



# Queenstown Lakes District Council

## Procurement Plan

for

## Facilities Maintenance Management Services

**C-25-011**

Document development control	
<b>Prepared by:</b>	Paul Rogers & Stefan Amston
<b>Position / title:</b>	Procurement Advisor + Contracts and Assets Manager Parks
<b>Business unit:</b>	Property & Infrastructure
<b>Document version:</b>	R4
Document development control	
<b>Date of last revision:</b>	22 August 2024
<b>Status:</b>	Draft R4

## Contents

1.	BACKGROUND .....	5
1.1	What we are buying and why.....	5
2.	REQUIREMENTS AND COSTS .....	6
2.1	Our requirements .....	6
2.2	Key dates .....	9
2.3	Estimated costs .....	9
3.	MARKET ANALYSIS .....	10
4.	KEY STAKEHOLDERS .....	13
4.1	Internal stakeholders .....	<b>Error! Bookmark not defined.</b>
4.2	Communications .....	13
5.	TENDERING PROCESS .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
5.1	Type of tender .....	14
5.2	Evaluation team.....	15
5.3	Proposed timeline .....	16
6.	EVALUATION METHODOLOGY .....	16
6.1	Evaluation method .....	16
6.2	Evaluation criteria and weightings .....	17
6.3	Conflicts of interest.....	20
6.4	Due diligence.....	21
7.	CONTRACT TYPE .....	22
8.	RISK MANAGEMENT.....	22
9.	PROBITY MANAGEMENT .....	23
10.	CONTRACT DELIVERY.....	23
	APPENDIX 1: WORK SPECIFICATION (HIGH LEVEL) .....	24
	APPENDIX 2: PROPOSED CONTRACT TERMS AND CONDITIONS .....	25
	APPENDIX 3: RISK REGISTER.....	26

## Acronyms

The following acronyms are used in this document.

Acronym	Term
RFP	Request for Proposal
TET	Tender Evaluation Team

## Approvals

### Approval of the Plan and Authority to proceed to tender

Project sponsor		
<b>Approval to:</b>	Progress an RFP to open market	
<b>Tender start:</b>	1 October 2024	
<b>Contract start:</b>	Monday 3 February 2025	
<b>Name:</b>	Tony Avery.	
<b>Position/title:</b>	Property & Infrastructure GM	
<b>Signature:</b>		<b>Date:</b>

### Approval of the budget

Delegated financial authority holder			
<b>Total cost:</b>	Est. \$43,637,740		Cost code
<b>Financial year:</b>	<b>Financial year</b>	<b>Amount</b>	<b>Funding type</b>
	2024/25	\$3,848,939 \$1,753,153	Renewals (Capex) Opex
	2025/26	\$2,430,901 \$1,802,015	Renewals (Capex) Opex
	2026/27	\$4,255,424 \$1,839,686	Renewals (Capex) Opex
	2027/28	\$2,602,726 \$1,881,023	Renewals (Capex) Opex
	2028/29	\$4,471,523 \$1,923,973	Renewals (Capex) Opex
	2029/30	\$1,673,428 \$1,964,010	Renewals (Capex) Opex
	2030/31	\$3,552,388 \$2,004,734	Renewals (Capex) Opex
	2031/32	\$5,587,546 \$2,046,734	Renewals (Capex) Opex
<p><b>Delegate</b> to the Chief Executive the power to approve a Procurement Plan for facilities maintenance management services and associated procurement and task management, enabling Council to go to open market to procure the Facilities Maintenance Management services.</p> <p><b>Note</b> that officers will provide a facilities maintenance management report at end of financial year to the Infrastructure Committee, prior to each financial year and a facilities maintenance</p>			

<b>Delegated financial authority holder</b>		
management report to full council prior to the contract extension (currently at year five and seven of the procurement plan).		
<b>Signatures:</b>		

# 1. Background

## 1.1 WHAT WE ARE BUYING AND WHY

The Queenstown Lakes District Council (the 'Council') is the local authority to one of the fastest growing regions in New Zealand. The Council owns and maintains a diverse property and facilities portfolio which requires planned and reactive maintenance to ensure the buildings are safe, compliant and efficient. The property and facilities portfolio comprises:

<b>Property &amp; Facilities Portfolio</b>	<b>#92</b>
Commercial Facilities (Office)	7
Community Facilities (Recreation)	17
Residential	30
Commercial	14
Miscellaneous	24

As the portfolio has grown the Facilities Maintenance Management (FMM) approach has been to add single trades building by building to meet the maintenance demands. This has grown over time to a disaggregated multiple trade service delivery model that has become difficult to effectively control and procure both in terms of costs as well as service delivery.

Supplier numbers have grown to circa 80+. Council now needs to rationalise and optimise the supply chain to achieve: -

1. Transaction cost efficiencies.
2. Streamline workflow for task management, compliance and service effectiveness.
3. Shift some of the administration and control of the small 'one off tasks' to the FMM supplier

The FMM seeks to incorporate Task and Procurement Management; it's a critical section that serves as the backbone of operational efficiency in asset renewal projects. It's not solely about procuring the delivery of asset renewals; it's about engaging a versatile contractor capable of managing a wide range of services, while ensuring appropriate and timely communication with the community and stakeholders who use our facilities. This includes the procurement of gas, waste management, pest control, linen services, equipment hire, skips, and the provision of essential safety equipment such as scaffolding and more.

Council is seeking to optimise the supply chain down to just one to three suppliers for the contracts. Council will consider a single supplier for all three contracts should such a supplier demonstrate full capability and a value for money solution. These core suppliers will in turn task manage their own supply chains, as well as undertake a degree of self-delivery, procurement and FM administration.

To make this supply chain transformation, the Property Facilities Team will also:

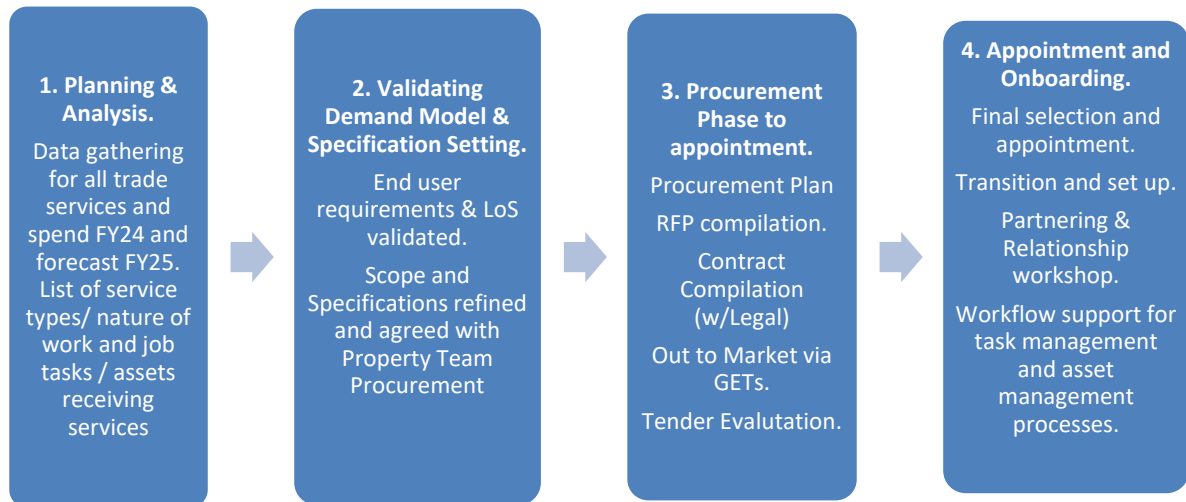
1. Progress to a dedicated Maintenance (& Task) Management System (currently assessing the MBIE / Govt Property Portfolio 'Archibus' system option [Archibus Web Central \(gpg.govt.nz\)](http://Archibus Web Central (gpg.govt.nz))).
2. Upskill and have dedicated Contract Control administration.

3. Move to a more supplier relationship centric model with performance criteria for service delivery and value for money requirements.

Collectively, we estimate a cost saving of between 10 – 20% available through an optimised supply chain coupled with the other process and system improvements<sup>1</sup>.

The Council is going to market in late 2024 for a new consolidated Facilities Maintenance Management Contract. The term will be 5 + 2 + 1 (total 8 years, commencing mid FY 25)

The procurement workflow follows:



## 2. Requirements and costs

### 2.1 OUR REQUIREMENTS

#### General Requirements

The overarching business objective is to secure a competent supply chain able to deliver all the FMM service levels in full, on time to specification and demonstrate good value for money.

Through the evaluation process, Council will select the best supplier(s) across all the service categories. Council will consider a single supplier should a single entity demonstrate sufficient capacity and capability in delivering the entire supply chain (with a minimum portion of 20 – 30% through self-delivery). The greater the self-delivery component, the less transaction cost ('margin on margin') burden.

---

<sup>1</sup> [Optimising supplier management and why co-dependency equals mutual success | Emerald Insight](#)

Sourcing this contract via an open competition, with evaluation of both price and non-price attributes of Respondents, will facilitate value for money in delivery of the Contract Works.

The form of Contract is Councils modified Services Agreement.

### Contract Initiatives

The contract will have clearly specified outputs; in the simplest sense the output is that the work is undertaken in accordance with the Contract (including the Specifications).

The contract will comprise the following elements:

<b>FMM Maintenance Categories</b>	<b>Definition</b>	<b>Pricing Model</b>
<b>Planned Maintenance</b>	Planned Maintenance Non-Compliance works (example; Gutter Cleans & Building Washdowns)	Fixed Lump Sum per annum (inclusive travel & profit)
<b>Scheduled Maintenance</b>	Compliance based for BWOF requirements (example; Fire Alarms, Auto Doors and HVAC)	Fixed Lump Sum per annum (inclusive travel & profit)
<b>Reactive / Emergency Response</b>	'Fix when fail'. Call out works (example; Lift breakdown, blocked toilet)	Hourly Rates (Time & Materials)
<b>Minor Works</b>	Renewals (roof replacements, painting and decorations, carpet renewal)	Quoted and Unit rates
<b>FMM Management &amp; Administration</b>	All day-to-day tasks as required by the Council for ad-hoc one-off FM related materials, products, works and services. Includes all contract administration, planning, scheduling, coordination, invoicing and reporting.	Inclusive onsite and offsite overheads
<b>Consultations &amp; Planning</b>	Day to day consent building, resource applications, community engagement and project management.	Hourly Rate (Application cost & overheads)

The requirements will be set out in their separable portions e.g. HVAC, electrical, general building to enable the local market to respond. Consideration will also be given to larger FMM companies subcontracting to local suppliers.

The requirements will also set out response and resolution times for work of different priorities.

The Respondent's Contract Price for delivering the output includes:

- (1) The Respondent's forecast of the cost incurred to them in delivering what is required
- (2) The Respondent's forecast of the cost incurred to them for the general overall running of the Contract Works (On-site Overheads)
- (3) The Respondent's forecast of the cost incurred to them for the general overall running of the business and profit (Off-site Overheads and Profit)
- (4) An amount to account for the risk associated with getting these forecasts correct

Lessons learned from past FMM contracts is that we do not want to encourage Respondents to under-forecast (1) to (4) as this is not a sustainable business model and may make it harder to achieve the outputs (and potentially compromise compliance requirements) as the Contractor will be looking to recover their losses.

Having clearly defined requirements set out in the Contract (including the Specifications) in the environment of a competitive process encourages Respondents to put effort into getting (1) to (3) right and therefore reducing (4).

Using the PQM evaluation model quantifies the financial value of “quality” through the evaluation of non-price attributes. Ultimately this means that Council is willing to pay a premium i.e. the Supplier Quality Premium (SQP) for a more suitable contractor.

Respondents are therefore encouraged to invest in aspects of capability and proposed method of delivery that are operationally and strategically important to us. It also means that we are willing to potentially pay a premium for this.

This means that the potential for financial benefit derived from the reduction in (4) above is somewhat reduced by the increase to (1) to (3) from the higher quality of the Proposals; the quality being the key attributes of the Proposals i.e. Relevant Experience, Track Record, Key Skills, Resources and Methodology.

Council is cognizant of the Government Rules of Source and align the following Rules with this procurement exercise by planning for the best procurement outcomes:

- We are planning this sourcing event in this procurement plan in accordance with (Govt Rules of Sourcing Rule References) Rule 23
- A contract management plan will be started in the sourcing phase and be reviewed annually (Rule 72.4)

Identify and plan to mitigate risk through your procurement:

- Risks will be identified in accordance with Rule 22 and mitigated as set out in this plan and the Procurement Risk Assessment

Engage the open competitive market:

- We will engage the open market

Ensure our market documents contain information to allow suppliers to make best value offerings:

- There are key aspects of how the contract outputs will be delivered that will be determined by the Contractor; the non-price attributes will align with these key aspects as described in the plan
- Include criteria to evaluate both price and non-price factors including quality; fit for purpose of the proposal and relevant experience:

Include sustainable outcomes as outputs of the procurement activity (also directly aligned to QLDC Sustainability Guidelines):

- Sourcing
  - Organisational capability in terms of the following sustainable outcomes will be evaluated:
    - Energy Management
    - Greenhouse Gas Emission Management
    - Solid Waste Management
    - Water Management
    - Social benefits



- Subcontractors
      - Contract Works specific proposals for the following sustainable outcomes for the above will be evaluated
  - Contract Management
    - The organisation Service Level plans will be reviewed annually
    - Any suitable Contract Works specific proposals will be incorporated into the Contractor’s Plan

Consider whole of life costs of the service, goods or works you are procuring:

- The whole of life cost of the maintenance activity will be considered in the spend analysis by using the current contract cost information

## 2.2 KEY DATES

We require the contract to commence by 3 February 2025.

We estimate that the sourcing of the supplier and contract negotiations will take 3 -4 months.

This means that the tender must be initiated by October 2025. That means we must have all RFX documentation complete by mid-September 2024.

## 2.3 ESTIMATED COSTS

The table below provides details for the available budget to deliver the Facilities Maintenance Services.

Financial year:	Financial year	Amount	Funding type
	2025/26	\$3,848,939 \$1,753,153	Renewals (Capex) Opex
	2026/27	\$2,430,901 \$1,802,015	Renewals (Capex) Opex
	2027/28	\$4,255,424 \$1,839,686	Renewals (Capex) Opex
	2028/29	\$2,602,726 \$1,881,023	Renewals (Capex) Opex
	2029/30	\$4,471,523 \$1,923,973	Renewals (Capex) Opex
	2030/31	\$1,673,428 \$1,964,010	Renewals (Capex) Opex
	2031/32	\$3,552,388 \$2,004,734	Renewals (Capex) Opex
	2032/33	\$5,587,546 \$2,046,734	Renewals (Capex) Opex

The total budget for the full 8 years is

OPEX TCO	Circa \$15m
Renewals (Capex) TCO	Circa \$28m

### 3. Market analysis

The national supply market for FMM Services is strong in the urban areas but less so in the regional areas. The delivery models also differ. We have set out below the market analysis.

The national suppliers include:

Supplier	FMM Delivery Model	Notes
City Care Property	Task Manage and self-delivery most trades in urban regions	Nationwide Contracts include Police MBIE AoG contract
Downer-Spotless	Task Manage and self-delivery most trades in urban regions	Nationwide Contracts include Ministry of Justice, Corrections and Justice MBIE AoG contract.
PAE	Task Manage and self-delivery some trades in urban regions	Nationwide Contracts include Ministry of Defence.
Programmed Facility Management NZ Ltd	Task Manage and self-delivery some trades in urban regions.	Exterior maintenance specialists. Ministry of Education. MBIE AoG contract.
Ventia	Task Manage and self-delivery some trades in urban regions	Auckland CC and Wellington CC FMM contracts
Colliers NZ Ltd	Task Manager, no self-delivery	Corporate clients (Banks / Insurance Co. Mostly commercial office portfolios. MBIE AoG contract.
Cushman Wakefield NZ Ltd	Real Estate Task Manager, no self-delivery	Corporate clients (Banks / Insurance Co. Mostly commercial office portfolios. MBIE AoG contract.
JLL	Real Estate Task Manager, no self-delivery	Corporate clients (Banks / Insurance Co. Mostly commercial office portfolios.
CBRE	Real Estate Task Manager, no self-delivery	Corporate clients (Banks / Insurance Co. Mostly commercial office portfolios.
OCS	Current Cleaning Supplier. Also offers full FMM services	Nationwide contracts both public and private.
Ventia	Auckland Council and WCC incumbent	MBIE AoG contract.

**Regional FMM suppliers**

<b>Supplier</b>	<b>FMM Delivery Model</b>	<b>Notes</b>
Incl National Suppliers - City Care / Downer and PAE	Task Manage and minor self-delivery most trades in urban regions	
Veolia	Has some trade capacity through the 3 Waters contracts	
Tansleys Electrical	Electrical & Fire. Can task manage other sub trades	
Cougar Security	Security & CCTV (although excluded from the FMM contract) but has task management capacity and some relevant trades	
Colliers	Task Manager, no self-delivery	Undertakes Property Management in the district with alliances with key trades
Bayley's	Task Manager, no self-delivery	Undertakes Property Management in the district with alliances with key trades
Harcourts	Task Manager, no self-delivery	Undertakes Property Management in the district with alliances with key trades

The Council FMM Contract will provide a mix of local based Trade and Real Estate companies (as well as some of the national suppliers) to look closely at their capability and capacity to deliver a comprehensive FMM solution into the region based on the economies of scale and scope over a potential 8-year term.

Our preference is to support and encourage the local supplier markets but also recognising out of district, best for maintenance contract opportunities as well. The RFP will be in the market for 6+ weeks to ensure all local entities have sufficient time to plan and consider some cooperative models. We are also hosting site visits and a 'town hall' meeting to set out our requirements, expectations and encourage the local supplier market to work together for a robust supply chain solution.

**INCUMBENT SUPPLIERS**

The Queenstown Lakes District Council (QLDC) currently engages approximately 80 suppliers across various aspects of facilities management. This diverse supplier base covers a wide range of services essential for maintaining and operating council facilities efficiently. Examples of services currently provided are:

1. Electrical Services
2. Plumbing and Gas
3. Landscaping and Groundskeeping
4. Building Maintenance

5. Painting and Decorating
6. Building Washdown & Gutter Cleaning
7. HVAC and Mechanical Services
8. Waste Management
9. Fire and Emergency Monitoring:
10. Pest Control
11. Generator Services
12. Office Services (Filtered water, Linen & towel hire)
13. Sewage Services (Septic tank & Grease service)
14. Elevator Services
15. Key supply and cut
16. Fencing and Bollards
17. Glazing and Glass
18. AED & First Aid
19. Equipment Hire
20. IT & Communication cabling
21. Roofing
22. Appliance supply and service
23. Signage and Signs
24. Excavation
25. Commercial Doors
26. Miscellaneous Services: Survey Inspection, IQP, metering services etc.

The contracted supplier will not be required to self-supply all the listed services. Instead, they will be responsible for appointing and liaising with suppliers, whether they are existing QLDC incumbents or newly appointed ones. Additionally, the contracted supplier will need to engage with further contractors as directed by QLDC and coordinate with business units outside of the Facilities team for alternative arrangements.

By consolidating these services under a single main contractor, QLDC aims to streamline operations, improve efficiency, and achieve cost savings. This approach will ensure a more coordinated and effective management of facilities, reducing the complexity of dealing with multiple suppliers.

## 4. Key stakeholders

The key internal and external stakeholders are set out below.

Role	Name	Stakeholders
Responsible	The person or people responsible for undertaking the procurement.	Paul Rogers
Accountable	The person or people that have authority to make decisions and are accountable for the outcomes.	Tony Avery Quintin Howard
Supportive	The person or people that do the real work.	Paul Rogers Stefan Amston Neesha Wiess Quintin Howard
Consulted	The person or people who need to be consulted to add value or get “buy-in”	Paul Carter Adrian Hoddinott Simon Battrick Anna McCarthy Gareth Noble Simon Mason
Informed	The person, people or group, groups that need to be kept informed of key actions and results but are not involved in decision-making or delivery.	Property & Infrastructure Community Services

### 4.1 COMMUNICATIONS

The council will communicate with internal stakeholders through team briefings on procurement progress, final outcomes and project support needs.

### 4.2 CONFLICTS OF INTEREST

All evaluation team members and others providing input to the evaluation will be required to complete a Conflict of Interest (COI) form and any identified conflicts, potential conflicts or perceived conflicts will be managed appropriately.

## 5. BROADER OUTCOMES

The complexity of this project provides an opportunity for QLDC achieve secondary benefits to the procurement of the FMM contract. The table below summarises potential opportunities to achieve broader outcomes as part of this procurement activity.

Broader outcome	Opportunity
Social	Opportunity to enhance QLDCs relationship with the Queenstown residents and businesses through best practice stakeholder engagement.
Environmental and Sustainability	<p>In 2019 Council declared a climate and ecological emergency. Council's response is outlined in our Climate and Biodiversity Plan, with a commitment to demonstrate ambitious climate and biodiversity leadership. QLDC therefore has an obligation to lead the way in sustainable procurement practices by purchasing goods and services which avoid or minimise impacts on the environment and provide opportunities for regenerating our natural world. Tender applicants should demonstrate how they align with Council's climate mitigation, adaptation and biodiversity goals on page 10 of the current <a href="#">Climate and Biodiversity Plan 2022-2025</a>, and the vision and goals on page 7 of the <a href="#">Waste Minimisation and Management Plan 2018</a>."</p> <p>Implement carbon accounting and waste minimisation or material reuse best practice. Opportunity to utilise the project as part of engagement with the community on more sustainable approaches to Manager delivery.</p> <p>Consider GHG Scope Audit requirements through smarter energy usage.</p>
Economic	<p>Opportunity to increase the skill and experience of the local labour market during and beyond completion of the contract. Opportunity to offer resource consistency for contractors with personnel 12 months/year.</p> <p>Opportunity to promote use of local suppliers</p> <p>Opportunity for local suppliers to learn from national/international supply chain.</p>

## 6. Procurement process

### 6.1 TYPE OF PROCUREMENT

The recommended approach to the market is a one-step open RFP.

The reason for this recommendation is that the Council can target the most knowledgeable, and experienced maintenance providers with previous background and familiarity with our needs in an open competitive forum to solicit responses from both national and regional suppliers.

This approach to market fits with the Councils procurement policies, the *Government Rules of Sourcing* and the New Zealand Government's Procurement Principles.

## 6.2 EVALUATION TEAM

A cross-functional team will be involved in the evaluation of bids and recommending the preferred supplier.

### TET members

Role	Name	Organisation
<b>Chair /Facilitator of the Evaluation Panel</b>	Paul Rogers	Spire Consulting
<b>Probity Advisor</b>	Paul Rogers	Spire Consulting
<b>Voting Member</b>	Quintin Howard	QLDC
<b>Voting Member</b>	Stefan Amston	QLDC
<b>Voting Member</b>	Deborah Husher	QLDC
<b>Voting Member</b>	Kath Buttar	QLDC
<b>Voting Member</b>	Marty Mifsud	QLDC
<b>Voting Member</b>	Parks (TBC)	QLDC
<b>Tender Secretary</b>	Neesha Wiess	QLDC

### 6.3 PROPOSED TIMELINE

The proposed timeline for the procurement is as follows. Please note that this example is based on a one-step open tender.

Action	Indicative date
<b>Pre-procurement</b>	
Procurement plan approved	19 September 2024
Advance notice published on GETS	September 2024
Tender documents approved	
Action	Indicative date
<b>Tender</b>	
Panel confidentiality & conflict of interest declarations signed	4 October 2024
Tender advertised on GETS	7 October 2024
<b>Site Tours + Information Forum onsite</b>	<b>14-15 October 2024</b>
Last date for supplier questions	Midday 8 November 2024
Tender closing date	Midday 15 November 2024
Tender Administrative Compliance review	19 November 2024
<b>Evaluation</b>	
Evaluation panel meets	25 November 2024
Post evaluation clarifications	26 November – 13 December 2024
Procurement recommendation and acceptance	13 December 2024
Contract award	<b>By 16 December 2024</b>
<b>Post-Evaluation</b>	
Contract signing	<b>By 23 December 2024</b>
Contract start date	3 February 2025

## 7. Evaluation methodology

### 7.1 EVALUATION METHOD

Price Quality Method using weighted attribute is proposed. Two envelope evaluation process.





Using the PQM evaluation model quantifies the financial value of “quality” through the evaluation of non-price attributes. Ultimately this means that Council is willing to pay a premium i.e. the Supplier Quality Premium (SQP) for a more suitable contractor.

Respondents are therefore encouraged to invest in aspects of capability and proposed method of delivery that are operationally and strategically important to us. It also means that we are willing to potentially pay a premium for this.

## 7.2 EVALUATION CRITERIA AND WEIGHTINGS

### Preconditions

1.	The amount of public liability insurance required shall be \$20,000,000. The amount of the professional indemnity insurance shall be \$2,000,000.
2.	Supplier must accept Councils RFP and Agreement Terms and Conditions prior to contract acceptance.
3.	Classification 1 H&S work requires rigor on H&S i.e. a minimum threshold of acceptable capability in H&S.
4.	Financial requirements of the contract requires rigor on the financial viability i.e. a minimum threshold of acceptable financial viability.
5.	Some demonstrated degree of trade self-delivery within the region

Having met all the preconditions qualifying bids will be evaluated on their merits using the following evaluation criteria and weightings.

### Criteria weightings summary- Evaluation Table

Evaluation criteria	Weighting %	Rationale
Relevant Experience & Track Record	20.00%	This attribute requires the Respondents to comprehensively demonstrate their relevant experience and track record in order to reduce the risk of inexperienced contractors being appointed to the contract without unduly precluding new players
Relevant Skills	20.00%	This attribute requires the Respondents to comprehensively demonstrate the key personnel the Respondent proposes to use to deliver the Contract in terms of each individual’s technical skills, management skills, experience and track record relevant to the Contract Works, in order to reduce the risk of inexperienced contractors being appointed to the contract without unduly precluding new players.
Methodology	20.00%	There are some key elements of how the Contract Works that will be determined by the Contractor. In order to help ensure successful delivery of the Contract Works, this attribute allows evaluation of the Respondents’ proposals for how they will deliver these aspects of the Contract Works. Points allocated for degree of self-delivery

Evaluation criteria	Weighting %	Rationale
H. Price	40.00%	In order to encourage sustainable tendered Contract Prices whilst still encouraging value-for-money via competitive tension, the weighting takes a 40% of the total weighting.

**TET:**

- The evaluation shall consist of scoring each of the non-price attributes against criteria outlined in in the Evaluation Table. Each attribute shall be scored on a scale of 0 to 100. Individual evaluations shall be made in isolation of other evaluation team members.
- The first evaluation team meeting will be scheduled for one week following the RFP close date.
- Individual evaluations to be sent to the Tender Secretary two working days prior to the first evaluation team meeting to enable aggregation into Evaluation Consensus Worksheet
- The Tender Secretary or their nominee will contact and undertake checks with the relevant referees.
- All reference checks shall be recorded, and information provided to the TET. If, despite negative information the decision is to proceed with the Respondent then the negative information will be noted, and discussion included in the proposal recommendation report to the Council for award of contract.
- All TET members will attend the meeting. Notes from discussions will be taken by the Administrator for feedback following the proposal process.
- At the Evaluation Team Meeting any tags and assumptions will be reviewed by the TET. The team will also discuss if they have any queries regarding the content of proposals submitted. The Proposal Administrator shall, if requested by the TET, then seek clarification or removal of any tags and assumptions and confirmation of this in writing from the respective respondent.
- The mark for the evaluation of each proposal attribute will be reached by an agreed average or moderation of individual scores. This consensus score will be accompanied by a summary of the TET's collective views on the key reasons for the Respondents' score for each of the attributes

**Presentations (at Councils discretion)**

- The TET is permitted to seek clarifications from participants as part of the evaluation process, if necessary, to obtain clarification of the proposal and confirm attribute scores.
- One set of clarification questions, covering all services to which their proposal relates, will be sent per participant.
- To assist the TET in their marking and to seek clarifications on the proposals, Respondents are required to give a presentation of their submission. The Respondent

shall also introduce key contract personnel. One presentation will be made per Respondent covering all relevant services.

- The maximum presentation time is 1.5 hours per Respondent including questions asked by the TET.
- It is proposed that presentations will take place in person where possible but may be held via video conference.
- Respondents will be given 5 days’ notice of their allocated time.
- The non-price scores are to be finalised by the TET following the presentations, a review of the clarification responses, and any due diligence undertaken on suppliers; including additional checks for financial stability or health and safety management.

**PRICE**

To ensure the financial integrity and value for money of the facilities maintenance management contract, the Queenstown Lakes District Council (QLDC) will implement a price validation process. This process will be overseen by a QLDC appointed Quantity Surveyor, who will play a crucial role in verifying and validating the contractor’s pricing and price evaluation form.

**7.3 CONFLICTS OF INTEREST - RESPONDENTS**

Respondents will be required to declare any actual or perceived conflicts of interest and their proposed management of the conflict. The probity officer for the procurement (to be advised) will be responsible for reviewing the conflicts in the first instance. If a conflict is deemed to be unacceptable this will constitute a ‘fail’, however the ability to discuss the conflict with the respondent will be retained.

The panel will use the following rating scale to evaluate suppliers’ bids against the criteria:

- Scoring in increments of 5 applies
- A score of less than 40 for one attribute may exclude the respondent (at the discretion of the TET) from appointment.

*Table 1 Evaluator’s rating table*

Description	Definition	Rating
<b>Excellent</b>	Exceeds the requirement. Exceptional demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with strong supporting evidence.	90-100

Description	Definition	Rating
<b>Good</b>	Satisfies the requirement with minor additional benefits. Above average demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	70-80
<b>Acceptable</b>	Satisfies the requirement. Demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with supporting evidence.	50-60
<b>Minor reservations</b>	Barely adequate. Minor reservations of the supplier’s relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods /services, with little or no supporting evidence.	30-40
<b>Serious reservations</b>	Satisfies the requirement with major reservations. Considerable reservations of the supplier’s relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods /services, with little or no supporting evidence.	10-20
<b>Unacceptable</b>	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the supplier has the ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with little or no supporting evidence.	0

## 7.4 DUE DILIGENCE

The following verification matrix will be used as part of the evaluation and due diligence process. The table shows how elements of the criteria will be verified by the panel.

### Verification table

Table 2 Verification table

Evaluation and due diligence options	Criteria		
	Fit for purpose	Ability to deliver	Value for money
Written offer/tender documents	✓	✓	✓
Buyer clarifications of offer	✓	✓	✓
Reference & credit checks	✓	✓	✓
Presentations	✓	✓	✓
Accepts proposed contract conditions	✓		

## 8. Contract type

The short-listed supplier(s) will be offered the Councils Service Agreement. Consideration also given to the AoG form of Agreement (if successful respondents qualify)

The proposed contract term is from February 2025 until January 2033, however this is dependent on the first term (5 years) performance) where an additional 3 years is available for performance.

## 9. Risk management

Key procurement risks and their mitigation actions are noted in the following table. Overall, this procurement is deemed to be medium value with medium risk. Key risks have been assessed against the risk framework detailed at *Appendix 3*. They have been assessed on the basis of likelihood (L) and consequence (C).

A key project risk is an increase in costs due to environmental court proceedings. Suppliers will be asked to give details on their proposed approach for monitoring this risk through the project delivery.

	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Very High	Very High
Likely	Medium	Medium	High	Very High	Very High
Possible	Low	Medium	High	High	Very High
Unlikely	Low	Low	Medium	High	High
Very Unlikely	Low	Low	Medium	Medium	High

Risk to procurement process	Likelihood	Impact	Rating
Understatement / Overstatement of need	PossiblePossiblePossible	ModerateModerateModerate	HighHighHigh
Misinterpretation of need	PossiblePossiblePossible	ModerateModerateModerate	HighHighHigh
Accuracy of Spend Data	LikelyLikelyLikely	ModerateModerateModerate	HighHighHigh
Accuracy of Asset Data	LikelyLikelyLikely	ModerateModerateModerate	HighHighHigh
Timeframe is not sufficient	LikelyLikelyLikely	MajorMajorMajor	Very HighVery HighVery High
Likelihood of Probity Issues	Very UnlikelyVery UnlikelyVery Unlikely	ModerateModerateModerate	MediumMediumMedium
Specification Undefined	PossiblePossiblePossible	MajorMajorMajor	HighHighHigh
Specification Bias	Very UnlikelyVery UnlikelyVery Unlikely	MinorMinorMinor	LowLowLow

Limited Capable Suppliers in Market	Very Unlikely Very Unlikely Very Unlikely	Minor Minor Minor	Low Low Low
Potential for Challenge	Unlikely Unlikely Unlikely	Moderate Moderate Moderate	Medium Medium Medium

## 10. Probity management

It is essential that the agency demonstrates ethics and integrity in its procurements. This means:

- Acting fairly, impartially, and with integrity
- Being accountable and transparent
- Being trustworthy and acting lawfully
- Managing conflicts of interest
- Protecting the supplier’s commercially sensitive and confidential information.

Probity in this procurement will be managed by:

- Ensuring compliance with the Councils code of conduct
- Ensuring that financial authority for the procurement is approved before proceeding to tender
- Ensuring everyone involved in the process signs a confidentiality agreement and declares any actual, potential or perceived conflict of interest
- Identifying and effectively managing all conflicts of interest
- Using the GETS portal for all communications with potential Respondents.
- Using the GETS portal to receive responses to the RFP, ensuring compliance with the Closing date and time.
- Treating all suppliers equally and fairly
- Offering each supplier a comprehensive debrief at the end of the sourcing process, in accordance with the Government Procurement Rules.

## 11. Contract delivery

The responsibility for managing delivery under the contract and supplier relationship management will pass to Stefan Amston on the signing of the contract(s). This person will develop a contract and relationship management plan in consultation with the successful supplier.

## Appendix 1: Work Specification (High Level)



## Appendix 2: Proposed contract terms and conditions

The proposed form of Contract is Council's Services Contract (modified for FMM requirements); however, where the successful respondent has an MBIE AoG contract, consideration will be given to using this contract.

## Appendix 3: Risk register

Diagram: Risk analysis framework

	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Very High	Very High
Likely	Medium	Medium	High	Very High	Very High
Possible	Low	Medium	High	High	Very High
Unlikely	Low	Low	Medium	High	High
Very Unlikely	Low	Low	Medium	Medium	High