

13 October 2025

Sent via email to		

LG25-0278 - Procurement Plan and Authorisation for Chief Executive Recruiter



REQUEST FOR OFFICIAL INFORMATION – PARTIAL RELEASE OF INFORMATION

Thank you for your request for information held by the Queenstown Lakes District Council (QLDC). On 18 September 2025 you requested the following information under the Local Government Official Information and Meetings Act 1987 (LGOIMA):

• Can you please send me the Procurement Plan for obtaining a recruiter for the recruitment of the new CE [Chief Executive] and a copy of the authorisation, i.e., who signed it off?

QLDC RESPONSE

Partial release of information

Please find attached the <u>Procurement Plan</u> related to the engagement of a recruitment agency for the appointment of the new Chief Executive. Details regarding the authorisation, including the individual who approved the plan, are included within the attached documentation. Minor redactions have been applied. The grounds for withholding certain information are outlined below.

Please note that the enclosed link will expire on 12 November 2025, 12:56 PM (UTC+12:00) Auckland, Wellington.

Decision to withhold information

We have good reason under section 7(2)(a) and section 7(2)(i) of the LGOIMA for withholding part of the information requested. We consider it is necessary to withhold part of the requested information on the basis of the following grounds:

- Section 7(2)(a) the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons.
- Section 7(2)(i) the withholding of the information is necessary to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).

Section 7(2)(a) of the LGOIMA is intended to protect the privacy of individuals by allowing information to be withheld where its release would involve the unreasonable disclosure of personal information or could cause harm or distress. This provision seeks to balance the public's right to access official

information with the need to respect individual privacy and prevent the misuse of personal information.

In this instance, the information is being withheld as it relates to identifiable natural persons. The Privacy Act 2020 upholds individuals' rights to be informed about the collection, use, and disclosure of their personal information. Releasing the requested information could constitute an unreasonable intrusion into the personal affairs of the individuals concerned.

Accordingly, the need to protect the privacy of natural person outweighs any public interest in the release of the information. Accordingly, the decision to withhold the information is justified and consistent with the provisions of both LGOIMA and the Privacy Act.

Section 7(2)(i) of the LGOIMA is intended to protect the ability of local authorities to conduct negotiations—whether commercial, industrial, or otherwise—without facing prejudice or disadvantage. This provision recognises that premature disclosure of certain information can undermine a council's bargaining position, weaken its leverage, or otherwise affect the fairness and outcome of negotiations.

In this case, the information has been withheld because it relates to ongoing or anticipated negotiations, where public release could compromise the local authority's ability to secure the best outcome or engage on equal footing. Disclosure could influence the actions or expectations of other parties involved, potentially leading to financial or strategic disadvantage.

Accordingly, the need to preserve the integrity of these negotiations outweighs the public interest in releasing the information at this time. The information is withheld to ensure the local authority can carry out its functions without undue disadvantage.

Public interest considerations

When making decisions about withholding information, we carefully consider the public interest—including whether release would promote transparency, accountability, or informed public participation—and whether those considerations are strong enough to outweigh the reasons for withholding. QLDC fully recognises the importance of these principles and remains committed to releasing information wherever possible to support good governance and public trust.

However, in this instance, QLDC has determined that the need to withhold part of the requested information—on the basis that its release would likely infringe upon personal privacy, cause harm or distress; and to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations—are considerations not outweighed by the public interest in favour of disclosure.

Accordingly, we consider that section 7(2)(a)—which protects the privacy of natural persons, and section 7(2)(i)—to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations), of the LGOIMA

apply. In this case, these grounds for withholding are not outweighed by any overriding public interest considerations favouring disclosure.

Right to review the above decision

Note that you have the right to seek an investigation and review by the Ombudsman of this decision. Information about this process is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

If you wish to discuss this decision with us, please contact Naell.Crosby-Roe@qldc.govt.nz (Director Democracy Services).

We trust that the above information satisfactorily answers your request.

Kind regards,



Democracy Services Team Corporate Services | Queenstown Lakes District Council P: +64 3 441 0499

E: informationrequest@qldc.govt.nz

Memo



Subject:	Procurement plan to source a recruitment agency to be ready for the new Council to use for CE recruitment
То:	GM Corporate Services and QLDC Chief Executive
From:	Director of People & Capability
Date:	1 October 2025

This email relates to the procurement plan dated 4 August 2025 (Procurement Plan) to source a recruitment agency to be ready for the new Council to use for CE recruitment.

With the current Chief Executive ending his term in February 2026, It was my role to ensure there was a recruitment agency available for the new Council to use.

1. Delegation to engage recruitment agencies

As the Director of People & Capability, I hold the operational and financial delegations to engage recruitment agencies. I am qualified and well placed in the organisation to do that. Recruitment agencies advertise roles and source candidates for QLDC, following which the relevant General Manager has the delegation to make hiring decisions. In the case of the Chief Executive, those hiring decisions are reserved to the full Council (see LGA2002 s42 and Sch 7 s32(1)(e)).

It has come to my attention the procurement plan was incorrectly signed, and this was an error. The "approval of the budget" section should have been signed by me. I was in charge of the process and I approved of the Procurement Plan, so to avoid any doubt I hereby ratify and confirm the approval of the Procurement Plan and the allocated expenditure for it.

I also take the opportunity to provide the following clarifications:

2. Decision to appoint the Chief Executive

As stated above, by law hiring decisions must be made by the full Council. Nothing in the Procurement Plan detracts from that. My authority to engage recruitment agencies is a sub-delegation from the Chief Executive. I am aware it is the full Council's prerogative to choose a different way of recruiting a new Chief Executive; my role was to assist Council with best practice recruitment.

3. Procurement panel

When selecting the panel to evaluate potential recruitment agencies, I felt it was important to include some members of Council on that panel. The members of the performance committee seemed to be an obvious choice, given their experience in managing chief executive performance. As members of the panel they were performing a procurement function, as opposed to a Council function. Council's Procurement Guidelines provide for

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Confidential

Document Set ID: 9063357 Version: 1, Version Date: 13/10/2025 this, and state: "Depending on the activity – the team could include a mix of skills and experience, staff and external resources, technical and support functions."

4. Contract with successful recruitment agency

The Procurement Plan has an indicative "contract start date" of 15 September 2025. This is the date the recruiter will become a supplier to QLDC, and they will remain a supplier for a specified term. However, in terms of the job of assisting Council to recruit a CE, this cannot commence until after the Council has approved the job description for the new CE, and after Council has provided any other instructions it may wish to give. If the Council decides at any point to change the recruiter, then the recruiter will stand down and be paid for work to date.

5. Budgeted costs

The amount stipulated as the budgeted cost is a conservative estimate, and includes a buffer, to cover agency fees, disbursements such as travel and accommodation for recruiters and candidates, and contingencies such as the need to go a second time to the market if things don't work out the first time. The actual fee paid to the recruiter is expected to be less than this.

Signed by:

Director of People & Capability QLDC

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Queenstown Lakes District Council Procurement Plan

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Chief Executive

Recruitment

Document development	control
Prepared by:	
Position / title:	Director, People and Capability
Business unit:	People & Capability
Document version:	1

Document Set ID: 9063357 Version: 1, Version Date: 13/10/2025

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Acronyms

The following acronyms are used in this document.

Acronym	Term
RFP	Request for proposal

Approvals

Authority to proceed to procurement

Project sponsor			
Approval to:	Approach the market to identify executive recruitment agencies for Chief Executive (CE) appointment		
RFP start:	4 th August 2025		
Contract start:	15 th September 2025		
Name:			
Position/title:	Mayor		
Signature:	Date:		

Approval of the budget

Delegated financia	authority holder		
Total cost:			
Financial year:	Financial year	Amount	Funding type
	25/26		Opex
	26/27		
Name:		100	*
Position/title:	Mayor		
Signature:			Date:

Approval of the evaluation criteria and methodology

Subject matter expe	
Name:	
Position/title:	Director, People and Capability
Signature:	Date: 4/08/2025

Endorsement of the Procurement Plan

Procurement Manage		1 18
Name:		
Position/title:	Procurement Manager	
Signature:	Date:	

Background

What are we buying and why

- This plan relates to the appointment of a new Chief Executive Officer (CE), in accordance with the Local Government Act 2002. The Local Government Act 2002, outlines the process for recruiting a CE for local authorities in New Zealand. The Act, specifically section 42 and clauses 33-34 of Schedule 7, requires a local authority to appoint a CE. This appointment is for a term not exceeding five years, with a performance review and potential reappointment process nearing the end of each term.
- The key objective of this procurement is to confidentially select one specialist executive recruitment agency, due to the commercial sensitivity of the matter and potential media interest.
- The proposed outcomes of this procurement are to:
 - Deliver increased public value through effective recruitment of CE
 - Reduce provider and participating agency costs of engagement through agreed terms
 - A third party to manage this process, due to best practice in accordance to the Good CE guide: Recruiting and managing Councils CEs link <u>here</u>.

Importance to the agency

This procurement is essential in order to help us to achieve the desired strategic and operational outcomes, as listed below.

- 1. Access to Specialised Talent A specialist executive recruitment agency will have access to executive talent and potential passive executive candidates across local government, central government and private sector. The recruitment agency must demonstrate diversity, equity and inclusion (DEI), recruitment practices. This includes strategies that mitigate bias, promote equal opportunities and diverse sourcing.
- **2. Efficiency in Hiring** This will support the organisation's goals without unnecessary delays or resource wastage. By streamlining executive recruitment workflows, clearly defining roles and expectations, we can reduce time-to-hire, minimise costs, and secure the right talent swiftly. This approach not only aligns with operational priorities, but also enhances the organisation's ability to adapt to evolving demands with a succinct recruitment and appointment timeframe.
- **3. Cost Management** Transparent fee structures and performance metrics minimise hidden costs and ensures prudent financial management with recruitment costs and ensure value for the ratepayers. A retainer approach is the least desired option, due to the importance of the value for the ratepayers and perceptions, regarding recruitment retainer fee structures.
- **4. Consistency and Quality Assurance The preferred respondent** recruitment agency will be vetted for their capabilities, ensuring a consistent standard of executive candidate quality. It is key for a strong positive executive recruitment reputation and brand, particularly within the local government sector. It is important to demonstrate a successful placement history of CE's.
- **5. Scalability and Flexibility** A recruitment agency that provides the flexibility to scale recruitment efforts up or down. This includes within the agency, across sectors, including

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nationally and in Australasia, digital recruitment strategy and collateral, depending on organisational needs. The recruitment agency to have the bench strength for additional hands-on executive recruitment support, when needed and the capability to look at the big picture of the shifting local government landscape for a strategic CE appointment. This includes the capability and the flexibility to collaborate with both internal and external parties, seeking input from kaimahi, the governing body, community or local boards, iwi partners and key stakeholder organisations, when required. The flexibility to meet in-person for key meetings, interviews and milestones for the recruitment process is essential, whilst remaining cost effective and mindful of carbon footprint.

- **6. Compliance and Risk Management The** recruitment agency will adhere to preagreed compliance standards, ensuring alignment with employment laws, organisational policies and the Local Government Act 2002. This includes comprehensive preemployment checks, such as referencing and robust probity checks. It is imperative to have the availability, competency and capability to facilitate council workshops as subject matter experts in executive recruitment within the local government sector and ensure compliance. In addition, attend as subject matter experts for council meetings, when required and in-person attendance required. Confidentiality is paramount as the recruitment agency will be dealing with the personal and professional lives of individuals and there will be substantial media interest, compared to other CE Council appointments. It is imperative to have a successful track record with probity and all compliance checks.
- **7. Enhanced Relationships and Collaboration** Building strong partnerships with elected members, particularly the performance committee and the officer supporting, through this recruitment process. It is paramount to foster a comprehensive understanding of QLDC's culture, goals, expectations, the political environment and challenges facing the district. It is important for the recruitment agency to have meaningful connections across local government.

Market Analysis

The supply market

- The key suppliers and their market shares (supply) are local and or have previously worked with QLDC.
- Competition is primarily based on service offering / fit for purpose / price / quality / service type/ delivery time.
- Councils value as a customer
- The value of the agency's account and the attractiveness of the account have been assessed.
- A detailed statement of our market analysis is contained in Appendix 3.

Desired supplier relationship

- Given the significance of the contract, the level of desired trust and communication with the supplier and the approach to managing risk the agency will seek a strategic collaborative relationship
- This means working together with regular check ins and progress reports to ensure the supplier and buyer are working together towards the same goal in a timely manner.
- One supplier will be appointed as a sole recruitment agency, unless the recruitment process is unsuccessful.

Requirements and costs

Our requirements

• A detailed statement of our business requirements is contained in *Appendix 1* and highlights in the importance of a recruitment agency section.

Key dates

- We require the contract to commence by 15th September 2025.
- We estimate that the sourcing of the supplier and contract negotiations will take three weeks.
- This means that the procurement must be initiated by 4th August 2025.

Estimated Costs

An estimate of the total cost over the whole-of-life of the recruitment agency contract, exclusive of GST is

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Key Stakeholders

Internal Stakeholders

The key internal stakeholders are:

Role	Characteristics	Stakeholders
Responsible	The person or people responsible for undertaking the procurement.	
Accountable	The person or people that have authority to make decisions and are accountable for the outcomes.	Mayor, performance committee
Supportive	The person or people that do the real work.	
Governance / Elected members	End users of the service	Elected members

Communications

The agency will communicate with internal stakeholders through regular face to face and online meetings, email and conversations, where project controls and progress are calibrated.

Procurement Process

Type of procurement

- The recommended approach to market is a one-step closed RFP.
- The reason for this recommendation is to understand the specialist executive recruitment agencies in the market can provide these services at a competitive cost, whilst maintaining commercial sensitivities.
- This approach to market fits with the agency's procurement policies, the Government Procurement Rules and the New Zealand Government's procurement principles.
- The opportunity will be emailed to the selected respondents rather than using GETS, this is due to the sensitive nature of the procurement and the current public reporting regime of QLDC procurements awarded through the Government Electronic Tendering System GETS).

Evaluation Panel

The procurement evaluation panel will be comprised of people as described below

Non-voting members

Role	Name	Organisation
Chair of evaluation panel:		QLDC
Administrative support:		QLDC

Voting members

Representative/s	Name	Organisation	
Business group/owner:	People & Capability	QLDC	
User group/beneficiary:	Performance Committee	QLDC	
Subject matter expert:		QLDC	

Proposed Timeline

The proposed timeline for the procurement is as follows.

Indicative Timeline

Pre-Procurement Procurement plan approved	04/08/2025		
	24/07/2025		
RFP documents developed	24/07/2025		
RFP documents approved	4/08/2025		
Action	Indicative date		
Procurement			
Panel confidentiality and conflict of interest declarations signed	12/08/2025		
Invited respondent direct approaches	4/08/2025		
Last date for respondent questions	11/08/2025		
Last date for QLDC to answer questions	12/08/2025		
RFP Closing Date	Midday 15/08/2025		
Action	Indicative date		
Evaluation			
Evaluation panel briefing	11/08/2025		
Evaluation panel considers responses individually	15/08/2025 – 7/09/2025		
Evaluation panel consensus meeting	9/09/2025		
Panel question and answer session/s with respondent/s (where required)	9/9/2025 - 11/9/2025		
Panel minutes and recommendation	10/09/2025		
Recommendation accepted/denied	11/09/2025		
Action	Indicative date		
Post- Evaluation			
Contract negotiations & execution	12/9/2025 -15/09/2025		
Advise bidders of outcome	16/09/2025		
Debrief unsuccessful suppliers	17/09/2025 -19/09/2025		
Contract start date	15/09/2025		

Evaluation Methodology

Evaluation Method

QLDC will evaluate the Proposals using a Weighted Attribute model, in accordance with the criteria (and relative ranking or weightings) referred to in the table below. However, in general terms, QLDC will be looking to deliver the Project for a reasonable price relative to quality and performance and assess Respondents by reference to their understanding of and ability to deliver the Scope of Works/Specification, their willingness to meet the terms and conditions of the Proposed Contract, as well as the value for money offered by their Proposal.

Evaluation criteria and weightings

CRITERIA	IMPORTANCE OF EACH CRITERION
Pass/Fail Criteria (pre-conditions) (NZ national presence or be locally based)	Pass/Fail
Health and Safety	Pass/Fail
Broader Outcomes	Pass/Fail
Experience/Track Record	25%
Capability to Deliver Requirements	15%
Capacity to Deliver Requirements	15%
Proposed solution (fit for purpose)	15%
Willingness to meet QLDCs terms and conditions	5%
Value for Money (price)	25%
TOTAL	100%

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.

Evaluation and due diligence options	Criteria Fit for purpose	Ability to deliver	Value for money
Reference checks	✓	✓	✓
Presentation/ Q&A session (where required)		✓	
Audited accounts (where required)		✓	

Contract Type

- The short-listed supplier will be offered a QLDC Services Agreement
- The proposed contract term is two years any extension entirely at Councils decision. This may be supported with a reappointment process.
- The form of contract to be entered into is the QLDC services agreement or the relevant MBIE/DIA Marketplace contract.
- Where Respondents wish to negotiate terms, this should be set out in the relevant Reply Form. If you do not notify QLDC of any negotiation points in the requisite Appendix to the RFP, you will be deemed to have accepted the terms and conditions in the Proposed Contract in full.

Risk Management

- Overall this procurement is deemed to be low value with medium risk
- Key risks have been assessed against the risk framework detailed at Appendix 2. They have been assessed on the basis of likelihood (L) and consequence (C).
- They key for the following risk tables is:
 - 1. likelihood (L): R = rare U = unlikely P = possible outcome L = likely A almost certain
 - 2. consequence (C): N = negligible L = low M = moderate H = high E = extreme

Key risks in the procurement process

Risk	L	С	Rating	Mitigation action	Responsible
Caliber of suppliers inadequate	U	S	Medium	Pre-select respondents based on current knowledge of the market.	People & Capability Director
Low response rate	U	S	Medium	Actively engage with respondents to gauge the level of interest in responding.	Procurement Manager
Responses received are non-complying	U	S	Medium	Actively engage with respondents to ensure they understand the importance of providing compliant responses.	

Key risks in delivering the contract

Risk	L	С	Rating	Mitigation action	Responsible
Service does not meet expectations	U	S	Medium	Set expectations early – regular meetings, progress reports and measuring of impact	People & Capability Director

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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 agency's code of conduct
- ensuring that financial authority for the procurement is approved before proceeding to the market
- 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
- treating all suppliers equally and fairly
- providing each respondent with a comprehensive debrief at the end of the procurement process where requested by the respondent/s.

Contract Delivery

- The responsibility for managing delivery under the contract and supplier relationships management will pass to the People & Capability Director on the signing of the contract.
 This person will develop a contract and relationship management plan in consultation with the successful supplier.
- The supplier performance will be reviewed as required.

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Appendix 1: Specification of requirements

The below breakdown of our business requirements provides clarity on the scope of services expected from recruitment agencies on our panel.

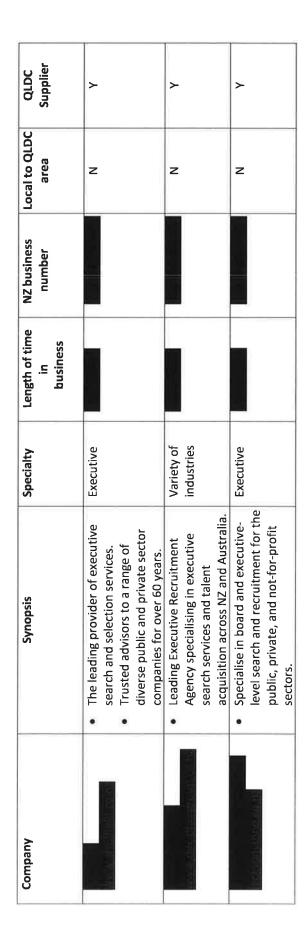
Requirement Description	Priority (MoSCoW)
Review job description and confirm requirements Collaborating with the performance committee, wider council and People & Capability Director to ensure job description is accurate, up- to-date, and align with the organisation's hiring needs. This includes confirming the essential and desirable criteria for CE candidates. Also, proving insights from industry best practice.	Must
Job analysis Assessing the specific responsibilities, skills, and qualifications required for the role to identify the ideal candidate profile. This helps in targeting the right talent efficiently.	Must
Industry research Conducting research into the current industry trends, hiring challenges, and talent availability to tailor the recruitment approach effectively.	Must
Talent pooling and searching databases Building and maintaining a database of potential executive candidates, proactively identifying individuals who match the organisation's future needs.	Must
Headhunting Engaging in targeted outreach to attract passive executive candidates who may not be actively seeking opportunities but have the necessary skills and experience. It is imperative to demonstrate an extensive executive database of high calibre executive candidates.	Must
Advertisement writing Crafting compelling and accurate executive job advertisements that effectively communicate the role and QLDC organisational values.	Must
Advertising Selecting and utilising appropriate channels to publish executive advertisements, including online job boards, social media, industry-specific platforms, traditional mediums and other mediums such as LinkedIn.	Must
Skill testing Providing or arranging for comprehensive assessments to evaluate candidates' technical skills, problem- solving abilities, and aptitude relevant for a CE role.	Must
Reviewing applications Screening and assessing incoming applications to ensure they meet the job requirements and align with the organisation's hiring criteria and local government best practice.	Must
Management of applicant communications Ensuring timely, professional, and clear communication with candidates at every stage of the hiring process to enhance their experience and maintain the organisation's reputation.	Must
Applicant matching and screening Aligning candidate qualifications, experience, and aspirations with the job requirements to identify strong matches for the position.	Must
Phone screening Conducting initial phone interviews to assess candidates' qualifications, experience, and cultural fit before advancing them in the process.	Must
Long-listing and short-listing Creating comprehensive lists of potential candidates (long-list) and refining these into a	Must

focused group of top candidates (short-list) for consideration by the performance committee.	
Arranging and schedule interviews (phone-based, video call or in person) Coordinating logistics for interviews, whether phone-based, video calls, or in-person meetings, to ensure smooth scheduling and communication between all parties.	Must
Interview support Providing assistance during the interview process, such as facilitating interviews, offering guidance on best practices, and ensuring compliance with organisational standards and creating the interview plan.	Must
Reference checking including checks on performance and behaviour Contacting professional references to verify a candidate's past performance, reliability, and behavioural attributes relevant to the role. Ensuring references meet QLDC's requirements (a minimum of 2 references with one being from the candidates current/most recent manager). This may include contacting referees that are based overseas.	Must
Credential checks and verification Validating a candidate's qualifications, certifications, and other credentials to ensure they meet the role's requirements. This includes the ability to check overseas qualifications and criminal checks.	Must
Identifying preferred candidates in conjunction with hiring managers Collaborating with the performance committee to select the most suitable candidates based on the assessment of their skills, experience, and fit with the organisation.	Must
Completing remuneration negotiations and offer acceptance Managing discussions around salary, benefits, and other employment terms to secure the candidate's acceptance while staying within organisational policies. It is important that the salary expectations and salary banding is transparent from the initial candidate screening.	Must
Providing consistent and accurate labour market information including salary market comparison Offering insights on labour market trends, talent availability, and salary benchmarks to inform hiring decisions and maintain competitiveness.	Must
Invoicing Ensuring timely and accurate generation of invoices for recruitment services, in alignment with agreed terms and organisational policies. A retainer model approach is the least desirable option.	Must
Recruitment reporting statistics Providing regular, detailed reports on recruitment metrics, such as candidate applications, head hunting statistics, digital statistics with advertising mediums, candidate quality, to evaluate the effectiveness of the process and identify areas for improvement.	Should
Compliance Ensure compliance with legislation such as Privacy Act 2020, Employment Relations Act 2000, Health & Safety at Work Act 2015, Holidays Act 2003, Local Government Act 2002 etc	Must

Appendix 2: Risk Register

		Consequence						
		Minor	Moderate	Major	Significant	Extreme		
Likelihood	Very Likely	М	М	Н	VH	VH		
	Likely	L	М	н	Н	VH		
	Moderate	ı	М	M	Н	VH		
	Unlikely	1	L	М	М	н		
	Rare				L	М		

Appendix 3: Market Research



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