



NOTICE OF MEETING

**Notice is hereby given of the Meeting of the
Finance and Policy Committee
to be held in the Council Chamber,
First Floor, Civic Administration Building,
101 Esk Street, Invercargill on
Tuesday 22 May 2018 at 4.00 pm**

His Worship the Mayor Mr T R Shadbolt JP
Cr D J Ludlow (Chairman)
Cr G D Lewis (Deputy Chair)
Cr R L Abbott
Cr R R Amundsen
Cr I R Pottinger
Cr L S Thomas

EIRWEN HARRIS MITCHELL
MANAGER, SECRETARIAL SERVICES

Council's Values:

- Responsibility Take ownership of decisions and outcomes, both collectively and individually.
- We willingly share our knowledge.
 - We acknowledge our mistakes, work to resolve them and learn from them.
 - We give and receive feedback in a constructive manner to resolve issues.
 - We do our job with total commitment.
- Respect Everyone is important, as are their views.
- We support and care for each other.
 - We stop to listen, learn and understand.
 - We communicate in an honest, up-front and considerate manner.
 - We maintain confidences and avoid hurtful gossip.
- Positivity Always look on the bright side of life.
- We are approachable, interested and friendly.
 - We are open and receptive to change.
 - We acknowledge and praise the efforts of others.
 - We work together as a team to get the job done.
- Above and Beyond Take opportunities to go the extra mile.
- We take the initiative to improve our work practices to get the best results.
 - We challenge ourselves and each other to make it better.
 - We take pride in providing the best possible outcomes.
 - We are ambassadors for our Council at all times.

Council's Vision for the City:

Enhance our City and preserve its character, while embracing innovation and change.

Council's Vision:

We are an energised, fun and innovative team that makes it better for each other and our community.

Council's Mission:

Making it better by making it happen.

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Moved, seconded that the public be excluded from the following parts of the proceedings of this meeting; namely

(a) Report of the Director of Finance and Corporate Services

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1)(d) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

| General subject of each matter to be considered | Reason for passing this resolution in relation to each matter | Ground(s) under Section 48(1) for the passing of this resolution |
|--|--|---|
| (a) Civic Financial Services Annual General Meeting | To protect the privacy of natural persons, including that of deceased natural persons | Section 7(2)(a) |
| 390 Elles Road | Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) | Section 7(2)(i) |

TO: FINANCE AND POLICY COMMITTEE

FROM: DIRECTOR OF FINANCE AND CORPORATE SERVICES

MEETING DATE: TUESDAY 22 May 2018

| |
|--|
| LEVELS OF SERVICE REPORT – 1 JULY 2017 TO 31 MARCH 2018 |
|--|

Report Prepared by: Melissa Short – Strategy and Policy Manager

SUMMARY

| |
|--|
| Reporting on the Corporate Services levels of service measures for the period comprising 1 July 2017 to 31 March 2018. |
|--|

RECOMMENDATIONS

That the report be received.

IMPLICATIONS

| | |
|----|---|
| 1. | <i>Has this been provided for in the Long Term Plan/Annual Plan?</i> The report monitors performance in relation to levels of service measures identified in the Long Term Plan and Annual Plan. |
| 2. | <i>Is a budget amendment required?</i> No |
| 3. | <i>Is this matter significant in terms of Council's Policy on Significance?</i> No |
| 4. | <i>Implications in terms of other Council Strategic Documents or Council Policy?</i> No |
| 5. | <i>Have the views of affected or interested persons been obtained and is any further public consultation required?</i> No |
| 6. | <i>Has the Child, Youth and Family Friendly Policy been considered?</i> No – not relevant |

FINANCIAL IMPLICATIONS

No financial implications result from this report.

DEMOCRATIC PROCESS

| Democratic Activities | 1 July 2017 to 31 March 2018 |
|---|---|
| Annual Report is completed within the statutory deadlines with an unmodified Audit Opinion. | The 2016/17 Annual Report was adopted by Council on 31 October 2017. It received a clear audit opinion. |

Consultation:

- Long-term Plan Consultation Document
- Methamphetamine Property Policy
- Health and Hygiene Bylaw
- Regional Public Transport Plan
- Earthquake-prone Buildings Priority Areas
- Smokefree Areas Policy
- Significant Events Bylaw
- Imagine Invercargill Forum
- Trade Waste Bylaw
- Southland Regional Development Agency Consultation (undertaken by Environment Southland)
- Environmental Health Bylaw
- Water Supply Bylaw
- Urupa (Maori Burial Site) Te Hau Mutunga Bylaw
- Cemeteries and Crematorium Bylaw

INVESTMENT PROPERTY

| | 1 July 2017 to 31 March 2018 |
|-------------------------------------|---|
| Investment Property Activity | |
| March 2018 | No Purchase or Sale Transactions |
| February 2018 | Sale - Waihopai Walkway/Bond Street Sub-division - Lot 5 to Bay Road Trustees (Settlement 13 December 2017 but received 21 February 2018 upon Title). Sale - 13-17-21 Clyde Street and 26 Liddel Street land and buildings (Settlement 22 February 2018) |
| January 2018 | No Purchase or Sale Transactions |
| December 2017 | No Purchase or Sale Transactions |
| November 2017 | No Purchase or Sale Transactions |
| October 2017 | Sale 2 Deveron Street, Invercargill Settlement: 31 October 2017 Sale 10 Deveron Street, Invercargill Settlement: 31 October 2017 |
| September 2017 | No Purchase or Sale Transactions |
| August 2017 | No Purchase or Sale Transactions |

| | |
|-----------|---|
| | |
| July 2017 | No Purchase or Sale Transactions |

TO: FINANCE AND POLICY COMMITTEE
FROM: DIRECTOR OF FINANCE AND CORPORATE SERVICES
MEETING DATE: TUESDAY 22 MAY 2018

| |
|--|
| MONITORING OF FINANCIAL PERFORMANCE |
|--|

Report Prepared by: Mr Dale Booth – Manager, Financial Services

SUMMARY

| |
|---|
| Finance and Policy are \$761,594 under budget for the nine months to 31 March 2018. |
|---|

RECOMMENDATIONS

That the report be received.

IMPLICATIONS

| | |
|----|--|
| 1. | <i>Has this been provided for in the Long Term Plan/Annual Plan?</i> Yes. |
| 2. | <i>Is a budget amendment required?</i> No |
| 3. | <i>Is this matter significant in terms of Council’s Policy on Significance?</i> No |
| 4. | <i>Implications in terms of other Council Strategic Documents or Council Policy?</i> No |
| 5. | <i>Have the views of affected or interested persons been obtained and is any further public consultation required?</i> No |
| 6. | <i>Has the Child, Youth and Family Friendly Policy been considered?</i> Yes |

FINANCIAL IMPLICATIONS

Financial commentary and financial accounts are provided for information.

Business Unit **200000 - Finance and Corporate Services**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|--------------------|--------------------|------------------|--------------------|--------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Revenue | 4,999,781 | 4,938,025 | 61,755 | 1,584,253 | 6,584,034 |
| Fees & Charges Revenue | 2,440,092 | 2,252,095 | 187,997 | 786,708 | 3,226,801 |
| Grants & Subsidies Revenue | 1,229,113 | 1,210,747 | 18,366 | 395,527 | 1,624,640 |
| Rates Revenue | 489,303 | 525,967 | (36,663) | 140,697 | 630,000 |
| Financial Revenue | 1,433,762 | 1,842,058 | (408,296) | 7,768,205 | 9,201,967 |
| Total Revenue | 10,592,051 | 10,768,891 | (176,841) | 10,675,390 | 21,267,441 |
| Internal Expenditure | 3,130,391 | 3,118,721 | 11,670 | 1,027,904 | 4,158,295 |
| Staff Expenditure | 5,425,416 | 5,458,609 | (33,193) | 2,054,870 | 7,480,286 |
| Administration Expenditure | 1,523,607 | 1,556,295 | (32,688) | 394,114 | 1,917,721 |
| Financial Expenditure | 1,440,592 | 1,568,309 | (127,718) | 923,821 | 2,364,412 |
| Grants & Subsidies Expenditure | 4,030,976 | 4,056,221 | (25,244) | 1,421,899 | 5,452,875 |
| Repairs & Maintenance Expenditure | 120,028 | 223,643 | (103,615) | 183,163 | 303,191 |
| Operational Expenditure | 1,792,099 | 1,572,968 | 219,131 | 564,925 | 2,357,024 |
| Depreciation Expenditure | 324,245 | 291,338 | 32,907 | 64,206 | 388,451 |
| Total Expenditure | 17,787,353 | 17,846,104 | (58,751) | 6,634,900 | 24,422,254 |
| Operating Surplus / (Deficit) | (7,195,302) | (7,077,213) | (118,089) | 4,040,490 | (3,154,812) |
| Capital Expenditure | 894,288 | 1,128,344 | (234,056) | 1,436,613 | 2,330,901 |
| Capital Funding | (1,007,987) | (362,183) | (645,804) | (1,036,261) | (2,044,247) |
| Cash Back Depreciation | 154 | 331 | (176) | 287 | 441 |
| Rates Required | 7,081,449 | 7,843,043 | (761,594) | (3,640,425) | 3,441,025 |

Commentary:

Finance and Corporate Services are \$761,594 under budget for the first nine months of the year.

A departmental breakdown and commentary follows -

Business Unit **150000 - Museum Operations**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|------------------|------------------|-----------------|------------------|------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Fees & Charges Revenue | 914,848 | 953,220 | (38,372) | 356,112 | 1,270,960 |
| Grants & Subsidies Revenue | 902,737 | 862,230 | 40,507 | 246,903 | 1,149,640 |
| Financial Revenue | 4,857 | 8,400 | (3,543) | 6,343 | 11,200 |
| Total Revenue | 1,822,442 | 1,823,850 | (1,408) | 609,358 | 2,431,800 |
| Internal Expenditure | 513,862 | 513,862 | 0 | 171,287 | 685,149 |
| Staff Expenditure | 887,983 | 814,288 | 73,695 | 225,322 | 1,113,306 |
| Administration Expenditure | 78,725 | 73,487 | 5,237 | 19,258 | 97,983 |
| Financial Expenditure | 0 | 671 | (671) | 894 | 894 |
| Grants & Subsidies Expenditure | 15,000 | 11,250 | 3,750 | 0 | 15,000 |
| Repairs & Maintenance Expenditure | 17,252 | 12,574 | 4,679 | (487) | 16,765 |
| Operational Expenditure | 264,875 | 337,927 | (73,052) | 185,695 | 450,570 |
| Depreciation Expenditure | 9,928 | 9,954 | (25) | 3,343 | 13,272 |
| Total Expenditure | 1,787,626 | 1,774,013 | 13,613 | 605,313 | 2,392,939 |
| Operating Surplus / (Deficit) | 34,816 | 49,837 | (15,021) | 4,045 | 38,861 |
| Capital Expenditure | 1,575 | 0 | 1,575 | 37,286 | 38,861 |
| Cash Back Depreciation | 0 | (0) | 0 | (0) | (0) |
| Rates Required | (33,241) | (49,837) | 16,596 | 33,241 | 0 |

Commentary:

The Museum Operations Department is \$16,596 over budget for the first nine months of the year.

Variances include:

Fees & charges revenue is behind budget as a result of an overestimation of café revenue. This is mainly due to increased café competition in the area.

Grants & Subsidies revenue is ahead of budget due to a Grant being received that was not budgeted for (e.g. Creative NZ for Artist Residency).

Staff Expenditure is over budget due to under-estimating and wage increases since setting the budget.

Operational Expenditure is under budget, and this has managed to reduce the overall deficit.

Business Unit **210000 - Finance and Corporate Services Director**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|------------------|------------------|-----------------|--------------------|--------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Revenue | (127,499) | (127,500) | 1 | (42,501) | (170,000) |
| Fees & Charges Revenue | 217 | 0 | 217 | (217) | 0 |
| Grants & Subsidies Revenue | 326,376 | 348,517 | (22,141) | 148,624 | 475,000 |
| Rates Revenue | 489,303 | 525,967 | (36,663) | 140,697 | 630,000 |
| Financial Revenue | 83,036 | 30,334 | 52,702 | 5,966,964 | 6,050,000 |
| Total Revenue | 771,434 | 777,318 | (5,884) | 6,213,566 | 6,985,000 |
| Internal Expenditure | 486,518 | 486,518 | 0 | 162,173 | 648,690 |
| Staff Expenditure | 305,558 | 344,854 | (39,295) | 168,389 | 473,947 |
| Administration Expenditure | 18,987 | 11,700 | 7,287 | (3,387) | 15,600 |
| Grants & Subsidies Expenditure | 540 | 0 | 540 | (540) | 0 |
| Repairs & Maintenance Expenditure | 1,879 | 1,875 | 4 | 621 | 2,500 |
| Operational Expenditure | 156,802 | 88,375 | 68,427 | (34,302) | 122,500 |
| Depreciation Expenditure | 13,652 | 11,800 | 1,852 | 2,081 | 15,733 |
| Total Expenditure | 983,937 | 945,121 | 38,816 | 295,034 | 1,278,970 |
| Operating Surplus / (Deficit) | (212,503) | (167,803) | (44,700) | 5,918,533 | 5,706,030 |
| Capital Expenditure | 0 | 0 | 0 | 5,000 | 5,000 |
| Capital Funding | (80,003) | 0 | (80,003) | (194,997) | (275,000) |
| Cash Back Depreciation | (0) | (0) | 0 | 0 | 0 |
| Rates Required | 132,500 | 167,803 | (35,303) | (6,108,530) | (5,976,030) |

Commentary:

Finance Directorate is \$35,303 under budget for the first nine months of the year.

Variances Include:

Corporate Emergency Management is under budget due to no operational requirements for ICC emergency management.

Rates Penalties are under budget due to less outstanding rates as payment system for ratepayers has improved.

Business Unit **219000 - Finance and Corporate Services - Human Resources**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|-----------------|-----------------|-----------------|------------------|-----------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Revenue | 689,897 | 689,897 | 0 | 229,965 | 919,862 |
| Financial Revenue | 9,611 | 1,500 | 8,111 | (7,611) | 2,000 |
| Total Revenue | 699,508 | 691,397 | 8,111 | 222,354 | 921,862 |
| Internal Expenditure | 16,133 | 16,133 | 0 | 5,378 | 21,510 |
| Staff Expenditure | 535,739 | 567,969 | (32,230) | 241,233 | 776,972 |
| Administration Expenditure | 41,946 | 25,961 | 15,986 | (7,332) | 34,614 |
| Repairs & Maintenance Expenditure | 743 | 2,323 | (1,580) | 2,354 | 3,097 |
| Operational Expenditure | 47,521 | 87,361 | (39,840) | 68,960 | 116,481 |
| Depreciation Expenditure | 7,291 | 6,891 | 400 | 1,897 | 9,188 |
| Total Expenditure | 649,374 | 706,637 | (57,264) | 312,489 | 961,863 |
| Operating Surplus / (Deficit) | 50,134 | (15,241) | 65,375 | (90,135) | (40,001) |
| Capital Expenditure | 0 | 0 | 0 | 1,549 | 1,549 |
| Capital Funding | 0 | 0 | 0 | (41,549) | (41,549) |
| Rates Required | (50,134) | 15,241 | (65,375) | 50,134 | 0 |

Commentary:

The Human Resources Department is \$65,375 under budget for the first nine months of the year.

Variances include:

Staff expenditure is under budget due to a staff vacancy, this is likely to result in savings at year end.

Operational expenditure is under budget as there has been less requirement for consultants at this stage of the year than was anticipated, but there is planned expenditure over the remaining months of the financial year.

Business Unit **220000 - Finance and Corporate Services -
Investment Property**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Revenue | 18,750 | 18,750 | (0) | 6,250 | 25,000 |
| Fees & Charges Revenue | 1,357,122 | 1,139,997 | 217,125 | 383,927 | 1,741,049 |
| Financial Revenue | 43,089 | 97,706 | (54,617) | 854,165 | 897,254 |
| Total Revenue | 1,418,961 | 1,256,453 | 162,508 | 1,244,342 | 2,663,303 |
| Internal Expenditure | 8,665 | 0 | 8,665 | (8,665) | 0 |
| Staff Expenditure | 94,508 | 99,291 | (4,783) | 41,228 | 135,735 |
| Administration Expenditure | 95,413 | 101,974 | (6,560) | 44,158 | 139,571 |
| Financial Expenditure | 550,769 | 703,699 | (152,930) | 387,496 | 938,265 |
| Repairs & Maintenance Expenditure | 72,577 | 164,386 | (91,809) | 151,604 | 224,181 |
| Operational Expenditure | 594,462 | 433,221 | 161,240 | (16,833) | 577,629 |
| Depreciation Expenditure | 16,206 | 17,964 | (1,757) | 7,745 | 23,951 |
| Total Expenditure | 1,432,599 | 1,520,534 | (87,935) | 606,734 | 2,039,332 |
| Operating Surplus / (Deficit) | (13,638) | (264,081) | 250,443 | 637,608 | 623,971 |
| Capital Expenditure | 726,706 | 1,098,344 | (371,638) | 1,141,638 | 1,868,344 |
| Capital Funding | (930,242) | (1,098,344) | 168,102 | (642,162) | (1,572,404) |
| Cash Back Depreciation | 154 | 331 | (176) | 287 | 441 |
| Rates Required | (190,053) | 263,750 | (453,802) | (138,419) | (328,471) |

Commentary:

Investment Property is \$453,802 under budget for the first nine months of the year.

Variances Include:

The Awarua Industrial Estate Dairy Farm is \$565,000 ahead of budget, with a current surplus of \$213,000 as the milking season nears an end. It is anticipated that any year end surpluses will be used to repay the Awarua Estate loan.

Endowment Properties is \$170,000 over budget due to the Don Street Business Development. Budgeted rentals are below what was anticipated as the property is in the process of being tenanted, and it is expected that this will remain in a loss position at year end.

Business Unit **230000 - Finance and Corporate Services -
Accounting and Finance**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|------------------|------------------|-----------------|------------------|------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Revenue | 928,041 | 928,041 | 0 | 309,347 | 1,237,388 |
| Financial Revenue | 188,682 | 178,125 | 10,557 | 48,818 | 237,500 |
| Total Revenue | 1,116,723 | 1,106,166 | 10,557 | 358,165 | 1,474,888 |
| Internal Expenditure | 7,500 | 7,500 | (0) | 2,500 | 10,000 |
| Staff Expenditure | 695,641 | 694,622 | 1,019 | 255,562 | 951,203 |
| Administration Expenditure | 111,940 | 116,691 | (4,752) | 66,134 | 178,074 |
| Financial Expenditure | 87,788 | 116,850 | (29,062) | 218,012 | 305,800 |
| Grants & Subsidies Expenditure | 500 | 0 | 500 | 4,500 | 5,000 |
| Repairs & Maintenance Expenditure | 207 | 2,250 | (2,043) | 2,793 | 3,000 |
| Operational Expenditure | 43,758 | 61,862 | (18,104) | 191,992 | 235,750 |
| Depreciation Expenditure | 20,730 | 27,046 | (6,315) | 15,331 | 36,061 |
| Total Expenditure | 968,064 | 1,026,822 | (58,758) | 756,824 | 1,724,888 |
| Operating Surplus / (Deficit) | 148,660 | 79,344 | 69,315 | (398,659) | (250,000) |
| Capital Expenditure | 14,787 | 25,000 | (10,213) | 11,213 | 26,000 |
| Capital Funding | 0 | 0 | 0 | (276,000) | (276,000) |
| Cash Back Depreciation | 0 | 0 | (0) | (0) | 0 |
| Rates Required | (133,873) | (54,344) | (79,528) | 133,872 | (0) |

Commentary:

The Accounting and Finance Department is \$79,528 under budget for the first nine months of the year.

Variances Include:

Financial Revenue is up on budget by \$10,000 due to the interest revenue received on the ICC operating account being more than was anticipated.

Financial Expenditure is under budget because of interest expense being lower than anticipated, as a result of the ICC operating account remaining in funds for the majority of the year.

Operational Expenditure is under budget as a result of lower than expected engagement of consultants. This is partly a result of the concentrated internal focus on the Council's Long Term Plan over the past 12 months.

The factors outlined above are all likely to contribute to a surplus within the department at year end.

Business Unit **236000 - Accounting and Finance - Treasury**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|-----------------|------------------|------------------|------------------|------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Revenue | (72,180) | (111,000) | 38,820 | (75,820) | (148,000) |
| Financial Revenue | 1,047,356 | 1,490,054 | (442,698) | 912,644 | 1,960,000 |
| Total Revenue | 975,176 | 1,379,054 | (403,878) | 836,824 | 1,812,000 |
| Staff Expenditure | 0 | 0 | 0 | 1,000 | 1,000 |
| Administration Expenditure | 3,147 | 1,425 | 1,722 | (2,147) | 1,000 |
| Financial Expenditure | 685,659 | 666,875 | 18,784 | 326,841 | 1,012,500 |
| Operational Expenditure | 61,549 | 0 | 61,549 | (14,049) | 47,500 |
| Total Expenditure | 750,355 | 668,300 | 82,055 | 311,645 | 1,062,000 |
| Operating Surplus / (Deficit) | 224,821 | 710,754 | (485,933) | 525,179 | 750,000 |
| Capital Funding | 201,307 | 697,554 | (496,247) | 548,693 | 750,000 |
| Rates Required | (23,514) | (13,200) | (10,314) | 23,514 | 0 |

Commentary:

The Treasury Department is \$10,314 under budget for the first nine months of the year.

Variance include:

This is due to the interest rate margin being made on the loan to Invercargill City Property Limited, this income is unbudgeted.

Business Unit **240000 - Finance and Corporate Services -**
Corporate Services
 Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|------------------|------------------|-----------------|------------------|------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Revenue | 2,005,014 | 1,982,079 | 22,935 | 637,758 | 2,642,772 |
| Fees & Charges Revenue | 147,498 | 137,205 | 10,293 | 38,397 | 185,895 |
| Financial Revenue | 8,897 | 3,642 | 5,256 | (4,833) | 4,065 |
| Total Revenue | 2,161,409 | 2,122,925 | 38,484 | 671,322 | 2,832,731 |
| Internal Expenditure | 763,898 | 764,209 | (311) | 255,047 | 1,018,945 |
| Staff Expenditure | 976,376 | 988,892 | (12,516) | 380,681 | 1,357,058 |
| Administration Expenditure | 146,930 | 159,302 | (12,372) | 65,473 | 212,402 |
| Financial Expenditure | 0 | 387 | (387) | 516 | 516 |
| Grants & Subsidies Expenditure | 26 | 0 | 26 | (26) | 0 |
| Repairs & Maintenance Expenditure | 2,310 | 6,799 | (4,489) | 6,755 | 9,065 |
| Operational Expenditure | 141,250 | 144,952 | (3,702) | 46,981 | 188,231 |
| Depreciation Expenditure | 55,511 | 34,886 | 20,625 | (8,997) | 46,514 |
| Total Expenditure | 2,086,301 | 2,099,426 | (13,125) | 746,431 | 2,832,731 |
| Operating Surplus / (Deficit) | 75,109 | 23,499 | 51,609 | (75,109) | (0) |
| Capital Expenditure | 9,376 | 5,000 | 4,376 | 39,124 | 48,500 |
| Capital Funding | 0 | 0 | 0 | (48,500) | (48,500) |
| Cash Back Depreciation | (0) | 0 | (0) | 0 | 0 |
| Rates Required | (65,732) | (18,499) | (47,233) | 65,733 | 0 |

Commentary:

Corporate Services is under budget by \$47,233 for the first nine months of the year.

Variances include:

Lower staff expenditure due to positions being vacant for a period of time.

Business Unit **250000 - Finance and Corporate Services -
Information Services**
Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|------------------|------------------|-----------------|------------------|------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Revenue | 1,074,058 | 1,074,059 | (0) | 358,020 | 1,432,078 |
| Fees & Charges Revenue | 261 | 21,673 | (21,412) | 28,636 | 28,897 |
| Financial Revenue | 21,723 | 25,232 | (3,509) | 10,277 | 32,000 |
| Total Revenue | 1,096,042 | 1,120,963 | (24,921) | 396,933 | 1,492,975 |
| Staff Expenditure | 370,734 | 385,049 | (14,315) | 157,741 | 528,475 |
| Administration Expenditure | 633,851 | 642,499 | (8,648) | 36,149 | 670,000 |
| Repairs & Maintenance Expenditure | 20,993 | 19,875 | 1,118 | 5,507 | 26,500 |
| Operational Expenditure | 43,748 | 107,250 | (63,502) | 99,252 | 143,000 |
| Depreciation Expenditure | 140,427 | 93,750 | 46,677 | (15,427) | 125,000 |
| Total Expenditure | 1,209,754 | 1,248,423 | (38,670) | 283,221 | 1,492,975 |
| Operating Surplus / (Deficit) | (113,712) | (127,460) | 13,749 | 113,712 | 0 |
| Capital Expenditure | 115,104 | 0 | 115,104 | 156,896 | 272,000 |
| Capital Funding | (109,408) | 0 | (109,408) | (162,592) | (272,000) |
| Cash Back Depreciation | 0 | 0 | 0 | (0) | 0 |
| Rates Required | 119,408 | 127,460 | (8,052) | (119,408) | 0 |

Commentary:

Information Services is under budget by \$8,052 for the first nine months of the year.

Business Unit **260000 - Finance and Corporate Services -
Secretarial Services**
Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Revenue | 483,700 | 483,700 | (0) | 161,234 | 644,934 |
| Fees & Charges Revenue | 13,971 | 0 | 13,971 | (13,971) | 0 |
| Financial Revenue | 20,626 | 7,065 | 13,561 | (12,678) | 7,948 |
| Total Revenue | 518,298 | 490,766 | 27,532 | 134,585 | 652,882 |
| Internal Expenditure | 38,548 | 36,868 | 1,680 | 10,609 | 49,157 |
| Staff Expenditure | 674,034 | 742,212 | (68,178) | 340,983 | 1,015,017 |
| Administration Expenditure | 181,223 | 224,550 | (43,327) | 118,177 | 299,400 |
| Repairs & Maintenance Expenditure | 2,173 | 8,250 | (6,077) | 8,827 | 11,000 |
| Operational Expenditure | 100,144 | 130,500 | (30,356) | 73,856 | 174,000 |
| Depreciation Expenditure | 30,595 | 47,228 | (16,634) | 32,376 | 62,971 |
| Total Expenditure | 1,026,716 | 1,189,608 | (162,892) | 584,829 | 1,611,545 |
| Operating Surplus / (Deficit) | (508,418) | (698,843) | 190,425 | (450,245) | (958,663) |
| Capital Expenditure | 14,500 | 0 | 14,500 | 25,500 | 40,000 |
| Capital Funding | 0 | 0 | 0 | (100,000) | (100,000) |
| Rates Required | 522,918 | 698,843 | (175,925) | 375,745 | 898,663 |

Commentary:

Secretarial Services is \$175,925 under budget for the first nine months of the year.

Variances include:

Lower staff expenditure due to positions vacant for a period of time e.g. maternity leave and ACC and also recruitment time for vacant positions.

Administration expenses due to the main LGNZ subscription fee invoice yet to be received - \$50,000.

Operational expenses - funding previously used for Television Talkback. Council approved use of this funding for two years for First Retail assisting with the Invercargill Retail Strategy, but the total approved funding was spent in the first year. Therefore this year's allocation remains unspent.

Business Unit **280000 - Hall and Theatre Operations**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|------------------|------------------|-----------------|------------------|--------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Expenditure | 830,424 | 830,424 | (0) | 276,808 | 1,107,232 |
| Grants & Subsidies Expenditure | 9,609 | 38,980 | (29,371) | 42,364 | 51,973 |
| Repairs & Maintenance Expenditure | (478) | 0 | (478) | 478 | 0 |
| Operational Expenditure | 14 | 0 | 14 | (14) | 0 |
| Depreciation Expenditure | 9,446 | 18,582 | (9,136) | 15,330 | 24,776 |
| Total Expenditure | 849,015 | 887,986 | (38,971) | 334,966 | 1,183,982 |
| Operating Surplus / (Deficit) | (849,015) | (887,986) | 38,971 | (334,966) | (1,183,982) |
| Capital Expenditure | 0 | 0 | 0 | 20,647 | 20,647 |
| Capital Funding | 0 | 0 | 0 | (21,008) | (21,008) |
| Rates Required | 849,015 | 887,986 | (38,971) | 334,605 | 1,183,620 |

Commentary:

Hall and Theatre Operations are \$38,971 under budget for the first nine months of the year.

Variances Include:

The timing of hall levy payments, this is expected to be corrected by year end.

Business Unit **300000 - Finance and Corporate Services -
Democratic Responsibility**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|--------------------|--------------------|------------------|------------------|--------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Financial Revenue | 4,884 | 0 | 4,884 | (4,884) | 0 |
| Total Revenue | 4,884 | 0 | 4,884 | (4,884) | 0 |
| Internal Expenditure | 237,498 | 237,498 | 0 | 79,166 | 316,664 |
| Staff Expenditure | 879,534 | 810,108 | 69,425 | 232,941 | 1,112,475 |
| Administration Expenditure | 174,310 | 150,844 | 23,467 | 29,315 | 203,625 |
| Grants & Subsidies Expenditure | 68,370 | 113,711 | (45,341) | 74,130 | 142,500 |
| Repairs & Maintenance Expenditure | 1,546 | 5,237 | (3,691) | 5,437 | 6,983 |
| Operational Expenditure | 298,410 | 105,125 | 193,285 | (158,910) | 139,500 |
| Depreciation Expenditure | 16,435 | 17,175 | (740) | 6,465 | 22,900 |
| Total Expenditure | 1,676,104 | 1,439,698 | 236,406 | 268,543 | 1,944,647 |
| Operating Surplus / (Deficit) | (1,671,220) | (1,439,698) | (231,522) | (273,427) | (1,944,647) |
| Capital Expenditure | 12,239 | 0 | 12,239 | (2,239) | 10,000 |
| Capital Funding | (85,056) | 0 | (85,056) | 30,056 | (55,000) |
| Cash Back Depreciation | (0) | (0) | 0 | 0 | 0 |
| Rates Required | 1,598,403 | 1,439,698 | 158,705 | 301,244 | 1,899,647 |

Commentary:

Democratic Responsibility is \$158,705 over budget for the first nine months of the year.

Variations Include:

Staff expenditure is over budget due to additional training expenditure. Unbudgeted expenditure relating to the change of CEO has also been incurred.

Operational expenditure is over budget due to consultants fees and legal fees. Consultants fees relate to contributions to the SORDS programme, shared service and Pace to Progress work (Pace to Progress is funded from reserves of \$85,000). Legal fees related to a number of various legal opinions requested during the year.

Business Unit **313000 - Finance and Corporate Services -**
Corporate Planning
 Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|------------------|------------------|--------------|------------------|------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Fees & Charges Revenue | 6,174 | 0 | 6,174 | (6,174) | 0 |
| Financial Revenue | 1,000 | 0 | 1,000 | (1,000) | 0 |
| Total Revenue | 7,174 | 0 | 7,174 | (7,174) | 0 |
| Internal Expenditure | 190,684 | 190,684 | (0) | 63,561 | 254,245 |
| Staff Expenditure | 5,309 | 11,324 | (6,015) | 9,790 | 15,098 |
| Administration Expenditure | 37,134 | 47,862 | (10,728) | 28,317 | 65,451 |
| Financial Expenditure | 76,707 | 15,000 | 61,707 | (56,707) | 20,000 |
| Repairs & Maintenance Expenditure | 827 | 75 | 752 | (727) | 100 |
| Operational Expenditure | 39,564 | 76,394 | (36,830) | 122,299 | 161,862 |
| Depreciation Expenditure | 4,022 | 6,063 | (2,040) | 4,061 | 8,084 |
| Total Expenditure | 354,246 | 347,401 | 6,845 | 170,594 | 524,840 |
| Operating Surplus / (Deficit) | (347,072) | (347,401) | 329 | (177,768) | (524,840) |
| Capital Funding | 0 | 0 | 0 | (80,000) | (80,000) |
| Rates Required | 347,072 | 347,401 | (329) | 97,768 | 444,840 |

Commentary:

Corporate Planning is under budget by \$329 for the first nine months of the year.

Variiances include:

Financial expenditure is over budget due to LTP audit fees being higher than anticipated and it is expected that we will need to draw from the Audit Reserve to meet these expenses.

Operational expenses are under budget due to Consultants being lower than anticipated in a LTP year, it is anticipated that we will finish the year under budget in the consultant line.

Business Unit **350000 - Finance and Corporate Services - Grants**

Nine months to 31 March 2018

| | Mar YTD | | | 2017 / 18 | |
|--------------------------------------|--------------------|--------------------|-----------------|--------------------|--------------------|
| | Actual | Budget | Variance | Remaining Budget | Budget |
| Internal Expenditure | 36,663 | 35,027 | 1,636 | 10,040 | 46,703 |
| Financial Expenditure | 39,669 | 64,828 | (25,158) | 46,768 | 86,437 |
| Grants & Subsidies Expenditure | 3,936,932 | 3,892,280 | 44,652 | 1,301,470 | 5,238,402 |
| Total Expenditure | 4,013,264 | 3,992,135 | 21,129 | 1,358,277 | 5,371,542 |
| Operating Surplus / (Deficit) | (4,013,264) | (3,992,135) | (21,129) | (1,358,277) | (5,371,542) |
| Capital Funding | (4,585) | 38,607 | (43,192) | (48,201) | (52,786) |
| Rates Required | 4,008,679 | 4,030,742 | (22,063) | 1,310,077 | 5,318,756 |

Commentary:

The Grants Budget is \$22,063 under budget for the first nine months of the year.

Variances include:

Financial expenditure is under budget due to lower than budgeted interest rates for Southland Leisure Centre loan.



QUARTERLY REPORT

Third Quarter (January, February & March) 2017/18

This report contains a complete breakdown of Venture Southland's key objectives/performance measures for 2017/18. The Venture Southland work programme was formulated out of the letter of expectation received from Southland's three territorial local authorities.

Each measure has a commentary and a status provided; green for completed, orange for ongoing and red indicating work is yet to start.

Quarter three Highlights:

Burt Munro Challenge

Historically held in late November each year, the 2018 Burt Munro challenge moved to February in attempt to guarantee better weather. The move was a successful one with record numbers of participants and spectators converging on Invercargill for the challenge. The event featured a number of racing disciplines, including a Hill Climb, Beach racing, Circuit Racing, Speedway, and new to 2018, Drag racing. The Invercargill Honda street races that were scheduled for the last day of the challenge had to be called off due to a large oil spill on the track. Despite this disappointing end to the challenge, the Burt Munro Organising committee have said that the event is the biggest held to date with a 40% increase in rally attendees from the 2016 challenge.

What on Earth Colloquium

Venture Southland was a principal partner for the second What on Earth colloquium held at Te Papa in Wellington on 6 and 7 March. The event was sold out, with 265 people from 118 organisations, across a variety of sectors attending. This included central and local Government, academic institutes, data industry, industry data users and the space industry. 84% of attendees rated the event, which set the strategic agenda for the sector for the next ten years and established a new community organisation, as very or extremely valuable. The event was a useful opportunity to profile Southland's space industry and hold parallel meetings with international partners for new projects at Awarua Ground Station. Significant media coverage of the event was also achieved and follow up opportunities for Venture Southland have been actively pursued both within New Zealand and at an international level.

Dark Skies Project

The Dark Skies project was developed to assess astro-tourism opportunities in Southland. As part of this project Venture Southland carried out a survey during the quarter to assess community support of a Dark Sky Sanctuary on Stewart Island. The results of the survey showed strong support for the creation of an internationally accredited Dark Sky Sanctuary on the island. Worldwide interest in the southern night sky and the Aurora Australis means a dark sky accreditation would promote Stewart Island internationally as a top night sky observation destination. The community survey was undertaken in partnership with the Stewart Island Promotion Association following an assessment that determined the island's night skies to be of the quality required for official Dark Sky Sanctuary

status. Venture Southland is exploring funding options to assist in the preparation of an official application to the International Dark Skies Association.

Oats

Venture Southland continues to work with leading parties to establish an oat-based industry in the Southland region. Group manager for business and strategic projects, Steve Canny and Business services manager Alistair Adam represented Venture Southland at a trial in Singapore to verify the formulations of beverages made with Southland Oats. The trial involved manufacturing oat-based health and wellness products, such as skin creams, medications, yoghurt, energy replacement drinks and desserts. The trial determined that Southland oats produce unique formulations that perform extremely well in blind tastings. Following the success of the trial Venture Southland is now looking to secure investment for the production of high-end oat-based food products and nutraceuticals for the Asian-pacific market.

Kia Ora Magazine

The Southland region was promoted as a feature article in the March edition of the Kia Ora magazine. Kia Ora magazine is a complementary inflight magazine that has a readership of 357,000. The article highlighted the growing attraction for New Zealand's southernmost region, with Venture Southland playing a key role in the article's development. Venture Southland was approached by Laura Williamson, a freelance journalist based in Wanaka, to help develop an itinerary that would showcase the very best of Southland for the article. As the regional tourism organisation for Southland Venture Southland has strong connections with tourism and trade operators that result in extensive and exciting itineraries being developed. This is just one example of where Venture Southland has provided support for media representatives in promoting the region to national and international markets.

International Education

Southland's education providers were showcased at several events around Latin America in March as Joice Dondalski, International education manager, attended the Education New Zealand Latin American Roadshow. At the roadshow associated events Joice met with 57 educational agents and more than 270 potential students from Colombia, Mexico, Chile and Brazil. Venture Southland has produced promotional flyers translated to Portuguese and Spanish to resonate better with Latin American markets. Venture Southland is now working to consolidate the relationships and evaluating new international markets to promote Southland as an international education destination.

Regional Statistics

Priority Area: Increase in Population

SOURCE: 2013 CENSUS

| | | | | |
|------------------------|--------|---|---|-----------------------------------|
| Population | 93,339 | ↑ | +2,463 | Up on 2006 Census |
| Projected 30 June 2017 | 98,400 | | | Source: MBIE Regional statistics |
| Population Over 65 | 16.8% | ↑ | +0.4% between 30 June 2016 and 2017 | NZ 15.1% At 30 June 2017 |

Priority Area: Increase in Regional GDP

SOURCE: MBIE Regional Economic Activity Tool¹

| | | | | |
|---------------------------|---------------------------------|---|--|--|
| GDP Per Capita | \$57,902 Year to Mar 2017 | ↑ | 7.3% % change between 2016 and 2017, year to March | NZ \$57,002 For the year to March 2017 |
| Regional GDP ² | \$5.7 billion YE Mar 2017 | ↑ | \$60 million On YE Mar 2017 | |

Priority Area: Increase in Number of New Businesses

SOURCE: Stats NZ (2017) Geographic units by region and industry 2000-17³

| | | | |
|--------------------------|--------|---|--------------|
| Southland Business Units | 14,019 | | 2017 |
| New Businesses | 30 | ↓ | Down on 2016 |

Priority Area: Increase in Job Opportunities

SOURCE: MBIE Regional Economic Activity Tool (Year to December 2017)⁴

| | | | | |
|--|-------|---|-------|-------------|
| Participation Rate | 73.2% | ↓ | -2.4% | NZ 70.6% |
| Unemployment Rate | 4.5% | ↓ | -0.5% | 4.7% |
| NEET Rate (15 to 24 year olds not in employment, education and training) | 11.5% | ↓ | -2.3% | 11.8% |

¹ Ministry of Business Innovation & Employment (2017). *Regional Economic Activity Tool*. Retrieved from <http://webrear.mbie.govt.nz/theme/gdp-per-capita/map/timeseries/2016/southland?accessedvia=southland&right-transform=absolute>

² Stats NZ Tauranga Aotearoa (2017). *New Zealand's regional economies 2017*. Retrieved from <https://www.stats.govt.nz/infographics/new-zealands-regional-economies-2017>

³ Stats NZ Tauranga Aotearoa (2017). *Geographic units by region and industry 2000-17*. Retrieved from <http://nzdotstat.stats.govt.nz/wbos/Index.aspx?DataSetCode=TABLECODE7603#>

⁴ Ministry of Business Innovation & Employment (2017). *Regional Economic Activity Tool*. Retrieved from <http://webrear.mbie.govt.nz/theme/labour-force-participation-rate/map/timeseries/2017/southland?accessedvia=southland&right-transform=absolute>

Job Seeker Benefit Recipients by Territorial Local Authority (TLA)Source: Ministry of Social Development: December Quarter 2017⁵

| | March Quarter Total | ↓ | December Quarter Total | March 18-24 age total | ↓ | Dec Quarter 18-24 age Total |
|--------------------|------------------------|---|---------------------------|--------------------------|---|-----------------------------------|
| Gore District | 302 | | 333 | 110 | | 130 |
| Invercargill City | 1372 | | 1,627 | 551 | | 691 |
| Southland District | 371 | | 407 | 127 | | 154 |

Commentary on Job Seeker Benefit Recipients statistics

The decrease in job seeker benefit recipient numbers for the March quarter could be attributed to seasonality with many shearers and freezing work employees returning to work during the quarter, and also the increase in tourism opportunities across the region.

Priority Area: Increase in Household IncomeSource: MBIE 2017⁶

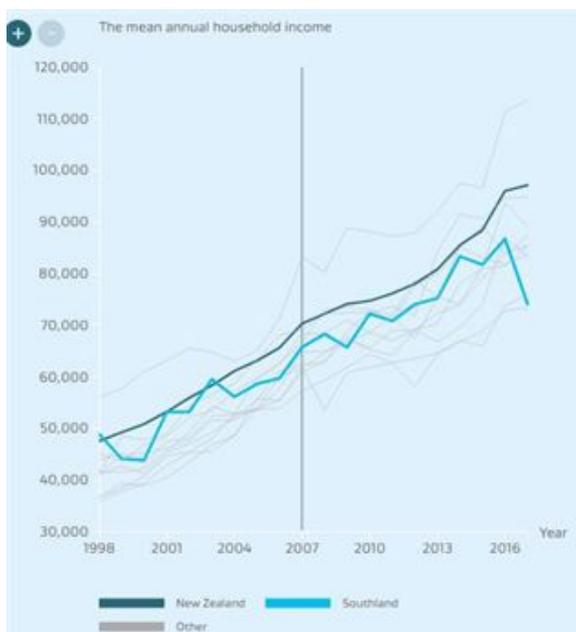
| | Southland | ↓ | -14.5% down on 2016 | New Zealand |
|---------------------------|---------------------------------------|---|---|------------------------------------|
| Mean Household Income | \$74,100 For 2017 | | | \$97,100 For 2017 |
| Mean Weekly Rent | \$242 year to August 2017 | ↑ | 4.2% Between the year to Jan 2017 and 2018 | \$433 Year to January 2018 |
| Mean House Value | \$273,870 year to December 2017 | ↑ | +8.6% Between year to December 2016 & 2017 | \$671,145 Year to December 2017 |
| Deprivation Index* | 5.0 2013 Census | | 0.2 Change between 2006 and 2013 | NZ: 5.4 2013 Census |
| Household Internet Access | 71.6% 2013 Census | | 18.5% between 2006 and 2013 | 76.8% 2013 Census |

*The New Zealand deprivation is an index of socioeconomic deprivation based on census information. Meshblocks (the smallest geographic area defined by statistics New Zealand) are assigned to deciles, with 1 representing least deprived areas, and 10 representing most deprived areas.

⁵ Ministry of Social Development (2017): *Quarterly Benefit fact sheets – Territorial authority's data tables*. Retrieved from <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/benefit/archive-2017.html>

⁶ Ministry of Business, Innovation and Employment. *Regional Economic Activity Web Tool*. Retrieved from <http://webrear.mbie.govt.nz/theme/household-income-mean/map/timeseries/2017/southland?accessedvia=southland&right-transform=absolute>

Commentary on Household Income Statistics



Priority Area: Increase in Number Visitor Nights and Occupancy Rate

SOURCE: STATISTICS NZ COMMERCIAL ACCOMODATION MONITOR YEAR END (YE) Dec 2017

*Statistics are from commercial sources only

| | | | |
|---|-------------|----------|----------------------------------|
| Total Expenditure Southland Region | 7.6% | ↑ | \$606 million YE Dec 2017 |
| • Southland RTO Expenditure* | 7.6% | ↑ | \$399 million YE Dec 2017 |
| • Fiordland RTO Expenditure* | 7.6% | ↑ | \$222 million YE Dec 2017 |

**Revised figures not yet available*

Number of Guest Nights

| | | | |
|--|-------------|----------|----------------------------|
| Total Southland RTO Guest Nights | 1.4% | ↑ | 445,611 YE Dec 2017 |
| • Southland RTO International Guest Nights | 10.2% | ↑ | 163,910 YE Dec 2017 |
| • Southland RTO Domestic Guest Nights | -3.2% | ↓ | 177,280 YE Dec 2017 |

Number of Guest Nights

| | | | |
|--|-------------|----------|----------------------------|
| Total Fiordland RTO Guest Nights | 8.2% | ↑ | 686,051 YE Dec 2017 |
| • Fiordland RTO International Guest Nights | 10.4% | ↑ | 508,772 YE Dec 2017 |

| | | | |
|---|--------------|----------|--|
| • Fiordland RTO Domestic Guest Nights | 2.6% | ↑ | 177,280 YE Dec 2017 |
| <hr/> | | | |
| Total Southland Region Occupancy Rate by territorial local authority | 40.8% | ↑ | Occupancy Rate 1.7% up on YE Dec 2016 |
| • Overall Invercargill Occupancy Rate | 39.2% | ↓ | 0.4% down on YE Dec 2016 |
| • Overall Southland District Occupancy Rate | 41.2% | ↑ | 2.2% up on YE Dec 2016 |
| • Overall Gore District Occupancy rate | 44.2% | ↑ | 2% up on YE Dec 2016 |

Commentary on revisions made to Monthly Regional Tourism Estimates (MRTes)

In late January 2018, MBIE published revised MRTes data based on benchmarking against the Tourism Satellite Account. There are significant methodology issues related to these figures at a National level, particularly related to the International Visitor Survey. The implications for the Southland region are as follows (All figures are October 2017):

- Overall 2017 spend has been revised down 4% to \$606 million from \$628 million. This reduces the annual increase in spend from 2016 from 9.5% to 6%
- International spend has been revised down 12% to \$234 million from \$266 million. This reduces the increase in spend from 2016 from 18.4% to 11%
- Domestic spend has been revised up 3% from \$362 million to \$373 million. This increases the increase in spend from 2016 from 3.7% to 4%

1. Regional Strategies, Assessments and Advocacy

As Venture Southland is not confined by traditional council boundaries, it is uniquely positioned to promote and provide direction for the whole Southland region. This includes the planning and development of strategies that ensure a clear pathway forward for the region that aligns with local and central government and the wider industry and community.

Prioritisation of key projects across the region allows for efficient and appropriate allocation of resource as well as successful implementation.

Venture Southland advocates on behalf of the Southland region at a national level and continues to work closely with central government for the benefit of Southland.

| | | Status | Notes |
|-----|---|----------|--|
| 1.1 | Support the implementation of the Southland Regional Development Strategy Action Plan | UNDERWAY | <p>Venture Southland (VS) continues to support the implementation of the Southland Regional Development Strategy Action Plan with 25 of the projects listed facilitated and/or implemented by Venture Southland.</p> <p>A meeting was held with Sarah Hannan and Sarah Brown in March 2018 to confirm project transition from the Southland Regional Development Strategy office to Venture Southland for the other projects outlined in the Action Plan.</p> <p>VS CEO and MBIE regional advisor will meet every four weeks to oversee this transition.</p> |
| 1.2 | Southland Destination Strategy | UNDERWAY | <p>VS is facilitating the development of the Southland Destination Strategy which is a key project identified in the Southland Regional Development Strategy Action Plan.</p> <p>The advisory group, which will guide the development process, is currently being established. Once established the group will outline a proposal for an external consultant to undertake the work.</p> |
| 1.3 | Southland Digital Strategy | COMPLETE | Strategy is complete and available for review. |
| 1.4 | Southland Regional Heritage | ONGOING | <p>Strategic regional planning of heritage continues with VS playing a key coordination and support role. Some projects include Project Arc (Regional Museum Digitisation and Storage Project) as well as museum redevelopment at the Southland Museum and Art Gallery (SMAG), Andersons House and the Living Dinosaur experience.</p> <p>This involves partnering with the Ministry of Business, Innovation and Employment to review all funding options.</p> |
| 1.5 | Advocate on behalf of the | ONGOING | Work is currently being undertaken with New Zealand Transport Agency (NZTA) and the Ministry of Business, |

| | | | |
|-----|---|---------|--|
| | region for services/revenue | | Innovation and Employment (MBIE) regarding telecommunications, roading and cycling. Venture Southland is also involved in discussions of key tourism issues at a national level relating to freedom camping, Airbnb and social license of tourism to operate. |
| 1.6 | Regional response to Central Government tenders and submissions | ONGOING | Ongoing – as required |

2. Destination Development

There are a number of exciting new projects and initiatives which will contribute to Southland's goals of attracting 10,000 new people by 2025 and generating \$1billion tourism revenue. One of the areas of focus is developing Southland as a destination for visitors, students, prospective migrants and investors, while retaining Southland's current residents.

The destination development section of the business plan overlaps with almost all other sections and reflects the integrated approach of Venture Southland. This involves a number of projects which aim to develop Southland as a destination, including international education, attraction and retention of a skilled workforce and commissionable trade tourism products.

Venture Southland has and will continue to be instrumental in laying the foundations for a number of tourism projects. This includes facilitating feasibility studies and investigation (including the provision of market insights and data) through to project planning and working alongside community and central government funders to attract external funding and investment.

International Education and Attraction and Retention of a Skilled Workforce are shown as separate sections due to the scale of these activities.

Please note that the Southland Destination Strategy (see 1.2) is a key plan currently under development which aligns directly with destination development but has a wider brief to look at overall management and sustainability alongside growth.

| | | Status | Notes |
|-----|--|--------------|--|
| 2.1 | Market Analysis and Statistics Work alongside Statistics New Zealand and MBIE to source and interpret statistics and market insights. | ONGOING | Three monthly tourism key indicator documents published in the last quarter. VS participated in the MBIE Tourism Domain Plan review into how tourism data is gathered and analysed. It is also contributing to the review of the International Visitor Survey (IVS). Qrious reviewed methodology and recommenced work on travel patterns analysis. |
| 2.2 | Market Insights Data Project Work alongside Air New Zealand, MBIE to identify and test key regional themes for Southland Identity. | ONGOING | This project overlaps with the Southland Story project and VS is providing support as required. |
| 2.3 | Regional Event Strategy and Development | YET TO START | A review of the strategy, including consultation, is to be undertaken. |
| 2.4 | Assist Invercargill City Council (ICC) with the Inner City Rejuvenation Project | ONGOING | VS will provide assistance to this project as requested by ICC. Key projects could be supported in a variety of ways including preparation of funding applications. |

| | | | |
|------|---|----------|--|
| 2.5 | Southland Cycling Strategy (Referred to as "Ride Southland") | ONGOING | <p>A complete draft of the strategy has been adopted by Gore District Council and is moving through the ICC, Southland District Council (SDC) and Environment Southland (ES) processes.</p> <p>A submission to ES prepared as part of Regional Land Transport Plan.</p> <p>Support is being provided to ICC regarding the development of alternative cycle trail routes between Invercargill and Bluff.</p> |
| 2.6 | Southern NZ Cruise Strategy | ONGOING | <p>VS recently contributed to the review of Environment Southland's Cruise Deed of Agreement associated with the Marine Fee. Work has begun on establishing a forum for review of the strategy and partnership with key stakeholders including Cruise NZ continues</p> |
| 2.7 | Catlins Tourism Strategy 2016-2026 | ONGOING | <p>VS has provided support to both Catlins Coast and South Catlins Charitable Trust on the implementation of the strategy. This has included considering the impact of the Tumu Toka Curioscape project and associated infrastructure projects as well as freedom camping. Recent work involved partnering with Clutha District Council to look at the provision of tourism infrastructure and desire of community to view the Catlins as a 'whole'.</p> |
| 2.8 | Tumu Toka Curio Bay Natural Heritage Centre (Referred to as "Tumu Toka Curioscape") | ONGOING | <p>VS is supporting the South Catlins Charitable Trust with final accountability and funding elements of Tumu Toka Curioscape, as well as ongoing reporting which is required for the next three years.</p> <p>Additional support is being provided to the operators to support their business success. This includes engaging an external consultant to review marketing and customer service.</p> <p>The official opening for Tumu Toka Curioscape is planned for Friday, 20 July 2018 and Venture Southland is supporting overall planning for the event.</p> |
| 2.9 | Southland Museum and Art Gallery (SMAG) | ONGOING | <p>The Southland Museum and Art Gallery (SMAG) was closed indefinitely to the public in April due to safety concerns of the museum buildings.</p> <p>The outcomes of the ICC's Long Term Plan (LTP) will determine direction of associated priority projects and VS will provide support and resource where required.</p> |
| 2.10 | Anderson Park | COMPLETE | <p>Option 4 (shared revenue, multi-use model) of Anderson House proposal was investigated with final report presented to ICC for consideration and inclusion in Long Term Planning process.</p> <p>While this work is complete ICC have indicated they may require further support with the next steps of the project depending on the outcome of their LTP consultation.</p> |

| | | | |
|------|---|----------|---|
| 2.11 | Tourism Industry Capability Building Hold workshops building capability of current and future tourism operators. | ONGOING | One trade development workshop held with Tourism New Zealand. Digital, trade marketing and health & safety workshops have been scheduled for later in the year. |
| 2.12 | MBIE Regional Tourism Infrastructure Fund (TIF) Assist Council staff to prepare and support applications to this fund. | ONGOING | Coordinated the submission of an application to the TIF for funding to upgrade the Lumsden Railway Precinct on behalf of SDC in October 2017 which resulted in a successful allocation of \$220,000. MBIE have recently announced the second round of this fund and Venture Southland is currently preparing 2 applications for both the Invercargill City Council and the Southland District Council relating to Bluff, Waikawa, Monkey Island, Clifden Bridge and Te Anau. |
| 2.13 | Support applications to the MBIE Tourism Growth Partnership Fund | COMPLETE | This fund is no longer in existence. |
| 2.14 | Around the Mountains Cycle Trail operational requirements | ONGOING | Support provided through marketing initiatives including the Official Partner Programme (OPP) (accommodation, tour, and food/beverage operators along the trail) and national marketing – with the SDC and ATMCT Ltd. Reported back to all OPP members on trail development and marketing. Supported the development of new contracts, alongside SDC. Planning currently underway for the reprinting of maps. |
| 2.15 | Around the Mountains Cycle Trail interpretation project | ONGOING | Implementation of this project is underway alongside SDC, including site selection and signage design |
| 2.16 | Living Dinosaur Project (formerly known as “Kakaporium”) | ONGOING | The feasibility of the project has been assessed and report presented to ICC. Negotiations are commencing with DOC and potential commercial partners. Venture is providing a range of support including project coordination through to support for inclusion in the Council’s Long Term Plan. The Long Term Plan consultation process will determine the direction of the project and VS will continue to provide support and resource as required. |

3. Diversification of Southland's Economy

Venture Southland works to identify opportunities for investment which are complementary with the regional economy and ensure they are promoted to relevant domestic and international markets. Venture Southland's role is to investigate the potential of these opportunities to broaden Southland's economic base.

This area is significant to reduce Southland's dependency on a narrow range of industries. This also creates jobs through the formation of new industries and within the support services. Some of the projects are ongoing. It is important to have relevant and up to date information available so that when the time is right, an investor will take up the opportunity.

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| 3.1 | Aeromagnetic Geological Survey | ONGOING | Final flying for the Southland region will take place in summer 2018/2019 with interpretation of the data to follow. A brief has been produced for a local science partner to undertake further analysis in 2018. This work rests on the completion of the initial data sourcing work as outlined above. |
| 3.2 | Awarua and Lochiel Ground stations Deliver services to five satellite and space organisations. | ONGOING | An intern from the University of Canterbury has been on site since February to help with installations and site upgrades, under the supervision of the Ground Segment and Engineering Manager. Negotiations for ground station services have commenced with three additional agencies over the last three months. Venture Southland was able to provide critical support to Rocket Lab's Electron Launcher 'Still Testing' from its Southland ground stations and will also provide support to the next launch window which opens in April/May 2018. The potential for a ground operations centre is being scoped and forward contract for services with CSST being discussed. Expert input into strategic and financial planning has commenced with the support from NZTE. Additional negotiations for two potential new contracts were undertaken at the What on Earth Colloquium in Wellington on 6 and 7 March |
| 3.3 | Identify film opportunities for the region Aim for 52 production days for the year. | ONGOING | This work is ongoing alongside Film Otago Southland. The final statistics regarding production and filming days are not released until June so an update on production numbers will be supplied then. |
| 3.4 | Promote opportunities for investment Facilitate six significant | ONGOING | Investment opportunities being worked through include: <ul style="list-style-type: none"> • Oat based health and wellness foods. • Radio science related investments. • Agriculture and food manufacturing. Applications have been made to the New Zealand Trade and Enterprise (NZTE) Strategic Investment Fund to assist |

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| | investment opportunities. | | with further scoping of space sector opportunities and Oat based health and wellness foods. |
| 3.5 | Tourism product development Assist in bringing eight new tourism products to the market | ONGOING | In depth business cases have been completed for ICC for the Living Dinosaur and Anderson Park projects as well as the Tumu Toka Curioscape project in the Catlins. Fifteen small tourism operators have been assisted in the quarter, four of whom have brought their product to market in the last quarter. Diagrams showing completed and planned tourism products across the region can be seen in the additional information section at the end of this report. |

4. Business Service Efficiency and Competitiveness

Venture Southland offers business services to Southland businesses, such as business advice referral services, funding support, and facilitating mentoring services as part of the national Regional Business Partner Programme with New Zealand Trade and Enterprise, Callaghan Innovation and Business Mentors New Zealand.

This support ensures Southland businesses are operating as efficiently as possible, and are therefore competitive in the marketplace. Venture Southland has a range of services including Lean Manufacturing, Lean Dairy (Farm Tune) and workshops to drive efficiency. This is especially important given the labour market challenges highlighted in the Southland Labour Market Strategy.

Innovation and the development of innovative processes are critical to the ongoing competitiveness of Southland businesses. Venture Southland is able to support businesses through the Callaghan Research and Development funding. Processes and programmes will continue to be developed to support Southland businesses with innovation and development.

| | | Status | Notes |
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| 4.1 | Facilitate the Regional Business Partner Programme | ONGOING | The delivery of the Regional Business Partnership is ongoing throughout the year. |
| | \$200,000 in funding allocated to Southland businesses | ONGOING | Over 80% of the funds have been allocated. To ensure fair and even access of the funds careful monitoring of allocation is being applied. This year the allocation of annual funding is \$220,000. \$178,543.15 of matched funding has been allocated to date to support SMEs with access to business training. VS is currently working with NZTE to look at accessing additional support funding. |
| | Facilitate 50 mentor client matches and train 50 mentors | ONGOING | There has been steady growth in the mentors programme over the last quarter. There are now 55 mentors trained. Over 30 matches have been made in this year. Growth in the numbers of mentors will allow increased matches to be made throughout the year. |
| | Allocate \$250,000 from the Callaghan Innovation and Development Fund | ONGOING | Over five million dollars of funding has been approved to date for the 2017/18 year. A number of high value projects are currently in the pipeline, with potential for funding of over \$750,000. Connections are being established with the Callaghan Innovation research and technical services team to provide support around new projects. |

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| | | | A Callaghan Innovation business event “Succeed in a Changing World” was run on the 14 th March with over 80 businesses participating. This event has resulted in an increase in enquiries about funding and services available through VS. |
| | Complete 140 client business assessments | ONGOING | 161 client assessments/discovery sessions have been undertaken to date this year. This is 107% of NZTE target with 75% of the contract period completed. The net promoter score of the programme is 63 to date, exceeding the annual KPI of 50 for the year. This score ranks Venture Southland 5 th out of 14 National Regional Business Partners. |
| 4.2 | Innovation support and Programmes Deliver workshops as a need is identified | ONGOING | Creative HQ Innovation and Accelerator programme commenced in early December with Stewart Fleming appointed to the role. 18 businesses are currently being supported by this programme in their innovation journey. Work is ongoing with Creative HQ around the business innovation support platform to ensure appropriate functionality is tailored to the needs of local businesses. Callaghan Innovation’s “Succeed in a Changing World” was a successful event, with over 80 local businesses attending. The programme has many events planned for the remainder of the year including a Tech Week, a start-up weekend and Design Thinking workshops. |
| 4.3 | Business training and support Deliver training as a need is identified. | ONGOING | New programmes have been identified on various topics including future jobs, design thinking, retail and digital enablement. Planning is underway to identify training that can be delivered in 2018. |
| 4.4 | Conduct a survey of Southland businesses | ONGOING | The fourth annual Southland business survey began on the April, 10 and concludes on the May, 10. Early responses have been encouraging with good promotion of the survey through partners and the media. Analysis will be undertaken during May with results to be released at the beginning of June. |
| 4.5 | Deliver LEAN Management training to seven businesses | ONGOING | Planning for the 2018 programme is underway with initial responses from businesses being positive. LEAN Training and support will be delivered in 2018 through a series of smaller more focused workshops that cater for a broader audience. |

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| | Deliver Dairy Lean to 12 farm | ONGOING | Work is underway with DairyNZ for the delivery of the 2018 Farm Tune programme with support from the Regional Business Partner Programme. |
| | 30 Businesses attend other Lean support initiatives | ONGOING | The 5s, small business improvement programmes and LEAN forums are currently planned for 2018 with promotion of these events currently underway for attraction of business attendance. |
| 4.6 | Methane recovery Continue to investigate the opportunity for capturing methane from effluent ponds and converting it to energy | ONGOING | Monitoring of methane at Glenearla farm under a contract funded by EECA has started. Additional scoping to support an application for further assessment through the waste minimisation fund has also commenced. |

5. Attracting and Retaining a Skilled Workforce

Southland, like other regions, is facing a workforce shortage due to an aging population. For business to grow, skilled staff are required. Venture Southland is active in attracting migrants to the region, and also ensuring the skilled workers remain in the region. Without people, new businesses and new industries cannot develop, and existing industries cannot be extended.

Venture Southland signed a Memorandum of Understanding in 2016 with the Ministry of Business, Innovation and Employment, and Immigration New Zealand based on prior initiatives and collaboration to build on regional migrant settlement and retention strategies. The agreement assists in the implementation of the Southland Labour Market Strategy.

| | | Status | Notes |
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| 5.1 | Work with MBIE and Immigration New Zealand to implement the Southland Labour Market Strategy. | ONGOING | <p>Work is ongoing with MBIE and Immigration NZ regarding implementation of the strategy.</p> <p>VS has partnered with MBIE to deliver a regional migrant skills placement role to assist skilled migrants, and spouses of skilled migrants, in finding meaningful employment.</p> <p>A Welcoming Communities partnership has also been established.</p> <p>All roles within the labour market team are now filled including;</p> <ul style="list-style-type: none"> • Southland Labour Market Coordinator • Skills Placement Coordinator • Welcoming Communities Coordinator • Southland Youth Futures Coordinator |
| 5.2 | Southland Youth Futures – Invest in Youth | ONGOING | <p>Work is ongoing with schools and students to connect with support programmes.</p> <p>Delivery for the 2018 Southland Youth Futures programme delivery is underway. The Southland Youth Futures school delivery typically has a focus period of the first half of the calendar year, as it fits better within school timetables. Already in-schools talks have been delivered to six schools with on-site visits planned.</p> <p>All secondary schools in Southland are part of this programme and see it as a critical link between youth and local career options.</p> |
| | Deliver 12 workplace site visit days | ONGOING | <p>Work place visits are scheduled for the second half of 2018 with dates to be finalised in early May.</p> <p>These site visits follow-on from the broader career information provided during the school careers talks.</p> |

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| | Have over 30 'youth friendly' employers in the region | COMPLETE | <p>45 youth friendly employers have registered as part of the programme.</p> <p>The increasing number of enquiries from employers will assist ongoing work to increase this number.</p> |
| 5.3 | Build partnerships to drive migrant attraction and retention | ONGOING | <p>The Southland labour market coordinator continues to develop strong partnerships that drive the attraction and retention of skilled workers.</p> <p>Programmes such as the skills placement role further enhance this activity with good connections and networks established with employers and recruitment agencies. Workshops focused on migrant retention are also being delivered in partnership with MBIE.</p> <p>Partnership established with MBIE around the development and delivery of the i-SITE attraction programme.</p> |
| 5.4 | Rural migrant working and newcomers project (now Known as "Te Anau Ambassador Pilot") | ONGOING | <p>SDC have provided the project brief and implementation will soon begin.</p> <p>The project will no longer be focused on Te Anau as community feedback determined that there were already welcoming mechanisms in place.</p> <p>Research will be carried out to determine a new location to develop this pilot project.</p> |
| 5.5 | MBIE i-SITE Attraction Pilot (see 7.10) | ONGOING | <p>See 7.10 for full update.</p> <p>Venture Southland is facilitating a national pilot project in partnership with MBIE to investigate the potential to transition visitors into migrants using the Invercargill i-SITE.</p> |
| 5.6 | Welcoming Communities Pilot (see 9.6 Community Development) | ONGOING | <p>Southland was selected as one of five regions across New Zealand to participate in the MBIE Welcoming Communities Pilot. To date progress has included:</p> <ul style="list-style-type: none"> - Feedback provided for the national standard which has now been confirmed - Reports prepared for three Councils and other stakeholders including iwi and Community Trust of Southland. - Confirmation of total funding to deliver the project and funding contracts entered into. - Establishment of advisory group which will assist to drive the pilot programme. - Benchmarking process which all Councils will undertake in preparation for the development of the Welcoming Plan has been completed. - Participation in the national stakeholder pilot group continues. - Welcoming Plan draft has been developed and is currently being consulted on alongside the Advisory Group and MBIE. |

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| | | | - This plan will be confirmed by end of June and implementation of key projects will follow. |
| 5.7 | <p>Pathways to employment</p> <p>Work with Education New Zealand, local education providers and industries to provide pathways for graduating international students into employment</p> | ONGOING | <p>The first Southland Pop Up Job Shop was held in Invercargill from 4-9 September 2017 and showcased the number, and range of jobs, available in Southland at that time. 520 people visited the Pop Up Job Shop and over 100 people had free interviews with Southern Directionz staff. The initiative exceeded job seeker and publicity expectations.</p> <p>The second Pop Up Job Shop was held in April 2018. Building on the success of the 2017 event, the 2018 shop increased the number of workshops with recruiters, employers and support agencies and was delivered in Invercargill, Te Anau and Gore. The initiative was a success with over 500 jobs on offer across the region.</p> <p>The MBIE funded skills placement role provides a direct connection between skilled migrants and employer needs, with a particular focus on skilled spouses and students.</p> <p>Previous events to promote pathways to employment have included job speed-dating evenings.</p> |

6. International Education

Venture Southland administers the Education New Zealand Regional Partnership Programme for Southland. This is designed to support the development and growth of international education in selected regions of New Zealand. It is a partnership and collaboration between international education providers, local educational groups, local government, economic development agencies, and the international education industry.

Over the past decade the international education sector in Southland has developed increasingly with significant investment, relationship building, direct marketing and delegations overseas. These initiatives have resulted in a steady growth in international student numbers in the Southland region.

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| 6.1 | Partner with Education New Zealand (ENZ) to develop the implementation phase of the Southern Education Strategy. | COMPLETE | <p>VS works in partnership with Education New Zealand (ENZ) and the regional education providers as part of its Regional Partnership Programme (RPP).</p> <p>The Southern Regional International Education Implementation Plan 2017-2020 has been developed based on the initial strategy put forward in November 2016. The plan has been approved by Education New Zealand.</p> <p>Education New Zealand have confirmed funding arrangements and contract for the 2017/18 period.</p> |
| | Establish the Southern Education Alliance (SEA) Governance group | COMPLETE | <p>A SEA Governance Group has been formed to discuss the programme roll out across the region. Discussions have included the business plan for 2018, the development of the International Education Prospectus and regional school contacts, marketing material and confirmation of the Study Southland brand.</p>  |
| | Set targets for the region based on current market trends | COMPLETE | <p>The recently submitted plan to Education New Zealand for the 2017/18 financial period breaks down the actions required to align the six goals identified in the strategy.</p> <p>This includes timeframes, success measures, who is lead agency, and identifies the total budget per annum.</p> |
| | Promote Southland as a destination for students | COMPLETE | <p>The first International Study Workshop was held on the 23 November 2017 and hosted by Study Southland, another workshop is planned for mid-2018.</p> <p>The international education manager has prepared a submission for the Ministry of Education for projects related to the International Student Wellbeing Strategy (ISWS).</p> <p>This proposal has been successful in securing additional funding to assist in hosting international students in Southland.</p> |

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| | | | <p>Southland was promoted as a preferred destination for international students at the Latin America Road show in Colombia, Mexico, Chile and Brazil over February and March.</p> <p>VS hosted the Argentina Ambassador - His Excellency Mr Fausto Lopez Crozet, on behalf of the Southland Councils, during his visit to Southland and Queenstown on the 20th February 2018. The Ambassador is was keen to build relationships in Southland and explore opportunities within the tourism, education, agriculture and fishing sectors.</p> |
| | Develop generic marketing collateral, aligned to the Southland Destination Strategy and Southland Labour Market Strategy | COMPLETE | <p>International Education prospectus for Study Southland developed and 1000 copies delivered to education providers and councils in the region.</p> <p>1000 USB pens also developed for use at Expos, and to easily provide agents with promotional material.</p> |
| | Facilitate the development of the Southern Education Alliance website. Develop branding for Southern Education Alliance | ONGOING | <p>Southland as a preferred international education destination is currently promoted via the Southlandnz.com website.</p> <p>The website will continue to be developed as we progress forward with the strategy and operational planning. The SEA Governance Group is very pleased with the progress to date and outcomes achieved to support the growth of the international sector in Southland.</p> <p>Consultation with Education New Zealand (ENZ) and education providers is underway to identifying marketing opportunities and new agents for education providers.</p> |

7. Destination Promotion

Venture Southland is focused on maximising the regional benefits of increasing the number of tourists for the region. Promotion of the region nationally and internationally through consistent marketing and communication to strengthen the Southland brand is essential to drive demand, alongside product development which gives reasons to spend more and stay longer. Venture Southland will continue to build Southland as a destination and the evolution of the Southland identity to market to New Zealand and the world, which in turn attracts visitors that support the private and public operations in the region.

Partnerships that have been developed over numerous years are essential to promote Southland. This is through marketing alliances where different organisations or regions pool financial and human resources to leverage greater promotional opportunities, or through relationships developed at a national level within entities that include Tourism New Zealand, Tourism in Aotearoa (TIA), Air New Zealand, Cruise New Zealand, Region Tourism New Zealand (RTNZ), CINZ, and DOC.

Destination promotion within Venture Southland includes Attraction and Retention of a Skilled Workforce and International Education. However, as these are significant areas of focus, these are presented in sections 5 and 6 respectively. Also note the importance of 1.6 the Southland Destination Plan in providing an overall regional blueprint.

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| 7.1 | Conduct 18 marketing and promotional campaigns | ONGOING | Three marketing and promotional campaigns undertaken for the quarter (13 undertaken to date in total). Four campaigns are in development 1. 1st of the Season (Savour the South) 2. Southern Steel - Social Media Campaign (Preparation) 3. People of Southland - Content Campaign (Preparation) 4. TravelWireAsia 5. Neuselnd News 6. Southland NZ V2.0 (preparation) 7. Southern Rumble - SPW (preparation) |
| 7.2 | Tourism publicity and media engagement | ONGOING | For a detailed listed of media engagement and tourism publicity please see additional notes at the conclusion of the report. |
| | Generate 96 media pieces | COMPLETE | 57 media results have been achieved for the quarter and 158 media results have been recorded to date, more than achieving the set target of 96. Highlights for the quarter include Kia Ora magazine's Southern Stars feature, North and South Catlins Story and @youngadventuress Hump Ridge Track coverage. |
| | Coordinate 18 media famils | ONGOING | Five media famils have been conducted during the quarter, with 19 carried out in total to date. A highlight of the quarter includes the media famils that were coordinated for international media such as Zeit Online, Germany and Wanderlust Magazine, UK |
| 7.3 | Tourism supply and trade development | ONGOING | Simon von Tunzelman appointed as new Trade and Relations Coordinator at the start of this quarter. |

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| | Engage with 200 agents | | 33 agents have been engaged with during the quarter with 182 engaged with to date for the year. For further information on this engagement please see additional notes at conclusion of the report. |
| | Attend minimum of four trade shows | ONGOING | Preparation is currently underway for attendance in Australian Mega Famil and TRENZ. To date three trade shows have been attended for the year. |
| | Present regional profile and product offerings of 70 Southland operators | COMPLETE | The trade manual, profiling regional offerings and showcasing Southland as a preferred conference and trade destination is now complete. |
| | Coordinate 10 trade famils | ONGOING | One trade famil conducted during the quarter with Tourism New Zealand – North China. Nine trade famils have been completed for the year to date. |
| | Participate in eight international marketing alliance (IMA) activities | ONGOING | Participation in three IMA activities to date. |
| | Develop three trade itineraries | COMPLETE | Four trade itineraries have been developed, achieving the set target of three. |
| 7.4 | Digital Marketing | COMPLETE | Maintained the number one and two ranking for regional search engine searches, achieving the target of a top three ranking. |
| | Obtain top three ranking for regional search engine searches | | Anke Ruwette appointed as new Digital Marketing Coordinator, as maternity cover for Maree Boyle. |
| | Growth of website traffic (+10%) | ONGOING | 126% of the website traffic target has been achieved through the first 3 quarters. This achievement has been based on TravelWireEast campaign and new content. For more information on this please see additional notes. |
| | Growth of operator listing on Southlandnz to 420 (+19%) | COMPLETE | There has been significant growth in operator listings on Southlandnz with 441 listings (+25%) live on page, with a total of 1309 listings (+211%) in the database. Currently working on the development of SouthlandNZ 2.0 to launch new listings. |
| | Growth of consumer/trade/industry databases (+8%) | COMPLETE | There has been a 1% growth in consumer/trade/industry databases for the quarter (annual growth of 13% of databases). |
| | Growth of social media engagement (+12%) | ONGOING | To date 97% of the social media engagement growth target has been achieved. For more information on this please see additional notes. |

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| 7.5 | Southland promotional merchandise | ONGOING | Southland promotional materials created and shared including posters, bags, beanies, pens, duck callers and tea towels. Further materials being developed include chocolates, key rings, blankets, bandanas and table runners. |
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Destination Fiordland

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| 7.6 | Marketing via Destination Fiordland | ONGOING | <p>Continued promotion of Fiordland through the weekly newsletter, Fast Facts. This newsletter is engaged with well by those on the distribution list with an average of 42.59% of people reading the information each week.</p> <p>Attendance of Destination Fiordland at key meetings throughout the quarter;</p> <ul style="list-style-type: none"> • Southern Lakes IMA (February) • South Meeting with Tourism New Zealand, MBIE, TIA and RTNZ to discuss Fiordland and the RTO working relationships (March) <p>Destination Fiordland representation at trade shows over the quarter:</p> <ul style="list-style-type: none"> • RTO Workshop in Sydney (February) • South East Asia training (March) • Tourism New Zealand in bound Operator days. 160 inbound operators engaged with (Auckland) <p>Destination Fiordland arranged and coordinated the Tourism New Zealand famil for Ingo Feiertag of Germany.</p> |
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Conference Attraction

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| 7.7 | <p>Promote Southland as a conference destination and support potential conferences</p> <p>Develop relationships with national conference sector (including Professional Conference Organisers) and local conference sector providers</p> | ONGOING | <p>28 conferences held during the quarter (67 conferences have been held to date). Conferences held during the January to March 2018 quarter:</p> <p>18/01 Rayonier 20/01 Jehovah Witness Conference 23/01 Southland Bowls 29/01 Warrant Officers Training Conference 29/01 NZ Blood 30/01 Probus East 24/2 Highlands Motorsport Park Members Dinner 28/2 Classic Holidays Roadshow 28/02 Southpac Trucks 01/03 Central Friendship Group 07/03 Southland Interagency Forum 07/03 Site Safe 08/03 Christian Women Communicating international 08/03 Industry Systems Management 08/03 Invercargill combined friendship group</p> |
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| | | | <p>12/03 60's up movement 12/03 Faculty of Law 12/03 Statistics NZ 13/03 Real Estate Conference 15/03 UBT Conference 16/03 NZPI Southland 20/03 Mitre Ten 20/03 REAP conference 21/03 Otago/Southland Regional Dairy Awards 21/03 NZEI 21/03 DIA 27/03 Probus East 27/03 Farmlands 30/03 Jaguar Car Rally</p> |
| | Provision of bid support information | COMPLETE | The bid template and Conference Manual has been finalised. Investigation is currently underway into interactive digitisation of this via Southlandnz.com |
| | Coordinate the Conference Incentive Fund | ONGOING | Coordination of the conference incentive fund continues alongside the ILT. |
| | Prospect 50 conference opportunities, undertaking 12 bids to attract six additional conferences | ONGOING | <p>15 conferences prospected during the January to March quarter (see 7.7)</p> <p>37 conferences prospected to date.</p> |
| | Represent the region through four events, activities and industry channels | COMPLETE | <p>Representation at 3 event (8 to date)</p> <p>Conference Promotion/Representation</p> <ol style="list-style-type: none"> 1. MBIE CAS - Report 2. Master Joiners - Famil 3. Young Farmers Committee Member |

Invercargill i-SITE

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| 7.8 | Manage the Invercargill i-SITE including implementing the review undertaken in 2016/17 | ONGOING | <p>Recommendations of review undertaken in 2016/17 continue to be implemented.</p> <p>The recommendations have resulted in a saving made of \$18,000 for the year. The March quarter was slightly higher than the previous year as additional staff were used to cover the busy peak season.</p> <p>The i-SITE has temporarily moved to the Northend Bowls Club following the decision to close SMAG due to safety concerns. Venture Southland is investigating permanent new location options for the i-SITE, with support from ICC.</p> <p>The Northend Bowls club provided a good interim solution at short notice, with the i-SITE only being closed for approximately two hours.</p> |
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| | | | Longer term solutions are currently being looked at, with the likelihood of a medium term (2-3 years) option being required before a permanent location is found. | | | | |
| 7.9 | Grow revenue 8% | ONGOING | Revenue | 2016/17 | 2017/18 | Variation | % |
| | | | Commission | \$42,377 | \$35,112 | \$7,266 | 20.70% |
| | | | Other | \$8,560 | \$4,049 | \$4,510 | 111% |
| | | | Expenditure | | | | |
| | | | Salaries | \$49,270 | \$45,205 | (\$4,063) | (9%) |
| | | | Other* | \$10,654 | \$16,495 | \$5,841 | 35.4% |
| | | | *Retail sales, advertising revenue and ticket sales commissions. | | | | |
| | | | Commission is showing as being \$7,266 above budget. This due to the timing of the Burt Munro Challenge and also changes in how commission is received. Historically some contracts had a wash-up based on total sales for the year and various targets, however this is now paid on sales throughout the year. | | | | |
| | | | Retail sales are higher than the prior year by \$8,000 although these appear to be at a lower margin. | | | | |
| | | | Staff costs are above the prior year as additional staff are used to cover the peak season. This was expected. | | | | |
| 7.10 | MBIE i-SITE Attraction Pilot (see 5.5) | ONGOING | The facilitation of a national pilot project, in partnership with MBIE, to investigate the potential to transition visitors into migrants using the Invercargill i-SITE is ongoing. | | | | |
| | | | Portal and interactive material had been placed in the i-SITE to allow people to explore regional employment and lifestyle opportunities, and register interest in future employment opportunities. With the recent relocation of the i-SITE due to the closure of SMAG, we have had to put this pilot on hold. | | | | |
| 7.11 | Department of Conservation i-SITE partnership | ONGOING | As part of the partnership with the Department of Conservation, i-SITE staff have had training on the Great Walks and other DOC products with the site developed to hold information and sales commenced. | | | | |
| | | | The partnership has also included the Responsible camping initiative. Note with the relocation of the i-SITE due to the closure of SMAG, implementation of the promotional plan scheduled alongside DOC has been delayed. | | | | |

8. Events

Southland is known for high quality events which add diversity, vibrancy and a sense of well-being to the region's residents and ratepayers. Venture Southland believes that events are an important aspect of our approach to develop and promote Southland as an attractive place to live, study, work and visit.

In 2016, Venture Southland undertook an internal evaluation of their role with delivering events with a view to looking at how to prioritise allocation of resources and gain efficiencies. Outcomes from this review are reflected in this year's work programme as below.

The next step and a key project for this year in line with the Southland Regional Development Strategy is the development of a Southland Regional Event Strategy (see 2.3). This framework will involve multiple stakeholder involvement and will assess event development and promotion from a regional perspective.

| | | Status | Notes |
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| 8.1 | <p>Delivery and support of events</p> <p>Generate spectatorship in excess of 40,000 per annum</p> | ONGOING | <p>The delivery and support of events across the Southland region has resulted in spectatorship of 32, 500 + CONF to date.</p> <p>During the quarter delivery and support of the following events was carried out:</p> <ul style="list-style-type: none"> - Southland District Council Holiday Programme - Southland Buskers Festival - Shakespeare in the Park - Burt Munro Challenge <p>The 12th annual Burt Munro Challenge was held from 8-11 February 2018. This was the first time the event was held in February (formerly held in November). The event included six different racing events (including new Twilight Drag Racing event) over four days across Southland, and a rally with camping ground - record crowds of over 2,000 people were recorded at the rally site alone. The event attracted domestic and national visitors as well as international visitors from Australia, the UK and further abroad.</p> <p>Planning for the following events was also carried out during the quarter:</p> <ul style="list-style-type: none"> - Southland Festival of the Arts - Southland Heritage Month - ILT Kidzone <p>Planning is underway for Southland's favourite family event - the ILT Kidzone Festival. This year the ILT Kidzone Festival enters its 14th year and will be held at James Hargest College Senior Campus in Invercargill from 11-16 July.</p> <p>This year's theme will be 'Around the World' and will look at diversity and multiculturalism. This theme is timely with the resettlement of Colombian refugees in Invercargill and ties in with other current projects including the Welcoming Communities project and the International Education projects that are designed to attract new residents to Southland.</p> |

| | | | |
|-----|---|---------|--|
| 8.2 | <p>Grow and promote the Southland events calendar</p> <p>Provide marketing support to 32 events</p> <p>Undertake event promotion for iconic and significant events</p> | ONGOING | <p>12 event newsletters have been distributed with 146 events promoted in the Southland events calendar during the quarter.</p> |
| 8.3 | <p>Develop an approach and platform for aligning, planning, coordinating and funding events in the region</p> | ONGOING | <p>The Southland Regional Event Strategy will align with this target (see 2.3).</p> <p>The Event Capability Workshop was delivered in November in partnership with Sport Southland and included 45 people from the events industry.</p> <p>New event capability content has been published online in the last quarter and work is continuing with ICC on council support for event managers in the region.</p> |
| 8.4 | <p>Facilitate event capability development</p> <p>Provide support to 12 regional events</p> | ONGOING | <p>As above 8.3.</p> <p>Support has been provided at ten regional events including the HopNVine, Heritage Month, and Lap the Lake.</p> |
| 8.5 | <p>Economic and social impact assessment</p> <p>Work with key stakeholders to establish a process to identify and prioritise key events to be evaluated in order to understand the economic and social impact</p> | ONGOING | <p>Economic and/or social impact assessments to be completed where a need is identified.</p> <p>An economic impact assessment was completed post the 2018 Burt Munro Challenge that was held for the first time in February.</p> <p>The event reported a 20% increase in the number of Rally-goers alone due to better weather conditions.</p> |

9. Community Development

Southland is known for its strong and vibrant communities which contribute to a quality of life not found elsewhere. The Southland Regional Development Strategy aims to attract 10,000 more people by 2025 and quality of life opportunities are essential to not only attracting, but also retaining people.

Venture Southland supports the Southland District Council in supporting local communities to maintain a proud Southland community spirit, particularly in rural areas. The approach is twofold and relies on a relationship approach of working alongside local people and groups and partnering with Councils, community funders and other stakeholders on a range of projects and initiatives.

There is a close relationship between the Southland District Council Community and Futures group and Venture Southland's Community Development team. Venture Southland's Community Development team helps to deliver Southland District Council's priorities and support Council on a range of projects and initiatives.

The 2017-18 work programme builds on key projects completed in the previous year and detailed briefs for new projects listed below are yet to be fully scoped. Scoping of these projects will be undertaken alongside the Southland District Council to establish objectives, timeframes and resource requirements. Note: Depending on the scope of these projects, some priorities may change.

Please note that there are four projects as outlined in the Southland District Council Letter of Expectation which are detailed in other sections of this quarterly report.

| Project/Initiative | Section |
|--|---|
| Rural Migrant Worker and Newcomers Project (now known as Te Anau Ambassador Pilot – see 5.4) | Attraction and Retention of a Skilled Workforce |
| MBIE Tourism Infrastructure Fund (see 2.12) | Destination Development |
| Cycle Strategy Implementation (see 2.5) | Destination Development |
| Around the Mountains Cycle Trail Operational Requirements (see 2.14) | Destination Development and Destination Promotion |

Community Development is split into the following sections:

Community Capacity and Capability Building

| | Status | Notes |
|--|---------|--|
| 9.1 Community Organisation and Volunteer Sector Project The project aims to prioritise and implement the key findings determined from the research undertaken in 2016-2017 | ONGOING | Shared Service Pilots Following discussions with SDC and various communities in Southland, it was decided to pursue two pilots for the Shared Service in the Winton township community and the Wyndham/Edendale area. Rather than be geographical or topic based, it was decided that both will focus on a shared officer role (chair, secretary or treasurer), one with an urban focus (Winton) and one with a rural focus (Wyndham/Edendale). An initial desktop research report has been sent to SDC, outlining the project and identifying similar shared service models both local and nationally. The Community Development team are now focussing on contacting |

| | | | |
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| | | | potential community groups in each area to discuss the project. A further update report is due to SDC in July. |
| 9.2 | Community Facilities Project The project aims to prioritise and implement the key findings determined from the research undertaken in 2016-2017 | ONGOING | The final report for the community facilities project was submitted to SDC on 31 August 2017. SDC are yet to advise of further projects flowing on directly from this research, however have sought the community team's assistance in engaging with some communities regarding the use of key facilities. |

Community Planning

| | | Status | Notes |
|-----|---|---------|---|
| 9.3 | Southland District local community sustainability strategic approach | ONGOING | This project is aimed at developing a District-wide approach to community development which will be ratified by SDC. An initial workshop was held in November (facilitated by SDC), and the Community Development team are awaiting information from SDC regarding a follow up workshop. |
| 9.4 | Community futures and community leadership plans | ONGOING | Assisted SDC with the delivery of a series of workshops held in November that allowed the wider community to have input into the development of Community Leadership Plans in Invercargill, Gore, Te Anau, Otautau and Wallacetown. Following the workshops held late last year, and the community consultation "fete" on Stewart Island, the team are awaiting further information from SDC regarding the next phase of the project. This is likely to be a series of "fetes" in various communities around the district. Fetes allow more informal and one-on-one engagement with residents. Assistance will be provided as required when these are implemented. |
| 9.5 | Community Education Deliver a series of workshops to be held throughout Southland to educate the local community about | ONGOING | Pool water quality training has been carried out over the quarter. The committees which run Southland's pools were offered the opportunity to attend a one day water quality training with subsidies secured via the SDC Community Initiatives Fund and Community Trust of Southland. |

| | | | |
|-----|-----------------------------|---------|--|
| | a relevant issue or topic. | | <p>Fourteen Southland pools attended and consultation with the pools has commenced around their interest in meeting again in May/June for a networking event.</p> <p>The meeting would include a guest speaker on pool heating (to complement the launch of Venture Southland’s pool heating guide), information on funding and sustainability strategies, and would be attended by pool suppliers.</p> <p><u>Volunteer group workshops</u> The Volunteer group workshop series is ongoing and research is being undertaken into the topic and method of engagement for the workshops this year.</p> <p>Engaging additional partners, the topic of funding sustainability, and the opportunity to wrap a mentoring program around the workshops is being explored by the team at present.</p> <p><u>Venture Workshop series pilot</u> A pilot of Venture teams collaborating to deliver a series of workshops is being trialled on Stewart Island in 2018 with the support of the Stewart Island Promotion Association.</p> <p>This included Worksafe and the Venture business team providing an information session in February 2018. The tourism team are planning a Digital marketing workshop for September and a third community-related topic is being explored for May.</p> |
| 9.6 | Welcoming Communities Pilot | ONGOING | Direct assistance with the delivery of the pilot programme alongside individual councils, the labour market coordinator and welcoming communities coordinator. (See 5.6 for full update) |

Local Initiatives

| | | Status | Notes |
|-----|--|---------|--|
| 9.7 | <p>Local Community Project Support</p> <p>A minimum of 100 community groups assisted to support and lead their own community projects which align with District priorities and regional and national initiatives.</p> <p>Supporting volunteers empowers local communities as per the Southland Regional Development Strategy</p> | ONGOING | <p>65 groups assisted in the second quarter to lead their own community projects. These organisations and/or projects are detailed below and further information is available on request:</p> <p>Aparima College Around the Mountains Cycle Trail Balfour Gun Club Catlins Coast Catlins Coastal Walk Chorus Cabinet Art Programme Community Workers Cycle Trail - Invercargill to Bluff Dark Skies Dave Frew DOC, Predator Free New Zealand Dr Tom (KYND) Edendale Memorial Restoration Fiordland Arts Centre Fiordland Retirement Housing Generosity NZ Gunns Camp (Hollyford Museum Trust Board) Riverton CB Hollyford Museum Trust Holt Park Recreation Centre Inc. Lumsden Heritage Trust Menzies College Rugby Club Menzies Memorial Archway Mossburn Community Mossburn Senior Citizens Nightcaps CDA Nightcaps War Memorial Oranga Tamariki Otatara Bird Park Otatau Flowers Quilts and Crafts Day Otatau Museum Trust Otatau Skate Park Poppycock Quarry Hills Memorial Restoration Rakiura Museum Riverton Baths Committee Riverton Community House Riverton Environment Centre & Akina Rural Women's Network Ryal Bush Community Centre SI Promotions Social enterprise networking - with Southland social enterprises and Akina Foundation Southland AMP</p> |

22. Media Result - RV Travel Lifestyle, Catlins Camping - March 2018
23. Media Result - Australian Motorcyclist News, Burt Munro Feature - March 2018
24. Media Result - Liz Carlson, youngadventuress.com, Hump Ridge Track - March 2018
25. Media Result - thisNZlife, Lisa Scott, Shark Experience - March 2018
26. Media Result - Sun Live (Bay News), All roads lead to Gore - March 2018
27. Media Result - Stuff, Falling in love with island life is not for the faint hearted, Stewart Island - March 2017
28. Media Result - Zeit Online, Article about Cribbs in NZ, The Catlins and Riverton - March 2018
29. Media Result - USA, 10 Insanely Affordable Spring Destinations, The Catlins & HopnVine- March 2018
30. Media Result - Germany, Landeszeitung, Strange Birds, Stewart Island - March 2018
31. Media Result - Germany, MSN.com, Doesn't get more remote than this, The Caltins and Riverton - March 2018
32. Media Result - USA, Freehub.com and Freehub, Until the Bitter End, Bluff - March 2018
33. Media Result - Germany, Neue Deister-Zeitung, Strange Birds, Stewart Island - March 2018
34. Media Result - Germany, Taglicher Anzeiger, Strange Birds, Stewart Island - March 2018
35. Media Result - Germany, Hildesheimer Allgemeine Zeitung, Strange Birds, Stewart Island - March 2018
36. Media Result - Germany, Leipziger Volkszeitung, Strange Birds, Stewart Island - March 2018
37. Media Result - Germany, Markische Allgemeine, Strange Birds, Stewart Island - March 2018
38. Media Result - Germany, Lubecker Nachrichten, Strange Birds, Stewart Island - March 2018
39. Media Result - Germany, Elbe-Jeetz-Zeitung, Strange Birds, Stewart Island - March 2018
40. Media Result - Germany, Gottinger Tageblatt, Strange Birds, Stewart Island - March 2018
41. Media Result - Germany, Aller Zeitung, Strange Birds, Stewart Island - March 2018
42. Media Result - Germany, Alfer Zeitung, Strange Birds, Stewart Island - March 2018
43. Media Result - Germany, Neue Presse, Strange Birds, Stewart Island - March 2018
44. Media Result - Germany, Kieler Nachrichten, Strange Birds, Stewart Island - March 2018
45. Media Result - Germany, Die Harke, Strange Birds, Stewart Island - March 2018
46. Media Result - Germany, Segeberger Zeitung, Strange Birds, Stewart Island - March 2018
47. Media Result - Germany, Walsroder Zeitung, Strange Birds, Stewart Island - March 2018
48. Media Result - Walk My World, Why everyone should visit Stewart Island — March 2018
49. Media Result - Walk My World, 38 photos to inspire you to visit Stewart Island - March 2018
50. Media Result - Walk My World, The Rakiura Track - March 2018
51. Media Result - Walk My World, Everything you need to know to hike the Rakiura Track - March 2018
52. Media Result - Walk My World, social media posts - March 2018
53. Media Result - Carpe Diem Our Way, 8 Realities of Road Tripping New Zealand, Invercargill and The Lodges - March 2018
54. Media Result - Canada, Carpe Diem Our Way - Family Travel Blog, Dig This & The Lodges - March 2018
55. Media Result - China, TNZ China, Diary of Your Travel Frog Meeting Friends in New Zealand, Shark Experience, Bluff - January 2018
56. Media Result - China, Tours For Fun, Food Safari Around NZ, Bluff Oysters and Food Festival - January 2018
57. Media Result - China, ETrip, "The World's Most's in New Zealand, Bluff Oysters - February 2018ws.com, Suara.com, Dream.co.id, Viva.co.id, 5 Secret Destinations in NZ you can't miss, The Catlins - December 2017

Media Famils (including social)

1. Australian Motorcyclist Magazine - February 2018
2. Haberlien & Mauerer Agency, Germany Media - January 2018
3. Zeit Online, German Media - February 2018
4. Walk My World - February and March 2018
5. Tourism New Zealand IMP File - UK, Wanderlust - March 2018

7.3 Supply and Trade

1. RTO Workshop Sydney (48 agents)
2. Tourism New Zealand South East Asia Specialist Programme - Auckland(76 agents)

Trade Famils

3. TNZ North China Famil

7.4 Digital

| Channel | Current Total Community - As at Mar 31 2018 | Total Community as at June 30 2017 (Last year) | Total Reach July 1 2016 - June 30 2017 (Last year) | Total New Community Jan 1 2018 - Mar 31 2018 (This Quarter) | Total Reach Jan 1 2018 - Mar 31 2018 (This Quarter) |
|--|---|--|--|---|---|
| Total | 85,347 | 79,407 | N/A | 1,274 | N/A |
| Databases (Target +8% 15,528) | 16,210 | 14,378 | N/A | 10 (+1.0006%) | N/A |
| Facebook Southland NZ | 35,672 | 34,535 | 1,616,925 | 451 | 204,549 |
| Instagram Southland NZ | 25,613 | 23,438 | N/A | 578 | 77,449 |
| Twitter Southland NZ | 3,802 | 3,529 | 97,142 | 186 | 20,705 |
| Facebook INV i-Site | 4,060 | 3,527 | 685,887 | 49 | 44,641 |
| Total Social Media (Target +10%, Reach 2.67m, Comm 71.5k) | 69,147 | 65,029 | 2,429,954 | 1,264 | 347,344 |

| Channel: southlandnz.com Data sourced from Google Analytics | Sessions | Users | Page views | Pages/Session | Bounce Rate | Operator Listings |
|--|---------------|---------------|----------------|---------------|-------------|-------------------|
| Year: July 1 2016 - June 30 2017 | 79,702 | 62,897 | 214,812 | N/A | N/A | 352 |
| Quarter 1: July 1 2017 - Sep 30 2017 | 22,973 (26%) | 17,446 (25%) | 60,933 (26%) | 2.65 | 54.85% | 441 (+25%) |
| Quarter 2: Oct 1 2017 - Dec 31 2017 | 29,839 (34%) | 22,606 (32%) | 83,188 (35%) | 2.79 | 56.87% | 442 |
| Quarter 3: Jan 1 2018 - Mar 31 2018 | 57,739 | 43,060 | 152,566 | 2.64 | 63.94% | 1309 |
| Quarter 4: April 1 2018 - June 30 2018 | | | | | | |
| Year: July 1 2017 - June 30 2018 | | | | | | |
| Annual Target (+10%) | 87,672 | 69,187 | 236,293 | 2.70 | 35% | 420 |

Additional Notes:

8.1 Event Delivery:

| | Date | Facilitated (VS Lead Role) | Supported (VS Support Role) |
|--|-------------|-----------------------------------|------------------------------------|
| ILT Kidzone | Jul | 11,000 | |
| Hokonui Fashion Awards | Jul | | 1,200 |
| Interschool Speech Competition | Sep | 200 | |
| New Zealand Men's Netball Nationals | Sep | | 400 |
| Spring Festival | Sep - Oct | 7800 | |
| Conference Estimate for quarter | Jul - Sep | | 1000 (*17) |
| DownRiver Dash/Cycle to Celebrate | Dec | 200 | 200 |
| Conference Estimate for quarter | Oct - Dec | | 1500 (*22) |
| SDC Holiday Programme | Jan | 300 | |
| Summer Sounds | Jan | | 150 |
| Rev Up | Jan | | 120 |
| Shakespeare in the Park | Feb | 1000 | |
| Burt Munro Challenge | Feb | 8,000 | |
| Southern Field Days | Feb | | n/a |
| Heritage Month | Mar | | 600 |
| Conference Estimate for quarter | Jan - Mar | | 2400 |
| HopNVine* | Apr | | 900 |
| Southland Festival of the Arts | Apr - May | 5,000 | |
| Southern Steel | Apr - Jun | | 8,500 |
| Bluff Oyster and Food Festival* | May | 500 | 4,500 |
| Southland Buskers Festival | Jan | | 6,000 |

Finance and Policy Agenda - MONITORING OF FINANCIAL PERFORMANCE

| | | | |
|--|------|-----|--------|
| Southern Professional Wrestling | Year | | 1,500 |
| Other Events Supported | Year | 200 | 12,000 |
| TOTAL | | | |