



NOTICE OF MEETING

**Notice is hereby given of the Meeting of the
Performance, Policy and Partnerships Committee
to be held in the Council Chamber,
First Floor, Civic Administration Building,
101 Esk Street, Invercargill on
Tuesday 14 July 2020 at 3.00 pm**

Cr D J Ludlow (Chair)
Cr R R Amundsen (Deputy Chair)
Sir T R Shadbolt, KNZM JP
Cr T M Biddle
Cr R L Abbott
Cr A J Arnold
Cr W S Clark
Cr A H Crackett
Cr P W Kett
Cr G D Lewis
Cr I R Pottinger
Cr N D Skelt
Cr L F Soper

CLARE HADLEY
CHIEF EXECUTIVE

A G E N D A

2. **APOLOGIES**
3. **PUBLIC FORUM**
4. **INTEREST REGISTER**
A2279220
5. **MINUTES OF THE MEETING OF THE PERFORMANCE, POLICY AND PARTNERSHIPS COMMITTEE MEETING HELD 22 JUNE 2020**
A3056260

To be moved:
That the minutes of the Performance, Policy and Partnership Committee meeting held on 22 June 2020 be confirmed.
6. **REPORT OF THE INVERCARGILL YOUTH COUNCIL**
A3071541
7. **LONG TERM PLAN: VISION, STRATEGIC ISSUES AND CHALLENGES AND COMMUNITY OUTCOMES**
A3062822
8. **STRATEGIC PROJECT AND FUNDING REVIEW**
A3081691
9. **2020 LGNZ ANNUAL GENERAL MEETING REMITS**
A3062691
10. **URGENT BUSINESS**

**INVERCARGILL CITY COUNCIL ELECTED MEMBERS
INTEREST REGISTER**

A2279220

ELECTED MEMBERS			
NAME	ENTITY	INTERESTS	PROPERTY
RONALD LINDSAY ABBOTT	Invercargill City Council Kiwi-Pie Radio 88FM Invercargill	Councillor Director / Broadcaster	
REBECCA RAE AMUNDSEN	Invercargill City Council Arch Draught Ltd BP Orr Ltd Task Ltd Arts Murihiku Dan Davin Literary Foundation Heritage South Glengarry Community Action Group SMAG Board	Councillor Director Director Director Trustee Trustee/Chair Contractor Events Co-ordinator (Volunteer) Council Representative	

**INVERCARGILL CITY COUNCIL ELECTED MEMBERS
INTEREST REGISTER**

A2279220

ALLAN JAMES ARNOLD	Invercargill City Council Ziff's Café Bar Ltd Buster Crabb Ltd Ziff's HR Ltd Ziff's Trust Southland Aero Club Invercargill Club Invercargill East Rotary	Councillor Executive Director Executive Director Executive Director Trustee Administrator Member Member Member	
TONI MARIE BIDDLE	Invercargill City Council Southland Museum and Art Gallery Trust Board McIntyre and Dick	Councillor Trustee Husband (Kris MacLellan) – Chief Executive Officer	
WILLIAM STUART CLARK	Invercargill City Council Invercargill Ratepayers Advocacy Group	Councillor Member	

**INVERCARGILL CITY COUNCIL ELECTED MEMBERS
INTEREST REGISTER**

A2279220

ALEX HOLLY CRACKETT	Invercargill City Council Ride Southland Southland Youth Futures Advisory Board Sport Southland McIntyre Dick	Councillor Chair Chair Trustee Marketing Manager	High Street Invercargill
PETER WARREN KETT	Invercargill City Council Age Concern Southland Kite Investments Limited Invercargill Harness Racing Club Board Member Ascot Consortium	Councillor Board Member Director Vice President and Life Member Member	
GRAHAM DAVID LEWIS	Invercargill City Council Bluff 2024 Rejuvenation Hospice Southland City Centre Heritage Steering Group Southland Regional Heritage Trust	Councillor Officer Trustee Member Member	

**INVERCARGILL CITY COUNCIL ELECTED MEMBERS
INTEREST REGISTER**

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DARREN JAMES LUDLOW	Invercargill City Council Radio Southland Healthy Families Invercargill Murihiku Maori Wardens Southland Community Law Centre Thrive Community Trust Environment Southland	Councillor Manager Board Member Board Member Board Member Trustee Lyndal Ludlow (wife) – Councillor	770 Queens Drive Invercargill
IAN REAY POTTINGER	Invercargill City Council Southland Electronics Limited Santa Parade Organiser	Councillor Director Alice Pottinger (Wife)	171 Terrace Street Invercargill 9810
TIMOTHY RICHARD SHADBOLT	Invercargill City Council Kiwi Speakers Limited SIT Ambassador	Mayor Director Member	
NIGEL DEAN SKELT	Invercargill City Council Badminton New Zealand Badminton Oceania Badminton World Federation ILT Stadium Southland	Councillor Board Member Vice President Council Member (Chair of Communications and Media) General Manager	

**INVERCARGILL CITY COUNCIL ELECTED MEMBERS
INTEREST REGISTER**

A2279220

LESLEY FRANCES SOPER	Invercargill City Council Breathing Space Southland Trust (Emergency Housing) Omaui Tracks Trust National Council of Women (NCW) Citizens Advice Bureau Southland ACC Advocacy Trust Southern District Health Board Southland Warm Homes Trust	Councillor Chair Director Secretary / Treasurer Member Board Member Employee Member Member	137 Morton Street Strathern Invercargill 24 Margaret Street Glengarry Invercargill
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**INVERCARGILL CITY COUNCIL ELECTED MEMBERS
INTEREST REGISTER**

A2279220

EXECUTIVE STAFF			
NAME	ENTITY	INTERESTS	PROPERTY
CLARE HADLEY	Invercargill City Council Hadley Family Trust	Chief Executive Trustee	
CAMERON MCINTOSH	Invercargill City Council	Group Manager - Works and Services	
DAVID FOSTER	Invercargill City Council	Acting Group Manager - Finance and Corporate Services Executive Director Foster and Associates Ltd	
DARREN EDWARDS	Invercargill City Council	Group Manager - Environmental and Planning Services	
JANE PARFITT	Invercargill City Council Dementia Canterbury Charitable Trust	Interim Group Manager – Infrastructure Board Member	

**MINUTES OF THE MEETING OF THE PERFORMANCE, POLICY AND PARTNERSHIPS
COMMITTEE, HELD IN THE COUNCIL CHAMBER, FIRST FLOOR, CIVIC
ADMINISTRATION BUILDING, 101 ESK STREET, INVERCARGILL, ON MONDAY
22 JUNE 2020 AT 3.00 PM**

PRESENT: Sir T R Shadbolt, KNZM JP
Cr D J Ludlow (Chair)
Cr R R Amundsen (Deputy Chair)
Cr R L Abbott (via Zoom)
Cr A J Arnold
Cr T M Biddle
Cr W S Clark
Cr A H Crackett
Cr G D Lewis
Cr I R Pottinger
Cr N D Skelt
Cr L F Soper

IN ATTENDANCE: Mrs C Hadley – Chief Executive
Mr D Edwards – Group Manager – Environmental and Planning
Services
Mr D Foster – Group Manager – Finance and Corporate Services
Ms J Conway – Manager Governance and Administration
Ms J Suter – Manager Strategy and Policy
Mr M Morris – Environmental Legal / Technical
Ms M Napper – Manger Community Development
Ms H McLeod – Interim Team Leader – Communication Services
Ms L Kuresa – Governance Officer

2. **APOLOGIES**

Cr P W Kett.

Moved Cr Pottinger, seconded Cr Biddle and **RESOLVED** that the apology be accepted.

3. **PUBLIC FORUM**

Nil.

4. **INTEREST REGISTER**

A2279220

Nil.

5. **REPORT OF THE INVERCARGILL YOUTH COUNCIL**
A304304

Haley and Madison took the meeting through the report.

Moved Cr Lewis, seconded Cr Soper and **RESOLVED** that the report be received.

6. **GREAT SOUTH STATEMENT OF INTENT**
A3044860

Ms Suter took the meeting through the report.

Cr Biddle congratulated Ms Suter and her staff for the work undertaken to complete this document, especially during the Covid-19 situation.

Moved Cr Biddle, seconded Cr Crackett and **RESOLVED** that the report "Great South Statement of Intent".

7. **FIRST DRAFT OF FINANCIAL STRATEGY**
A3050519

Mr Foster took the meeting through the report.

In response to a question, Mr Foster explained that the critical issues that came out of the strategy would be implemented into the consultation document and that would be going out for consultation around February 2021. Council would need to ensure that the Long-term Plan was adopted before 30 June 2021.

In response to a question, Mr Foster explained that normal borrowing time would be carried out to protect Council's position with regard to interest costs. It would be around six to twelve month, but it depended on the view as to what interest rates were at the time as to whether Council wanted to lock in some good median interest rates rather than taking the risk of interest rates rising.

In response to a question, Mr Foster explained that Council needed to remember that it had \$100 million of uncalled capital into Invercargill City Holdings Limited, so that was 100% of the borrowing capacity, and with the core factored in it would be 150% so in total it would be 250%.

Moved Cr Pottinger, seconded Cr Soper and **RESOLVED** that the report, First Draft of Financial Strategy, be received.

8. **ENFORCEMENT POLICY**
A3043743

Mr Morris took the meeting through the report.

In response to a question, Mr Morris explained that there was a lot of information on this and some information was significantly more helpful than others. Some of the information had been redeveloped because it used language from the olden days.

Moved Cr Lewis, seconded Cr Abbott and **RESOLVED** that:

1. the report, "Enforcement Policy" be received; and
2. the proposed approach to enforcement (VADE) be endorsed.

9. **URGENT BUSINESS**

Nil.

There being no further business, the meeting finished at 3.24 pm.

TO: PERFORMANCE, POLICY AND PARTNERSHIPS COMMITTEE

FROM: MARY NAPPER, COMMUNITY DEVELOPMENT MANAGER

MEETING DATE: TUESDAY 14 JULY 2020

INVERCARGILL YOUTH COUNCIL

SUMMARY

The Invercargill City Youth Council will have two representatives at the meeting. They will update the Council on the UN Sustainable Development Goals projects and the Leadership project.

RECOMMENDATION

That the Performance, Policy and Partnerships Committee receive the report “Invercargill Youth Council”.

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> N/A
5.	<i>Have the views of affected or interested persons been obtained and is any further public consultation required?</i> N/A
6.	<i>Has the Child, Youth and Family Friendly Policy been considered?</i> Yes

FINANCIAL IMPLICATIONS

No implications.

LEADERSHIP COMMITTEE

The Youth Council's annual leadership project will take place on 5 and 12 August 2020. Guest speakers are being approached and invitations issued to other South Island Youth Councils to take part.

UN SUSTAINABLE DEVELOPMENT GOALS COMMITTEE

The UN Sustainable Development Goals committee have identified four projects they wish to undertake. These will be explained at the meeting.

TO: PERFORMANCE, POLICY AND PARTNERSHIPS COMMITTEE

FROM: RHIANNON SUTER, MANAGER – STRATEGY AND POLICY

MEETING DATE: TUESDAY 14 JULY 2020

LONG-TERM PLAN – VISION, STRATEGIC ISSUES AND CHALLENGES AND COMMUNITY OUTCOMES

SUMMARY

This report seeks confirmation of the vision, strategic issues and community outcomes for the 2021 – 2031 Long-term Plan.

RECOMMENDATIONS

That the Performance, Policy, Partnerships Committee

- 1. Receive the report “Long-term Plan – Vision, Strategic issues and Challenges and Community Outcomes”;**
- 2. Confirm the vision for the 2021 – 2031 Long-term Plan: “A city with heart”;**
- 3. Confirm that Council seeks to invite Iwi to provide a Te Reo vision;**
- 4. Agree the updated key strategic issues and challenges from the 2018 – 2028 Long-term Plan as part of the 2021 – 2031 Long-term Plan;**
- 5. Confirm the continued use of the Community Outcomes from the 2018 – 2028 Long-term Plan as part of the 2021 – 2031 Long-term Plan.**

IMPLICATIONS

1.	<i>Has this been provided for in the Long Term Plan/Annual Plan?</i> These strategic elements are important components of the Long-term Plan process
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> These strategic elements are important components of the Long-term Plan process

5.	<p><i>Have the views of affected or interested persons been obtained and is any further public consultation required?</i></p> <p>The views of the public gathered through the Levels of Service focus group were utilised in developing these inputs. Formal consultation will take place in early 2021.</p>
6.	<p><i>Has the Child, Youth and Family Friendly Policy been considered?</i></p> <p>Yes</p>

FINANCIAL IMPLICATIONS

N/A.

BACKGROUND

Council has had a number of workshops considering strategic issues and priorities. A workshop for Council to share their priority issues was held in November 2019 building on a workshop held in the previous Council term in April 2019.

The outcomes of these workshops were utilised in planning for a number of workshops held in February and March 2021. The Long-term plan workshoping process was interrupted by Covid-19. Over the period of Lockdown, work to identify strategic project investment priorities commenced with consultant Steve Bramley and communications consultant Elizabeth Hughes.

Presentations provided at key strategic planning workshops are included as appendices.

Key outcomes of Council discussions on strategic issues are important inputs into the Long-term planning process which are required for the development of key supporting information including Asset management plans and Activity plans.

VISION

The Council vision statement for its Long-term Plan is an important tool to provide leadership and direction not only for the Council but also the wider City.

At a workshop on 2 March 2020. Council agreed a number of key messages which it wanted to utilise in engagement for the Annual Plan and Long-term Plan.

- A vibrant city centre is at the centre/ heart of our vision.
- Southland Museum and Art Gallery is a priority for Council – The next steps are the opening of the Transitional Museum and Art Gallery and finding a solution for storage for Southland's treasures and taonga.
- We are investing in the future of our people and our city.

While Covid-19 interrupted the planned engagement, these messages were utilised by Elizabeth Hughes to develop a draft communications plan for the Long-term plan process.

This plan was workshopped with Council on 17 June. From this workshop the following Vision was developed, which is intended to express both the Council's focus on the physical heart of the City over the period of this Long-term plan and the importance of the heart of the community, as the city comes together to respond, recover and rebound to the challenge of Covid-19:

A city with heart

It was noted, that this vision could also be utilised in the form "the heart of the south", which will be relevant when considering Invercargill's place in the wider Southland region and as part of the Murihiku Destination Strategy. Great South have communicated that they are basing tourism marketing for Invercargill on its role as gateway for the south and that they are able to align this with Long-term plan vision.

Initial conversations have been held with Te Ao Marama noting that Council would like to have a Te Reo vision, which expresses the intention of the vision and can be utilised alongside the vision in English. Iwi will advise on the process for developing this vision.

STRATEGIC CHALLENGES

The following strategic issues have been developed and workshopped with Council for special consideration during the 2021 – 2031 Long-term Plan process:

Inner City Revitalisation

The revitalisation of the inner city is a key focus for Council with a number of major capital projects which will roll out over a number of the years of the Long-term plan including:

- The City Block project which Council is investing in through Invercargill City Holdings Limited
- City centre streetscape works to create an attractive, accessible city centre which supports the success of City block and other major new investments including the Langlands hotel

The success of inner city revitalisation will rest on not only capital projects but strategic connection of a range of activation initiatives. Capital projects are supported by a number of strategies and programmes.

- City Centre Governance Group to support the delivery of the City centre streetscape works
- Inner City economic development action plan managed by Great South
- A city centre coordinator to support retailers
- An events strategy which will incorporate activations to support a vibrant city centre

Water Reform and Regulatory Change

Responding to regulation can place extra cost pressures on Council, for example in meeting increasing environmental standards for fresh water or new Discharge Consent Conditions requiring improved discharge water quality.

Central Government has signified its dissatisfaction with the current model of delivery of service by Territorial Authorities for potable water and foul sewer. Central Government has suggested that fewer, but larger, organisations would result in an improved level of service. Territorial Authorities in the Southland and Otago region have committed to a study to investigate what form of organisation would best suit the region. Stormwater, at this stage, has been excluded from the reform, however it is likely to be impacted by the new National Environmental Standards for Freshwater.

The full impact of these reforms cannot be quantified at the time of preparation of the draft Infrastructure Strategy for the Long-term Plan, although potential implications are discussed in the Asset and Activity management plans. Depending on the speed of change this may be incorporated into the final version of infrastructure strategy.

Climate Change

Climate change is a significant issue for most activities. The most likely immediate risk to assets is the rise in sea level, coupled with increased intensity of rainfall which raises the risk of flooding, unless properly planned for. There will also be a need to review Invercargill's tidal flood protection schemes with wider consultation on the future provision or renewal of flood banks alongside Environment Southland on the waterways through the City, or decide whether it is no longer viable to protect parts of the City. These are long term issues but require a planned pathway for considering them.

Demographic Change

No growth in population is forecast for the period of the Long-term plan. As a result there are few forecast impacts on infrastructure assets related to population.

However, continued changes in demographics which may have impacts on activities are anticipated. The population will continue to become more diverse. The Maori population is expected to grow from 17% to 19%. The Asian population is expected to grow from 6% to 9%. Those 65 and older will form 23% of the population by 2031.

As a result the following list of key challenges, which reflects these issues, along with the key challenges identified in the 2018 – 2018 Long-term Plan process are recommended for confirmation.

The key strategic issues and challenges facing the Invercargill City Council are:

- Responding to the changing environment (both natural and technological) and retaining Invercargill's character including the built environment. Three key areas of focus are:
 - o Planning for the impacts of climate change
 - o Responding to changing community requirements for water quality outcomes, reflected in changing Central Government regulations
 - o Revitalising the inner city.
- Meeting our long-term renewal expectations for infrastructure
- Encouraging growth projects whilst ensuring financial and operational sustainability for future generations
- Ensuring the Council works in a financially prudent manner that promotes the current and future interests of the community
- The City's changing demographic profile and its ability and willingness to pay

COMMUNITY OUTCOMES

As part of its prioritisation process, Council has identified that its areas of focus and key projects are long-term and that's its priority is to continue to implement the work commenced during the last Council term. The community outcomes have been reviewed in the light of the strategic challenges identified above and are still relevant. As a result, no changes are proposed to the community outcomes identified in the 2018 – 2018 Long-term Plan.

The Community Outcomes are:

- Enhance our City
- Preserve its Character
- Embrace Innovation and Change

Enhance our City

We will know success when:

- Invercargill's population is over 1.2% of the New Zealand total population.
- New residents feel welcomed and embraced by Invercargill culture.
- Healthy and active residents utilise space, including green space, throughout the City.
- Invercargill's economy continues to grow and diversify
- Invercargill's business areas are bustling with people, activities and culture.

Preserve its Character

We will know success when:

- Invercargill is celebrated for preserving its heritage character.
- Ease of access throughout the City is maintained.
- Our natural and existing points of difference are celebrated.
- The building blocks, including water, sanitation and roading, for a safe, friendly city is provided for all members of the community.
- Strong, collaborative leadership of the City is demonstrated.

Embrace Innovation and Change

We will know success when:

- Invercargill's culture is embraced through Community projects.
- The development of future industry is encouraged.
- Technology is utilised in both existing and new City services.
- Residents of, as well as visitors to, Invercargill give positive feedback and have great experiences.
- Invercargill has the 'wow factor' with the right facilities and events to enjoy.

NEXT STEPS

A workshop will be held in late July to discuss project prioritisation and issues for the Long-term Plan consultation. These will be used to develop a draft consultation document for Council consideration.

The assumptions and recommended issues for consultation will be brought to the 11 August Performance, Policy and Partnerships committee meeting.

CONCLUSION

These strategic components are important inputs into the Long-term Planning process, including the development of Asset Management Plans and Activity Plans. Covid-19 has delayed the finalisation of these elements which are now required to be confirmed for the continuation of preparation of the Long-term Plan.

TO: PERFORMANCE, POLICY AND PARTNERSHIPS

FROM: RHIANNON SUTER, MANAGER – STRATEGY AND POLICY

MEETING DATE: TUESDAY 14 JULY 2020

STRATEGIC PROJECT AND FUNDING REVIEW

SUMMARY

This report includes recommendations for decision following the workshop with consultant Steve Bramley as part of the Strategic Project and Funding Review process in preparation for the next stage of the Long-term Plan prioritisation process.

RECOMMENDATIONS

That the Committee of Performance, Policy and Partnerships:

- 1. Receive the report “Strategic Project and Funding Review”**
- 2. Adopt the strategic framework developed in response to Covid-19:**
 - a. Council efficiency**
 - b. Community support**
 - c. Strategic framework and directions for strategic projects**
- 3. Endorse the guiding principles:**
 - a. Invercargill focus with a Southland Consciousness**
 - b. Active Listening, honesty with each other and respect**
 - c. Shared ownership – share the challenge and solution process**
 - d. We will be prepared to rethink solutions**
 - e. Collaboration – *tātou ā tātou***
- 4. Endorse the initial key steps required to optimise external funding for future projects:**
 - a. National advocacy**
 - b. Proactive funding pipeline**
 - c. Proactive grants management approach**
 - d. and note the further potential step to scope a community investment programme**
- 5. Endorse the Project Assessment Framework, noting Council may wish to make to the weighting system**
- 6. Endorse the roadmap for Anderson House as included in this report**
- 7. Endorse the roadmap for Rugby Park and Surrey Park as included in this report**

8. **Confirm that a strategic response to the arts and culture offering in the City is an immediate priority:**
 - a. **noting the decision at the Infrastructural Services Committee to seek a report into options for the redevelopment of the Museum pyramid on the existing site within five months to enable the options to be included in the draft Long-term Plan for consultation;**
 - b. **also request a report on options for activation of arts and culture in the City to be commenced following appointment of the Arts and Culture Project Lead. This will inform budget considerations for the Long-term Plan.**

9. **Note the constraints including funding constraints and delivery constraints which impact on project priorities; noting delivery constraints include managing the delivery schedule for the wider capital renewals programme, available staff resource, community capacity and contractor availability.**

10. **Confirm the long-list of projects for consideration at the 20 July prioritisation workshop.**

IMPLICATIONS

1.	<i>Has this been provided for in the Long Term Plan/Annual Plan?</i> This process is part of the development of the 2021 – 2031 Long-term 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> An outcome of this process will be identification of key issues for consultation as part of the Long-term Plan process
4.	<i>Implications in terms of other Council Strategic Documents or Council Policy?</i> This process is part of the development of the 2021 – 2031 Long-term Plan
5.	<i>Have the views of affected or interested persons been obtained and is any further public consultation required?</i> An outcome of this process will be identification of key issues for consultation as part of the Long-term Plan process
6.	<i>Has the Child, Youth and Family Friendly Policy been considered?</i> Yes

FINANCIAL IMPLICATIONS

This process is to identify strategic projects for the Long-term plan and to identify funding options. This is an interim step in this process and as a result there are no immediate financial implications.

BACKGROUND

In March 2020, Council engaged public sector investment specialist Steve Bramley to undertake a Strategic Project and Funding Review.

It was recognised that our City has multiple project demands with constrained levels of funding, with Covid-19 creating further unique challenges for our community.

The goal of this project is to best position Invercargill City to transition through the aftermath of the Covid-19 crisis, whilst still achieving the outcomes the Community wants to see.

To learn more about the City and its investment needs, Steve met with a wide range of community and business stakeholders, as well as with Councillors, to determine the range of priorities and projects under consideration.

STRATEGIC FRAMEWORK

The first key output of this project was to set a strategic framework to guide Council's response post Covid-19.

Three areas of focus were identified.

Council efficiency

Council recognises the impact which Covid-19 has had and will continue to have on the community and the economy. This was reflected in the decision to set the rate increase at 2% in the 2020/2021 Annual Plan.

Council efficiency is an essential response at this time. The focus in this area will be on reducing costs where we can, using our existing asset base better, considering how to improve operating performance and reducing risks where possible.

The Group Manager of Finance and Corporate Services and the Chief Executive will lead on this area of focus.

Community support

The community has changing requirements and a number of priorities have been identified to assist Council to engage and collaborate more effectively in order to achieve the outcomes the community wants to see. Three key areas of focus include:

- Capacity building for organisations and businesses, including through our regional development agency, Great South and aligned with the Chamber of Commerce
- Extra support for events, recognising their importance in providing positive community and visitor impacts
- Coordinated grant distribution, including a review of how Council distributes its funding and aligns with others.

Council has set clear direction for Great South in its letter of expectation to focus on resilience, transition support for the city centre during the CBD development and a focus on events. An action plan is being developed in response to this.

Some initial first steps are proposed:

- A review of the Council's funds and development of proposals to align these better with the strategic outcomes the Council wants to see.
- A review of events within the City and development of proposal for events delivery to align better with the strategic outcomes the Council wants to see
- A Council workshop to discuss these elements – It is proposed to hold this workshop on 13 August

Strategic framework and directions for strategic projects

A systematic approach has been developed which will utilise the vision statement and the guiding principles identified below to guide funding decisions. Criteria will be developed for successful projects and for each strategic project to be clear on the outcomes/ needs each project is seeking to achieve and the next development steps. The funding strategy includes identifying funders in a funding matrix, developing a strategic approach and tracking progress.

Steve Bramley will continue to lead Council through this process, the first outputs of which are below.

The next step is to align this work with the Long-term Plan prioritisation process. The next workshop is to be held on 20 July 2020.

GUIDING PRINCIPLES

The following guiding principles have been developed to help guide the implementation of the strategic framework.

- a. Invercargill focus with a Southland Consciousness
- b. Active Listening, honesty with each other and respect
- c. Shared ownership – share the challenge and solution process
- d. We will be prepared to rethink solutions
- e. Collaboration *tātou ā tātou*

IMMEDIATE KEY STEPS TO OPTIMISE FUTURE PROJECT FUNDING

Council has the opportunity to leverage its investment into key community assets, through applying for additional funding to help make the community's investment go further and achieve more.

There are a number of key actions which are required to develop and implement an effective funding strategy.

National advocacy

Central Government is working through a number of funds including the Shovel Ready Fund and the Provincial Growth Fund to support the post-Covid recovery and promote regional development.

Consistent messaging and regular advocacy with Government will help Invercargill and Southland to achieve the outcomes Council and its partners want to see for the region. Working closely with the Mayoral Forum and Great South, Invercargill City Council has the opportunity to ensure that Government is aware of our challenges and priorities and understands what help they can provide which will make a difference.

Alongside advocating on key policy issues there is the opportunity to promote key projects for funding.

Initial applications have been made to the Shovel Ready Fund, with funding achieved for the City Block through Invercargill Central Limited.

Proactive funding pipeline

A funding matrix has been developed, identifying key potential funding opportunities and subsequently a funding pipeline. Implementing the funding pipeline will require Council to bring on additional resource, which is planned for as part of the realignment.

Proactive grants management approach

As well as seeking funding for key projects, Invercargill City Council also has a role to play in providing funding for community initiatives through its grants funding. As discussed above, Council has a range of funds. A review is recommended to enable Council to determine whether there are opportunities to better apply these funds for improved outcomes.

Opportunity to scope a community investment programme

In the future there is an opportunity to explore how Council could support the establishment of a community investment programme, similar to the Acorn Trust in Tauranga. This would enable community members to support their community into the future through bequests which would be managed by an independent trust.

PROJECT ASSESSMENT FRAMEWORK

The following project assessment framework has been developed to reflect the strategic priorities of Council and enable consistent informed decision making.

The project assessment framework is a tool for Council to assess each strategic project against the same three areas of criteria:

- Vision and priority alignment – how does the project's Unique Sales Proposition align with Council's focus in the following areas:
 - City centre
 - Economic
 - Liveability (social and cultural)
 - Environmental
- Demonstrated need – how does the project address identified community need, with focus on:
 - Multiple audiences
 - Support for placemaking
- Achievability and sustainability – is the cost (capital and ongoing operational) sustainable?
 - Whole of life cost
 - Cost per visit assessment

The project assessment framework below includes recommended weightings. Council has the opportunity now to discuss whether it wants to make any adjustments to the weighting in this framework.

PROJECT NAME		
Option Description		
CRITERIA	MAXIMUM SCORE	PROJECT SCORE
Vision and Priority Alignment		
City Centre	10	
Priorities:		
* Economic	4	
* Liveability	4	
* Environmental	2	
Sub-Total	20	
Demonstrated Need		
Total Visitation: 10 if 100,000/year or more, i.e. <u>Calculate</u> by dividing projected annual visitation/10,000	10	
Specific Need	5	
Multiple Audiences	5	
Sub-Total	20	
Achievability and Sustainability		
Cost Per Visit: Calculate by \$20/visit - estimated cost per visit. Note negative numbers apply	20	
Net Expenditure Impact: Calculate by \$100M - (Net capital cost + 50 year net operating cost including depreciation for ICC)/\$10M. Note, negative numbers apply	10	
Sub-Total	30	
TOTAL	70	

ROADMAP FOR ANDERSON HOUSE

Anderson House was gifted, along with the park its sits within, to the City in 1951. Anderson House has been closed to the public for a number of years due to requirements for earthquake strengthening. A number of options have been explored for reutilising the building. The following roadmap for Anderson House is presented for confirmation.

ROAD MAP FOR ANDERSON HOUSE	
<p>Key Next Step: To safeguard the asset, and then based on further investigation, clarify serious operator and/or APG intent and implications, in order to progress formalising a future use in time for the LTP.</p>	
<p>Action</p>	
Council makes determination on addressing work to make Anderson House watertight	31 August 2020
Clarify real interest or not by a function venue operator	From July to September 2020
Understand rough order design and \$ required to achieve appealing function/café venue and possibly also for upstairs tenancy	
<p>Either identified improvements to be funded:</p> <ul style="list-style-type: none"> • Directly by an operator, or • Anderson Park Group (APG) is clear they are prepared to raise these funds and prepare a credible funding strategy, plus have identified a valid operator 	

ROADMAP FOR RUGBY PARK AND SURREY PARK

Rugby Park and Surrey Park are leisure and recreation venues for which the Council has responsibility. Rugby Park is currently closed to the public as a result of structural issues. Surrey Park is one of the most significant leisure and recreation venues in Southland – Fourteen different sport and recreational groups utilise Surrey Park. The following roadmap for Rugby Park and Surrey Park is presented for confirmation.

ROAD MAP FOR RUGBY PARK AND SURREY PARK	
Key Next Step: To undertake an options and opportunities review for each of Rugby Park and Surrey Park, with supporting needs and commercial analysis, concept designs and cost estimations. Mid-way to consider findings, interdependencies and implications.	
Action	Timing/By
Confirmation of 50% funding for this work by Sport NZ and project contracted to external consultant	15 July 2020
Form Governance - Sport & Rec Oversight Group together with Rugby Park and Surrey Park Sub-Groups	20 July 2020
Mid-way reporting by external consultant	31 August 2020
Structural report on Rugby Park's West bleachers to inform options and opportunities review	Mid-September 2020
Final report by consultant	30 September 2020
ICC assesses projects against Project Criteria	31 October 2020
ICC Governance considers recommendations	31 October 2020

STRATEGIC RESPONSE TO ARTS AND CULTURE

The city is at key strategic juncture in the arts and culture space.

The Council has a number of inter-dependent arts and culture projects currently allowed for to some level within the Long-term Plan, including the Southland Museum and Art Gallery, the required storage solution and Arts and Creativity Invercargill. Since the Long-term plan was developed, the SIT project St John's Creative Centre has begun.

Council has made a significant investment in City Block and in the streetscape to support the success of the development. A City Centre Governance Group has been established which will help provide strategic direction and guidance to help make the streetscape design and activation initiatives successful. Arts and culture has an important role to play in the city centre.

Council has determined to seek a report detailing all options for redevelopment of the Museum pyramid on the existing site within five months. These options will be utilised in the Long-term plan consultation.

He Waka Tuia Art + Museum, a transitional arts and cultural space for the City, is scheduled to open at some point in August. There is the opportunity to build on the role of this facility to further support arts and culture activation through the city centre.

It is recognised that following the scoping of and consulting on options for the reopening of the museum, the preferred option will take time to implement. Therefore it is recommended that Council determine to seek a report on options for arts and cultural activation in the city centre. This report would consider potential delivery mechanisms, for example through the He Waka Tuia Art and Museum, alignment with other activation strategies including events and the appropriate level of investment which would be required.

The Christchurch experience shows that in times of transition for a city, a proactive approach to activation is essential if vitality is not to be lost over the time of the rebuild. This report would be appropriate to be undertaken by the Arts and Culture lead once appointed.

Through the Long-term plan project prioritisation process Council will have the opportunity to continue to evolve its thinking on other key arts and culture projects.

THE PROJECT PRIORITISATION PROCESS FOR THE LONG-TERM PLAN

There are a significant number of strategic projects under consideration for inclusion in the Long-term plan. It is worth noting that this list of projects does not include the Horizontal and Vertical Infrastructure renewals, which are essential part of the Council's capital works programme, and which Council has and will continue to receive updates on separately.

In any prioritisation process, the first stage is an information gathering stage which considers a wide range of projects, following which there is a selecting of projects and narrowing of options. Council will then identify the options for consultation and ultimately the chosen option is included in the Long-term plan for implementation.

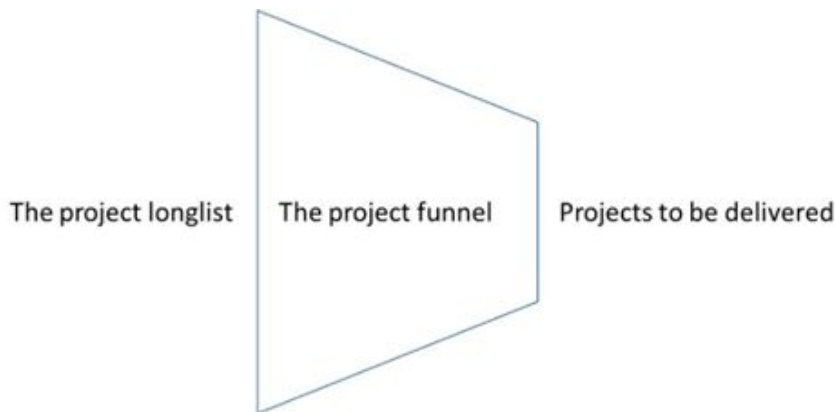


Diagram 1: The project funnel

Council has undertaken a number of workshops as part of the process of confirming the key capital projects for inclusion in the Long-term Plan.

- Ways and means workshop – April 2019 (part of the previous Council term)
- Strategic planning workshop – November 2019
- Annual Plan and LTP prioritisation workshop – March 2020
- Strategic projects and funding review workshop – June 2020.

In addition Councillors have met with Steve Bramley in smaller groups to discuss priorities and the detail for individual projects.

Building on the discussions and work completed at these workshops, the following long-list is presented to be utilised at the Projects Prioritisation workshop on 20 July 2020.

At this workshop, Council will consider the priority it will place on projects in two areas:

- The amount of funding to be allocated and
- The timing of delivery of the projects over the ten years of the Long-term Plan and for longer term projects over the thirty years of the Infrastructure Strategy.

These two factors of funding and time (the delivery process) come together in a jigsaw.

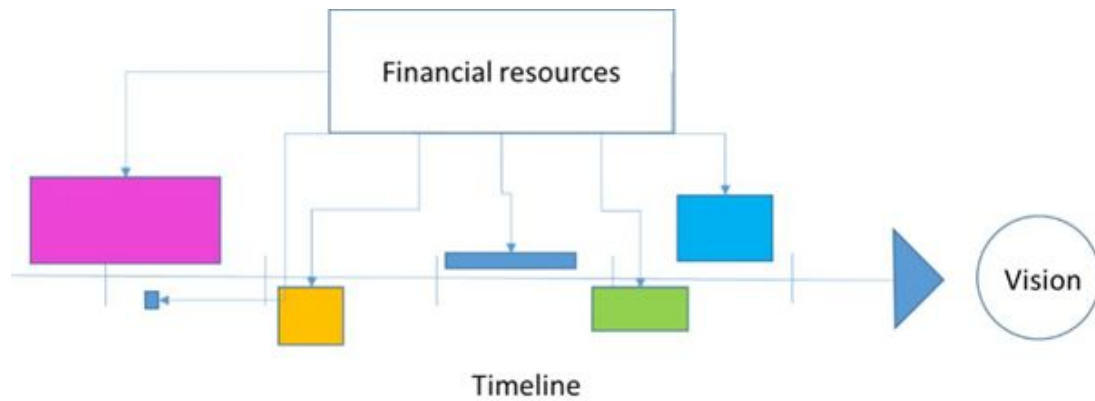


Diagram 2: The prioritisation 'jigsaw process'

Constraints

There are a number of significant constraints Council has been considering as part of the prioritisation process. These can be broadly split into two categories: funding constraints and delivery constraints.

Funding constraints

Three factors impacting on funding constraints have been discussed in depth at previous workshops:

- Council's indication of its intention to keep rates increases low over the initial years of the Long-term plan to support the community post-Covid
- The necessity of funding renewals to essential horizontal and vertical infrastructure to meet the needs of residents of the City now and in the future, with recognised impacts of changing demographics, climate change and changing regulations in the area of three waters.
- The need to prudently and sustainably manage debt.

For the purposes of prioritisation, the following guidance has been given on the quantum of spend Council has to consider allocating. These numbers are indicative only and will be refined following budgeting. Note that these numbers relate to an 11 year programme, starting in Annual Plan 2020/21 and then the ten years of the 2021 – 2031 Long-term Plan.

- For the first five years 2020/21 to 2024/25, there is up to \$80M available
- For the following 6 years 2025/26 to 2030/31, there is provision for \$9M per annum
- The first five years' \$80M includes \$21M for the City Block and \$20M for the Streetscape
- The City Block and Streetscape spends will dominate the first 3 years.

Delivery constraints

There are significant constraints on delivery. In some ways these constraints are more significant than the financial constraints.

- **Capital works programme delivery** – Strategic projects are only one component of the capital works programme. They must be planned for and delivered alongside the renewals programme. As noted in the Infrastructure Strategy there are significant renewals required both as a result of aging assets and the need to plan for a future

impacted by climate change and increasing regulatory requirements in the area of three waters.

- **Internal resource capacity** – There are key gaps in internal leadership resource which have been identified and planned for in the realignment. However these roles require significant expertise and will take time to fill. Key areas include the Capital works programme manager and the Arts and Culture Project lead. Other key staff are also spread across many projects and would be aided by clear prioritisation.
- **External resource availability** – There are only limited numbers of contractors with the technical capability and resource capacity to delivery capital works projects. There are major works happening in the city including City Block which it is recognised will draw much of the available resource.
- **Community capacity** – Council has identified the importance of collaboration to deliver the future the residents of the City want to see. Many of the projects will be partnership projects in one form or another, whether through input of community vision and expertise, leverage of community funding or use of partnership based operational models. This is essential for project success, however its important to recognise that community partners also only have limited resource.

Council’s decision making role is critical in navigating a pathway through these constraints.

The project prioritisation long-list

It is important to note that this list is designed to include all those projects, excluding planned renewals of horizontal and vertical infrastructure, which Council is aware of and which it should consider as part of the Long-term plan decision making process. Inclusion on this list does not necessarily indicate an intention by Council to fund.

The recommendations are intended to focus the future discussions on those areas where it is likely Council will identify issues and options for consultation. These are not intended to be final decisions about funding but instead to enable Council officers to complete work to ‘set the jigsaw for the start of discussions.

The key questions for Council in reviewing this alphabeticised long-list are:

- Are there any projects missing? (If there are projects Councillors believe shouldn’t be here, these can be removed at the workshop)
- Does Council agree with the recommendations on where to set the ‘jigsaw pieces’ to begin the discussions on 20 July?

Project	Notes/ Recommendation for setting the ‘jigsaw’ to start discussions	Projects recommended for detailed discussion at 20 July prioritisation workshop
Alternative water source	Council has previously indicated the strategic importance of this project. It is recommended that this project should be factored into the jigsaw prior to discussions	

Anderson House	It is recommended that this project should be factored into the jigsaw to start discussions	
Arts and culture project - ACI (excludes demolition of Esk Street West)	Further consideration should be given to this project at a future workshop.	
Arts and culture project - Museum Redevelopment	Council has resolved to consider options for the museum at its present location – It is recommended that this project should be factored into the jigsaw prior to discussions	
Arts and culture project - Regional Heritage Storage Facility	Further consideration should be given to this project at a future workshop.	
Bluff Boat ramp renewal	This project is in progress and should be factored into budgeting for project prioritisation process	
Bluff projects	Following the workshop on Bluff projects and prioritisation, it is recommended to consider a number of options, including Bluff Hill - Active Recreation Hub Carpark and Stirling Point	Bluff projects
CBD/Streetscape (combined 3 items - core, Don St conversion, CBD bus terminus)	Key decision making process is complete - will be factored into budgeting process to inform the prioritisation process.	
City Block (additional funding)	Key decision making process is complete - will be factored into budgeting process to inform the prioritisation process.	
Civic building	It is recommended that this project should be factored into the jigsaw prior to discussions	
Demolition of Esk Street West	Council has requested a report on this – It is recommended to include an estimated spend to inform the prioritisation process	
Destination Playground	This project is an option which has come out of the Parks	Destination Playground

	options development and consultation process. It is recommended to consider this as part of the prioritisation process	
Living Dinosaurs	This project is included within the Long-term Plan, as a result of logistical challenges linked to the closure of the museum, changing economic circumstances and other priorities it is recommended to review this project	Living Dinosaurs
South Alive Community Building	This project has been included in the Strategic Project and Funding review. Council should determine if it wishes to consider this as a potential funding opportunity.	South Alive Community Building
Splash Palace Additional Pool	This is included within the Long-term Plan - further discussion is recommended	Additional Pool
Surrey Park/ Rugby Park	Recommendation - Proceed on Roadmap. Include an estimated spend as part of prioritisation process	

CONCLUSION

The outputs from the Strategic project and funding review are key elements for preparation of the 2021 – 2031 Long-term Plan, and will put Council in a stronger position to collaborate, partner and leverage funding.

TO: PERFORMANCE POLICY AND PARTNERSHIPS COMMITTEE

FROM: JODI CONWAY – GOVERNANCE MANAGER

MEETING DATE: TUESDAY 14 JULY 2020

2020 LGNZ ANNUAL GENERAL MEETING REMITS
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SUMMARY

The remits to be considered at the 2020 LGNZ Annual General Meeting have been provided to allow members sufficient time to discuss these remits within their councils before the AGM scheduled for 21 August 2020.
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RECOMMENDATION

That the report ‘2020 LGNZ Annual General Meeting Remits’ be received.

AND THAT

Council provides guidance to Council’s Principal Delegate for the LGNZ Annual General Meeting, on how it wishes to vote on each remit.

IMPLICATIONS

1.	<i>Has this been provided for in the Long Term Plan/Annual Plan?</i> N/A
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> LGNZ is consulting with councils.
6.	<i>Has the Child, Youth and Family Friendly Policy been considered?</i> N/A.

INTRODUCTION

There are 11 remits for consideration at the AGM and a further five that were submitted but referred to the National Council of LGNZ for action rather than to the AGM for consideration.

The remits are attached, with a full explanation and background research, in **Appendix 1**.

Council is asked to consider the remits and provide guidance to Councils Principal Delegate on how it would like to vote on each issue.

Recommendations have been prepared for Council to consider how it would like to vote on these remits.

A precis is provided in the table below:

REMITTS FOR CONSIDERATION

Remit	Topic	Recommendations provided by the proposing council(s)	Does ICC support the remit? Y/N Recommendations for Council consideration	Comments
1.	Public Transport support Acknowledges the strong financial support provided by the Government through Waka Kotahi NZTA during the COVID-19 Alert Levels that enabled councils to continue to provide public transport for people providing essential services and transport for the public to receive essential services up to 30 June 2020.	<ul style="list-style-type: none"> Recognises that councils will continue to be under significant financial pressure to maintain the viability of public transport under current FAR rate settings for many months during the recovery phase from COVID-19; and Calls on the Government to work with councils to maintain the financial viability of public transport during the recovery phase of COVID-19. 	Yes	Numbers of passengers are expected to have fallen as a result of Covid-19 (data is not yet available) – It is unknown whether this trend will continue.
2.	Housing Affordability	<ul style="list-style-type: none"> Calls on the Government to introduce legislation that would fully enable councils to address housing affordability in their communities through a range of value uplift and capture tools, one such tool being 'inclusionary zoning' (<i>seeking land or financial contributions from development being vested to nominated housing land trusts</i>); Seeks to establish a working group on affordable housing, comprising of relevant/affected councils, central government (MHUD, Kāinga Ora, MSD), iwi, and the community housing sector; and Advocates to central government for an affordable housing National Policy Statement to be developed. 	Neutral	Council supports the work of the Southland Housing Action Forum.
3.	Returning GST on rate for councils to spend on infrastructure	That Local Government New Zealand (LGNZ) request that the Government use the appropriate mechanisms to enable the 15 per cent Goods and Services Tax (GST) charged on rates be returned to councils to spend on local or regional infrastructure projects.	No	Our recommendation is that in practice this would create additional complexity without resulting in net benefit for Council. Combined ratepayer pressure for commensurate reduction in rates, combined with the role Council plays as a significant purchaser of capital works services, with

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Remit	Topic	Recommendations provided by the proposing council(s)	Does ICC support the remit? Y/N Recommendations for Council consideration	Comments
				all the GST claims that entails, would make this challenging in practice.
4.	Natural hazards and climate change adaptation	That central government undertakes, in collaboration with all of local government, a comprehensive review of the current law relating to natural hazards and climate change adaptation along New Zealand's coastlines, and coordinates the development of a coastline strategy for the whole of New Zealand which would cover: <ul style="list-style-type: none"> the roles and responsibilities of territorial authorities, regional councils and central government; greater direction on an integrated approach; and development of principles for "who pays". 	Yes	Feedback has been sought from Environment Southland and will be tabled when it is received.
5.	Annual regional balance of transfers	That LGNZ work with Treasury, Statistics New Zealand and other government agencies to develop an annual regional balance of transfers to show how much each region contributes in taxes and how much each region receives in government funding (the inwards and outwards flow of money between the region and the government).	Yes	Additional data would be useful for reporting and performance measurement purposes
6.	Local Government electoral cycle	That the local government electoral cycle be extended from three to four years.	Neutral	Further investigation of this proposal – including possible options for implementation and political risk mitigation – would be useful.
7.	Water bottling The focus of this remit is on obtaining a comprehensive understanding of the industry, its potential for growth, the range of externalities such growth may cause and the policy and legislative settings required to address this.	<ul style="list-style-type: none"> Place a moratorium on applications to take and/or use water for water bottling or bulk export; Require and enable regional councils to review inactive water bottling consents, with a view to withdrawal of the consent and discourage consent 'banking'; Undertake an holistic assessment of the potential effects of the current industry, its future growth and the legislative 	Yes	The Industry is young and hence, relatively unregulated. A comprehensive review of legislation and policy needs to be developed in order to fully understand and address its potential effects

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Remit	Topic	Recommendations provided by the proposing council(s)	Does ICC support the remit? Y/N Recommendations for Council consideration	Comments
		<p>settings that enable Councils to effectively manage those effects; and</p> <ul style="list-style-type: none"> Initiate a comprehensive nationwide discussion on the issue of water bottling and implement any changes to legislation and policy settings as required. 		<p>on community wellbeing and resilience.</p> <p>Ratepayer opposition to water bottling came up in the charrette process undertaken by Research First in February 2020. Investigation into understanding the industry would be useful.</p>
8.	Quorum when attending local authority meetings	That LGNZ requests central government amend legislation to enable elected or appointed members, connecting remotely to a public council meeting, be included in the quorum. This would provide an option for local authority meetings to be held completely remotely, if required.	Yes	
9.	Use of macrons by local authorities	That LGNZ work with central government to put in place a simplified process for the addition of macrons to council names if requested by that council or its community.	Yes	
10.	Rates rebates for low income property owners	<p>That LGNZ pursue an increase in the rates rebate for low income property owners and that this should match ongoing cost increases for local government.</p> <p>That the Government lift the level of rates rebates available for low and fixed income property owners – with yearly increases taking into account the cost for inputs into local government services.</p>	Yes	
11.	Local Government's CO2 emissions	That the Government implement an independent scheme, based on the United Kingdom model operated by the Department of Business, Energy and Industrial Strategy, to measure and report on carbon emissions at a district level.	Yes	Measuring CO2e levels are already measured at a district level through the Carbon Neutral Advantage programme. In practice we have concerns that the proposed mechanism

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Remit	Topic	Recommendations provided by the proposing council(s)	Does ICC support the remit? Y/N Recommendations for Council consideration	Comments
				developed in the UK is very complex and would be difficult to apply at TA level.