATION PLAN

On completion of the endorsement process the Strategy will be:

- communicated to internal stakeholders
- uploaded to QLDC's publicly facing website; and
- advised to the supply market at QLDC's next market briefing.

7. CONCLUSION

This two-year Strategy has been built on the foundations and lessons learnt from the operation of the previous Strategy. The Council's procurement capability continues to mature and is now better resourced to provide greater support and enable the efficient and effective delivery of transport activity.

The Queenstown Lakes District is undergoing massive growth which both puts pressure on existing suppliers but is also creating opportunities for new entrants, as can be evidenced from new suppliers operating in the district.

The Council acknowledges that successful delivery of this Strategy will require ongoing commitment to professional development, the updating of forms of contract and RFX templates; monitoring how our key goals including broader outcomes and increased levels of health, safety and wellbeing are being achieved and ensuring the consistent application of fit-for-purpose procurement through the Plan/Source/Manage lifecycle.

8. CORPORATE OWNERSHIP AND INTERNAL ENDORSEMENT

This Strategy is endorsed for the Queenstown Lakes District Council by the General Manager of Property and Infrastructure who is accountable for its implementation. The Strategy will be reviewed when there are significant changes in the supply market, procurement best practice, or in two years – whichever is sooner.



Tony Avery

General Manager – Property & Infrastructure

28 August 2023

APPENDIX A – PROCUREMENT POLICY AND PROCUREMENT GUIDE

QLDC’s Procurement Policy is available [here](#).

QLDC’s Procurement Guide is available [here](#).

APPENDIX B – SUMMARY OF OPERATIONAL & NETWORK MAINTENANCE CONTRACTS

The following table summarises QLDC’s current maintenance agreements and provides possible renewal and return to market dates.

Notes – rights of renewal are at the discretion of QLDC.

Contract No	Incumbent Supplier	Contract Name	Contract & Go to Market Dates				
			Start Date	Right of Renewal 1	Right of Renewal 2	Final Expiry	Latest Go to Market Date
CT16-007	Downer	Roading Network Maintenance Contract	1/10/2016	31/03/2021	31/03/2024	30/03/2027	2026
CT16-007	Downer	Renewals (under Roothing Network Maintenance Contract)	1/10/2016	31/03/2021	31/03/2024	30/03/2027	2026
CT16-007	Downer	Minor Improvements (under Roothing Network Maintenance Contract) - assume 20%	1/10/2016	31/03/2021	31/03/2024	30/03/2027	2026
O-19-035	McKay	Lighting Maintenance Contract (Joint contract with WAKA KOTAHI. QLDC portion only)	1/05/2019	31/03/2024		31/03/2027	2026
N/A	Various as per AOG Panel	Electricity for Street Lighting	Various				

Endorsed by:

Queenstown Lakes District Council on 28/08/23
Waka Kotahi NZ Transport Agency on 19/05/23

