

# SOUTHLAND REGIONAL PUBLIC TRANSPORT PLAN 2021-31

INVERCARGILL CITY COUNCIL

27 APRIL 2021

This document has been prepared for the benefit of Invercargill City Council.

## REVISION SCHEDULE

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4	31/5/2021	RPTP Final – Update from IS hearings and decision and footers		Russell Pearson		Russell Pearson

The material provided in this report is intended to be used as the basis of the 'Southland Regional Public Transport Plan 2021-31'.

# Executive Summary

This Southland Regional Public Transport Plan (RPTP) has been prepared by Invercargill City Council (ICC) under delegation from Environment Southland. It lays out the future direction of public transport in Invercargill and the wider Southland Region for the next 10 years (2021-2031).

ICC has collaborated with Environment Southland, Gore and Southland District Councils, and partnered with Southland's public transport operator and small passenger vehicle companies, to determine a collective and region wide approach that responds to Southland's changing public transport needs and regional public transport priorities.

Three priorities have been agreed:

## **Priority 1: Ensuring access to essential goods and services**

Invercargill and Southland have a high percentage of older people, children and people with disabilities for whom public transport provides vital access to work, education, shops, social and health facilities. Outside the Invercargill urban area, communities are dispersed, leaving many physically isolated from basic community services and vulnerable to changing circumstances. This RPTP aims to ensure access is provided to essential goods and services through continuous service improvement and innovation, so that the needs of Southland's dispersed population can increasingly be met.

## **Priority 2: Achieving value for money**

Patronage on Invercargill's bus service has been declining since service changes were implemented in 2012. This plan aims to reverse that trend by implementing network and timetable changes in Invercargill that will make services more convenient for more people more of the time. It will also expand on the use of technology and promote the smart ticketing system. These changes, together with ongoing region-wide support for the Total Mobility scheme, will ensure value for money for investors and the ongoing support of Invercargill's rate payers.

## **Priority 3: Responding to environmental priorities**

The national direction to reduce emissions to net zero by 2050 presents both a challenge and an opportunity for this RPTP. Over the period of this plan, ICC will work with operators to understand ways to improve the bus fleet for reduced emissions and communicate these options to local communities to start a conversation about sustainable transport.

In the short (1-3 years) term, the focus will be on Invercargill and implementing the new bus network, bus smart terminus and ticketing system. During this period, wider conversations with Southland's residents, organisations and local operators will start to help inform future planning, guided by this plan's process for establishing new services. In the medium (4-10 years) term, opportunities to further improve services, including for investment in new services that meet wider Southland communities' needs, will be tested.

Supporting objectives and policies will enable delivery of public transport services and help achieve the overall outcomes of:

- Accessible and integrated public transport
- A quality public transport service that will retain and grow patronage
- Sustainable public transport that is affordable and provides value for money
- Continuous improvement through up-to-date and accurate information.

To stay on track and ensure success, the RPTP will be monitored and performance measured against established targets, with results regularly reported to the relevant Councils and region's Total Mobility Committee.

# Abbreviations

<b>Enter Abbreviation</b>	<b>Enter Full Name</b>
ACC	Accident Compensation Corporation
CBD	Central Business District
COVID-19	2019 novel coronavirus
ES	Environment Southland
GDC	Gore District Council
GPS	Government Policy Statement
ICC	Invercargill City Council
ILM	Investment Logic Map
LTMA	Land Transport Management Act 2003
NLTP	National Land Transport Programme
NZEECS	New Zealand Energy Efficiency and Conservation Strategy
the Transport Agency	Waka Kotahi NZ Transport Agency
RLTP	Regional Land Transport Plan
RPTP	Regional Public Transport Plan
SDC	Southland District Council

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# 1. Introduction

This Southland Regional Public Transport Plan (RPTP or 'Plan') has been prepared by Invercargill City Council (ICC) under delegation from Environment Southland. ICC has managed regional public transport for Southland under delegation since 2002.

The RPTP is a strategic document that sets out ICC's objectives and policies for delivering public transport in Invercargill and the wider Southland Region for the next 10 years (2021-2031). It describes the services that are proposed to be provided in the future to meet the needs of new and existing customers and the policies which those services will operate under. It also explains how ICC will work in partnership with operators, neighbouring territorial authorities and Environment Southland (ES). Any changes to the plan will be managed in accordance with ICC's Significance Policy in Appendix A.

The Plan is consistent with the 2018 update to the joint Otago Southland Regional Land Transport Plan 2018-21 and Waka Kotahi NZ Transport Agency (the Transport Agency) guidelines. Part 5 of the Land Transport Management Act (LTMA) provides a definition of the types of public transport services covered by this plan.

This Plan replaces the Southland RPTP (2018-21) adopted in 2017.

## 1.1 Purpose and Principles

This statutory plan provides a means for councils, transport operators and stakeholders to work together to develop and improve public transport services and infrastructure in Southland Region, while also enabling public input into the design and operation of Southland public transport system.

The purpose of the plan and principles for public transport services are defined in the Land Transport Management Act 2003 (LTMA). The purpose of the plan is to:

- describe the public transport services that are integral to the public transport network
- define the policies and procedures that apply to those public transport services
- identify the information and infrastructure that support public transport services.

The principles guiding delivery of public transport services are:

- The Council, the Transport Agency and public transport operators should work in partnership and collaborate with territorial authorities to deliver the regional public transport services and infrastructure necessary to meet the needs of passengers.
- The provision of public transport services should be coordinated with the aim of achieving the levels of integration, reliability, frequency, and coverage necessary to encourage passenger growth.
- Competitors should have access to regional public transport markets to increase confidence that public transport services are priced efficiently.
- Incentives should exist to reduce reliance on public subsidies to cover the cost of providing public transport services.
- The planning and procurement of public transport services should be transparent.

## 1.2 Collaboration and Partnership

This RPTP has been prepared in collaboration with ES, Gore District Council (GDC) and Southland District Council (SDC). Initial discussions relating to the scope of the plan highlighted that public transport provision continues to be the focus of ICC. However, it also highlighted the need for collective and region wide public engagement, throughout the life of this plan, to increase the understanding of the region's changing public transport needs.

The plan has also been prepared in partnership with Southland's operator and small passenger vehicle companies. Invercargill's public transport network is currently operated by Go Bus. ICC recognises that the operator has a unique and close perspective on how the service is performing and on what improvements might be made.

Region wide governance of the Total Mobility scheme is provided by a Total Mobility Committee. The Committee is comprised of representatives from the Small Passenger Transport companies, as well as disability organisations and the local authorities in whose areas the scheme operates. This Committee has provided a useful forum for seeking input into the preparation of this RTP.

## 2. Strategic Context

### 2.1 Regional Overview

The Southland region comprises the south-western portion of the South Island and Stewart Island/Rakiura. The maps in Figure 2-1 show the boundary of the Southland Region, with territorial authority inserts for Southland District, Gore District and the City of Invercargill.

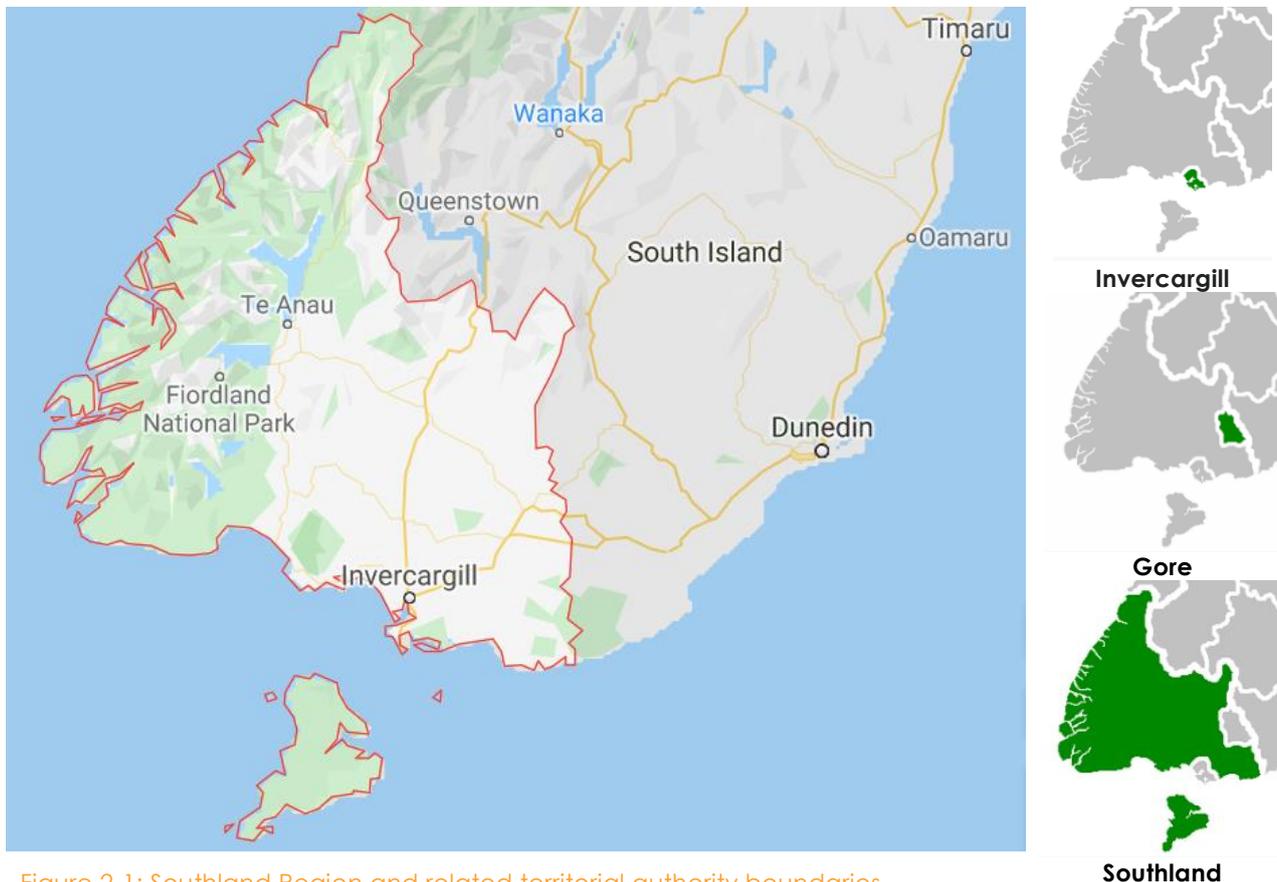


Figure 2-1: Southland Region and related territorial authority boundaries

Invercargill is a small, compact city. It is the commercial centre of the Southland Region, and has a full range of banking, social services, and education, health and transport services. The Invercargill City area includes the township of Bluff.

Gore District is also relatively small. Gore is the main centre in the district, and service town for the surrounding farming communities.

Southland District, by comparison, is large and covers the majority of the Region. Southland District includes Stewart Island/Rakiura and two of New Zealand's largest national parks - Fiordland National Park, and Rakiura National Park (which covers most of Stewart Island).

Most of Southland's population is concentrated on the eastern Southland Plains. The western part of the region is almost totally devoid of permanent human settlement, making Southland one of New Zealand's most sparsely populated regions. Many communities have to travel a long distance to essential services. Table 2-1 below shows the travel distances between Invercargill, with over half the region's total population, and the Southland Region's six largest towns.

Table 2-1: Main Centres in Southland - Population and Distance

Urban Centre	Territorial Authority	Population (NZ Census 2018)	% of region	Km to Invercargill	Km to Gore (if closest centre)
Invercargill	Invercargill	48,700	48.1%	0	
Gore	Gore	7,980	7.9%	63 km	
Winton	Southland	2,337	2.4%	30 km	

Urban Centre	Territorial Authority	Population (NZ Census 2018)	% of region	Km to Invercargill	Km to Gore (if closest centre)
Te Anau	Southland	2,538	2.2%	150 km	136 km
Bluff	Invercargill	1,794	1.9%	31 km	
Mataura	Gore	1,629	1.6%	50 km	13 km
Riverton	Southland	1,620	1.5%	40 km	

There are many other settlements spread across the region, but none have a population greater than 1,000. Southland Region has a rural population twice the national average, however this is still only a little more than a quarter of the total regional population.

The map in Figure 2-2 below shows the relationship between these main centres.



Figure 2-2: Southland Region main urban centres and settlements

## 2.2 Strategic Alignment

This Plan has been prepared to align with national and regional direction for public transport. This alignment is set out in Table 2-2. A summary assessment of relevant local strategies, policies and plans is in Appendix B.

Table 2-2: Strategic Alignment (National and Regional direction)

Document	Relevance
Land Transport Management Act 2003	<p>Part 5 sets out the statutory provisions relating to the regulation and management of public transport.</p> <p>The LTMA requires that an RTP describes integral services and units and sets out supporting objectives and policies; is developed in partnership and collaboration; contains a significance policy and aligns with the relevant RLTP.</p> <p>It also requires the RTP to consider the needs of the 'transport disadvantaged'. Transport disadvantage, if not addressed, has a negative impact on people's lives, resulting in social exclusion, poor health and quality of life outcomes.</p> <p>The public transport system described in this Plan seeks to provide for the accessibility needs of Invercargill's transport disadvantaged. Other transport solutions for groups and/or communities with specific needs include:</p>

Document	Relevance
	<ul style="list-style-type: none"> <li>• Continued support for the national SuperGold Card off-peak free travel scheme</li> <li>• Continued provision of the Total Mobility scheme in both Invercargill and Gore</li> <li>• School bus services where appropriate</li> <li>• Support for trials e.g. on demand services.</li> </ul> <p>The LTMA also requires that every RTP take into account any national Energy Efficiency and Conservation Strategy (NZECS). The NZECS promotes energy efficiency, energy conservation and renewable energy in New Zealand. The objective for the transport sector is 'a more energy efficient transport system, with a greater diversity of fuels and alternative energy technologies.</p> <p>This RTP contributes to this Strategy by including policies to increase public transport mode share and encourage a shift towards reduced transport energy consumption and lower emission buses.</p>
Climate Change Response (Zero Carbon) Amendment Act (2019)	<p>Provides a framework by which New Zealand can develop and implement clear and stable climate change policies. Sets a new domestic greenhouse gas emissions reduction target for New Zealand to reduce net emissions of all greenhouse gases (except biogenic methane) to zero by 2050.</p> <p>This RTP contributes to this goal by recognising the importance of environmental outcomes for Southland and establishing an action plan that helps transition Southland's transport system towards low emission targets.</p>
Government Policy Statement (GPS) on Land Transport Funding (2021)	<p>Sets out the government's outcomes and priorities for the land transport sector and its broad transport funding allocations over the next decade. Influences decisions on how money will be invested through the National Land Transport Programme (NLTP) across activity classes, including public transport.</p> <p>This RTP contributes to the GPS (2021) priority around <b>Travel Options</b> by improving Southland's public transport system so people can get to places where they live, work and play; <b>Safety</b> recognising that increasing access to safer modes of travel (e.g. public transport) can improve road safety; and by establishing ways for Southland's public transport system to respond to environmental priorities and <b>Climate Change</b>.</p>
Southland Regional Land Transport Plan (RLTP) - draft	<p>The current Otago Southland Regional Land Transport Plan 2018-2021 is jointly prepared to acknowledge the shared challenges and opportunities the two regions face.</p> <p>This RTP contributes to the long term goals set for land transport in Otago and Southland in relation to <b>Road safety</b> recognising that increasing access to safer modes of travel (e.g. public transport) can improve road safety, <b>Economic growth and productivity</b> by providing transport choice for people to get to employment and education; and <b>Value for money</b>.</p> <p>The Otago Southland 2021-2031 draft RLTP is currently under review for the 2021-24 period. Problems and benefits were updated in an ILM in March 2020. This RTP contributes to the updated problems and benefits by ensuring collaboration with regional partners, operators and investors to improve access and service delivery, providing safe travel choices for Southland's communities and responding to environmental priorities.</p>

## 2.3 Funding for Public Transport

Funding for public transport currently comes from three main sources:

- Fares: paid by customers to use public transport (farebox)
- Targeted rates: collected by ICC for services (both public transport and Total Mobility) and infrastructure (as this is local funding, it often gets called local share)
- Central government: via the National Land Transport Fund and SuperGold scheme.

The ability to fund public transport services from fares is driven by patronage and the fares that are paid. ICC has set fares to recover from customers what it considers to be a “fair and equitable” amount of what it costs to operate contracted public transport services.

The national farebox recovery target was an aggregated national target at the time the policy was introduced, and it did not mean that every Council's PT network had to meet 50 percent farebox recovery. The larger metros covered the bulk of the costs and revenue to the point where small networks were inconsequential to achieving the target.

Wake Kotahi is ~~very~~ mindful of funding constraints and the importance of fare revenue to contribute to operating costs in the current operating environment, however 50 percent farebox recovery is no longer a formal target or key strategic driver in itself. This is particularly so for services where access to social opportunities is a key part of the service provision, such as in Invercargill.

The low patronage and low fares have not kept up with the costs of delivering public transport services and ICC is currently achieving approximately 33% fare box recovery.

ICC's approach to farebox recovery is embedded in the objectives and policies of this Regional Public Transport Plan, in particular:

- Regular fare review and adjustments
- Initiatives to increase patronage
- Control of unit operating costs through efficient operating and procurement practices

Total Mobility funding is set regionally and funded by the Local Authority where the trip is generated (either Invercargill or Gore). Funding subsidy is set at 50% of the fare with a maximum subsidy of \$25.00 (inc GST) per trip.

## 3. Southland Public Transport System

Southland's current public transport system includes the Invercargill City bus network and discounted travel system (RideWise), provided under the Total Mobility scheme, in Invercargill, and Gore and Southland Districts.

### 3.1 Invercargill Bus Network

The Invercargill public bus network comprises one public transport Unit. It is primarily made up of four loop routes. The loops travel in one direction only through different parts of Invercargill – Waikiwi, Windsor, Heidelberg and Kew – and the central city BusSmart Terminus. The services leave BusSmart Central every 45 minutes between 6.45am and 6pm Monday to Friday. On Saturdays, six services operate every 45 minutes between 10.30am and 3pm on Saturday. There are no services on Sunday and public holidays.

In addition, the Unit includes seven school routes and an additional weekday service (on two separate routes) to and from Southland Disability Enterprises, in the morning and evenings only.

The current Unit contract was tendered in 2012 and commenced in December 2012. The contract end date is 29 June 2022.

### 3.2 New Network

A new Invercargill bus network was signalled in the 2018-21 RTP and set out in Invercargill City Council's Long-Term Plan. The new network is in response to customer feedback that the loops took too long, were not direct enough, and that timetables did not get passengers into town at the right time, particularly in the mornings.

Implementation of the new network will commence in the 2020/21 financial year, supported by the recent rollout of the new regional smart card ticketing system (Bee Card).

The new network is made up of three through-routes, each composed of a northern and southern leg. The routes link key suburbs and suburban activity centres with the CBD and each other. The new network has been designed using the following principles:

- Routes will provide good residential coverage, so that the majority of Invercargill's urban residents are within a 5-10 minute walk.
- Each leg will provide a quick (under 15 minute) on-bus trip time to/from the CBD.
- Routes will be direct and use key arterial roads where appropriate.
- Services will be timed so passengers arrive at key destinations (CBD and schools) at the most desired times.
- A central city terminus will provide a point where services come together for passengers to easily connect between services.
- A 'public transport spline' will be used by all routes through the CBD to provide improved bus route legibility and allow passengers to reach most CBD destinations without needing to change buses.
- Outside of the CBD duplication of routes will be minimised

Further information about Invercargill's new bus network is provided in Appendix C.

### 3.3 Fare Structure

The current Invercargill bus fare structure was introduced in November 2019. A \$2 flat fare was introduced to simplify the system and encourage use, since the previous fare structure with peak and off-peak fares was complex and potentially discouraging use. Adults and children 5 and over are charged the same flat fare.

ICC supports the SuperGold card scheme in accordance with the Transport Agency guidelines. Holders of Super Gold Cards travel free during off-peak hours (9am to 3pm weekdays and Saturdays), when their Bee Card has been loaded with a concession (linking their gold card number to the MSW database).

The current fare structure is shown in Table 3-1.

Table 3-1: Fare Structure (Invercargill Bus Network)

Concessions	
Children under 5 years	Free
SuperGold Card Holders (9am to 3pm and Saturday)	Free
All other customers – at all times	
Payment by bus card	\$2.00 per trip
Payment by cash	\$3.00 per trip

The 'Bee Card' has replaced the Otago/Southland's 'Bus Smart' card. The Bee Card is a tag on/tag off ticketing system that automatically calculates the correct fare, applies fare discounts or preapproved concessions. The prepaid travel smartcard is being implemented in nine different regions in New Zealand, including Invercargill. Rollout of the Bee Card commenced in mid-2020 with Invercargill going live in June 2020. Further development of travel card options will emerge as the Transport Agency's national Ticketing Solution (NTS) evolves.

Future fare changes are likely to focus on encouraging more use of the Bee Card and a wider price variance between cash and card use. Fares will need to be gradually increased to meet operational cost increases and the targeted farebox recovery.

### 3.4 Total Mobility

Total Mobility is available in Southland District, Gore District and Invercargill City. ICC administers the scheme, and each council funds travel for registered users from their district.

In addition to half-priced fares (up to a maximum subsidy of \$25 per one-way trip), the scheme also subsidises vans capable of carrying people in wheelchairs. The subsidy provides an extra \$10.00 (excluding GST) per trip, to cover the addition time and cost to operators of providing this service.

The Scheme also provides a subsidy to assist with the costs of installing the necessary equipment into vans to enable them to carry wheelchairs and mobility scooters. The maximum subsidy available for van conversions is up to \$23,000 per van. There are a number of eligibility criteria for the subsidy. This is to protect the investment for Southland and ensure that vans remain in use within Southland.

Total Mobility customers travel using the RideWise electronic payment card. The Card provides an improved method of managing travel. It can be used in most other centres in New Zealand, ensuring less disruption and the need for multiple operating systems.

## 4. Regional Priorities

Development of this RPTP has focused on three top priorities for Invercargill and the Southland Region. These align with current national and regional direction for public transport. They also continue to respond to the problems identified during the Investment Logic Map (ILM) stakeholder workshop in 2017 when the business case for the current RPTP was being developed. The two problems identified in 2017 relate to access and value for money.

### 4.1 Ensuring Access to Essential Goods and Services

Ensuring access is the primary purpose of Southland's public transport system. Public transport is provided to ensure that the basic needs of the community, particularly those without access to private transport, are met and that people can access essential services such as supermarkets/food stores, healthcare, education and jobs

There is a greater percentage of people aged 65 and over in Invercargill and Southland, than nationally. Older people are particularly vulnerable to social isolation due to loss of health, mobility, income or support networks. There are also slightly more children 15 years and under than nationally. This is the age group who are unable to drive.

There are high rates of disability in Invercargill and Southland. In the 2018 census, Statistics NZ asked whether people had difficulty performing any of six basic universal activities (walking, seeing, hearing, cognition, self-care, and communication) to understand 'activity limitations'. The graphs in Figure 4-1 and Figure 4-2 show that Invercargill and Southland Region's communities self-reported more 'activity limitations' than nationally.

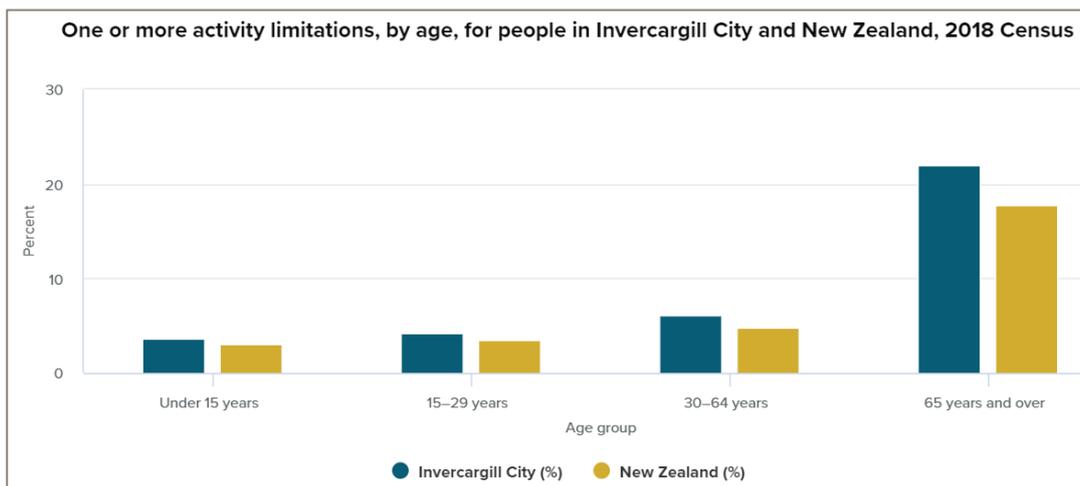


Figure 4-1: Disability by Age in Invercargill (source: Stats NZ)



Figure 4-2: Disability by Age in Southland (source: Stats NZ)

Public transport also provides choice for people to access work, education, social and health facilities, and other activities such as retail services. In Invercargill and Southland this is very important where the communities are dispersed, and opportunities are centralised. Southland's primary care hospital is located in Invercargill, as are key agencies such as Ministry of Social Development, ACC and Ministry of Justice (High Court), and Southland's only Tertiary level education provider. Providing people with better travel options to access places for earning, learning, and participating in society is a strategic priority of the GPS.

Those living in Southland's small settlements and rural areas are physical isolation from basic community services. As a result, they have no transport alternatives to private car ownership. This makes them vulnerable to changing circumstances, for example if a private vehicle is out of service, they lose the ability to drive, or transport affordability changes due to reduced income or being forced to consume more travel costs than they can afford. Changes resulting in transport disadvantage, if not addressed, can have a negative impact on people's lives, resulting in social exclusion, poor health and quality of life outcomes.

"Ageing in place" is the preferred option of many older people. It is a key goal in the Government's Positive Aging Strategy (2001), along with goals that recognise the challenges for older people living in rural communities. However, for many older people, remaining at home may be dependent on their ability to access essential goods and services, access health services and prevent social isolation.

How to provide access to diverse communities and Southland's widely dispersed rural population is an ongoing issue. From time to time these communities express an interest in a service and/or seek some sort of public transport support. A number of regions similar to Southland are providing or trialling new initiatives, such as on-demand services or services related to sectors such as health, which may be a good fit for Southland. Conversations are also occurring around how to connect areas such as Stewart Island and Bluff for both local and tourism trips.

A key part of ensuring accessibility through this RPTP will be conversations with the Invercargill and wider Southland Region community, to raise awareness of what access is available and to understand their needs. A lack of information on the needs of existing and potential customers was identified in the 2017 ILM. The benefit of addressing this problem is the ability to make good investment decisions and act on opportunities.

## 4.2 Achieving Value for Money

The ongoing development and delivery of Southland's public transport service relies on the continued support of investors. Central and Local Government funding currently provides over 66% of the total cost of Southland's public transport services.

Value for money is a principle driving all Government transport investment through the NLTP and a priority for ICC in balancing financial resources. Decisions based on value for money can limit services. The 2017 ILM that historic decisions, based on funder and service constraints, resulted to less convenient routes and timetables and, ultimately, reduced patronage.

Invercargill's bus service carried 183,000 passengers in the 2018-19 financial year, a decline of 32% over the 2013-14 financial year, following changes to services in 2012. The trend from 2019 to 2020 shows a continuing decline, but at a much lower rate. Some of the significant change has been due to route changes, timetable adjustments and loss of a free inner city bus. ICC has tried to combat this trend by improving the customer experience. In addition to the simplified fare structure, ICC has worked with its operator to provide in-service improvements including free on-board Wi-Fi, real time travel information for journey planning and on-board journey information. Network and timetable changes, which are aimed at arresting the patronage decline, are planned this financial year following implementation of smart ticketing changes. It is essential that the negative trend in patronage is reversed to satisfy investors that they are getting value for money and ensure continued support for Invercargill's network service.

Part of the way in which value for money can be better achieved is to ensure that services appeal to a wider sector of the community. Currently they primarily provide for people on low incomes, those with disabilities, people without a car, SuperGold card holders and school students. The planned network and timetable changes will make services more convenient for a wider range of customers and journeys, by providing higher frequencies at peak times and faster, more direct services that also enable easier cross-town travel. Encouraging commuters to start using the buses by providing incentives and promotion of services can be part of the conversation about the future transport system for Invercargill.

The region wide Total Mobility scheme, which provides transport assistance to people with disabilities, is a success. There are approximately 1,460 people in Invercargill, 230 in Gore and 13 in the Southland District are registered for the Total Mobility scheme. Approximately 54,500 trips are made annually in Southland. 50,000 of these are made by scheme members who reside in Invercargill, 4,500 by residents of Gore and about 160 by residents of Southland District (when they visit Invercargill). Maintaining region-wide support for the Total Mobility scheme is a good opportunity to provide value for money to investors.

Provision of public transport continues to be supported by Invercargill rate payers. This is evident through Invercargill's Long-Term Planning and Annual Planning processes where public transport services continue to feature as a key part of Invercargill City's commitment to supporting its residents and their needs. In contrast, public transport has little if any profile for Southland District and Gore District Councils. This is evident in the councils' respective annual Residents Opinion Surveys. In 2017 Southland District Council received 328 responses to its Residents Opinion Survey, of which 1% (3 responses) noted public transport as an important issue the Council needed to address. Public transport was not prioritised by respondents in Gore's Residents Opinion Survey's between 2017-2019.

### 4.3 Responding to Environmental Priorities

The New Zealand Government has adopted a Zero Carbon Act which aims to reduce emissions to net zero by 2050. Transforming to a low carbon transport system that supports emission reductions is a strategic priority of the GPS 2021. These national directions present both a challenge for Southland RTP and an opportunity. The public transport system can play a role in this through:

- Transitioning to energy efficient low emission/electric buses, which will reduce carbon emissions from fuel, as well as reducing noise and improving air quality
- Providing a high-quality service that attracts motorists to use the bus instead of driving, leading to less cars on the road and lower carbon emissions.

These outcomes are reflected in the Southland Regional Air Plan (2016) which supports reducing vehicle emissions, the use of alternative fuels and promotion of public transport as ways to improve air quality in parts of Southland, including Invercargill and Gore, where ambient air quality is poor or has been degraded.

The buses used in Invercargill have been on the network for approximately two years. The majority were repurposed from the Bay of Plenty region when the Tauranga bus fleet was changed. The current fleet includes nine buses meeting 'Euro 4' environmental standards and eight buses having a rating less than Euro 4. While a significant improvement on Invercargill's previous bus fleet, this emissions standard is still lower than new environmental priorities would aim for.

It will be important for ICC to work with operators over the next 10-year period (and include requirements in future contracts) to understand opportunities to improve the bus fleet for reduced emissions. It will also be important for ICC to communicate these opportunities to local communities to understand aspirations around sustainable transport. This will be particularly relevant if the availability of energy efficient low emission buses motivates customers to use public transport and helps grow patronage.

### 4.4 Summary

A careful balance will be needed to address the priorities of this RTP. Maintaining access is vital for the vulnerable members of Southland's communities and the transport disadvantaged. And to ensure ongoing support from investors, services need to be viable and provide value for money. However, services that do not meet the needs of the community or that provide a poor-quality experience are unlikely to be supported. This RTP represents a turning point for Invercargill and Southland, and it strikes the balance between continuing to serve those who already need and use the service and attracting new users to improve value for money and reduce carbon emissions.

## 4.5 Action Plan

To address the priorities for Invercargill and the Southland Region, the short (1-3 years) and medium (4-10 years) term actions are set out in Table 4-1.

Table 4-1: Action Plan

Term	Action
Short term (years 1-3)	Confirm bus smart terminus location and implement any change
	Implement new Invercargill bus network (routes and timetables) and review prior to the next RPTP
	Have wider conversations with Southland residents and organisations (including ES, GDC and SDC where appropriate) about community transport needs, as reported to ICC, to understand the case for investment in services to advantage communities not currently served
	Promote/market new Invercargill network and Bee Card, with a focus on attracting new users
	Work with all operators to consider stronger linkages which would support opportunities to Bluff and Rakiura/Stewart Island, and the national parks
	Monitor national development and technology changes to on-demand services
	Re-tender the Invercargill bus contract prior to end of current contract
	Develop policy and understand the impacts of a stronger transition to low or zero emissions vehicles
Medium term (years 4-10)	Review Delegation Authority with ES
	Review, to increase, timetable frequency on Invercargill bus network (with the new network having operated for 3 years)
	Investigate opportunities to move to low emission vehicles, or alternative fuels and technologies, for contracted services
	Investigate, and align if appropriate, on-demand services
	Work with communities and interested parties to develop business cases to consider delivery of wider services where the communities wish to have services
	<del>Deliver Action Plan(s)</del>
	Promote/market Invercargill network and Bee Card, with a focus on attracting new users

## 5. Objectives and Policies

The regional priorities, strategic directions from national/regional policy documents and regulatory requirements have been brought together to guide the RPTP objectives and operational policies (see Table 5-1 below).

The objectives and policies are broadly grouped into four key areas - services and infrastructure, customers, funding and fares, and standards, procurement and monitoring – that relate to the overall outcomes the plan seeks to achieve, as follows:

1. Accessible and integrated public transport (Objectives 1, 2 and 3)
2. A quality public transport service that will retain and grow patronage (Objectives 4 and 5)
3. Sustainable public transport that is affordable and provides value for money (Objectives 6 and 7)
4. Continuous improvement through up-to-date and accurate information (Objectives 8, 9 and 10).

Of relevance to this section of the RPTP is ICC's Process for Establishing New Services (Appendix E).

Table 5-1: Objectives and Policies

Objective 1	A Southland public transport system that is easily accessible for all ages and abilities and appeals to a broad customer base
Policy 1.1	Provide an Invercargill bus network of scheduled services that provides regular, fast, direct access to Invercargill's central city and places such as shopping, education, employment, entertainment, recreational and medical facilities
Policy 1.2	Provide specialist services to supplement scheduled services according to demand, for example school services, health services, services to events
Policy 1.3	Provide the Total Mobility scheme so that transport services are available for the mobility impaired who have difficulty with, or are unable to use, scheduled services
Objective 2	Improved access and travel choice for people whose needs are not met by, or who are unable to use, the public transport system
Policy 2.1	Work with other organisations to explore and facilitate the provision of public transport services, where there is community support
Policy 2.2	Investigate the feasibility, cost and funding options for the provision of services to connect communities in the wider region
Policy 2.3	Enable the trial of new technology, services and service delivery types where existing services are not meeting customer needs or in order to test and assess the demand for, and viability of, new approaches
Policy 2.4	Provide a clear process for members of the public to seek changes to public transport services or the introduction of new services.
Objective 3	Public transport services are delivered with quality infrastructure and coordinated with active modes
Policy 3.1	Develop a conveniently located central city BusSmart Terminus that is easily accessible, comfortable and safe for use by all ages and abilities
Policy 3.2	Maintain an ongoing programme and rolling review of bus stop improvements (seats and shelters) aligned with public transport service changes, prioritising stops that are well patronised (or with the potential to be so) and/or are exposed sites
Policy 3.3	Ensure bicycle racks are provided on contracted bus services
Policy 3.4	All new public transport customer infrastructure (and related supporting infrastructure such as footpaths and crossing facilities) will be designed and constructed according to best practice, to ensure public transport is increasingly accessible and usable for all customers
Policy 3.5	Provide clear and simple wayfinding, signage and timetable information so customers can easily navigate the public transport system and understand how to make connections between services
Policy 3.6	Ensure the ticketing system, and other points of contact where customers carry out transactions with the public transport system (such as purchasing and topping up) are simple, easily accessible and highly visible

Policy 3.7	Use bus priority measures, such as bus stop improvements and changes to traffic signal phase times, to maintain travel time reliability, where necessary
Objective 4	Public transport provides a high-quality experience that meets the expectations of existing and potential customers
Policy 4.1	Provide reliable and punctual public transport services by including high standards of service reliability and punctuality in all service contracts based on realistic, achievable timetables
Policy 4.2	Ensure customers enjoy excellent customer service and safe, comfortable journeys by providing those involved in the delivery of the public transport system with adequate information, training and experience
Objective 5	Existing and potential customers have the information they need to use public transport
Policy 5.1	Provide customer and journey information in a range of up-to-date formats so that it is easily accessible to all users, easily understood and keeps up with changing customer expectations
Policy 5.2	Explore alternative marketing and advertising options to proactively raise awareness and market the public transport system throughout the region
Policy 5.3	Ensure that service changes are communicated to affected groups and the wider public in advance of implementation using a variety of channels
Objective 6	A fare system that attracts and retains existing and potential customers, while balancing user contributions with public funding
Policy 6.1	The fare system will be consistent across all users, enable free transfers within a reasonable timeframe, and be simple to understand, calculate, collect and administer.
Policy 6.2	Provide fare concessions for identified targeted groups
Policy 6.3	Aim to increase the farebox recovery by 5% over the next 10 years
Policy 6.4	Provide funding for the Total Mobility service so that: a) 50% of the cost of a Total Mobility trip is subsidised up to a maximum subsidy of \$25, with the remainder of the cost paid by the customer; and b) of the total subsidy per trip, a maximum of 50% will be provided from rates with the remaining provided by central government
Policy 6.5	Annually review and set fares at a level that: a) is attractive to a broad customer base b) is competitive with the costs of private car use and parking to encourage use of public transport c) balances cost recovery with social and economic benefits and service quality d) contributes to long-term fare box recovery targets e) recognises the needs of the transport disadvantaged f) ensures that fares are kept as low as possible (whilst remaining consistent with other objectives and policies) g) rewards frequent, regular or recurrent use and enhances the customer experience h) reduces the use of cash on board vehicles i) results in smaller regular adjustments rather than large infrequent changes
Policy 6.6	Annual review and set Total Mobility service subsidies at a level that: a) recognises the needs of the transport disadvantaged b) ensures that customer contributions are kept as low as possible (whilst remaining consistent with other objectives and policies)
Objective 7	Effective and efficient allocation of public transport funding
Policy 7.1	Review scheduled services every three years to ensure that they remain customer-focused and operationally efficient
Policy 7.2	Work with other organisations to investigate and develop alternative funding mechanisms for public transport to access their services, such as the health sector/DHB to access medical services
Objective 8	The vehicles used for public transport provide customers with safe, accessible and comfortable journeys, and have minimal environmental impact
Policy 8.1	Ensure that the vehicles used by operators of contracted public transport services meet the Requirements for Urban Buses (RUB) as a minimum standard

Policy 8.2	Encourage contractors to provide vehicles that exceed the RUB through considering incentive payment where appropriate. Consider and understand impacts of transitioning to low or zero emission vehicles.
Policy 8.3	Work with operators through the process of tender award to explore opportunities to move to low emission vehicles, or alternative fuels and technologies, for contracted services to help reduce public transport emissions over the next contract period
Objective 9	A procurement system that enables the efficient and effective delivery of the desired public transport system
Policy 9.1	Establish public transport service unit(s) of integral services following engagement with operators and key stakeholders
Policy 9.2	Maintain competition in the procurement of public transport services through the tendering process set out in ICC's Procurement Strategy for roading
Policy 9.3	Enable contracts to be varied to take into account changing circumstances
Objective 10	Timely information that assists a continuous process of review and improvement
Policy 10.1	Use a range of feedback channels to regularly seek the views of passengers and use this feedback to continually improve the public transport system for all groups
Policy 10.2	Undertake regular monitoring of operator performance and service units to ensure customer needs continue to be met and value for money delivered
Policy 10.3	Initiate and maintain dialogue with Southland's region wide communities about access to gain a thorough understanding of needs
Policy 10.4	Initiate dialogue with the community about the wider implications of mode choice, with a view to understanding the community's aspirations around sustainable transport

## 6. Performance Measures

The performance measures and targets in Table 6-1 will be used to monitor the effectiveness of this RTP. The measures relate to the current Southland public transport system. Baseline date for the measured is in Appendix.

As much as possible, this RTP will be monitored using existing information sources, including customer surveys, resident's opinion surveys, and Annual Plan and Long-Term Plan processes. Any new services or initiatives introduced will be monitored by appropriate measures.

Patronage and revenue information will be collated monthly and reported to ICC's Infrastructure Services Committee on a six monthly (or more frequently if requested) basis. This may include reporting on the comparative costs between car parking, vehicle ownership and bus fares in Invercargill.

Three monthly reviews will be conducted by ICC and discussed with the operator.

Table 6-1: Measures and Targets

Services and infrastructure are accessible and integrated	Measure	Source	Target
Services and infrastructure are accessible and integrated	Patronage – total public transport boarding's by category	Ticketing system	Year on year increase, from a baseline (2020 adjusted and estimated due to COVID-19) of 165,000 trips.
	Patronage – Total Mobility users by area	RideWise data	Total reported (no target)
	Customer rating of service legibility (routes, timetables, fare structure)	Long Term Plan monitoring	At least 70% customers satisfied that the system is easy to understand
A quality public transport service that will retain and grow patronage	Customer rating of service quality (vehicle appearance, punctuality, safety, customer service)	Annual customer survey	At least 70% of customers are satisfied.
	Proportion of Total Mobility customers satisfied	Committee feedback	Satisfaction reported (no target)
	Service reliability (scheduled trips completed in full)	Operator reporting	At least 85% completed
Sustainable public transport that is affordable and provides value for money	Fare box revenue target	Fare box revenue	At least 33% of cost recovered by fare revenue
	Customer rating of fare levels	Long Term Plan (residents opinion survey)	At least 80% of customers are satisfied
	Overall ratepayer rating	Long Term Plan (residents opinion survey)	At least 65% of ratepayers are satisfied

# Appendices



## Appendix A Significance Policy

This policy sets out how ICC will determine the significance of proposed variations to this Plan. This policy is required in accordance with section 120(4) of the Land Transport Management Act 2003. The level of significance determines the consultation regarding the proposed variation that must be undertaken. This policy is consistent with the Significance Policy contained within the joint Southland/Otago Regional Land Transport Plan 2018.

### Application

This Plan can be varied at any time. However, in accordance with section 126(4) of the Land Transport Management Act 2003, the usual consultation will not be required if the proposed variation is considered not significant under this policy.

The approach to consultation will reflect the level of significance of any proposed variation. Consideration will be given to the costs and benefits of any consultative process or procedure and the extent to which consultation has already taken place.

The implication of not meeting the significance threshold is that the full consultation requirements of the LTMA will not need to be followed. However, Council may undertake targeted consultation on matters affecting specific communities and stakeholders, even if the significance threshold outlined in this policy is not invoked.

### General determination of significance

The significance of variations to this Plan will be determined by Council on a case by case basis.

When determining the significance of a variation, consideration must be given to the extent to which the variation:

- Should services be proposed in Southland but outside the Invercargill City Council area, then a strategic business case may need to be developed
- Signals a material change to the planned level of investment in the public transport network.
- Impacts on the purpose of the LTMA.
- Affects residents (variations with a moderate impact on a large number of residents, or variations with a major impact on a small number of residents will have greater significance than those with a minor impact).
- Affects the integrity of this Plan, including its overall affordability.
- Has already been the subject of consultation with affected parties.

### Significant and non-significant matters

Matters that will always be considered 'significant' are:

- Any variation that amends this policy on significance.
- Major changes to existing services, or the introduction of new services, (other than changes to or the introduction of trial services), for which no consultation regarding the change or introduction has occurred.

Matters that will usually be considered 'significant' are:

- Changes to units that significantly affect the financial viability of the contractor of that unit.

Matters that will always be considered 'not significant' are:

- Minor editorial and typographical amendments to this Plan.
- Minor changes to fare levels in accordance with current policy and funding levels.

Matters that will usually be considered 'not significant' are:

- A matter that has already been consulted on, including the addition, removal or amendment of any matter or service.
- Minor changes to the description of services following a review of that service, e.g. changes to the frequency, route or hours of a service which result in the same or better level of service.
- Changes to the description of services or grouping of services as a result of an area wide service review, provided that there is no significant increase in cost.
- Minor changes of routes and/or timetables and fares to existing services.
- The introduction, alteration or deletion of trial services.
- The introduction of a new unit provided the contractors of existing units are not affected.

#### **Targeted consultation on non-significant variations**

Where Council determines that a proposed variation is not significant, it may still undertake targeted consultation as follows:

##### **Consultation for minor changes in the delivery of existing public transport services**

For minor changes in service delivery which are required to improve the efficiency of existing services, such as the addition or deletion of trips and minor route changes, and which have only a local impact, consultation will generally be undertaken at a low level with the operator(s) involved, the relevant territorial authority, and passengers who use the services. If consultation has already occurred as part of a service investigation or review, no additional consultation need occur.

##### **Addition of new services**

Where a new service is proposed and the new service has been the subject of community consultation, no additional consultation need occur.

##### **Other non-significant variations**

Any proposals for changes that affect only a sector of the community or the industry (e.g. a change in Total Mobility provision, or a change to specific vehicle quality standards) may be worked through with those most likely to be affected, as well as other relevant stakeholders.

## Appendix B Strategic Alignment

Development of this RTP has been influenced by relevant local strategies, policies and plans. These relate to Invercargill City, as well as Gore and Southland District Councils, and are summarised in Table 6-2 below. This Plan has also been prepared to align with national and regional direction for public transport. This alignment is set out in section 2.2.

Table 6-2: Strategic Alignment (Local direction)

Local Strategy, Plan, Process	Relevance/Influence
Invercargill City Long Term Plan (2018-28)	This RTP contributes to Community Outcomes to <b>Enhance our City</b> by providing a means of bringing people to Invercargill's business areas for activities and culture; <b>Preserve its Character</b> by ensuring a transport 'building block' is in place for all members of the community; and <b>Embrace Innovation and Change</b> by utilising technology in city services.
Invercargill City District Plan	<p>Invercargill City District Plan (2019) identifies two resource management issues for transport relevant to this RTP:</p> <ol style="list-style-type: none"> <li>1. Ineffective integration of land use and transport networks can have adverse effects on safety, efficiency, effectiveness, and accessibility of Invercargill's transport infrastructure</li> <li>2. There are pressures on Invercargill's transport infrastructure as a result of demographic changes, projections of increased freight, and land use change, and there are limited transportation options available to address these pressures</li> </ol> <p>The transportation objective is that development of transport infrastructure and land use takes place in an integrated and planned manner, with the plan seeking to provide for the safe and efficient operation, improvement and protection of transport infrastructure; integrate the planning of land use with existing transport infrastructure and provide for future transportation requirements; and promote the use of public transport, and walking and cycling networks.</p> <p>Key methods to address the relevant transport issues are:</p> <ul style="list-style-type: none"> <li>• Identification of transportation as a cross-boundary issue</li> <li>• Collaboration with key stakeholders during decision making processes and when developing strategic transportation documents</li> </ul>
Gore District Long Term Plan (2018-28)	<p>The RTP contributes to community outcomes of having <b>quality infrastructure with potential for growth</b> by ensuring Southland's public transport system is based on good information and fit for purpose.</p> <p>Gore District has almost 900 kilometres of roads, of which 60% is unsealed. The rationale for the District's roading priorities is to ensure roads are provided and maintained to ensure safe and efficient passage of people and goods throughout the community, contributing to the effective functioning of the community and economy.</p>
Gore District Plan	<p>Transportation issues identified in the Gore District Plan (2019) relate to the long-term sustainability of land transportation routes and adverse effects of the transport network on adjoining land uses.</p> <p>This RTP contributes to addressing these issues by providing transport options that help:</p> <ul style="list-style-type: none"> <li>• address congestion through reducing the number of single occupancy vehicles</li> </ul>

Local Strategy, Plan, Process	Relevance/Influence
	<ul style="list-style-type: none"> <li>• improve environmental quality and amenity by responding to environmental priorities</li> <li>• improving road safety by reducing the need to drive</li> </ul>
<p>Southland District Long Term Plan (2018-28)</p>	<p>This RTPP contributes to key strategic priorities to <b>Provide appropriate infrastructure/services</b> and <b>Make informed decisions</b> by working in collaboration, working to understand community needs and investigating options to meet those needs</p> <p>Southland District's low population density (one person per km<sup>2</sup>) compared to its significantly large transport network (second largest behind Auckland), creates a high burden on its communities. The roading priorities in the LTP primary relate to pavements and bridges, and aim to provide a safe and integrated corridor that enables people, goods and services to move throughout Southland and makes it easy to live, work, play and visit here.</p>
<p>Southland District Plan</p>	<p>The resource management objective for transport in Southland is an integrated, safe, responsive and sustainable transport network.</p> <p>This RTPP contributes to this objective by:</p> <ul style="list-style-type: none"> <li>• providing transport choice</li> <li>• improving road safety by reducing the need to drive</li> <li>• providing a mechanism to understand and respond to changing community need</li> <li>• responding to environmental priorities</li> </ul>

## Appendix C New Invercargill Bus Network

The new Invercargill bus network shown in Figure 6-1.

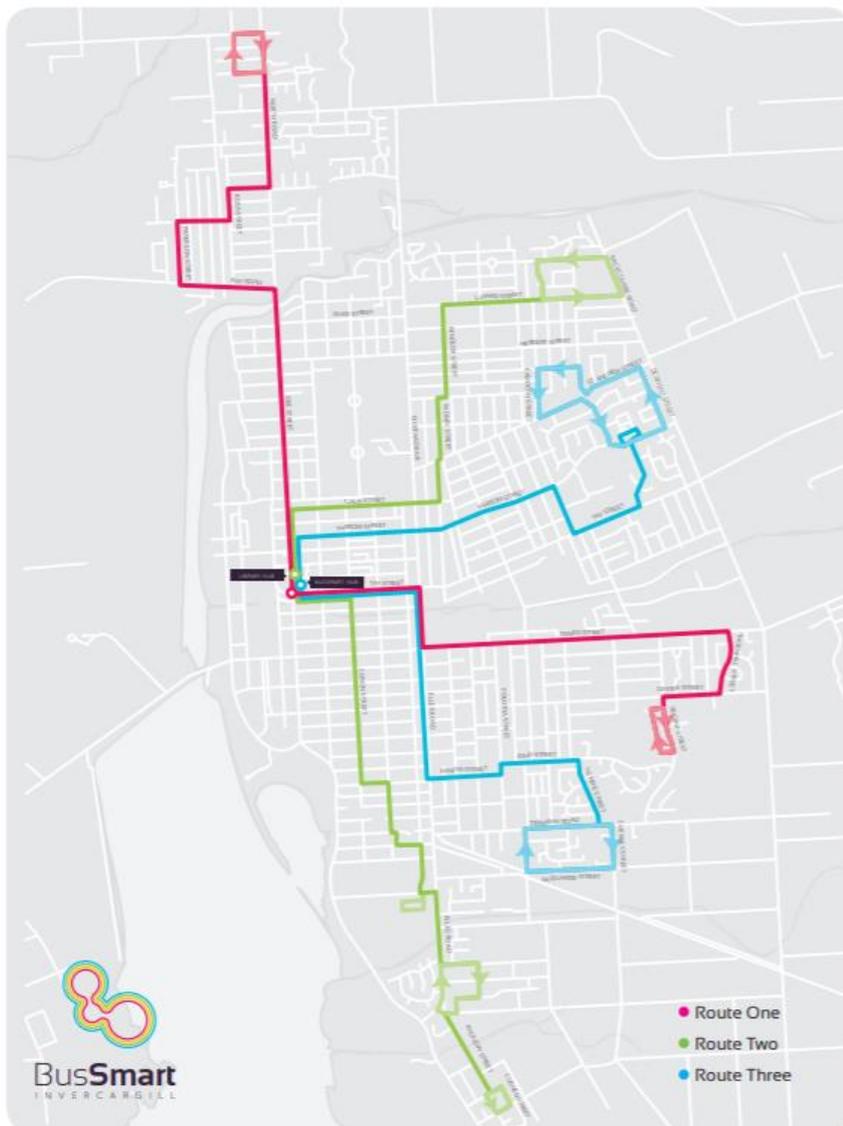


Figure 6-1: Invercargill Bus Network

The network is made up of three through-routes, all travelling via the CBD. The three routes are described below.

### Route 1 – Waikiwi to Newfield

Route 1 runs between Waikiwi and Newfield (shown in red above).

The Waikiwi leg serves key north-CBD destinations (e.g. the Warehouse, Farmers, Work and Income), retail and employment along North Rd (including Countdown Waikiwi), and several retirement villages (e.g. Waikiwi Gardens, Rowena Jackson, Bupa Cargill, Clare House, Vickery Court). It replaces the western and northern sections of the existing Waikiwi route.

The Newfield leg serves key south-CBD destinations (e.g. SIT, Pak'nSave, Countdown Invercargill, Mitre 10 Mega, Splash Palace and Rugby Park), several secondary schools (Southland Girls, Te Wharekura o Arowhenua and Verdon College), and retirement villages (Peacehaven and Calvary Hospital). It replaces most of the central and eastern sections of the existing Heidelberg route.

### Route 2 – Hargest to Strathern

Route 2 runs between Hargest and Strathern (shown in green above).

The Hargest Leg serves key north-CBD destinations (e.g. the Warehouse, Farmers, Work and Income), the Windsor suburban centre (including New World Windsor), and two secondary schools (Southland Boys and James Hargest). It replaces the eastern section of the existing Waikiwi route and the western and northern sections of the existing Windsor route.

The Strathern Leg serves key south-CBD destinations (e.g. SIT, Pak'nSave, Countdown Invercargill, Mitre 10 Mega, Splash Palace and Rugby Park), the South City suburban centre (including New World Elles Road), and two secondary schools (Southland Girls and Aurora College). It replaces the eastern section of the existing Kew route and the southern section of the existing Heidelberg route.

### Route 3 - Glengarry to Kingswell

Route 3 runs between Glengarry and Kingswell (shown in blue above)

Glengarry Leg serves key north-CBD destinations (e.g. the Warehouse, Farmers, Work and Income), Stadium Southland, Bill Richardson Transport World, the Glengarry suburban centre, and the Bupa Ascot retirement village (via a walkway from Derwent Street). It replaces the northern section of the existing Heidelberg route and the eastern and southern sections of the existing Windsor route.

The Kingswell Leg serves key south-CBD destinations (e.g. SIT, Pak'nSave, Countdown Invercargill), the South City suburban centre (including New World Elles Road), and Southland Hospital. It replaces the southern and western sections of the existing Kew route.

### Proposed Timetable

The proposed timetable for Invercargill's new bus network has the following general characteristics:

- A weekday service that enables passengers to arrive at the hub by 7:45 am and depart up to 5:20pm.
- A 30-minute weekday peak frequency (weekday from 7am to 9am and 3pm to 6 pm).
- A 60-minute weekday off-peak frequency (between 9am and 3pm).
- A 60-minute Saturday frequency (between 10 am and 3pm).

## Appendix D Monitoring Baseline

The table below sets out the baselines, as at 2020, from which this RTP will be monitored.

Measure	Source	Baseline (2020)
Patronage – total public transport boardings by category	Ticketing system	165,000 estimated trips adjusted for COVID 19 disruptions and loss of passenger travels.
Patronage – Total Mobility users by area	RideWise data	51,000 trips estimated and adjusted for COVID 19 impacts
Customer rating of service legibility (routes, timetables, fare structure)	Long Term Plan monitoring	To be added
Customer rating of service quality (vehicle appearance, punctuality, safety, customer service)	Annual customer survey	To be added
Proportion of Total Mobility customers satisfied	Committee feedback	To be added
Service reliability (scheduled trips completed in full)	Operator reporting	To be added
Fare box revenue target	Fare box revenue	To be added
Customer rating of fare levels	Long Term Plan (residents opinion survey)	To be added
Overall ratepayer rating	Long Term Plan (residents opinion survey)	To be added

## Appendix E Process for Establishing New Services

ICC has delegated authority to manage regional public transport for Southland. This is a unique situation that can require the involvement of Gore District Council and/or Southland District Council in the process for applications, investigations, trials, and public transport service delivery and monitoring.

ICC is open to formal applications for service changes and/or the introduction of a new service. These may come from other local authorities, community boards or stakeholder groups. Where applications are from customers or members of the public, the preferred approach is that ideas initially be directed to the respective local representative(s) or community board, for consideration before a formal application is submitted.

In all instances, an application shall include:

- evidence that the proposed service change or new service will improve the accessibility of public transport to the community.
- evidence that the proposed service change or new service is supported by the residents for whom it would serve.
- indication whether funding subsidy will be sought or whether it is anticipated to be a fully commercial (exempt) service
- Where a service change or new service is within Gore or Southland District, evidence that that territorial authority supports the application and is willing to contribute to the cost of service investigation and, if appropriate, trial.

Where processing costs are incurred by ICC in relation to a service change or new service within another territorial authority, these costs will be passed on the applicant or relevant authority.

In addition, ICC may require details of:

- scope of services, timetables and fare structure
- funding model

ICC will use public transport planning best practise to assess the application in relation to the following criteria:

- does the service change or new service already exist (partially or fully)
- can a current service be expanded or further developed
- is there sufficient demand
- can the service change or new service be integrated with the current network
- is a trial needed prior to a decision on whether make a permanent service change. In addition to the above, any trial would need to demonstrate through cost, patronage and revenue projections that the change or new service will be financially viable in the long term.

If funding subside is sought, ICC will consult with the Transport Agency to determine the availability of funding, including funding for a potential trial.

ICC staff will report applications to the Council for a decision. This will include a summary of how ICC's criteria have been meet as well as an assessment of likely demand, route(s) potential fares, customer willingness to pay (for example established via survey), social and economic factors in the applicable area (such as transport disadvantage).

If a trial goes ahead, ICC will determine the duration of the trial and how the success of a trial will be measured. The results of any trial will be reported to the Council for a final decision about the change or new service.

Where possible, any proposed service change or new service will be made as part of a wider public transport review or annual plan process. This will provide ICC time to:

- Source a local share through the Annual Plan or Long-Term Plan process. This will establish the public's willingness to pay with or without national subsidy.
- Source other revenue.
- Undertake economic evaluation (with reference to current the Transport Agency criteria).
- Apply for Transport Agency funding.
- Establish the service as a unit/part of an existing unit. If national and/or local share funding is approved, the unit may will be put out for tender.

