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## **NOTICE OF MEETING**

**Notice is hereby given of the Performance, Policy and  
Partnerships Committee Meeting to be held in the  
Council Chamber, First Floor, Civic Administration  
Building, 101 Esk Street, Invercargill on Tuesday  
9 November 2021 at 3.00 PM**

Cr D J Ludlow (Chair)  
Cr R R Amundsen (Deputy Chair)  
His Worship the Mayor, Sir T R Shadbolt  
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 M Lush  
Cr I R Pottinger  
Cr N D Skelt  
Cr L F Soper  
Ms E Cook – Māngai – Waihopai  
Mrs P Coote – Kaikaunihera Māori – Awarua

CLARE HADLEY  
CHIEF EXECUTIVE

# Performance, Policy and Partnerships Agenda - Public



09 November 2021 03:00 PM

Agenda Topic	Page
1. Apologies	
2. Declaration of Interest	
a. Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.	
b. Elected members are reminded to update their register of interests as soon as practicable, including amending the register at this meeting if necessary.	
3. Public Forum	
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12. Urgent Business	
13. Public Excluded Session	

### **Public Excluded Session**

Moved, seconded that the public be excluded from the following parts of the proceedings of this meeting; with the exception of the external appointees, Mr Jeff Grant and Mr Lindsay McKenzie, namely,

- (a) *Receiving of Minutes of the Public Excluded Session of the Performance, Policy and Partnerships Committee Held on 12 October 2021*
- (b) *Receiving of Minutes of the Public Excluded Session of the Community Wellbeing Fund Committee Held on 28 October 2021*

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the local government official information and meetings act 1987 for the passing of this resolution are as follows:

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under Section 48(1) for the passing of this resolution</b>
(a) Receiving of Minutes of the Public Excluded Session of the Performance, Policy and Partnerships Committee Held on 12 October 2021	<b>Section 7(2)(i)</b> Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7
(b) Receiving of Minutes of the Public Excluded Session of the Community Wellbeing Fund Committee Held on 28 October 2021	<b>Section 7(2)(i)</b> Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7

**TO:** PERFORMANCE, POLICY AND PARTNERSHIPS COMMITTEE

**FROM:** GEMMA CRAWFORD – ENGAGEMENT AND PARTNERSHIPS OFFICER

**MEETING DATE:** TUESDAY 9 NOVEMBER 2021

**INVERCARGILL YOUTH COUNCIL**

**SUMMARY**

The Invercargill City Youth Council will have two representatives at the meeting. They will give a summary of the 2021 year on the Youth Council. The Annual report is included.

**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

**FINANCIAL IMPLICATIONS**

No implications.

**INVERCARGILL CITY YOUTH COUNCIL ANNUAL REPORT 2021**

The Youth Council had their last official meeting on Wednesday 27 October 2021 and have enjoyed an end of year event on Wednesday 3 November 2021.

Please find below the annual report from the Youth Council. Comments are included from Strategy and Policy staff who provided facilitation and coordination throughout the year, and directly from the young people who were members in 2021.

## **RECRUITMENT**

Applications for the 2022 Youth Council are now open and will be assessed after 15 November by the Recruitment Committee. Interviews will be held if there are more applications than positions available.

## **LOOKING FORWARD**

The 2022 Youth Council are looking forward to aligning more closely with Council and other external stakeholders next year and developing a stronger working relationship.



## Invercargill City Youth Council Annual Report 2021

Compiled by Gemma Crawford  
with comments from the ICYC members

It has been a quieter than usual year for the Invercargill City Youth Council (ICYC). This year meetings were held monthly in the Council Chambers, with one held by Zoom during the COVID-19 lockdown in August. With little disruption to the Youth Council year, it has been a fairly successful year.

There were 28 applications for the 2021 Youth Council which resulted in the maximum allowance of 25 members at the beginning of the year, as stated in the ICYC Terms of Reference. The 2020 Youth Council had formed a Recruitment Committee to help with assessing and interviewing potential members. Twenty five applicants were offered membership and this was made up of a mixture of experienced members and new members. There were ten returning members. There were three member resignations throughout the year, these places were offered to the 3 people who had been unsuccessful at the beginning of the year and two of those decided to take the opportunity. Resignations were mainly due to other commitments. ICYC ended the year with 24 members.

The model of two Youth Councils, students Year-11 and under, and students Year-11 and over, was continued from previous years. Returning year 11 youth councillors were offered a position in the older group, as they had the experience and confidence to carry them through into this group. The two Youth Councils are named respectively the Unders' and the Overs' for short. This model again provided an opportunity for some of the younger ICYC members to find a civic voice within their own peer group, whereas the older group have been able to put into practise hearing each other's views and enabling a quorum on decisions following discussion.

Unfortunately, due to unforeseen circumstances Ollie Mortensen had to take extended leave and was unable to fulfil his role as Youth Council Coordinator from June through to November. Ollie brings a great deal of expertise and experience to the Youth Council and his insight was sorely missed. Amélie Schubert kindly stepped into a facilitation role which enabled the youth council to continue operating. However, due to the Covid-19 lockdown in August and the change in staff, we were unable to get the project committees off the ground for the latter part of the year. We look forward to Ollie's return to work over the next few months.

Councillor Alex Crackett and Councillor Darren Ludlow were the Youth Council – Council Liaisons for 2021. Unfortunately, Councillor Crackett was unable to participate in many meetings due to timetable clashes. Members were pleased to have regular input from a Councillor during their meetings and were bold in asking questions of the Council Liaison about decisions the Invercargill City Council was making.

One very positive change to Youth Council this year was that their combined meetings were opened with the singing of the Council Waiata. Members were also taken through a Pepeha development workshop and some found confidence to use these when speaking at the Council's Performance Policy and Partnerships Committee meeting.

I am thankful to have had the opportunity to get to know, and hear the opinions of the 2021 Youth Council. Each year brings new challenges, consultations and projects and this one was no different. The membership for 2021 was a great mix of young people from different backgrounds, ethnicities, and schools which made for interesting discussions. I most enjoyed seeing the respect that they all offered to each other in providing the safe space to discuss some sensitive or controversial topics. Consensus was often achieved through this engagement. It is inspiring to see just how informed and well-meaning these young people are and I am humbled that they will be our future leaders. This year, we utilised the platform of Zoom, referred many of our young people to agencies who wished to engage with them, and held a successful UN Youth Regional Hui Event where Southland Youth helped to inform the UN Youth Aotearoa Declaration document. I wish those that are not returning to Youth Council next year, all the best and to those applying again, I look forward to welcoming your smiling faces back into the Council Chambers. I hope that we can look to implementing some tangible community outcomes through the project committees in 2022.

*Gemma Crawford - Youth Council Coordinator*

It has been a pleasure to step in and assist Gemma with the coordination of the Youth Council. Having a youth perspective on current issues and topics discussed by Council is certainly refreshing and while members might appear reserved on some topics, they have been very engaged with community issues and eager to come up with new ideas. Youth Councillors also consider issues where they might be directly impacted in the future and not just in the present. As Engagement Coordinator, it has been great to see Youth Councillors engaged in the consultation and promotion of the Long Term Plan but I think that there is room for improvement to ensure they are consulted and included in the early development stages of Council's projects, policies and strategic plans.

*Amélie Schuberth – Interim Youth Council Coordinator*

### **Youth Council Activities**

The 2021 Youth Council endeavoured to hold five committees to facilitate specific projects throughout the year. However, only three were achieved. Committees were open to members and were seen as a good way for peer leadership opportunities, with the older and more experienced members imparting their knowledge and experience to the younger members. Youth Councillors were also offered the opportunity to sit on the Creative Communities Funding Committee, the Active Communities Funding Committee and a role as a Library Ambassador. The following is a description of some of the committee projects, achievements and activities that the 2021 ICYC have been involved in this year.

### **Civics Education**

Civics Education components were continued from last year and included information about citizenship, Local Government processes and services Council is responsible for, Local Government voting systems and the Central Government Elections. The Electoral commission attended the meeting to speak to the latter. Consultation and the Long Term Plan were also covered. This proved to be useful in providing members a clearer understanding of how Local Government works.

*Gemma Crawford – Youth Council Coordinator*

### ***COVID-19 Lockdown***

The COVID-19 lockdown in August resulted in the ICYC having one meeting via Zoom Video Conferencing. It was good to check in with members to hear the highlights and lowlights of their Level 4 experience and be able to attend to general business digitally also.

*Gemma Crawford – Youth Council Coordinator*

### ***Youth Week Committee***

This year the Youth Week Committee held a limited event over the duration of Youth week. The theme of Youth Week this year was, "We are stronger together". In response to this, the committee decided to host an online giveaway of vouchers, donated by local businesses. To give some examples we reached out for vouchers from Clip N Climb, Splash Palace and Solve-it and Escape. These are all fun activities youth can do together, so we believed that these activities suited the theme of Youth Week well. However, due to time constraints, we were unable to obtain a large number of vouchers and engagement from the public was very limited.

*Ryan Frost – Youth Week Committee Member*

### ***Leadership Committee***

The Leadership Committee were hosts to the United Nations Youth Regional Hui on 10 July 2021. This event was well attended and the UN Youth facilitators provided useful workshops on Te Ao Māori practices and civic engagement. Mahlon Saumalu from the Electoral Commission was the guest speaker and spoke about young people and their right and opportunity to vote. The outcome of this and the other regional hui held around the nation helped to inform the Aotearoa Youth Declaration document.

*Gemma Crawford – Youth Council Coordinator*

This year the Leadership committee helped host the UN Youth Hui. We had around 20-30 attendees ranging from years 8 to 13. It was a great day with lots of learning and sharing ideas. We were all able to come together and share ideas about local and wider community problems, creating solutions of how we, as youth, would fix them. Recently our ideas and those from other Hui were put together to help create the Aotearoa Youth Declaration.

*Brooke Brown-Ogilvy – Leadership Committee Member*

### ***Social Media Committee***

This year the Social Media Committee was fairly light on Facebook posts, though it was great to have engagement via Instagram. Our full Youth Council and Committee messenger chat groups proved an effective way of communication throughout the year.

*Gemma Crawford -Youth Council Coordinator*

The social media committee has been exciting and challenging because our group gets to make posts just like the youth council's first post, UN Youth Hui, and the Pride month post on Facebook, just to list some. In total, we've made 10 Instagram posts and some more on our Facebook page.

I looked at our Instagram insight and I found out that most of our followers are between the ages 18 to 24 (28.4%) and 25 to 35 (26.3%), which is good but it is even better if we could reach the 13 to 17 age group which only makes up 7.8% out of our 233 followers.

Our committee could do better by posting more often, organizing a proper calendar with important dates, posting more photos from the council meetings to show that we have meetings quite often. I think these could potentially widen our youth audience in Invercargill.  
*AnaVrin Potot – Social Media Committee Member – Overs’*

### ***United Nations Sustainable Development Goals Committee***

The United Nations Sustainable Development Goals Committee was not able to meet in 2021 due to staff changes and the COVID-19 lockdown.

*Gemma Crawford -Youth Council Coordinator*

### ***Invercargill City Council Appointments***

Being a member of the Invercargill City Youth Council for 2021 was a very interesting and educational experience; one that I have very much enjoyed and highly recommend.

Being a part of the sub-committee focused around the library, ended with me being a participant in the Invercargill Libraries future planning workshop alongside those currently trying to make Invercargill a better place. This experience was something that I really valued, giving me a great feeling of being able to contribute something to the wider community.

This highlights that the best thing about the Youth Council is how it has enabled my exploration of new opportunities and heightened my participation in events within Invercargill that I would never have known about otherwise.

I really appreciate the work done by those who handle the Youth Council, and the way that the Council itself involves the youth. I highly encourage anyone who wants to be more involved within the city to give it a go and apply.

*Conal Mulligan – Library Ambassador*

Being the Youth representative for the Creative Communities Committee alongside Katiana has been a very new, yet an interesting experience where I was able to train my decision-making skills and get an insight of the process that goes behind some of the big art-related events that take place in Invercargill.

*Nazia Amaliya – Creative Communities Funding Committee Member*

### ***Submissions, Consultations and Feedback***

During 2021, the ICYC made a number of submissions and were consulted on their viewpoints over a number of different topics. These included the following:

- Te Rourou Vodafone Aotearoa – Thriving in Murihiku
- Invercargill City Council’s Long Term Plan
- Blind Citizens Feedback on the Bus Service
- Innovating Streets Project – Deveron Street Activation
- City Streets Upgrade
- Tour of the City Block
- Ministry of Social Development - Social Cohesion Survey
- Representation Review
- Te Reo Māori strategy
- Youth Parliament
- Youth Wellbeing and Exclusion Policy
- Invercargill Library Future Planning

### **Events Attended**

During 2021 members represented ICYC at a number of events. These included:

- Splash Palace Hydroslide Opening
- Activate Youth Leadership Weekend in Christchurch
- ANZAC Day Poppy Flight
- Long Term Plan Engagement Events
- UN Youth Aotearoa Declaration Hui
- Festival for the Future in Wellington
- Regional Skills Leadership Just Transitions Youth Hui

### **Co-Chairpersons Comments**

#### ***The Unders'***

As one of the Unders' chairpersons for 2021, I personally have been honoured to have been part of the Invercargill City Youth Council this year. I think that the meetings that we held were fun and exciting, and we always had interesting conversations. I loved the group of like-minded individuals I had the pleasure to work with this year. I personally felt like I learned a lot this year about civics and that the leadership role that I was given was helpful in developing some key leadership skills. The only slight negative I would have is that the monthly meeting format led to a larger gap in knowledge and you really felt like you missed a whole lot if you happened to be sick or absent for a meeting. Other than that though, it was an honour being a part of the youth council this year and I hope that it runs smoothly for many years to come.

*Jack Smith - Unders' Chairperson*

As an Unders' chairperson of the 2021 Youth Council, I would say that despite the time taken out of the year due to covid and from repercussion from last year (2020), that this year we have had a good year, and have had many enlightening lengthy discussions about many different things, for example the idea of a LGBTQ+ initiative in Invercargill, the new CBD developments and the rebuild of Don St and Esk Streets. We also had many opportunities to be involved in events in the community, for example the NZ UN Youth declaration Invercargill Hui. I also had the opportunity to be on the Leadership committee, where we helped organise the Invercargill UN Youth Hui which was an amazing event. I have had a really positive experience on the 2021 Invercargill Youth Council and it has helped me realise just how much of a voice we actually have when being on the Youth Council!

*Katiana Simpson – Unders' Chairperson*

Kia Ora, I'm Alexander and I was the Deputy Chair for the Unders'. My experiences as a deputy chair and as a Youth Councillor was amazing. From speaking at Council meetings, to doing and seeing things that you wouldn't be able to see and do normally. As deputy I got to chair a few meetings and seeing what it's like and the thing you learn from older and more experienced people was amazing for me. You learn and grow, not just as an individual but you learn and gel as a whole group. Learning from each other, and going through things together that change you forever. I will always remember the group I had and can't wait to see what the future brings.

Kia Ora and thank you.

*Alexander Black – Unders' Deputy Chairperson*

### ***The Overs'***

Hi I'm Libby this year I have had the privilege of being an Overs' co-chairperson. This role has been really interesting and a great learning experience. I have particularly enjoyed leading both the Unders' and Overs' groups and ensuring that everyone's thoughts and perspectives have been taken into account. This year a goal of the chairpersons was to create a comfortable and engaging environment that all members would be able to contribute ideas to and I believe that we have achieved this. Throughout the challenging year, the Youth Council has still been able to provide a younger youth based perspective on some of the topics we have covered such as the inner city development. Alongside this, the Youth Council held important events such as the leadership hui. I am very grateful for this opportunity and have learnt a lot about how the ICC works.

*Libby Haywood – Overs' Chairperson*

Being co-chairperson of the 2021 Youth Council has been a great privilege. Over the course of the year, I have improved on my leadership skills, especially on my listening skills. Listening is very important when navigating a large group of varying ages and opinions. It's important to ensure that everyone's thoughts are heard, so that they feel included and comfortable in the discussion. As a chairperson, I have been provided a number of opportunities, however one highlight was the Festival for the Future which took place in Wellington. It was fantastic to hear large variety of stories from people of all different backgrounds, it was truly inspiring and I feel so honoured to have had that experience. I'm very grateful to my peers who elected me as chairperson and trusted me to lead their meetings. I would also like to thank Gemma, Ollie, Amélie, Councillors Crackett and Ludlow, and all the other people who have helped us along the way.

*Brooklyn Folesi – Overs' Chairperson*

2021 was a successful year for the Youth Council, we engaged with, participated in, and or hosted numerous events and committees. For example, some notable things Youth Council engaged with this year were, the LTP for Council, the hydro slide opening, as well as Youth MP selection process for the Hon. Dr Liz Craig. The Youth Council hosted a UN Youth Hui in Invercargill during July. Also, this year, the Youth Council sent two members, myself and Brooklyn Folesi, to attend the Festival for the Future in Wellington. The Festival for the Future was a great event that contained many interesting and thought-provoking speakers. Youth Council also consulted on many other projects and ideas this year, however, they cannot all be listed here. I am proud to say that the Youth Council finished strong this year, even after the disruption of lockdown. I strongly look forward to hopefully being able to return next year as a member of the 2022 Youth Council.

*Ryan Frost – Overs' Deputy Chairperson*

### **Looking Forward**

The 2022 year again looks promising, some current members have indicated that they are returning and there are also applications from prospective new members. The 2021 ICYC have formed a Recruitment Committee and will run an interview process for the 2022 candidates. There are a number of big projects happening in Invercargill, and this will provide plenty of opportunity for the Youth Council to get involved and provide feedback from a youth perspective. Another piece of work that a small Summer Committee is helping to inform will be the Youth Exclusion and Wellbeing Policy pro-bono project by Allen + Clarke.

The Youth Council are hopeful for a closer, collaborative relationship with Councillors, staff and external stakeholders such as Active Southland leading in to in 2022.

## **Conclusion**

This report outlines the key successes and projects completed during 2021 by the ICYC. 2021 certainly had challenges that the ICYC had to overcome and these challenges had an impact on the achievements of the ICYC. Nonetheless, it was great to see the resilience of the members and to get some successes from the year. ICYC members have gained some valuable learning from their experiences, and they have contributed to the Invercargill Community. The ICYC continues to provide a forum for Invercargill's Youth to become civically engaged in their city as well as providing an environment for positive youth development.

**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 TUESDAY  
12 OCTOBER 2021 AT 3.00 PM**

**PRESENT:** Cr D J Ludlow (Chair)  
Cr R R Amundsen (Deputy Chair)  
His Worship the Mayor, Sir T R Shadbolt  
Cr R L Abbott (via Zoom)  
Cr A J Arnold (via Zoom)  
Cr W S Clark  
Cr A H Crackett (via Zoom)  
Cr P W Kett  
Cr G D Lewis  
Cr M Lush  
Cr I R Pottinger  
Cr N D Skelt  
Cr L F Soper  
Ms E Cook – Mangai – Waihopai  
Mrs P Coote – Kaikaunihera Māori – Awarua  
Mr J Grant – External Appointee  
Mr L McKenzie – External Appointee (via zoom)

**IN ATTENDANCE:** Mrs C Hadley – Chief Executive  
Mr M Day – Group Manager – Finance and Assurance  
Ms T Hurst – Group Manager – Customer and Environment  
Ms E Moogan – Group Manager – Infrastructure  
Mr S Gibling – Group Manager – Leisure and Recreation  
Mr A Cameron – Strategic Advisor/GM - ICHL  
Mr M Morris – Legal Counsel  
Ms R Suter – Manager – Strategy and Policy  
Ms L Knight – Manager – Strategic Communications  
Ms K Davidson – Digital Content Creator  
Ms M Cassiere – Executive Governance Officer

**1. APOLOGIES**

Nil.

**2. DECLARATION OF INTEREST**

Nil.

**3. PUBLIC FORUM**

Nil.

4. **REPORT FROM THE INVERCARGILL YOUTH COUNCIL**  
A3568061

Brooke Brown-Ogilvy and Tiffany Phan were in attendance to speak to this item. They noted that the Youth Council for the year was coming to an end. They noted that the Youth Council had agreed to adopt the current Terms of Reference for 2022 with no changes at their last meeting. They noted that they were looking to adopt the final version of the Te Reo Māori strategy next year along with the possibility of implementing some targets. They also noted that next year four of the Youth Council members were looking to run for the Youth MP as candidates, and another four were looking to sit on a panel to assist with the Labour Party candidates alongside Dr Liz Craig. They noted that the Youth Council applications would be open and that they looked forward to welcoming new and returning members to join. They stated that they looked for candidates who lived in Invercargill and were between the ages of 12 and 24, and expected the applications to be made up of school nominees and the community.

Moved Cr Crackett, seconded Cr Soper that the Performance, Policy and Partnerships Committee:

1. Receive the report "Invercargill Youth Council".

The motion, now put, was **RESOLVED** in the affirmative.

5. **INVERCARGILL REPRESENTATION REVIEW HEARINGS AND DELIBERATIONS**  
A3560711

Mr Michael Morris was in attendance to speak to this item. He noted that the consultation and submission stages were completed and that this was now at the hearing stage. He stated that the Committee's deliberations today would make a recommendation to Council to adopt a final proposal. He further noted that there was one submitter who wished to speak at the hearing.

**Note:** Cr Clark declared his interest and noted that he knew the submitter.

**Note:** Cr Lewis declared his interest and noted that he knew the submitter.

The Chair invited the submitter, Mr Tim Mulligan to speak to the meeting.

**5.1 Mr Tim Mulligan**

In addition to the written submission, the submitter took the meeting through the main points in his submission. He noted that he did not agree with Māori representation on the Committees without an election and stated that there should only be 10 councillors and not 12 councillors since there were two Mana Whenua appointees. He further queried about the decision to appoint Mana Whenua seats without a consultation and about the policies surrounding performance review for the Mana Whenua appointees

In response to a question whether the submitter was aware of partnership principles of the Te Tiriti o Waitangi, it was noted that the submitter was not aware of the principles of the Treaty.

Discussion took place around the submission and the representation review. It was noted that over 30 submissions had been submitted, that feedback from the submissions had been to 12 councillors and a Mayor, for elections to be at – large and across the city rather than through a ward system, and that the Bluff Community Board with a councillor be retained. It was also noted that although the Mana Whenua seats had not been part of the Representation Review, there had been engagement around Mana Whenua as part of the Representation Review process and that Council had the mandate from the Local Government Act to make such appointments and that it was a part of the obligations under the Treaty of Waitangi, as well.

In response to a query whether territorial authorities of a council including the capabilities of the candidates for the Mayoral position would be undertaken through a local government review, it was noted in the affirmative.

Further discussion took place and it was noted that there had been two separate pieces of consultation during the representation review, where one piece had been with a wider group and the other piece had been with the iwis, that a partnership existed between the Crown and the Māori. It was also noted that during the consultation with Awarua and Waihopai, they stated that an option for representation at Council Committees would be of higher value than an option of Māori wards. It was further noted that the iwis of the Mana Whenua appointees would review the performance of the appointees and not by the Council.

Cr Clark noted that he stood by his opposition to the appointment as decisions made by Council Committees should be only by elected members of the Council Committees.

Cr Soper noted that in order to provide clarity to members of the public, it should be made clear that certain decisions could not be delegated from Council to its Committees as per statutes. Invercargill City Council had not delegated all its decisions to its Committees.

**Note:** Cr Clark raised a Point of Order and stated that a large portion of the Council's work had been delegated to the Committees by the Council.

Moved Cr Amundsen, seconded Cr Soper that the Performance, Policy and Partnerships Committee:

1. Receive the report "Invercargill Representation Review Hearings and Deliberations".
2. Receive and consider the submissions to the Invercargill Representation Review (A3561746).
3. Hear from the submitter who wishes to be heard.
4. Noting the submissions, request that a final proposal be brought to Council for adoption including feedback to be determined by the Committee.

The motion, now put, was **RESOLVED** in the affirmative.

**Note:** Cr Clark voted against the motion.

6. **MINUTES OF THE COMMUNITY WELLBEING FUND COMMITTEE MEETING HELD ON 26 AUGUST 2021**  
A3521816

Moved Cr Lewis, seconded Cr Amundsen and **RESOLVED** that the minutes of the Community Wellbeing Fund Committee meeting held on 26 August 2021 be received.

7. **MINUTES OF THE PERFORMANCE, POLICY AND PARTNERSHIPS COMMITTEE MEETING HELD ON 14 SEPTEMBER 2021**  
A3514251

Moved Cr Skelt, seconded Cr Pottinger and **RESOLVED** that the minutes of the Performance, Policy and Partnerships Committee held on 14 September 2021 be confirmed.

8. **MANA WHENUA ROLES – HONORARIUM (VERBAL UPDATE)**

Mrs Clare Hadley provided an update and noted that she and Mr Michael Morris met with two representatives from the Runaka last week. Mrs Hadley stated that she offered the possible option for the Performance, Policy and Partnerships Committee to hand back its delegation to Council, for this item only, for Council to consider at its meeting at the end of the month. She noted that the offer had been accepted and requested that this Committee resolve to hand the delegation back to Council.

Moved Cr Amundsen, seconded Cr Soper that the Performance, Policy and Partnerships Committee:

1. Hand the delegation back to Council to consider the item ‘Mana Whenua roles – Honorarium’.

The motion, now put, was **RESOLVED** in the affirmative.

9. **PROPOSED RIGHT OF WAY NAME IN RELATION TO THE SUBDIVISION OF 46 SUNRISE DRIVE**  
A3550304

Mr Michael Day was in attendance to speak to this report. He noted that items nine and ten of the agenda were with regard to naming rights for roads. The first was for 46 Sunrise Drive and the name put forward was Glenda Place and the second was for 17 Rannoch Street and the name put forward was Morningside Lane, and that they were consistent with the current policy with regard to naming of roads. Mr Day requested that both items be considered together.

Moved Cr Pottinger, seconded Cr Clark that the Performance, Policy and Partnerships Committee:

1. Receive the report “*Proposed Right of Way Name in Relation to the Subdivision 46 Sunrise Drive*”.
2. Agree that the proposed road be named **Glenda Place** as it is the developer’s preferred name and meets Council’s naming convention.

Discussion took place around the naming policy and when the policy was put in place. It was noted that the policy had not been reviewed in some time and that through Council, a review could be instigated, and that an option to review was being currently considered.

Further discussion took place around the lack of Māori names for roads to reflect the Māori heritage as well. It was noted that the current approach followed generic industry guidelines and that there wasn't a formal policy, as such it would be for Council to request for an introduction of a policy.

The motion, now put, was **RESOLVED** in the affirmative.

10. **PROPOSED RIGHT OF WAY NAME IN RELATION TO THE SUBDIVISION OF 17 RANNOCH STREET**  
A3556754

Moved Cr Pottinger, seconded Cr Clark and **RESOLVED** that the Performance, Policy and Partnerships Committee:

1. Receive the report "*Proposed Road Name in Relation to the Subdivision of 17 Rannoch Street*".
2. Agree that the proposed road be named **Morningside Lane** as it is the developer's preferred name and meets Council's naming convention.

11. **DISTRICT PLAN EFFECTIVENESS REPORT UPDATE**  
A3545278

Ms Trudie Hurst was in attendance to speak to this item. She noted that an effectiveness report and update about the district plan was being undertaken by Council, which would include a section on climate change matters. She also noted that if any information which may improve the district plan arose from the undertaking, Council would make some changes to the plan.

In response to a queries about timelines for the report and whether a full review of the plan was required or whether only sections of the plan could be reviewed, it was noted that the first report would be brought to Committee early next year and that full review of the plan would not be required.

Discussion took place around intensification of houses and zoning. It was noted that size of houses, urban housing, residential zoning, and alternatives to zones, urban dwelling, and tiny houses could be reviewed in the district plan.

**Note:** Mr L McKenzie joined the meeting at 3.40pm.

Moved Cr Ludlow, seconded Cr Soper that the Performance, Policy and Partnerships Committee:

1. Receive the report "District Plan Effectiveness Report Update".
2. Endorse the approach that the District Plan Effectiveness Report collates information on environmental outcomes and be developed as a tool to inform potential operational and District Plan changes.

3. Require that the District Plan Effectiveness Report includes a section that addresses Climate Change matters.

The motion, now put, was **RESOLVED** in the affirmative.

12. **COMMUNITY WELLBEING FUND REVIEW**  
A3489054

Ms Gemma Crawford and Ms Rhiannon Suter were in attendance to speak to this report. Ms Crawford noted that a workshop was recently held to discuss the first financial year of the Fund, how it was tracking and whether anything required to be reviewed.

Cr Lewis thanked the staff for their hard work and members of the Committee.

Moved Cr Lewis, seconded Cr Crackett that the Performance, Policy and Partnerships Committee:

1. Receive the report "Community Wellbeing Fund Review".
2. Note the process of reviewing the Community Wellbeing Fund.
3. Resolve to make the following amendments to the committee, criteria and scoring approach for the fund:
  - a. Add a new community representative which will be a young person, to be nominated by the Invercargill City Council Youth Council, bringing the total membership of the Community Wellbeing Fund Committee to nine (five Councillors and four community representatives).
  - b. Add a new exclusion criteria for core operational costs for health projects
  - c. Change the scoring weighting to five for economic wellbeing and fifteen for liveability.
4. Note that honorariums for a range of committees will be considered in the next triennium and options for honoraria for Community Representatives of the Community Wellbeing Fund can be considered as part of this process.
5. Adopt the amended Terms of Reference (A3561552), Grants framework (A3561535) and Grants policy (A3249063) which reflect the changes proposed above.

The motion, now put, was **RESOLVED** in the affirmative.

13. **UPDATE ON THE INVERCARGILL COMMUNITY RECREATION AND SPORTS TRUST AND ACTIVE COMMUNITIES GRANTS ADMINISTRATION**  
A3561332

Ms Rhiannon Suter was in attendance to speak to this report. She noted that this update was about progress on the process as requested by the Committee, and that the report contained all the updates.

Moved Cr Ludlow, seconded Cr Pottinger and **RESOLVED** that the Performance, Policy and Partnerships Committee:

1. Receive the report "Update on the Invercargill Community Recreation and Sports Trust and Active Communities Grants Administration".
2. Note the minutes of the Invercargill Community Recreation and Sports Trust meeting held on 10 August 2021 (A3509209).
3. Note the draft deed of gift which has been developed (A3556608).

14. **REQUEST FOR FUNDING FOR LAKES DISTRICT AIR RESCUE TRUST**  
A3559546

Ms Rhiannon Suter was in attendance to speak to this report. She noted that the report contained options for the Committee.

It was noted that at the previous Committee meeting, the recommendation had been that Council's support would be conditional on contribution and support from Southland and Gore Councils as well. The report noted that Southland and Gore Councils had indicated that they would decline the request.

Moved Cr Ludlow, seconded Cr Soper that the Performance, Policy and Partnerships Committee:

1. Receive the report "Request for Funding for Lakes District Air Rescue Trust".
2. Note the feedback on this matter received from a member of the community (A3561911).

The motion, now put, was **RESOLVED** in the affirmative.

Moved Cr Ludlow, seconded Cr Soper that recommendation three be amended to read:

3. That the request to fund be declined.

Discussion took place around recommendation three. A query was raised about when and for what the emergency funds was last used, and it was noted that the last time the funds were used for flooding. Further discussion took place around whether the funding request could be made through the Community Wellbeing Fund or through the Annual Plan process. It was noted that providing a funding away from the Community Wellbeing or through the Annual Plan process would be ad hoc, and that Council would not want to encourage ad hoc applications. It was noted that prioritisation of applications would have to be taken into consideration. It was further noted that supporting funding towards this application would be out of scope

The motion, now put, was **RESOLVED** in the affirmative.

**Note:** The motion was carried with eight votes.

**Note:** Cr Arnold, Cr Skelt, Cr Clark, and Cr Abbott voted against the motion.

**Note:** Cr Pottinger and His Worship the Mayor abstained from voting.

15. **GREAT SOUTH LETTER OF EXPECTATION**  
A3556735

Note: Mr Jeff Grant declared his interest in Great South.

Ms Rhiannon Suter was in attendance to speak to this report. She noted that this process takes place on an annual basis.

In response to a query whether potential support for i-Site was included, it was noted that it was not included and that Great South may respond at the time of Letter of Intent with an additional options for councils to consider at that time.

Moved Cr Pottinger, seconded Cr Amundsen that the Performance, Policy and Partnerships Committee:

1. Receive the report "Great South Letter of Expectation 2022/23".
2. Confirm the areas of focus which Council expects Great South to consider for 2022/23.
3. Endorse the proposed budget allocations for 2022/23 for inclusion in the Letter of Expectation.

It was noted that Covid had interrupted works which were in progress and that Council was still waiting to see recommendation and resolutions around housing, however interruption to business was recognised.

The motion, now put, was **RESOLVED** in the affirmative.

16. **ACTIVITY REPORT**  
A3552952

Moved Cr Ludlow, seconded Cr Lewis that the Performance, Policy and Partnerships Committee:

1. Receives the report "Activity Report".

It was noted that activities around activities at the library and Splash Palace were impacted by Covid.

In response to a query about alert level changes as well as wellbeing and mental health of staff, it was noted that there had been challenges on the changing alert levels and that regular workshops or toolbox tools were instigated and took place on a daily basis.

In response to a query about Council's approach on vaccination passports for people at the library and Splash Palace, it was noted that Council would follow requirements set by the Government.

The motion, now put, was **RESOLVED** in the affirmative.

17. **URGENT BUSINESS**

Nil.

18. **MAJOR LATE ITEM**

18.1. **Invercargill Central Limited - Consultation Options**

Moved Cr Ludlow, seconded Cr Pottinger that the Major Late Item, '*Invercargill Central Limited - Consultation Options*', be accepted.

19. **PUBLIC EXCLUDED SESSION**

Moved Cr Ludlow, seconded Cr Soper that the public be excluded from the following parts of the proceedings of this meeting; with the exception of the external appointees, Mr Jeff Grant and Mr Lindsay McKenzie, namely,

- (a) *Receiving of Minutes of the Public Excluded Session of the Community Wellbeing Fund Committee Held on 26 August 2021*
- (b) *Invercargill Central Limited - Consultation Options*

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the local government official information and meetings act 1987 for the passing of this resolution are as follows:

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under Section 48(1) for the passing of this resolution</b>
(a) Receiving of Minutes of the Public Excluded Session of the Community Wellbeing Fund Committee Held on 26 August 2021	<b>Section 7(2)(i)</b> Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7
(b) Invercargill Central Limited - Consultation Options	<b>Section 7(2)(i)</b> Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7

There being no further business, the meeting finished at 5.45 pm.

**MINUTES OF THE EXTRAORDINARY MEETING OF COMMUNITY WELLBEING FUND  
COMMITTEE HELD IN THE COUNCIL CHAMBER, FIRST FLOOR, CIVIC  
ADMINISTRATION BUILDING, 101 ESK STREET, INVERCARGILL AND VIA THE AUDIO  
VISUAL PLATFORM OF ZOOM, ON THURSDAY 28 OCTOBER 2021 AT 3.01 PM**

**PRESENT:** Cr G D Lewis (Chair)  
Cr R R Amundsen  
Cr R L Abbott (via Zoom platform)  
Cr A H Crackett (via Zoom platform)  
Mr N Burdon (via Zoom platform)  
Miss M Bartlett-McBride (via Zoom platform)

**IN ATTENDANCE:** Ms G Crawford – Engagement and Partnerships Officer  
Mrs T Amarasingha – Governance Support Advisor

**1. APOLOGIES**

Cr P W Kett  
Mrs A Blair

Moved Cr Lewis seconded Cr Abbott and RESOLVED that the apologies be accepted.

**2. INTEREST REGISTER**  
A3309901

Note that the administrator would change the interest register to reflect changes for Miss Bartlett-McBride and Mrs Blair.

**3. NOTES OF THE MEETING HELD ON 21 OCTOBER 2021**  
A3591909

Moved Cr Abbott, seconded Cr Lewis and RESOLVED that the notes of the meeting held on 21 October 2021 be confirmed and accepted as true and correct record.

**5. PUBLIC EXCLUDED SESSION**

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

- (a) Confirmation of Notes of the Public Excluded Session of the Community Wellbeing Fund Committee Meeting held on 21 October 2021
- (b) Deliberations and Resolutions

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

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under Section 48(1) for the passing of this resolution</b>
(a) Confirmation of Minutes of the Public Excluded Session of the Community Wellbeing Fund Committee Meeting held on 21 October 2021	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(b) Deliberations and Resolutions	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

The meeting was moved back into public at 3.17 pm.

There being no further business the meeting closed at 3.17 pm.

**NOTES OF THE MEETING OF COMMUNITY WELLBEING FUND COMMITTEE HELD IN  
THE COUNCIL CHAMBER, FIRST FLOOR, CIVIC ADMINISTRATION BUILDING, 101  
ESK STREET, INVERCARGILL, ON THURSDAY 21 OCTOBER 2021 AT 1.30 PM**

**PRESENT:** Cr G D Lewis (Chair)  
Cr R L Abbott  
Cr R R Amundsen  
Mr N Burdon  
Mrs A Blair  
Miss M Bartlett-McBride

**IN ATTENDANCE:** Ms G Crawford – Engagement and Partnerships Officer  
Mrs T Amarasingha – Governance Support Advisor

Note: The meeting did not reach quorum.

**1. APOLOGIES**

Cr P W Kett  
Cr A H Crackett

Moved Cr Lewis, seconded Cr Abbott and RESOLVED that the apologies be accepted.

**2. INTEREST REGISTER**  
A3309901

Mrs Blair and Miss Bartlett-McBride updated their interests.

**3. MINUTES OF THE MEETING HELD on 26 AUGUST 2021**  
A3521816

Moved Cr Lewis, seconded Cr Amundsen and RESOLVED that the minutes of the meeting held on 26 August 2021 be confirmed.

**4. FINANCIAL REPORT**  
A3578792

Ms Crawford spoke to the report.

Moved Mr Burdon, seconded Cr Abbott and RESOLVED that the financial report for the eleven months ended 30 September 2021 be received.

**5. PUBLIC EXCLUDED SESSION**

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

(a) Confirmation of Minutes of the Public Excluded Session of the Community

A3591909

Wellbeing Fund Committee Meeting held on 26 August 2021

- (b) Accountability Report 1 - Southland Motorcycle Club - Burt Munro Challenge
- (c) Accountability Report 2 - Southland Christmas Parade - Float Storage
- (d) Accountability Report 3 - Invercargill Musical Theatre Incorporated - Les Miserable
- (e) Accountability Report 4 - Southland Community Nursery - Outside the Classroom Educator
- (f) Correspondence
- (g) Summary of Incoming Applications
- (h) Scoring of Applications
- (i) Hearing Timetable
- (j) Funding Application 3 - People First NZ - Invercargill People First Group
- (k) Funding Application 1 - Jubilee SuperGrans - Lifeskills Workshop
- (l) Funding Application 4 - Adventure Development - Capability Extension
- (m) Funding Application 5 - Otatara Landcare Group - Pigeon Post
- (n) Funding Application 7 - Love Local - Website Development
- (o) Funding Application 10 - The Wanda Foundation - Waste Free Wanda Schools Tour
- (p) Funding Application 12 - Southland Motorcycle Club - Burt Munro Challenge 2022
- (q) Funding Application 13 - ChatBus South Trust - Counselling For Children
- (r) Funding Application 2 - Loss and Grief Support Trust - Loss and Grief Centre Operating Costs
- (s) Funding Application 6 - Southland Christmas Parade - Storage Facility
- (t) Funding Application 8 - Foveaux Pearls - 30th National Leisure Marching Event
- (u) Funding Application 9 - Athletics Southland - 2022 South Island Colgate Games
- (v) Funding Application 11 - KiwiHarvest - Invercargill Branch Set Up
- (w) Deliberations and Resolutions

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

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under Section 48(1) for the passing of this resolution</b>
(a) Confirmation of Minutes of the Public Excluded Session of the Community Wellbeing Fund Committee Meeting held on 26 August 2021	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(b) Accountability Report 1 - Southland Motorcycle Club - Burt Munro Challenge	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good

		disadvantage, negotiations (including commercial and industrial negotiations).	reason for withholding would exist under Section 7.
(c)	Accountability Report 2 - Southland Christmas Parade - Float Storage	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(d)	Accountability Report 3 - Invercargill Musical Theatre Incorporated - Les Miserable	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(e)	Accountability Report 4 - Southland Community Nursery - Outside the Classroom Educator	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(f)	Correspondence	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(g)	Summary of Incoming Applications	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

(h) Scoring of Applications	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(i) Hearing Timetable	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(j) Funding Application 3 - People First NZ - Invercargill People First Group	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(k) Funding Application 1 - Jubilee SuperGrans - Lifeskills Workshop	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(l) Funding Application 4 - Adventure Development - Capability Extension	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(m) Funding Application 5 - Otatara Landcare Group - Pigeon Post	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

		commercial and industrial negotiations).
(n) Funding Application 7 - Love Local - Website Development	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(o) Funding Application 10 - The Wanda Foundation - Waste Free Wanda Schools Tour	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(p) Funding Application 12 - Southland Motorcycle Club - Burt Munro Challenge 2022	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(q) Funding Application 13 - ChatBus South Trust - Counselling For Children	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(r) Funding Application 2 - Loss and Grief Support Trust - Loss and Grief Centre Operating Costs	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(s) Funding Application 6 - Southland Christmas Parade - Storage Facility	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on,	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of

	without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	information for which good reason for withholding would exist under Section 7.
(t) Funding Application 8 - Foveaux Pearls - 30th National Leisure Marching Event	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(u) Funding Application 9 - Athletics Southland - 2022 South Island Colgate Games	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(v) Funding Application 11 - KiwiHarvest - Invercargill Branch Set Up	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
(w) Deliberations and Resolutions	<b>Section 7(2)(i)</b> To enable any local organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

The meeting was moved back into public at 4.18 pm.

There being no further business the meeting closed at 4.18 pm.

# BLUFF MOTUPŌHUE TOURISM MASTERPLAN

**To:** Performance, Policy and Partnerships Committee

**Meeting Date:** Tuesday 9 November 2021

**From:** Rhiannon Suter, Manager – Strategy and Policy

**Approved:** Michael Day - Group Manager - Finance and Assurance

**Approved Date:** Wednesday 3 November 2021

**Open Agenda:** Yes

**Public Excluded Agenda:** No

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## Purpose and Summary

This report provides the Bluff Motūpohue Tourism Masterplan for endorsement by the Committee.

## Recommendations

That the Performance, Policy and Partnerships Committee:

1. Receive the report "Bluff Motūpohue Tourism Masterplan"
2. Endorse the Bluff Motūpohue Tourism Masterplan (A3566966)

## Background

Great South has worked with Council, the Awarua Runanga and a range of other stakeholders to develop the Bluff Tourism Motupōhue Masterplan. Following community consultation undertaken by Great South, the Bluff Community Board provided their feedback and the Performance, Policy and Partnerships Committee agreed that a working group of Council (including representatives from the Bluff Community Board), Awarua Runanga and Great South would use the feedback to produce a final version of the Masterplan for adoption.

## The Bluff Motupōhue Tourism Masterplan

The working group has met three times and discussed the community feedback, the priority of the proposed projects and providing information on implementation. As a result, the final version of the Bluff Motupōhue Tourism Masterplan is provided ahead of adoption by the Performance, Policy and Partnership Committee.

The working group noted that the feedback on the plan was very positive and that as a result only limited changes were needed.

The main changes made to the plan are that the community gave strong messages that they did not want the location of the Bluff sign moved. As a result the location of the Gateway entrance hub has been moved to reflect the existing location of the sign.

Some projects were believed to be less feasible or lower priority such as the heritage trail amongst the industrial storage units on the waterfront and a temporary kiosk at Stirling Point. More general options around heritage which align more with community priorities have been noted.

The Bluff Community Board have been added to the primary stakeholder page on the inside front cover.

A range of other small changes have been made to the plan, such as updating project details which have changed, updating photos and fixing grammatical errors.

The Bluff Community Board have received the Masterplan and recommended it to Council for endorsement. The Masterplan is now ready to be endorsed by the Performance, Policy and Partnerships Committee.

## **Next Steps**

Alongside the plan a separate implementation plan will be provided which will report on progress against the plan. This progress report is expected to be available before the end of 2021.

The Implementation Plan will be a summary document providing status updates on the 24 transformational concepts, projects and staging instead of identifying a priority list.

The working group has identified that some projects directly complement one another and naturally fit together as a bundle and that there is a natural order to the projects as they provide the foundation or building block opportunities for future projects and concepts.

The group have identified that while some projects are of a higher priority, they are also long term.

This status approach will show whether a project is in progress, initial investigation is underway or they are a future focus.

## **Attachments**

Bluff Motūpohue Tourism Masterplan (A3566966)

# BLUFF MOTUPŌHUE

## 2020 TOURISM MASTER PLAN



# “Tārere ki whenua uta” Swing the waka towards the shore

The great Māori explorer Tamatea was said to have made this command from his waka Tākitimu, as he sailed along the coast, past what we now call Bluff.

He wished to see the wonders of this beautiful place.

Working together we can offer visitors to our place a wonderful experience.



**Sir Tipene O'Reagan**  
Upoko  
Te Rūnaka o Awarua



**Dean Whaanga**  
Kaiwhakahaere/Chair  
Te Rūnaka o Awarua



**Ian Collier**  
Chair  
Great South



**Sir Tim Shadbolt**  
Mayor  
Invercargill City Council



**Ray Fife**  
Chair  
Bluff Community Board



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# CONTEXT

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## Overview

Great South has facilitated the development of this Tourism Master Plan which provides concepts for the future development of Bluff as a jewel in the crown of the Southland region.

The need for this project was determined as a priority outcome in the recently launched Southland Murihiku Destination Strategy which aligns with the New Zealand Aotearoa Government Tourism Strategy. This regional framework recognised the strategic importance of Bluff and its potential to be a vibrant hub for the local community first and foremost, as well as for its visitors.

The ultimate aim of this Master Plan is to transform and revitalise Bluff to make it a more attractive place to live, work, play, visit and invest in.

This document has been informed by research, analysis and consultation with local community groups and residents, organisations, businesses and government agencies. It reflects a valued partnership with Awarua Rūnaka and will be used to guide the revitalisation of the area over the next 20 years.

## The Process

The Master Plan is the culmination of a series of steps illustrated in the figure below, jointly undertaken by Stafford Strategy consultants initially and Great South in its latter stages.





## About Bluff/Motupōhue

Bluff is a historic town and commercial seaport situated within the Southland region and is the South Island's southernmost settlement. Today an estimated 1,800 people reside in the Bluff area which is administered by the Invercargill City Council and is located approximately 30km by road from the Invercargill city centre business area.

Bluff is home to the port of Bluff which is operated by South Port New Zealand Limited and which moves approximately 2.2 million tonnes of cargo each year. Visible from Bluff is the Tiwai Point aluminium smelter operated by New Zealand Aluminium Smelters Limited, which is majority owned by Rio Tinto.

The Māori name for the Bluff peninsula is Motupōhue; motu – because of its island-like appearance from the sea; and pōhue because of the white convolvulus that flowers in the forest.

Bluff is dominated by Bluff Hill/Motupōhue (standing at 265 m (870 ft)), which provides shelter from the southerly winds. Bluff Hill/Motupōhue holds a special place in Ngāi Tahu history and is acknowledged in the Ngāi Tahu Claims Settlement Act 1998 as a Tōpuni.

In 2000, a newly constructed track was named Tōpuni Track while another was named Millennium Track. The legislative concept of Tōpuni comes from rangatira (chiefs) extending their mana (power and authority) over places or people by laying their tōpuni (a prestigious form of cloak) over them. The metaphorical cloak laid over Motupōhue symbolises the tribe's commitment to conservation and ensures its values are put into practise in the management of Bluff Hill/Motupōhue.

Te Rūnaka o Awarua - 1 of 18 constituent members of Te Rūnanga o Ngāi Tahu – is located within the town's Te Rau Aroha Marae complex, the world's southern-most marae.

## History

Bluff was an important site of cross-cultural encounter in the first half of the nineteenth century and is home to a relatively large and resilient Ngāi Tahu community today. European and American sealers, whalers, and traders lived and worked with Ngāi Tahu communities around the Foveaux Strait region from about 1800. Some of

these people were based at Bluff from the mid-1830s when shore-whaling was established there.

While the port was not a permanent settlement until that time, the surrounding area served a variety of functions for Ngāi Tahu. The main settlement in the area between the 1820s and 1840s was Ruapuke Island, which with seven villages, was the base of the preeminent Ngāi Tahu chief, Tūhāwaiki. Smaller Ngāi Tahu settlements were scattered along the Southland coast, including villages at Ocean Beach, and Ōmāui and Oue on what is now known as the New River Estuary.

Europeans arrived in Bluff sooner than in many other parts of New Zealand. The first record of a boat entering Bluff Harbour was in 1813 when a Sydney expedition investigated the extent and quality of harakeke (flax). Whalers referred to the summit of Motupōhue as The Bluff, and this gave the harbour and adjacent littoral settlement its name on the pre-colonial frontier.

The colonial-era town was officially known as Campbelltown between 1856 and 1917, after which the borough, established in 1878, was officially named Bluff.

## Tourism

Bluff welcomes a significant number of visitors each year, however their length of stay is often short which presents opportunities and is a focus of this Tourism Master Plan.

Bluff is a popular visitor destination attracting visitors for a variety of reasons. Its rich history and culture is represented with various attractions including the Bluff Maritime Museum which contains an extensive collection of models, boats, artefacts, displays, a working triple expansion engine and a full sized oyster boat, the Monica.

The most-photographed spot in Bluff is the famous signpost at Stirling Point, which is a highlight for any visitor to the South. The signpost points out distances to major cities around the world and marks the beginning of State Highway 1, New Zealand's main highway which traverses the whole length of the country all the way to Cape Reinga in the far north.

Stirling Point is also the end or start point for New Zealand's official walking track Te Araroa Trail. This 3,000km route stretches to Cape Reinga in the north and takes in spectacular New Zealand

landscapes from beaches to volcanoes to forests to cities.

Aside from Stirling Point, the town is probably best known for its iconic and world renown "Bluff Oyster". Each May the Bluff Oyster Festival is held; this event is a consistent sell-out with the festival itself being one of Southland's most recognisable brands. While the oyster story is often a focus, Bluff is also known for its abundance of a wide variety of seafood/kaimoana. More fish and shellfish are landed here than any other New Zealand port and other such delicacies include blue cod, crayfish, mussels, kina (sea urchin) and pāua (abalone). Tītī (muttonbirds) are also exclusively harvested from three dozen islands south of Bluff by Kāi Tahu every autumn.

Bluff has scenic reserves and public conservation land which are managed for preserving as far as possible, the natural state of native flora and fauna, while allowing public access for recreational activities. This means that Bluff offers many short walks and mountain biking tracks, both bush and coastal, that showcase the stunning scenery and views. This is balanced alongside significant predator free initiatives which not only contribute to environmental

outcomes, but support economic, social and cultural outcomes for the community in Bluff and beyond. These are of interest to a growing number of socially and environmentally aware visitors.

Bluff is closely aligned with Stewart Island/Rakiura in more ways than just providing the terminus for the twice-daily ferry service which runs across Foveaux Strait.

This is an important service for locals as well as visitors. A chain sculpture at Stirling Point symbolises the Māori legend where demi-god Māui used "Te Waka a Māui" (the South Island) as his canoe which he anchored to Rakiura (Stewart Island); therefore a similar chain sculpture can be found at Lee Bay, Rakiura representing the other end of the chain.

The Southland Murihiku Destination Strategy identified significant potential for Bluff to benefit more from the opportunities tourism presents. Similar to the rest of Southland, this was linked to encouraging visitors to stay longer and spend more by providing products and experiences which fit with the people and place. These would also showcase the unique and compelling aspects of this destination.



# STUDY AREA

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## OUTLINING THE STUDY AREA

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The Tourism Master Plan applies to the study area shown in this map. It covers the entire SA2 (statistical local area) of Bluff which covers 11.6 square kilometres.

### KEY

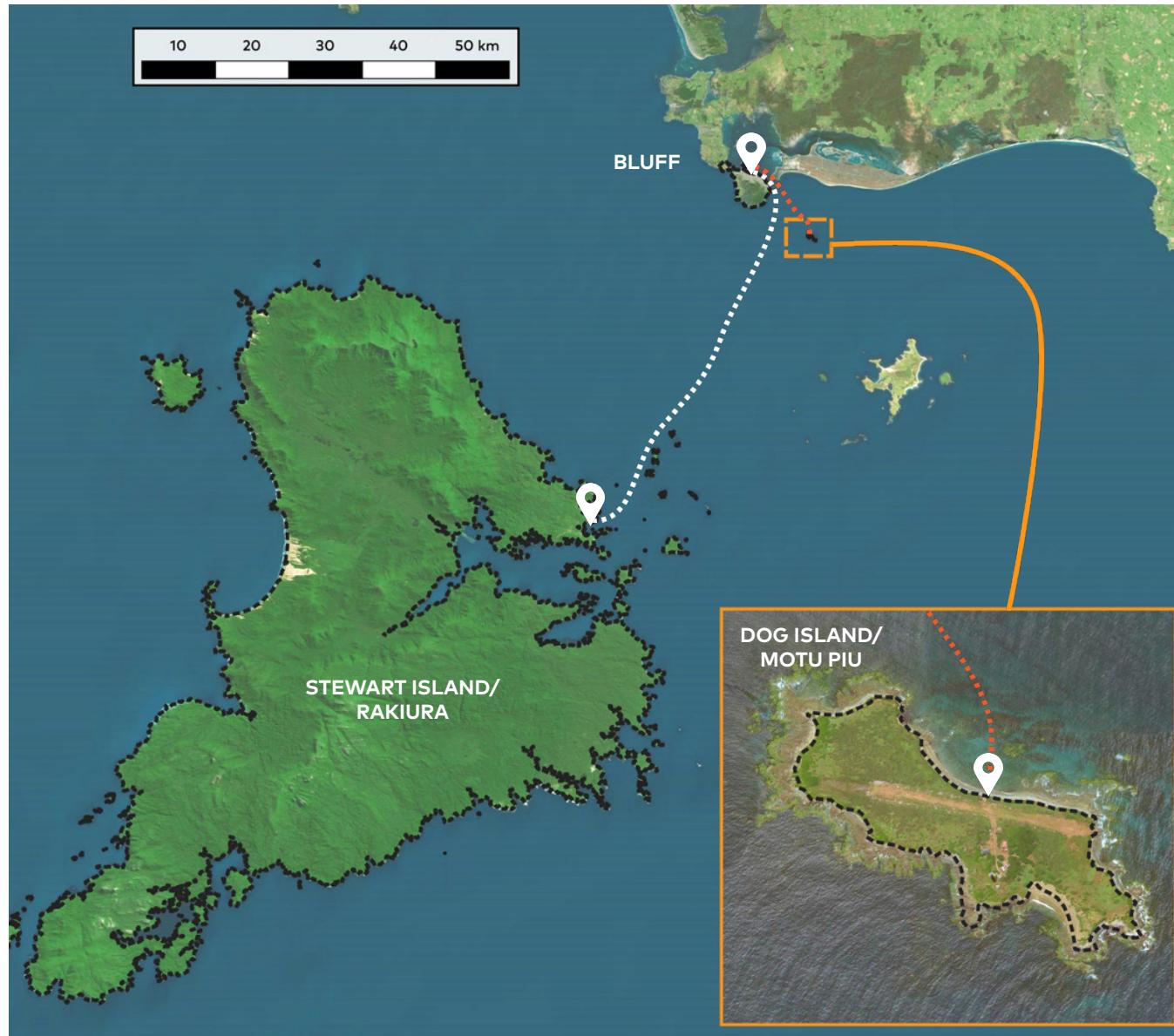
■■■ Study area boundary

|||| Existing Rail Line

DOC Conservation Estate







## THE STUDY AREA AND CONNECTIVITY

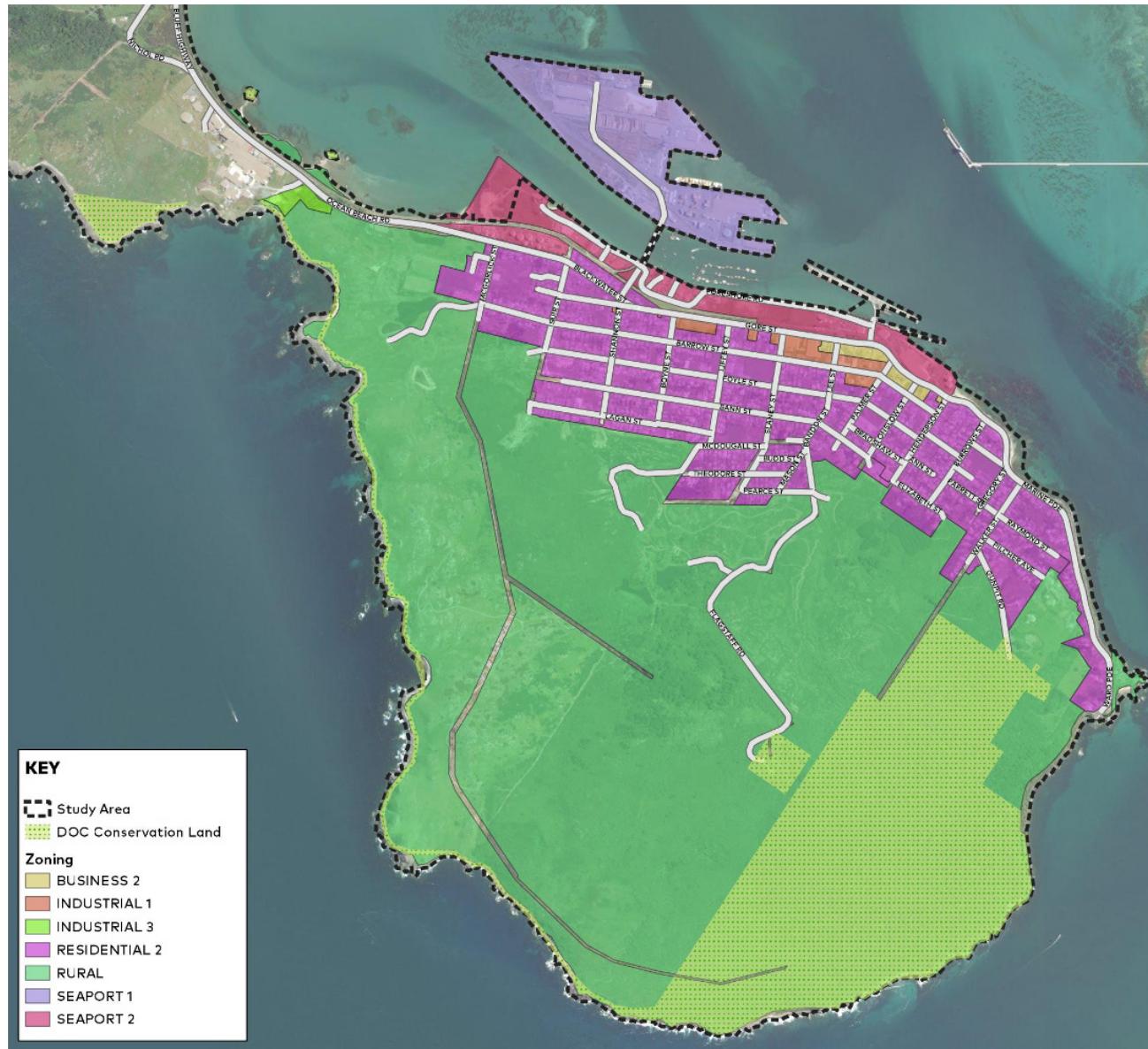
The Tourism Master Plan has also taken into consideration the surrounding islands, including Dog Island/Motu Piu and Stewart Island/Rakiura. Bluff provides essential connectivity to these destinations.

There are plans for Dog Island/Motu Piu, to be developed for both environmental and tourism purposes and Stewart Island/Rakiura is also keen to expand its tourism offering in a sustainable and carefully managed way.

Bluff has an essential role to play in sustainable tourism growth for both islands including biosecurity considerations relating to predator free initiatives.

# SPATIAL MAPPING

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## LAND ZONING (DISTRICT PLAN)

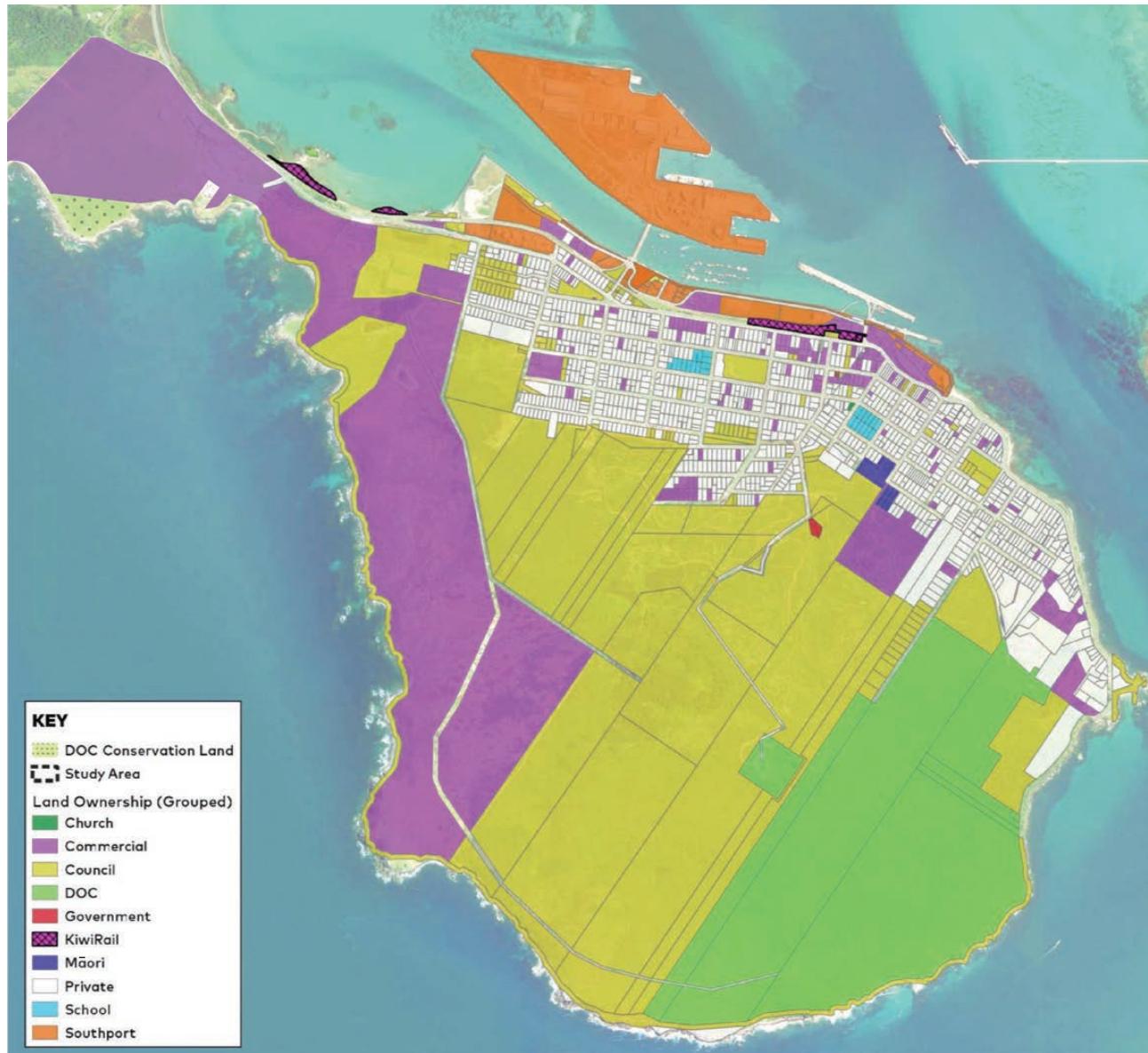
This figure demonstrates land zones as per the current Invercargill District Plan for the Bluff area.

The majority of land parcels within Bluff are zoned either Rural or Residential 2. There are small pockets of Industrial 1 and Business 2 zones along the southern side of Gore Street. Department of Conservation (DOC) Estate comprises approximately 1/5th of land in Bluff.

Stirling Point, which is a key tourist hub within Bluff, is currently zoned Rural, with the restaurant and hotel facilities on the western side of the site being zoned Residential 2.

Ocean Beach is currently zoned heavy industrial and the owners are considering applying to change this to a zone of mixed use. Please note that DOC and ICC also own the foreshore of this area.

This Tourism Master Plan may offer a timely opportunity to reassess zoning of areas to help activate various tourism and recreational uses.



## LAND OWNERSHIP

Land ownership (demonstrated in the accompanying figure) has been grouped to offer anonymity, particularly for private land holders. It demonstrates the following:

- A large proportion of Bluff's land parcels are owned by Invercargill City Council, particularly those sites that fall within the Rural zone.
- Private land parcels are largely situated within the Residential 2 zone and primarily comprise of single dwelling houses.
- South Port is a major landholder along the northern coastline of Bluff.
- Bluff Hill/Motupōhue is administered partly by DOC (the Lookout and Public Conservation Land) and the surrounding land is owned by Invercargill City Council.
- Many landowners have development planned, some of which is tourism related. There is an opportunity to integrate and align where practical and possible.



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# THE VISION

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The community's vision builds on the tribal philosophy of Te Rūnanga o Ngāi Tahu: "Mō tātou, ā, mō kā uri ā muri ake nei" – for us and our children after us.

It was agreed after a series of community workshops that the vision for the community could be:

*"A thriving place to live, work and visit for us and our children after us"*

If one adds in a commercial sector perspective this could be:

*"The economic vitality of Bluff will encourage existing businesses to expand and new businesses to locate to Bluff"*

If one includes DOC and other government agencies this could be:

*"Bluff is recognised as one of the most economic and environmentally sustainable communities nationally"*

An amalgam of the above offers a vision for Bluff, being:

*"A special place, that connects the community and visitors with the landscape, our marine environment and our visitor economy, within a culture of respect, safety and care."*

Photo supplied by: Erica Sinclair, Te Whānau-ā-Apanui

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# THE TOURISM MASTER PLAN

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The Tourism Master Plan is at concept level only. It deliberately isn't at a detailed design stage as many projects are still only concepts, subject to feasibility studies and business plans to verify their viability and scale.

Specific sites for various development project elements are still fluid, so only general areas are indicated at this concept stage within the mapping.

Some of the project concepts were identified within the recent Southland Murihiku Destination Strategy, and reflect new visitor experiences to help grow visitation, visitor yield and length of stay in Southland.

Some of the projects reflect community stakeholder aspirations as identified in previous community plans for Bluff, particularly in relation to improved recreational facilities.

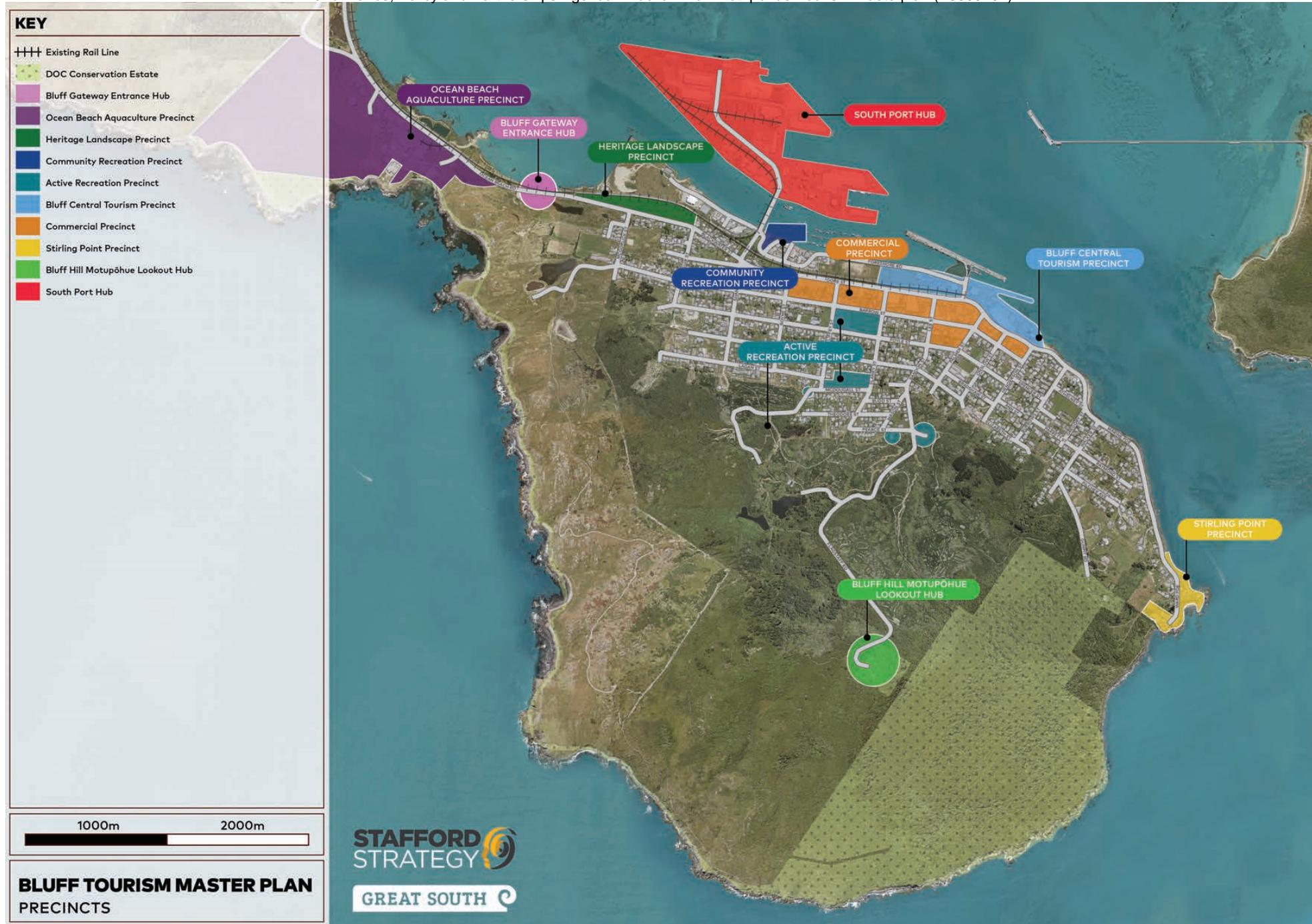
This Tourism Master Plan is deliberately not text heavy, but rather a visual representation of what is being considered in various areas within Bluff. This is to allow stakeholders to consider all the various possible project elements within their proximity to other designated tourism hubs and precincts. This will also enable better understanding of the need to cluster tourism and recreational elements together where possible to help them leverage off one another and to consolidate infrastructure.

The visual representation also allows stakeholders to see the myriad of different land ownerships, to better understand the different visions and commercial/community requirements of key stakeholders, and to better understand the challenges of trying to find workable solutions for improved access and connectivity between these.

**There are eleven hubs or precincts identified in this Tourism Master Plan:**

1. Bluff Gateway Entrance Hub
2. Ocean Beach Aquaculture Precinct
3. Heritage Landscape Precinct
4. Community Recreation Precinct
5. Active Recreation Precinct
6. Bluff Central Tourism Precinct
7. Commercial Precinct
8. Stirling Point Precinct
9. Bluff Hill/Motupōhue Lookout Hub
10. South Port Hub
11. Wider Bluff Area

Each hub is connected by infrastructure such as roading as well as cycling and walking trails and these connections need to be further explored.





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# ABOUT THE CONCEPTS PRECINCTS AND HUBS

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## **Bluff Gateway Entrance Hub**

This hub proposes significant landscaping and signage to create a strong sense of arrival into Bluff. The current location, situated in close proximity to Ocean Beach, aims to provide a gateway entrance which reflects the marine related focus of Bluff and its unique history and heritage. This is hoped to evoke interest and excitement from visitors and a strong sense of pride from locals.

## **Ocean Beach Aquaculture Precinct**

The team at Ocean Beach have a vision to create New Zealand's foremost land-based aquaculture park. As part of this vision they are looking to partner with industry to create world class hatcheries and grow-out facilities for finfish, shellfish and sea weed. In future there will be aquaculture tours as well as artisan retail and hospitality venues showcasing Southland arts, crafts and produce on the site. Ocean Beach have specifically partnered with the Southern Pioneers Food Hub to create a Southland food manufacture and show case destination. There will be an obvious

focus on seafood but there will also be a broad range of Southland foods available to taste and purchase. The Ocean Beach team are also working through improving the connection of Te Araroa Trail, coastal walkway and Motupōhue walking and cycling trails to Stirling Point and Bluff.

## **Heritage Landscape Precinct**

This is a gateway precinct into Bluff and provides the potential for public art and harbour edge connectivity. It should be well landscaped and provide an attractive area for locals and visitors to evoke a strong sense of local pride.

Te Araroa Walking Trail traverses through or beside this area so should be included and there is an option of community swimming access being located here near the Awarua Rowing Club.

## **Community Recreation Precinct**

This is a dedicated precinct to help meet the needs of locals first and foremost. Its purpose is to provide a safe and easy link to the water for swimming and recreational activities including an improved boat ramp and a renewed indoor community swimming pool. The

area could consist of a dedicated public event space if the Maritime Museum were ever to relocate.

## **Active Recreation Precinct**

The vision is to create a precinct where people interested in exploring Bluff's outdoor environment (with a focus on mountain biking and running/walking) can visit to learn more and enjoy what is on offer. There is a need to carefully develop this precinct in a way that does not impact on the biodiversity enhancement work progressing on Bluff Hill and surrounds. The local sports amenities (including the Bluff Pool) complement the offering in this area.

## **Bluff Central Tourism Precinct**

This is the primary visitor hub in Bluff. It provides the ferry link to Stewart Island/Rakiura and could contain a variety of tourism related visitor attractions, facilities, amenities and services. Over time it will develop, creating a visitor focussed hub with various experiences, many of which can be clustered together. Its location is close to the commercial precinct for easy access to shops, cafes etc which is important.

## Commercial Precinct

The commercial precinct aims to provide sufficient space for future commercial growth to support the local community, its businesses and the visitor economy. The purpose of the commercial precinct is to ensure that commercial ventures can be clustered together, to leverage off one another and to help improve connectivity between commercial businesses and related events.

## Stirling Point Precinct

Stirling Point is a significant site being the end of Te Araroa Trail, the location of the famous "Bluff Signpost" as well as dispersal point for many walking trails. This precinct aims to improve the visitor experience particularly during peak season periods when parking is challenging and pedestrian movements are constrained. It suggests the potential for a "Park and Ride" service from the Bluff Central Tourism Precinct car park to Stirling Point to help reduce parking congestion, improve safety and create better walking trail links for local users in particular.

## Bluff Hill/Motupōhue Lookout Hub

It is proposed to enhance the existing road to the top of Bluff Hill/Motupōhue with a small attractive cluster of activities potentially including an expanded parking facility, star gazing experience (with a focus on Aurora Australis etc) and a pouwhenua or "Taurapa" stern post.

The strong cultural significance of Bluff Hill/Motupōhue with its Tōpuni status, underpins all suggested concepts. This hub also acknowledges that Bluff is the starting point for any journey north through New Zealand and as such the symbolic positioning of a pouwhenua at the summit will strengthen and recognise the important spiritual connection of mana whenua to the land and this will assist travellers on their journey north.

There is a need to carefully develop this hub in a way that does not impact on the biodiversity enhancement work progressing on Bluff Hill/Motupōhue and surrounds and in particular, the Predator Free Bluff initiative. A number of walking tracks can also be accessed from this hub connecting to other hubs within Bluff.

## South Port Hub

The South Port hub recognises the significant operational requirements of the port and the need to maintain a safe and effective separation between port activity and non port related vehicle and pedestrian movements.

The port needs to retain flexibility to enable changes to port activity and shipping over time. It also has the potential for tourism activity to become a more dominant element of the hub over time if desired. Its strategic location also allows it to effectively link to the Bluff Central Tourism Precinct and Community Recreation Precinct.

## Wider Bluff Area

It is important that the connectivity between Bluff and surrounding areas and their projects is considered. This includes the Bluff to Invercargill cycle trail, Te Araroa Walking Trail and other Awarua, Waituna, Catlins and Ōmāui projects. Bluff also remains an essential gateway to various islands including Stewart Island/Rakiura and as such there are also important biosecurity and accessibility considerations.



Photo supplied by: South Sea Spray

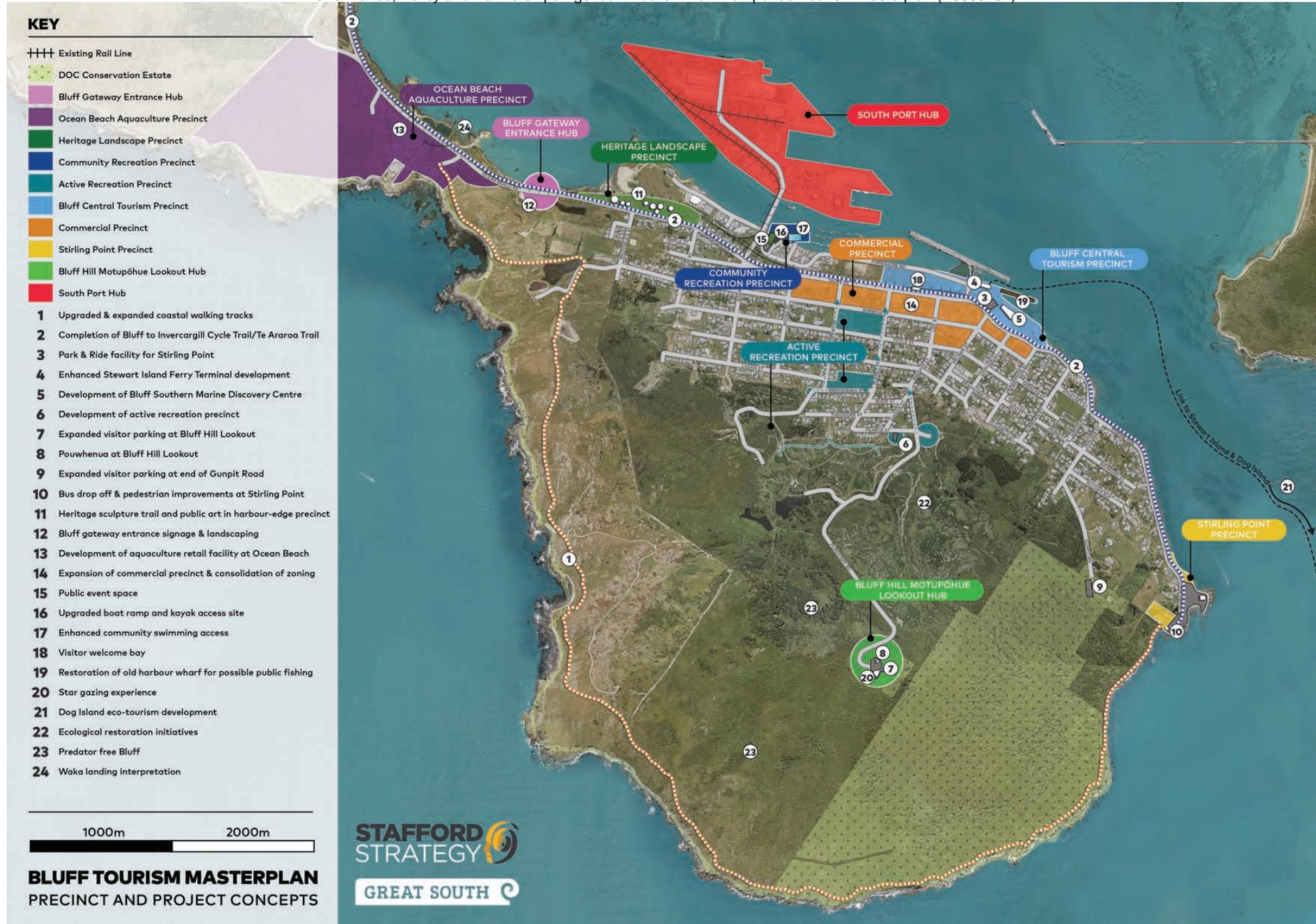
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# TRANSFORMATIVE CONCEPTS PROJECTS AND STAGING

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1. **Upgraded and expanded coastal walking tracks**, extending from Stirling Point through to the Ocean Beach Aquaculture Precinct.
2. **Completion of the Bluff to Invercargill cycle trail/Te Araroa trail** running from Stirling Point through to Invercargill.
3. **Park and Ride facility for Stirling Point** to future-proof the precinct and manage capacity issues, including parking facilities and a bus drop off/pick up bay within the Bluff Central Tourism Precinct.
4. **Enhanced Stewart Island Ferry Terminal development**, including adding Bluff tourism product experiences, to create a more memorable regional stay and stimulate higher visitor spend.
5. **Development of the Bluff Southern Marine Discovery Centre** which includes the suggestion of relocating the existing Maritime Museum, to add a new experience with a focus on the marine life in Foveaux Strait and the marine industry that relies on this.
6. **Development of an Active Recreation Precinct** by reinventing existing facilities into an active recreation hub, including improved carparking facilities at the mountain bike access point. This could be achieved through rebranding, and profiling of existing facility offerings and refurbishments/facility enhancements.
7. **Expanded visitor parking at Bluff Hill/Motupōhue Lookout** to improve access and vehicle flow.
8. **Pouwhenua at Bluff Hill/Motupōhue Lookout** which aims to position Bluff as the starting point for a journey up through New Zealand and to guide experiences throughout the wider Southland Murihiku region.
9. **Expanded visitor parking at the end of Gunpit Road** along with improved signage to direct visitors walking down to Stirling Point and around the Bluff Headland.
10. **Bus drop off and pedestrian improvements at Stirling Point** to cater for the park and ride shuttle as well as limiting car parking at Stirling Point and walking path improvements to add to pedestrian safety and the quality of the experience.
11. **Heritage sculpture trail and public art in harbour-edge precinct** to activate and beautify the Heritage Landscape Precinct and to visually tell the history of Bluff.
12. **Bluff gateway entrance signage and landscaping** creating a stronger point of entry and sense of arrival into Bluff.
13. **Development of an aquaculture retail facility at Ocean Beach** being part of a major marine harvesting and wholesale commercial facility to position Bluff as the seafood capital of New Zealand.

14. **Enhancement of commercial precinct and possible consolidation of zoning** to offer future proofing to meet ongoing demand and to encourage the clustering of commercial activity together.
15. **Public event space** to be developed if the Maritime Museum relocates to the Bluff Central Tourism Precinct.
16. **Upgraded boat ramp and kayak access site** for improved public use and access to the water.
17. **Potential for enhanced community swimming access** to be considered for public use and safe access to the water.
18. **Visitor welcome bay** to provide visitor information about Bluff including an information kiosk.
19. **Restoration of old harbour wharf for possible public fishing** under the proviso that this will avoid any conflict with commercial port activity and related safety concerns.
20. **Star gazing experience** at Bluff Hill/Motupōhue Lookout to enhance viewing opportunities of the Aurora Australis and solar events, and tell the cultural significance of the skies to mana whenua.
21. **Dog Island/Motu Piu eco-tourism development** which may offer a variety of eco tours and experiences including that of having New Zealand's tallest lighthouse.
22. **Ecological restoration initiatives** including removal of pest plants, planting of native revegetation, and ongoing monitoring and maintenance
23. **Predator free Bluff** is the cornerstone of a large landscape project, envisioned by the Predator Free Southland partnership initiative, among agencies and iwi, that aims to progress the region towards PF2050 goals. It builds on a 10-year commitment from the Bluff Hill/Motupōhue Environmental Trust and aims to eliminate introduced predators to provide a safe habitat for native species on the hill. It is also an essential component of providing biosecurity for other predator free initiatives on Stewart Island/Rakiura and the Sub Antarctic Islands.
24. **Waka landing interpretation** aims to tell the story of the great Māori explorer Tamatea in his waka Tākitimu, as he sailed along the coast, past what we now call Bluff.





# BLUFF GATEWAY ENTRANCE HUB CONCEPTS

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The vision for the gateway entrance hub is to create a clear sense of arrival into Bluff, evoking interest and excitement from visitors and a strong sense of pride from locals.



## Stakeholders

The driver of this hub development needs to be the local community and in particular, the Bluff 2024 group who currently look after the welcome signage. This will be with the support of Council and other stakeholders and in alignment with the Ocean Beach Aquaculture Precinct.

## Description

This hub proposes significant landscaping and signage to create a strong sense of arrival into Bluff. The current location, situated in close proximity to Ocean Beach, aims to provide a gateway entrance that reflects the marine related focus of Bluff and its unique history and heritage.

## Implementation and Timing

There needs to be consideration that if people are encouraged to stop here, that the area can manage this (e.g. safe parking, possible lower speed zone).

The Bluff to Invercargill Cycle Trail is currently being constructed and will be completed in 2021.





# OCEAN BEACH AQUACULTURE PRECINCT CONCEPTS

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The vision for Ocean Beach is to create New Zealand's foremost land-based aquaculture park with first class facilities, which is a major driver of visitation to Bluff.



## Stakeholders

The key driver of this precinct's development will be the operating company and team at Ocean Beach with strong support from the local community, Government and other stakeholders. The Waka landing interpretation project will be developed by Awarua Rūnaka and relevant landowners, the Department of Conservation, Council and other stakeholders will be involved in walking and cycle trail developments.

## Description

The developers of the Ocean Beach site intend to create a world-class hatchery, wholesale and retail facility to showcase regional seafood. This aquaculture precinct may also provide for extended walking and cycling trails around the Bluff headland to benefit locals and visitors.

It is noted that there are other initiatives in this Ocean Beach vicinity linked to DOC and Awarua Rūnaka that would also need to be considered.

## Implementation and Timing

The rejuvenation of Ocean Beach as New Zealand's foremost land-based aquaculture centre is well underway. The New Zealand Abalone Company has established itself on site, farming pāua, and a number of other exciting Aquaculture ventures are proposed for the site over the coming years. A food innovation hub connected to the coastal walkway to Stirling Point and aquaculture tours are also proposed for completion prior to Bluff's 200 year anniversary in 2024.





# HERITAGE LANDSCAPE PRECINCT CONCEPTS

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The vision is to create a quality outdoor art and heritage experience that engenders much community pride.



## Stakeholders

The Bluff community need to drive this project - in particular the Bluff Community Board - alongside other organisations operating in this area (e.g. Mobil, Te Araroa Trails Trust, Awarua Rowing Club etc).

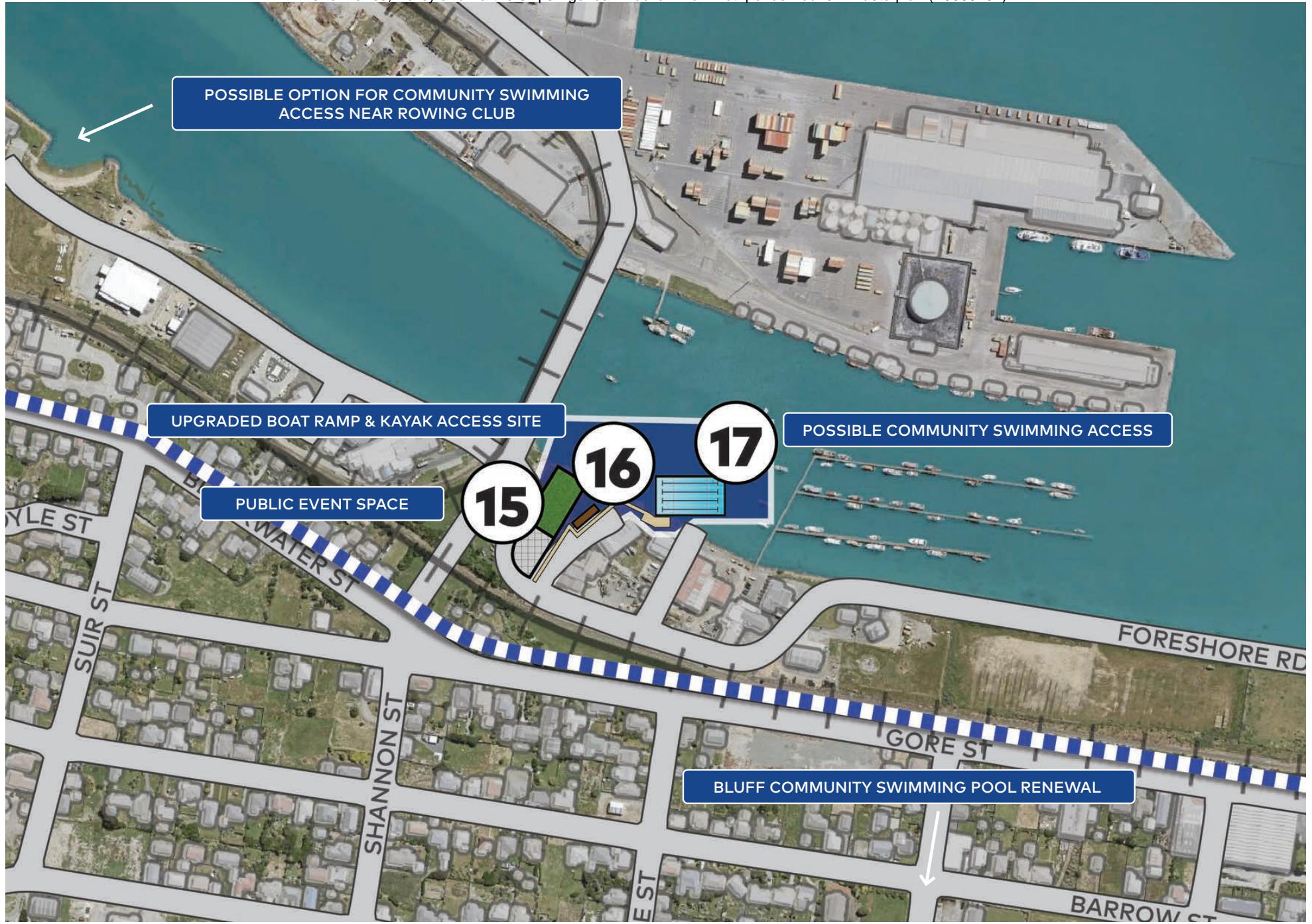
## Description

This is a gateway precinct into Bluff and provides the potential for public art and harbour edge connectivity. It should be well landscaped and provide an attractive area for locals and visitors to evoke a strong sense of local pride. Te Araroa Walking Trail traverses through or beside this area, so should be included, and there is an option of community swimming access being located here near the Awarua Rowing Club.

## Implementation and Timing

Further investigation into the opportunities associated with this precinct, including defining the final location of any public art, is required in the first instance - before timing can be considered.

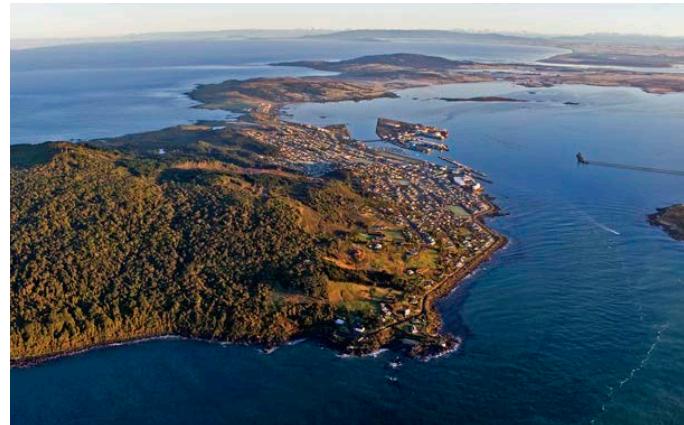




# COMMUNITY RECREATION PRECINCT CONCEPTS

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The vision is to create a highly attractive precinct for residents' local recreational use, with a focus on accessing the harbour.



## Stakeholders

The Bluff community need to drive this project - in particular the Bluff Indoor Pool Trust and Bluff Community Board - alongside other organisations who operate within, or use this area.

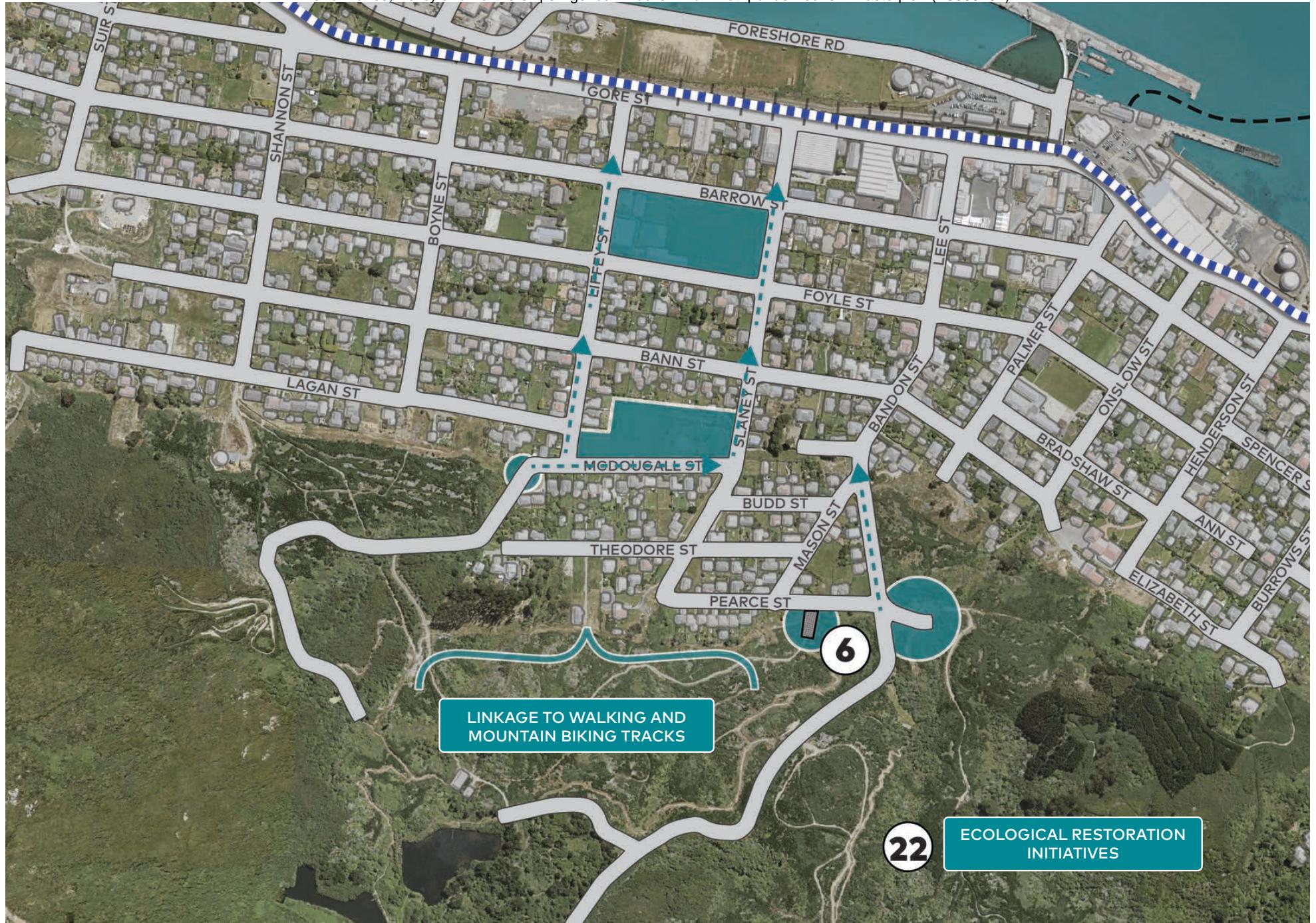
## Description

This is a dedicated precinct to help meet the needs of locals first and foremost. Its purpose is to explore options to provide a safe and easy link to the water for swimming and recreational activities including an improved boat ramp and a renewed indoor community swimming pool. The area could consist of a dedicated public event space if the Maritime Museum were to relocate.

## Implementation and Timing

The development of an improved boat ramp and various swimming access opportunities are currently being investigated with relevant stakeholders.





# ACTIVE RECREATION PRECINCT CONCEPTS

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The vision is to create a precinct where people interested in exploring Bluff's outdoor environment (with a focus on mountain biking and running/walking) can visit to learn more and enjoy what is on offer. There is a need to carefully develop this precinct in a way that does not impact on the biodiversity enhancement work progressing on Bluff Hill/Motupōhue and surrounds.



## Stakeholders

The Bluff community need to drive this project - in particular the Bluff Community Board - alongside other organisations who operate within, or use this area including the Southland Mountain Bike Club, Bluff Hill Motupōhue Environment Trust etc.

## Description

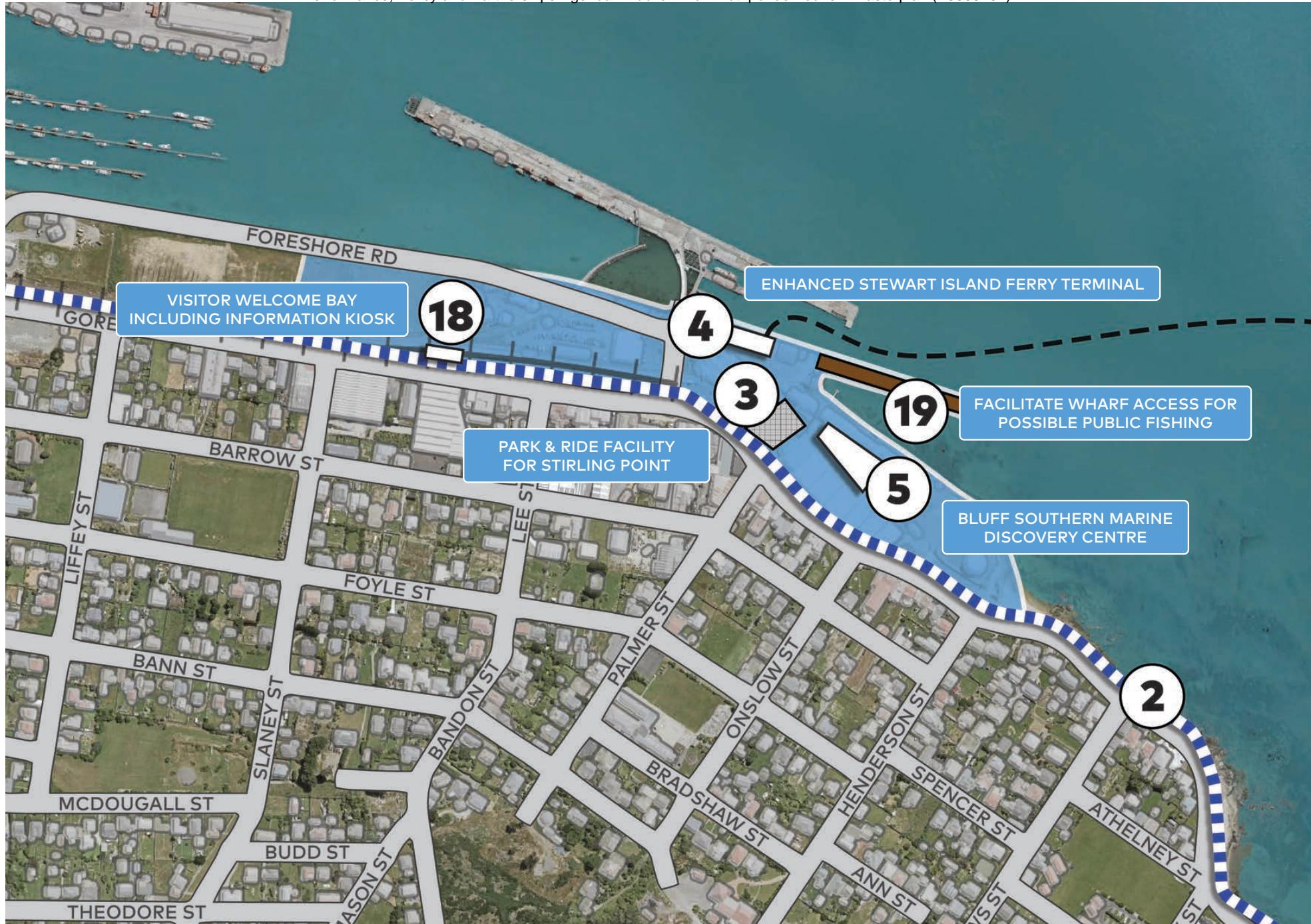
The precinct gives visitors and the community a central point for understanding what is on offer and a place to meet to undertake outdoor activity - especially mountain biking/cycling and other sports. This precinct will connect closely with other biking, walking and cycling access points around the Bluff environment. Improved wayfinding and programming/production will be a key consideration for any future walk.

There is a need to carefully develop this precinct in a way that does not impact on the biodiversity enhancement work progressing on Bluff Hill/Motupōhue and surrounds. If done well, it could complement rather than detract from this. The local sports amenities (including the Bluff Pool) complement the offering in this area.

## Implementation and Timing

Scoping and concept development of this precinct is underway alongside relevant stakeholders.





# BLUFF CENTRAL TOURISM PRECINCT CONCEPTS

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The vision is to create a highly appealing and attractive tourism precinct that generates greater visitor length of stay and visitor spend in Bluff.



## Stakeholders

Those involved in the tourism industry in Bluff and landowners will be directly involved with the development of this precinct. This includes RealNZ, Awarua Rūnaka, local operators as well as the Bluff Community Board, Council, Great South, Bluff Promotions and others interested in supporting the activation of tourism development opportunities.

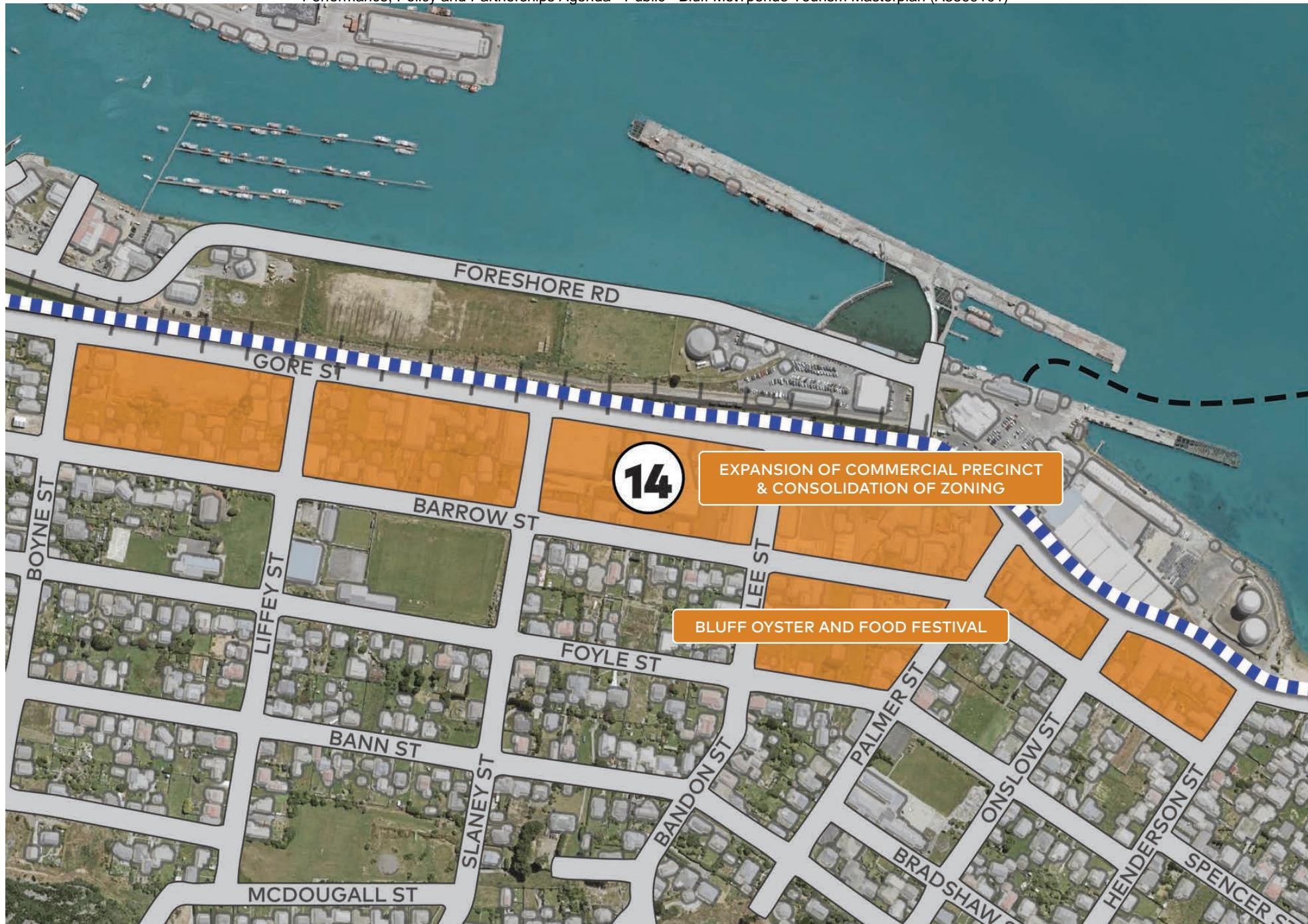
## Description

This is the primary visitor hub in Bluff. It provides the ferry link to Stewart Island/Rakiura and could contain a variety of tourism-related visitor attractions, facilities, amenities and services. Over time it will develop, creating a visitor-focussed hub with various experiences, many of which can be clustered together. Its location is close to the commercial precinct for easy access to shops, cafes etc, which is important. Developing this hub with a visitor-centric focus is important, as this is the key target market.

The Bluff Southern Marine Discovery Centre and enhanced Stewart Island Ferry Terminal project were two of five high priority investment recommendations identified in the Southland Murihiku Destination Strategy and were considered 'game changers' for Southland developing as a visitor destination.

## Implementation and Timing

COVID-19 is having a significant impact on local, national and international tourism. This current uncertainty will impact the implementation and timing of this precinct including suggested projects within it.



# COMMERCIAL PRECINCT CONCEPTS

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The vision is to create an attractive, dynamic and exciting precinct to support local businesses and to encourage sustainable business growth for the long term.



## Stakeholders

The drivers for achieving the vision will need to include the local business community, Council and Great South (as the region's economic development agency).

## Description

The commercial precinct aims to provide sufficient space for future commercial growth to support the local community, its businesses and the visitor economy.

The purpose of the commercial precinct is to ensure that commercial ventures can be clustered together, to leverage off one another and to help improve connectivity between commercial businesses and related events.

## Implementation and Timing

The implementation of the development of this precinct needs to consider the impact of COVID-19 and the views of the local business community.



# STIRLING POINT PRECINCT CONCEPTS

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The vision for Stirling Point is to make it a highly memorable, safe and significant experience for all visitors and locals.



## Stakeholders

Key stakeholders involved with developing this precinct include various landowners, organisations and users of the site.

## Description

Stirling Point is a significant site being the end of Te Araroa Trail, the location of the famous "Bluff Signpost" as well as dispersal point for many walking trails. This precinct aims to improve the visitor experience particularly during peak season periods when parking is challenging and pedestrian movements are constrained. It suggests the potential for a 'park and ride' service from the Bluff Central Tourism Precinct car park to Stirling Point to help reduce parking congestion, improve safety and create better walking trail links for local users in particular.

## Implementation and Timing

Investigation into options for various components of this precinct are underway. Future suggestions such as the 'park and ride' service will be dependent upon the wider tourism sector and impact of COVID-19 and visitor demand.



# BLUFF HILL MOTUPŌHUE LOOKOUT HUB CONCEPTS

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The vision is to create an iconic destination hub that acknowledges the cultural significance of this important site and that stimulates strong visitation and recognition that this is the beginning of a journey through New Zealand, and not the end point.



## Stakeholders

There are multiple stakeholders involved with this hub, including Awarua Rūnaka, DOC, Bluff Hill Motupōhue Environment Trust and Council.

## Description

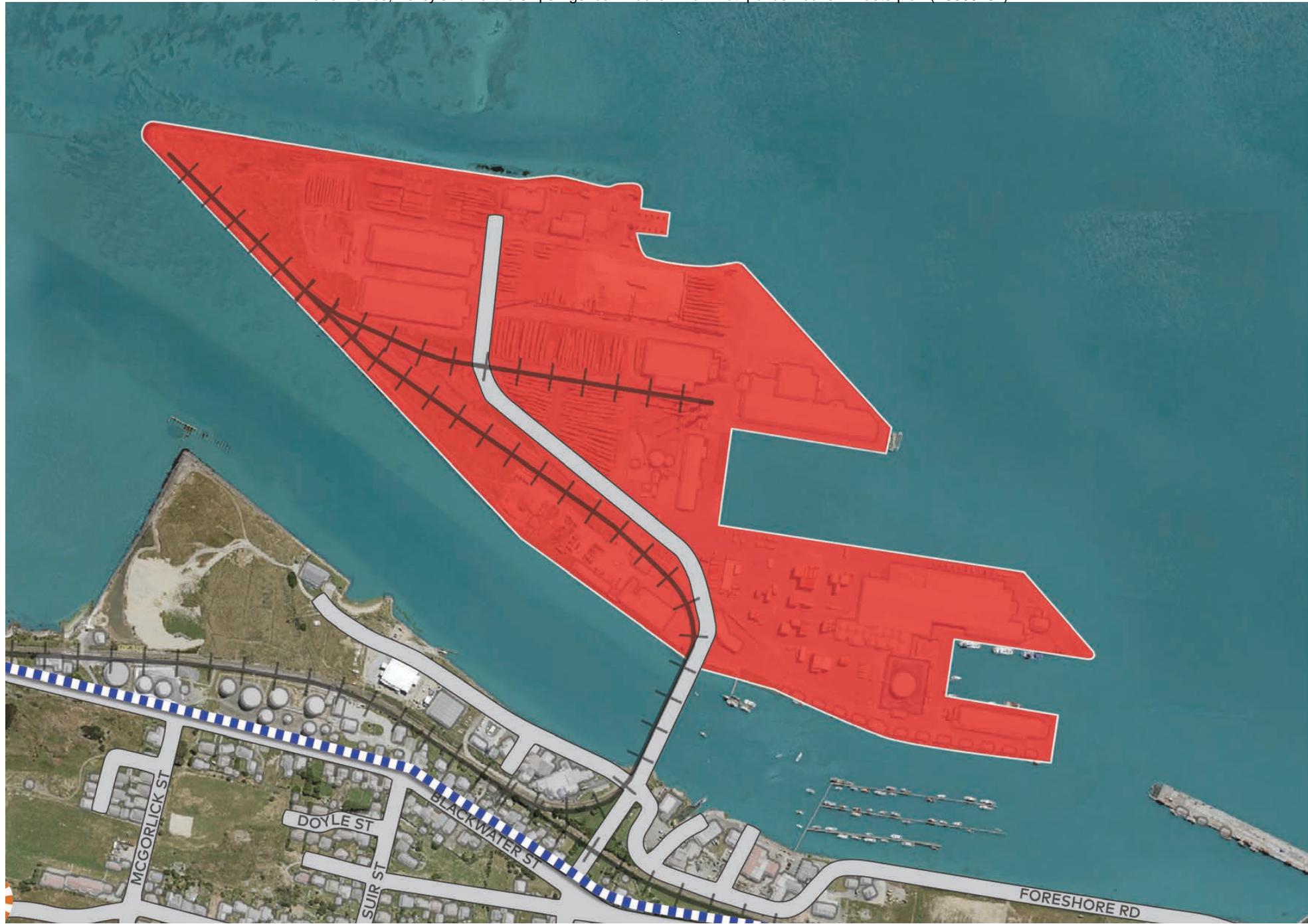
It is proposed to enhance the existing road to the top of Bluff Hill/Motupōhue with a small attractive cluster of activities potentially including an expanded parking facility, star gazing experience (with a focus on Aurora Australis) and a pouwhenua or "Taurapa" stern post.

The strong cultural significance of Bluff Hill/Motupōhue with its Tōpuni status, underpins all suggested concepts. This hub also acknowledges that Bluff is the starting point for any journey north through New Zealand and as such the symbolic positioning of a pouwhenua at the summit will strengthen and recognise the important spiritual connection of mana whenua to the land and this will assist travellers on their journey north.

There is a need to carefully develop this hub in a way that does not impact on the biodiversity enhancement work progressing on Bluff Hill/Motupōhue and surrounds - in particular the Predator Free Bluff initiative. A number of walking tracks can also be accessed from this hub connecting to other hubs within Bluff.

## Implementation and Timing

Various aspects of this hub's development will be investigated and implemented at different times. The Bluff Hill Motupōhue Environmental Trust (BHMET) has been conducting predator control on Bluff Hill/Motupōhue for over 10 years and has significant plans to build on progress to date. DOC and Council are looking at enhanced recreation and ecological restoration initiatives (link to Active Recreation Hub).



# SOUTH PORT HUB CONCEPTS

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The vision for the port is for its sustainable long-term growth to support both Bluff and the wider regional Southland economy.



## Stakeholders

The driver for this is South Port and their stakeholders.

## Description

The South Port hub recognises the significant operational requirements of the port and the need to maintain a safe and effective separation between port activity and non port-related vehicle and pedestrian movements. The port needs to retain flexibility to enable for changes to port activity and shipping over time.

It also has the potential for tourism activity to become a more dominant element of the hub over time if desired. Its strategic location also allows it to effectively link to the Bluff Central Tourism Precinct and Community Recreation Precinct.

## Implementation and Timing

South Port will determine the timing of various aspects of activity within its operations.





# WIDER BLUFF AREA CONCEPTS

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While the scope of this Tourism Master Plan focusses on Bluff, it is acknowledged that there needs to be consideration of other projects and initiatives in surrounding areas.



## Stakeholders

Individual projects will have various stakeholders involved. The importance of collaboration and partnership between key organisations and leaders will be critical to ensuring a holistic and aligned approach.

## Description

It is important that the connectivity between Bluff and surrounding areas and their projects is considered. This includes the Bluff to Invercargill cycle trail, Te Araroa Walking Trail and other Awarua, Waituna, Catlins and Ōmāui projects. There should be effort to align these projects as much as possible, considering a visitor-centric view point and this could be achieved with consistent interpretation messaging as well as promotion/marketing when appropriate. Some projects such as cycle trails and predator free, traverse all areas and should be a focus point.

Bluff also remains an essential gateway to various islands including Stewart Island/Rakiura and as such there are important biosecurity and accessibility considerations.

## Implementation and Timing

Implementation will be determined project by project and individual projects will have varying interest or impact on Bluff. Projects that traverse areas should be prioritised e.g. Predator Free Bluff and Stewart Island/Rakiura and cycle trails as well as consideration of the provision of subsequent infrastructure, amenities and facilities.

# IMPLEMENTATION

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The Bluff Motupōhue 2020 Tourism Master Plan has identified 11 overall hubs or precincts and then a more specific list of 24 transformational concepts, projects and staging.

Each of these concepts, projects and staging collaboratively transform and revitalise Bluff to make it a more attractive place to live, work, play, visit and invest in.

A working group was established with representatives from Invercargill City Council, Awarua Rūnaka, Bluff Community Board and Great South to prepare an Implementation Plan to sit alongside the Bluff Motupōhue 2020 Tourism Master Plan.

This implementation plan identifies projects that are directly complementary and fit together as a bundle. Some projects naturally need to go ahead of others as they provide the foundation or building block opportunities for others. It provides an update of the progress to date on some projects and identifies the pathway forward in the future for others.

It is important to acknowledge that the Master Plan is a 20 year vision and the status and progress towards that vision is predicated on the level of support from key stakeholder organisations - especially council and central government - and the level of resourcing able to be applied by both government and the private sector.

COVID-19 is still having a significant impact on local, national and international tourism and will be a key consideration affecting the overall implementation and timing of this Tourism Master Plan.

*“He waka eke noa”  
On our journey together*





Southland Regional Development Agency

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## INVERCARGILL'S ARTS, CULTURE AND HERITAGE STRATEGY

**To:** Performance, Policy and Partnerships Committee

**Meeting Date:** Tuesday 9 November 2021

**From:** Wayne Marriott, Manager – Museum and Heritage Services

**Approved:** Steve Gibling - Group Manager - Leisure and Recreation

**Open Agenda:** Yes

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### Purpose and Summary

The purpose of the report is for the Performance, Policy and Partnerships Committee to adopt the draft Arts, Culture and Heritage Strategy as a guiding document for the Arts, Culture and Heritage sector in Invercargill. This report and draft strategy respond to the request that the sector needed a strategy to help focus and coordinate the sector regionally and this represents the starting point for Invercargill.

### Recommendations

That Performance, Policy and Partnerships Committee receives the report "Invercargill's Arts, Culture and Heritage Strategy".

That Performance, Policy and Partnerships Committee adopts the Arts, Culture and Heritage Strategy.

### Implications and Risks

#### Strategic Consistency

The draft Arts, Culture and Heritage Strategy is well aligned to Council's strategic vision of "Hengakau aroha | our City with heart". In particular it will directly enable Council and its partners within the rohe to help in particular meet the following community outcomes as stated in the 2021/31 Long-term Plan:

- **Enhance our community** – new residents feel welcomed and embraced by Invercargill culture
- **Preserve its character** – Invercargill is celebrated for preserving its heritage character
- **Embrace innovation and change** – Invercargill's culture is embraced through community projects.

It also directly implements the decision of Council from 24 September 2019 (A2766578) that a regional heritage, culture and arts strategy be developed, and that Southland District be approached again to encourage their participation in this. Council also resolved to develop its own specific strategy for heritage, culture, arts, science and nature from this regional strategy.

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### **Financial Implications**

- There are no direct financial implications of this decision. The strategy has been managed within the existing Arts, Culture and Heritage activity.

### **Legal Implications**

- There are no legal implications for this decision.

### **Risk**

Council Officers have determined that there is low risk to the adoption of the Arts, Culture and Heritage Strategy.

The purpose of this strategy (*in much the same way the Regional Spaces and Places Strategy has done for the sporting sector*) is for the community to access and utilise this framework to enhance the collaboration and partnerships within the community – most of which exist in some form or shape already.

The adoption of the strategy will better assist Council in identifying how it might best support the sector going forward and helps provide a framework through which greater collaboration and sharing can occur.

### **Background**

In June 2019, the Council committed to work with other councils in the Southland region, to develop a Southland Regional Culture and Heritage Plan that sets a vision, purpose and key outcomes to guide future plans for region's Culture and Heritage.

There was not enough time to progress this properly in advance of the decisions required for LTP deliberations.

While significant projects have been completed regarding a range of Invercargill's culture and heritage, there is however no integrated high-level plan that ties these activities together to ensure that Invercargill is taking a cohesive approach to culture and heritage planning and decision making.

After assessing the sector locally it was decided that the first step in implementing this work towards greater regional collaboration would be to focus the effort on assessing and constructing a framework to support better collaboration within the Invercargill community. In particular it would:

- Focus the plan's scope as an internal guidance document with a clear Invercargill orientation to help decision making
- Limit engagement to Invercargill stakeholders, in particular those responsible for planning and delivery of culture and heritage.

The strategy has been written in such a way as to be transferable.

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## Issues and Options

### Analysis

This strategy is primarily a tool for local and regional decision making and hopes to form the foundation of a wider regional approach to arts, culture and heritage. It will be used to stimulate thinking and action, guide planning and decision making, build a sense of collective focus and prioritisation. In particular it can:

- Validate and test project ideas and direction
- Support external funding applications
- Contribute to Council Long Term Plans
- Inform Council decisions
- Inform strategies in sector institutions and groups.
- Shape outreach projects (i.e.: exhibitions)
- Help the community find and feel ownership of their arts, culture and heritage.
- Start conversations in the arts, culture and heritage sector.

### Significance

This decision is not deemed to be significant as per the Council's Significance and Engagement Policy.

### Options

The Committee may adopt the Arts, Culture and Heritage Strategy. Alternatively, the Committee may amend the Arts, Culture and Heritage Strategy, or defer decisions to a future meeting.

## Community Views

The views of the community have been gathered across a number of years prior to the development of this draft strategy. The section that follows identifies the range of recent engagements that in themselves produced clear feedback on what is needed for the local community. These documents, and the feedback that underpinned their development, have been core to the development of this draft strategy.

The key documents include:

- In September 2017, Invercargill City Council received the report *Rejuvenating the CBD, A transformative arts centre for Invercargill* - Tim Walker and Associates. The report responded to a number of questions framed by Invercargill City Council based on the recommendations of the Southland Regional Development Strategy.
- The *Southland Regional Development Strategy* had identified an "Art Gallery" as the number 1 priority for the rejuvenation of Invercargill's CBD. The report noted that investment in a traditional "Art Gallery" was unlikely to deliver the outcome sought, and it was proposed that an innovative "Arts and Creativity Centre" will have a

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significant transformative impact on the look and feel, and the social and commercial health of the CBD.

- Tim Walker and Associates' report also acknowledged the community views and expectations as highlighted in *Art in the Heart* (2017). Those finding formed the foundation of the report - *Rejuvenating the CBD, A transformative arts centre for Invercargill*.
- In August 2018 the report *Our Tale* was completed as part of the review undertaken by Tim Walker and Associates - *A redeveloped Southland Museum, Stage 3* (August 2018). In July 2019 Tim Walker and Associates presented *Strategic Review – Reinventing the Southland Museum*. The report separated the function of the Southland Museum, ACI and the development of a Regional Collections Storage – RCS.
- Following the receipt of the report *Southland Museum and Art Gallery – Response on Governance Review* in September 2019, Council requested that a regional heritage, culture and arts strategy be developed. Council also requested that its own specific strategy be developed for heritage, culture, arts, science and nature – distilled from the regional strategy.
- It was acknowledged that Invercargill City Council did not have a formal engagement process with Invercargill's Arts, Culture and Heritage community. To support a strengthened regional strategy Invercargill engaged with its own community first to form the foundation of a regional strategy.

To further reinforce the community views expressed within the above documents, in January 2021 Lumin were engaged by Invercargill City Council to consult on, and develop an ICC Arts, Culture and Heritage Plan (ACH).

An identified outcome of the process would be to enable the Invercargill arts and culture sector to engage in a formal relationship with Council - to plan the future of arts, culture and heritage activities within our community.

On 30th March, Council contractors Lumin undertook the first in a series of face to face stakeholder workshops. The stakeholders included representatives from ICC, Southland Museum & Art Gallery Trust Board, Invercargill Public Art Gallery, Southland Art Foundation; Great South, Arts Murihiku and Mana Whenua.

Following the initial meeting the development of the plan was refined and workshopped by Zoom on 2nd July. The attendees now also included representatives of ICC Events, Invercargill Licensing Trust.

Subsequent invitations to participate were also extended to ICC Parks and Recreation, ICC Libraries, Active Southland, Railway Museum Trust, Community Trust South; Chamber of Commerce; Miharo; HWR – Bill Richardson Transport World; Gore District Council and Southland District Council.

During August, Lumin undertook a validation survey as part of the refinement of the ACH Plan among all previous participants, with an invitation extended to the Museum Governance Group (MGG) and schools to participate. The validation survey also identified an area in Council which had not been part of the initial process and material was made available for review and input.

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Feedback from the validation survey was incorporated into the Plan, and an opportunity was provided to submit local images into the complied document.

## **Next Steps**

If the Committee agrees to adopt the Arts, Culture and Heritage Strategy will be reproduced in both digital and print versions and shared with the wider community and directly with the sector partners and organisations that have fed into this process to date.

A work plan will be developed by staff, to be confirmed by the sector representatives, which will support the implementation of the activities presented in the Strategy. This will include the development of clear guidelines around communication and reporting on progress for Council, as well as managing future research for Council funding and support for arts, culture and heritage activities.

## **Attachments**

Draft Arts, Culture and Heritage Strategy

# INVERCARGILL'S ARTS, CULTURE AND HERITAGE STRATEGY 2021



Front cover:

Creating the Living South Mural  
(Photo courtesy of South Alive)

Current page:

Oreti Beach Dunes (Dan Eady)



# MIHI

## Whakatauki

Nāu te rourou, nāku te rourou, ka ora ai te iwi  
With your food basket and my food basket the  
people will thrive.

This whakatauki talks to community, to  
collaboration and a strengths-based approach.  
It acknowledges that everybody has something  
to offer, a piece of the puzzle, and by working  
together we can all flourish.

## Embracing our local dialect | "K" vs "Ng"

Traditionally iwi of Southland used a local dialect variation of Te Reo that replaced the "ng" sound, typically spoken elsewhere in New Zealand, with a "k" sound.  
For example, Ngāi Tahu becomes Kāi Tahu, and works like taonga become taoka.

Although both the "ng" and "k" are used in practice today, this document uses the "k" spelling in te reo words.  
This reflects our desire for this Arts, Culture and Heritage strategy to embrace, reflect and connect to what is unique about our identities.

## Ka hiwa rā, kia mataara

*Ka tuku mihi ki kā kaitito o tēnei karere, ki te tira i kimihia i te huanui i mua i te hapori o Waihōpai.*

*Ki kā kaimahi toi, kā kaiwhakaari, kā kaikanikani, kā kaiwaiata o te rohe nei, ko te tino tumanako he whakaaro awhina mō tātou ki roto.*

I am thankful to the writers of this document, to those who participated in the aspiration and consultation process of a pathway forward for Waihōpai city arts, culture and heritage. To the artists, actors, dancers, singers and creatives of the area, we hope that there are aspects to aid and inspire all of us.

I was proud to be part of the korero and anticipate that it may provoke dialogue and create interest in the future of arts, culture, and heritage in Waihōpai.

Mauriora  
Evelyn A Cook

Kāi Tahu, Kāti Mamoe and Waitaha



A Maori before a waterfall in Dusky Bay,  
William Hodges, c. 1775

## Nau mai, piki mai, haere mai

This inaugural Arts, Culture and Heritage Strategy for Invercargill City Council forms an exciting blueprint for the future of Waihōpai and Awarua. It will enable our arts and culture sector to plan with pride, knowing they have the support of a much wider community, and it will serve as a cultural pillar supporting the development of our sector.

We have a rich history of innovation and forward-thinking, and this strategy celebrates our unique identities and empowers takata whenua to maintain an engaged and valued place in the community.

This strategy represents the commitment, vision and efforts of key stakeholders and partners without whom the development of this plan would not have been possible. We acknowledge the time freely given to Invercargill City Council to ensure that the future will be woven with mana and aroha. Sharing skills, supporting our partners, and embracing innovation and change will form the future of arts, culture and heritage in our community.

Invercargill City Council



**Pīkao**  
Where do we begin?



**Whītau**  
How do we change?



**Raraka**  
How do we develop?



**Korowai, Whāriki,  
Mōhiki, Kete**  
What do we create?

## **VISION**

**Waihōpai/Invercargill's vibrant arts, culture and heritage reflects, connects, and inspires our community identities.**

# THEMES AND OUTCOMES



## **Kaitiakitaka** Nurture our Taoka

Taoka are preserved  
for the future

Wider community access

Resourced institutions

## **Whītau** Construct our Future

Enhanced capability  
and leadership

New ways of working  
and delivering

Community  
empowerment

## **Whakawhanaukataka** Connect our Community

Active participation

Improved liveability

Increased community  
interaction

## **Kotahitaka** Reflect our Identity

Kāi Tahu, Kāti Mamoe and  
Waitaha are integral

Diverse communities  
are showcased

Working in partnership

# PURPOSE

## Why now?

We are at a unique point in the development of Murihiku and Awarua. Our sector is working collaboratively and city-wide developments offer opportunities for arts, culture and heritage to be woven through the city in innovative ways. This strategy reflects current thinking about the role of community participation and wellbeing in governance and service design and delivery. The sector faces some challenges, but has a prime opportunity to change, and grow, in response to the circumstances.

This strategy defines opportunities, envisions outcomes, and sets clear direction for the Murihiku and Awarua Arts, Culture and Heritage community, and its governors. It also suggests a series of actions, defines what success looks like, and provides a decision making framework that gives cohesion and validity to the range of reports, strategies and plans that exist within Invercargill, and across the Southland region.

In 2019 when the Strategy was proposed, there was a push for collaboration between Invercargill City Council, Southland District Council and Gore District Council.

This strategy will ensure progress and innovation.

## Opportunities

Murihiku and Awarua have a strong sense of place, identity and community. People are looking for ways to connect especially in relation to their identity and whakapapa. They seek a deeper understanding of te ao Māori and connection to the whenua.

The sector is in a period of transition and a strategic plan provides direction and focus. Some significant consultation and projects have been completed in relation to Murihiku and Awarua's arts, culture and heritage but there is no integrated high-level plan inter-weaving these activities.

The sector is full of skilled, visionary people who are coming together to rethink practices. New or repurposed places and spaces enable the sector to form strong relationships and partnerships.

Globally and locally we are challenged with understanding our natural world, and caring for our environment. Science and technology, as key strands of culture and heritage provide a significant foundation for our economy and environment.

This strategy seeks to ensure a cohesive approach to the future development of arts, culture and heritage.

## Role of this strategy

This strategy outlines a vision, purpose, key outcomes, and success criteria that can be used by Invercargill City to further develop activity plans. It maps Invercargill's current arts, culture and heritage plans and provision, and reflects the shared aspirations of key local stakeholders. Longer term it will also provide the basis for future engagement with a wider range of regional partners.

Primarily a tool for local and regional decision making, this strategy will form the foundation of a wider regional approach to arts, culture and heritage. It will be used to stimulate thinking and action, guide planning and decision making, build a sense of collective focus and prioritisation. In particular it can:

- Validate and test project ideas and direction
- Support external funding applications
- Set annual business plans
- Contribute to Council Long Term Plans
- Inform Council decisions
- Inform strategies in sector institutions and groups
- Shape outreach projects (ie: exhibitions)
- Help the community find and feel ownership of their arts, culture and heritage
- Start conversations in the arts, culture and heritage sector

Children weaving  
(Photo courtesy of Invercargill Libraries)



# CONTEXT

## Waihōpai/Invercargill

Human habitation of Murihiku began with the arrival of Waitaha. Their settlement was soon followed by Kāti Mamoe, and later by the arrival of Ngai Tahu in the South. Tikaka (customs) and reo (language) blended and today the whakapapa of the South proudly blends that history into our future.

The arrival of James Spencer (1824) was the start of European settlement in Murihiku at “the Bluff”. By the time the Treaty of Waitangi was signed on 10 June 1840 at Ruapuke Island, new ethnicities began to mix with the whakapapa (genealogy) of the South.

In 1856 Governor Gore Browne announced that the names of two of the settlements would be Campbelltown and Invercargill. In 1917 Campbelltown became Bluff.

Today there are two Marae based in Invercargill City's boundaries — Murihiku and Te Rau Aroha nurtured by Waihōpai and Awarua Rūnaka.

The Ngāi Tahu Claims Settlement Act 1998 defined Ngāi Tahu and Ngāi Tahu Whānui each means the collective of individuals who descend from the primary hapū of Waitaha, Kāti Māmoe and Kāi Tahu.

## Background

In June 2019, the Council committed to developing an Arts, Culture and Heritage Strategy, which would offer a vision, purpose and key outcomes for Invercargill City Council and serve to guide future plans for the region's Arts, Culture and Heritage.

The support of colleagues from Southland District Council and Gore District Council in developing this strategy is valued and acknowledged.

Some significant projects have been completed in relation to Invercargill's culture and built and natural heritage but there is no integrated high-level plan that inter-weaves these activities. This plan seeks to ensure a cohesive approach to the future development of arts, culture and heritage.

## Community outcomes

Arts, culture and heritage are key ingredients of enhancing a city, preserving its character and embracing innovation and change. Reflecting social, cultural, environmental and scientific perspectives, this strategy creates a clear commitment to take action that enhances the communities of Invercargill.

This strategy aligns to the following Invercargill City Council's Community Outcomes:

- Enhance our city
- Preserve its character
- Embrace innovation and change.

# Definitions

## HERITAGE

Our whakapapa, our taoka – inherited from our past, celebrated in the present, that we wish to pass on to future generations.

## ARTS

The expression of creative skill and imagination.

## CULTURE

The way of life, knowledge, stories, and mana of people in our communities.

## COMMUNITY

A group of people with commonality such as values, identity, interest, or place.

## TAOKA

Both tangible (physical objects) and intangible (memories, stories, dance, music) items that hold social or cultural value.



## Ensuring access and care

Outcome	Action		
<b>Taoka are preserved for the future</b>	<ul style="list-style-type: none"><li>• Create (build or repurpose) spaces that are suitable environments for preservation of our taoka.</li><li>• Encourage creation, identification, documentation and care of taoka.</li><li>• Identify and conserve our heritage spaces and places, including natural and built environments.</li></ul>		
<b>Wider community access</b>	<ul style="list-style-type: none"><li>• Provide resources and opportunities for the community to engage with taoka.</li><li>• Develop spaces that enable easy community access to taoka.</li><li>• Activate our arts, culture and heritage spaces and places.</li></ul>		
<b>Resourced institutions</b>	<ul style="list-style-type: none"><li>• Ensure sufficient human resource across all our institutions to implement this strategy.</li><li>• Provide sufficient funding to maintain our spaces and facilities.</li><li>• Invest in options to increase community engagement, programming services and events.</li></ul>		
Success	Kaitiakitaka	Impact	Empowerment
	<p>Our projects and initiatives provide opportunities to enhance and care for our taoka.</p> <p>We are maximising opportunities to increase community access to our taoka.</p>	<p>We are choosing projects that make the most impact with the limited resources that we have.</p> <p>Our projects and initiatives contribute positively to our wellbeing and create conversations within our community.</p>	<p>We are supporting development in iwi, organisations, community groups and the sector.</p> <p>We are supporting the sector to develop and train future leaders.</p>

Town Hall and Theatre  
(Photo courtesy of The Civic Theatre)



*Te Manu Titī, Te Manawa o te Tangata*

(Photo courtesy of He Waka Tuia)





## Whītau | "construct our future"

### Strengthening and growing

Outcome	Action
<b>Enhanced capability and leadership</b>	<ul style="list-style-type: none"><li>• Encourage training in new ways of thinking and doing.</li><li>• Identify leaders and champions and support them to develop.</li><li>• Facilitate professional development, nationally and internationally.</li></ul>
<b>New ways of working and delivering</b>	<ul style="list-style-type: none"><li>• Empower people to research, innovate, experiment, and be brave.</li><li>• Provide programmes outside institutions and in the community.</li><li>• Trial creative ways of working.</li></ul>
<b>Community empowerment</b>	<ul style="list-style-type: none"><li>• Support community groups and artists engagement in arts, culture and heritage.</li><li>• Build community knowledge and skills in arts, culture or heritage – as researchers, creators, participants, audiences.</li><li>• Actively support and resource the creation of art and cultural works.</li></ul>

### Success

#### Empowerment

We are supporting the sector to develop and train future leaders.

We are supporting growth in organisations, community groups, and the sector.

#### Enabling change

Our projects and initiatives are building new skills and capabilities within the sector and our institutions.

We are actively trying new things, examining the successes and learnings from innovative projects and sharing those learnings with the community.

#### Participation

We will see more arts, culture and heritage events and programming happening outside institutions in ways that encourage the community to actively participate.



## Facilitating wellbeing

Outcome	Action		
<b>Active participation</b>	<ul style="list-style-type: none"><li>Provide opportunities for community led exhibitions and events that share our stories.</li><li>Provide multi-sensory opportunities enabling all people to actively participate.</li><li>Implement a marketing and engagement campaign that raises awareness and increases participation.</li></ul>		
<b>Improved liveability</b>	<ul style="list-style-type: none"><li>Integrate our arts, culture and heritage in Invercargill district's parks and streetscapes through public art and urban design.</li><li>Create touch points with arts, culture and heritage where people live, work, learn and play.</li><li>Recognise and advocate for our cultural landscapes, the environment and natural heritage.</li></ul>		
<b>Increased community interaction</b>	<ul style="list-style-type: none"><li>Create gathering places for people to connect and converse around arts, culture and heritage.</li><li>Implement approaches to developing communities by engaging and listening, collaborating and empowering, and working together to achieve shared goals.</li><li>Listen to community voices and respond.</li></ul>		
Success	Participation	Enabling change	Impact
	<p>Our arts, culture and heritage sector are resourcing projects that will engage a wide range of communities in Invercargill.</p> <p>We will see more arts, cultural and heritage events and programming happening outside institutions in ways that encourage the community to actively participate.</p>	<p>We are supporting development in iwi, community groups, organisations and the sector.</p>	<p>We are choosing projects that make the most impact with the limited resources that we have.</p> <p>Our projects and initiatives contribute positively to our wellbeing and create conversations within our community</p>

Drummers at the South Alive Festival  
(Photos courtesy of South Alive)



Fire at the Matariki Festival  
(Photo courtesy of Invercargill Libraries)





## Kotahitaka | "reflect our identities"

### Interweaving and coming together as one

Outcome	Action
<b>Kāi Tahu, Kāti Mamoe and Waitaha are integral</b>	<ul style="list-style-type: none"><li>• Enact shared governance and decision making power with Kāi Tahu, Kāti Mamoe and Waitaha.</li><li>• Develop understanding of kawa and tikaka and integrate it in all institutions, organisations and events.</li><li>• Empower Kāi Tahu, Kāti Mamoe and Waitaha to tell their stories in the community.</li></ul>
<b>Diverse communities are showcased</b>	<ul style="list-style-type: none"><li>• Plan and provide arts, culture and heritage which enables all communities to see themselves represented.</li><li>• Actively seek and share stories about Southlanders.</li><li>• Establish decision making processes that reflect the diversity of the Invercargill community.</li></ul>
<b>Working in partnership</b>	<ul style="list-style-type: none"><li>• Identify shared goals and outcomes with our local and regional partners.</li><li>• Collaborate and co-design.</li><li>• Encourage organisational collaboration through joint projects.</li></ul>
Success	<b>Identity</b> Mana whenua have seats at the table and a voice in decision making.  We are prioritising projects and initiatives that involve mana whenua and reflect te ao Māori.  We are championing projects that reflect and connect to a broad range of identities within our communities.  <b>Partnership</b> We are maintaining strong established partnerships through ongoing projects and engagement.  We are growing our relationships and networks with new partnerships that will lead to future opportunities.  <b>Enabling Change</b> We are actively trying new things and examining the successes and learnings from innovative projects and initiatives.



# LEADERSHIP & DECISION-MAKING

## Leadership

Invercargill City Council will use this strategy to shape its decision making around arts, culture and heritage. We also welcome and encourage the wider sector, both locally and regionally, to utilise this framework for their own decision making and reporting.

This strategy has been formed and shaped through consultation with local and regional partners. We want the sector to feel a sense of investment and joint ownership in this strategy; however Council will have the overarching responsibility for progression towards the goals and outcomes identified herein.

Council will take on the role of facilitator and coordinator of the strategy and will report on the success factors identified. This strategy will be reviewed every three years and reports will be provided on an annual basis as part of the annual reporting process for Council.

Council will continue to facilitate meetings of representative groups who have helped shape the direction of this document on an annual basis and will report back on progress to Council. Council will also seek approval for changes as directed by the wider sector.

## Guiding principles

The following principles demonstrate a successful integration of this strategy and its ideas. These principles will guide decisions about policy, planning, programming and resourcing:

- **Partnership:** nurturing partnerships and encouraging collaboration.
- **Identity:** ensuring a diverse range of identities are showcased and there is Kāi Tahu, Kāti Mamoe and Waitaha involvement.
- **Empowerment:** encouraging growth and independence in the sector and in the community.
- **Enabling change:** skill development and innovative practice.
- **Participation:** increasing community interaction with arts, culture and heritage.
- **Impact:** making the most of our limited resources.
- **Kaitiakitaka:** increasing care of and community access to taoka.

For this strategy to be successful these principles must overlap and be interwoven. Like weaving together the individual strands of a kete forms a stronger whole, weaving these principles together into our ways of doing and being will ensure a stronger arts, culture and heritage community.

## Decision Making

A key purpose of this strategy is to enable good decision-making. In terms of this plan, good decision making involves interweaving our successes and maximising opportunities to meet the goals and outcomes of this plan.

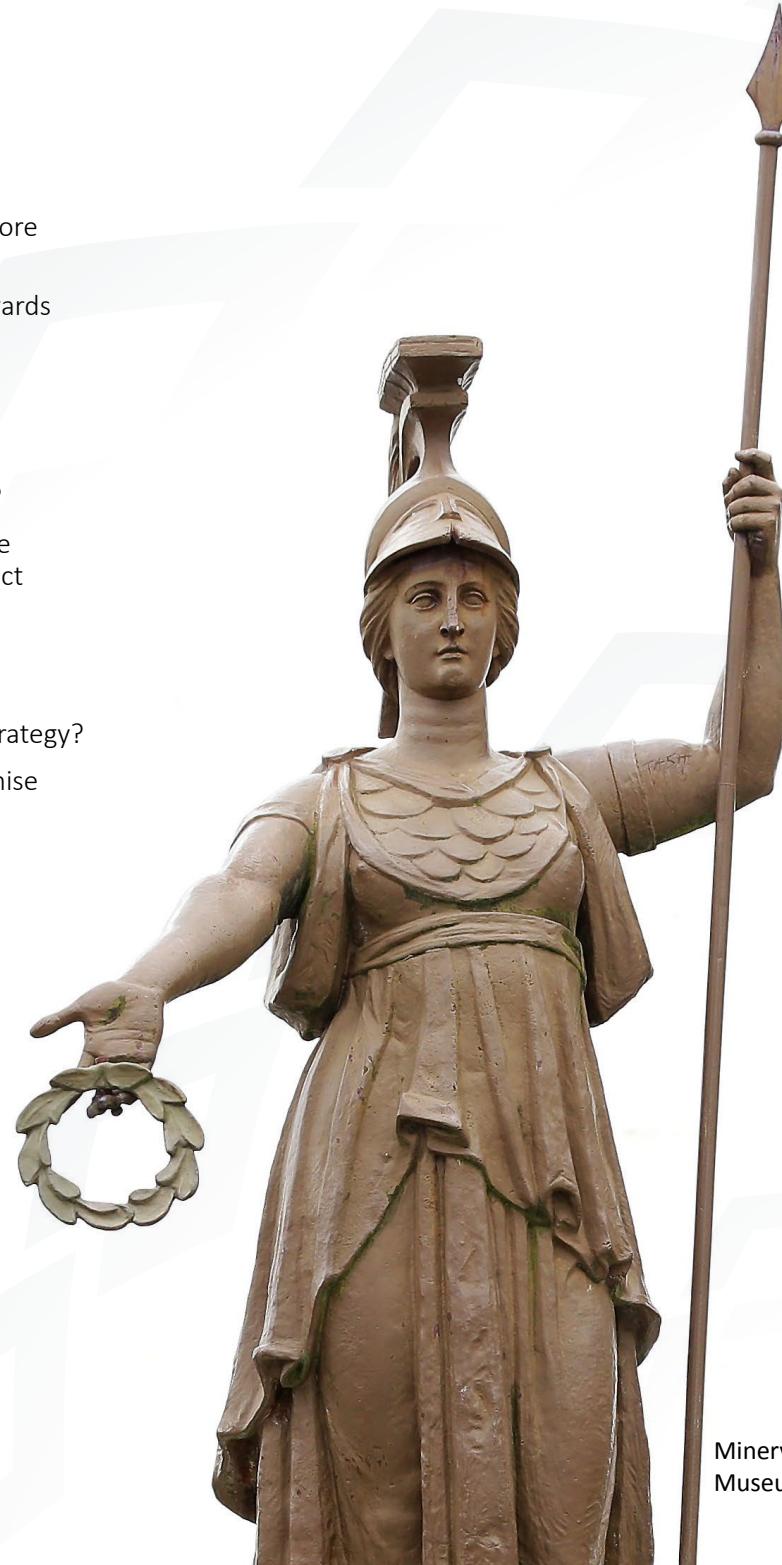
The detailed question framework on the following pages is intended to assist decision makers in evaluating whether an initiative meets the principles underpinning success. These questions have been focused around a set of 14 success criteria which are also tied to the Strategy's outcomes and actions.

These evaluative questions serve to ensure that we are measuring our success, and enable a conversation and/or examination about how initiatives are meeting the outcomes of the strategy. It is intended that initiatives will be tailored to meet multiple success criteria before progressing. This will form stronger initiatives.

## Evaluative Questions

Decision makers should consider the following questions before beginning any initiative.

- Does this project have funding or is there a pathway towards securing funding?
- How much resource (staff, collections, etc) is required to implement this? Can we deliver this project in a timely manner?
- What would be the result if this initiative didn't happen?
- Is the ownership of the initiative clear? Who provides the overall decision making and governance? Does the project have a champion?
- What outcomes identified in this plan does this initiative contribute to?
- Does this project align with the success criteria of this strategy?
- What are some ways we can alter this initiative to maximise its contribution to the identified outcomes and success criteria of this strategy?



Minerva statue outside the Southland Museum and Art Gallery, (Stuff Ltd)

# Key elements of success

Principle	Impact	Kaitiakitaka
<p><b>Questions</b></p> <ul style="list-style-type: none"> <li>Will this project have a high impact?</li> </ul>	<p><b>What does the project require in terms of resources?</b></p> <ul style="list-style-type: none"> <li>Are the operating budgets reflecting the strategy's aspirations?</li> <li>Does the project have secured funding and human resources or a pathway to achieving this?</li> <li>Have all potential partners been identified and approached with regard to opportunities to share resources?</li> <li>Which non-council funders are endorsing this project?</li> </ul>	<p><b>Does the project enhance or increase the care of our taoka?</b></p> <ul style="list-style-type: none"> <li>Is this supporting a dedicated space to display taoka?</li> <li>Is this an appropriate place for providing art, culture and heritage experiences?</li> <li>Is it increasing or improving our storage facilities and capacity? Does the taoka storage and display meet collection management standards?</li> <li>Is it upskilling our collection care staff to meet best practice standards?</li> <li>Is it ensuring the preservation of an object or skill that might otherwise be lost?</li> <li>Is our natural taoka positively or negatively impacted by this project?</li> </ul> <p><b>Does the project increase the access of the community to the taoka?</b></p> <ul style="list-style-type: none"> <li>Does this provide improved access for the community to taoka (ie: collections)?</li> <li>Does this enhance our digital preservation and access?</li> <li>Are the venues, programmes and services welcoming and accessible to those with a variety of impairments (physical, sensory, communication, cognitive processing)?</li> <li>Does this preserve and or utilise a building that contributes to the heritage character and streetscape of Invercargill?</li> </ul>
<p><b>Success</b></p> <p><b>Our projects and initiatives contribute positively to our wellbeing and create conversations within our community.</b></p> <p><b>We are choosing projects that make the most impact with the limited resources that we have.</b></p>	<p><b>Our projects and initiatives provide opportunities to enhance and care for our taoka.</b></p> <p><b>We are maximising opportunities for members of our community to access their taoka.</b></p>	

# Key elements of success

Principle	Empowerment	Enabling Change
Questions	<p><b>How is this project developing leadership?</b></p> <ul style="list-style-type: none"> <li>• Are we identifying and training future leaders through this initiative?</li> <li>• Does this project demonstrate leadership as an example for the wider sector to follow?</li> <li>• Does this project contribute to succession planning within our institutions or the sector as a whole?</li> <li>• Does this project develop confidence and competence in science, technology, history, arts?</li> </ul> <p><b>How is this initiative empowering iwi, communities, organisations, or the sector?</b></p> <ul style="list-style-type: none"> <li>• Does this initiative actively support and resource the creation, production and promotion of new arts and culture?</li> <li>• Does it support community group and artist engagement with the arts, culture and heritage sector?</li> <li>• Does it enable our community groups to develop their own initiatives and grow independently?</li> <li>• Does the initiative raise awareness of organisations or communities within the sector?</li> </ul>	<p><b>Will this project/initiative build new skills and capabilities within my institution or the sector as a whole?</b></p> <ul style="list-style-type: none"> <li>• What skills and capabilities will it expand?</li> <li>• Where is this opportunity targeted? People who are exploring and learning, or those who are proficient or professional?</li> <li>• Are there other projects that are already working to build these skills?</li> </ul> <p><b>Will this project employ an innovative way of working?</b></p> <ul style="list-style-type: none"> <li>• Does this project provide training or experience in new ways of thinking and doing?</li> <li>• Have we done something like this before? Do we know any other institutions within Invercargill/New Zealand that have done this? Is there any information on their success?</li> <li>• Will this project provide a test case that could lead to adoption of a new way of doing things in the wider sector?</li> </ul>
Success	<p><b>We are supporting the sector to develop and train future leaders.</b></p> <p><b>We are supporting development in iwi, organisations, community groups and the sector.</b></p>	

# Key elements of success

Principle	Participation
<b>Questions</b>	<p><b>Which communities will be reached/have an interest in this?</b></p> <ul style="list-style-type: none"><li>• Will we reach a large community or a small specialist community?</li><li>• How relevant is this to most people who live in Invercargill?</li><li>• How relevant is this to the arts, culture and heritage sector as a whole?</li></ul> <p><b>Where is this happening and how?</b></p> <ul style="list-style-type: none"><li>• How visible will this opportunity be?</li><li>• Will the event be held somewhere that is:<ul style="list-style-type: none"><li>• publicly accessible?</li><li>• a community space?</li><li>• a non-traditional context for arts, culture and heritage?</li><li>• a currently underutilised space?</li></ul></li></ul> <p>Is the experience multi-sensory?</p> <ul style="list-style-type: none"><li>• Will this promote emotional or physical participation in the following ways:<ul style="list-style-type: none"><li>• excitement?</li><li>• reflection?</li><li>• conversation?</li><li>• activity?</li></ul></li></ul>
<b>Success</b>	<p><b>Our arts, culture and heritage sector are resourcing projects that will engage a wide range of communities in Invercargill.</b></p> <p><b>We will see more arts, culture and heritage events and programming happening outside institutions in ways that encourage the community to actively participate.</b></p>



Woman sketching  
(Photo courtesy of He Waka Tuia)

# Key elements of success

Principle	Partnership	Identity
	<b>Are we developing new partnerships as part of this project?</b>	<b>Is this part of an ongoing engagement or a one-off project?</b>
<b>Questions</b>		
	<ul style="list-style-type: none"> <li>• Is this an organisation we have identified as someone we want to build a relationship with?</li> <li>• Are the projects resulting from collaborative partnerships including – community/institution, cross agency, stakeholder, funders, tertiary education, business, tourism?</li> <li>• Is this project building our relationship with mana whenua?</li> <li>• Are artists collaborating with community groups?</li> </ul>	<ul style="list-style-type: none"> <li>• Is this project likely to lead to future opportunities with this new partner?</li> <li>• When was the last time we worked with this partner?</li> <li>• Is this project using a community engagement process to inform plans and actions?</li> </ul>
<b>Success</b>	<p><b>We are growing our relationships and networks with new partnerships that will lead to future opportunities.</b></p> <p><b>We are maintaining strong established partnerships through ongoing projects and engagement.</b></p>	<p><b>Will the project involve mana whenua ( Kāi Tahu, Kāti Mamoe and Waitaha?)</b></p> <p><b>What identities are reflected in this project?</b></p>
		<p><b>Mana whenua have seats at the table and a voice in decision making.</b></p> <p><b>We are championing projects and initiatives that empower mana whenua and reflect te ao Māori.</b></p> <p><b>Projects and initiatives ensure a broad range of identities are reflected and visible.</b></p>



Vintage trucks at Bill Richardson Transport World  
(Photo courtesy of Transport World)

## Relevant plans

Invercargill City and its arts, culture and heritage stakeholders have undertaken considerable research that underpins this plan and associated decisions. These reports have been reviewed and serve as a foundation for the key priorities and outcomes of this Strategy.

There are six key documents that have both informed this plan and will be useful tools to sit alongside this strategy as we move forward.

- Murihiku Regional Arts Strategy 2020 – 2030, (Arts Murihiku, 2020)
- Invercargill City Centre Master Plan, 2020, Isthmus
- Strategic Review Reinventing the Southland Museum, (Tim Walker Associates, 2019)
- A regional Heritage Storage & Knowledge Centre for Southland: Investigative Brief, (SRHC, 2018)
- Rejuvenating the CBD: A transformative Arts Centre for Invercargill (Tim Walker Associates, 2017)
- Art in the Heart: the City Centre Project, (Janette Malcom, 2017)



Arts Murihiku, *Arts Murihiku Strategy 2020-2030*, 2020.

"Half the land area of Murihiku is public conservation land that has had its outstanding natural values recognised with World Heritage status. This wild beauty is often reflected in the local arts and culture sector and there [are] many examples of this connection being acted out in practice."



Janette Malcom, "Art in the Heart: The City Art Centre Project," 2017

"Providing an authentic local experience, with high service levels and activities that [are] uniquely related to the arts of culture [are]... the keys to attracting tourists to paying activities."



Tim Walker Associates, "SMAG Strategic Review," 2019.

"The key shift for the Museum will be from being a building housing collections and exhibitions to an organisation focused on having wider impact with and for its communities."



"A Regional Heritage Storage and Knowledge Centre for Southland," 2018

"The 'specialised' nature of many collections in Southland will ultimately dictate the way they are housed and cared for. It will therefore be useful... to consider options that might involve one physical site, or multiple sites – additional specialised care and service provision, or a re-deployment and re-focus of existing skills."



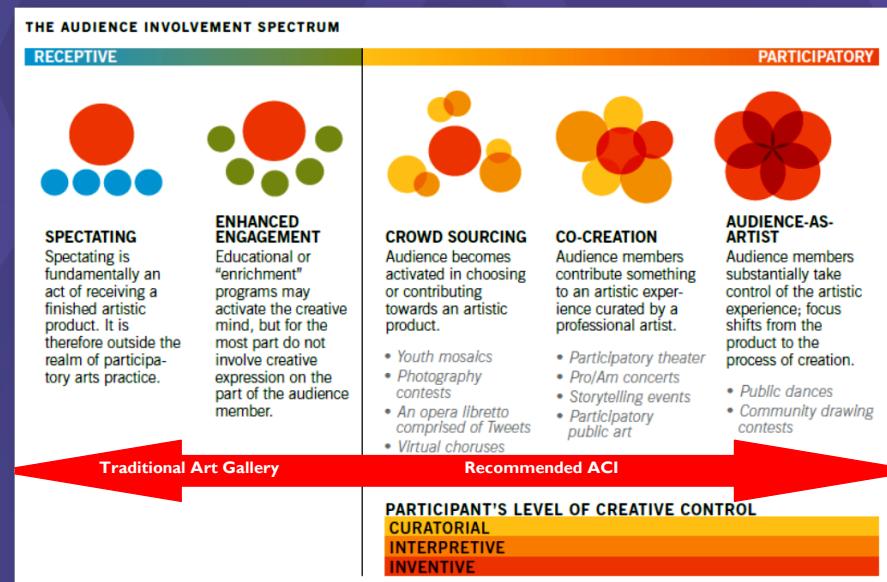
"Placemaking is more about people than it is about buildings. Culture is born out of human interaction; it therefore cannot exist without people around to enjoy evaluate, remix and participate in it."

Tim Walker Associates, "Rejuvenating the CBD: A transformative arts centre for Invercargill," 2017.



Isthmus, "Invercargill City Centre Master Plan," 2020.

"Invercargill has a number of prominent and priority heritage buildings and sites. These buildings and sites tell the stories of the past and contribute to the character of the CBD."



The Audience Involvement Spectrum from Tim Walker Associates. "Rejuvenating the CBD: A transformative arts centre for Invercargill." 2017.

## Otepuni Gardens

(Photo courtesy of Great South)



# Stakeholders

## Local

- Invercargill City Council
- Kāi Tahu
- Kāti Mamoe
- Waitaha
- He Waka Tuia
- Southland Museum and Art Gallery
- Invercargill Public Art Gallery
- Funders – Southland Community Trust, Invercargill Licensing Trust
- Civic Theatre
- Community Halls
- Bluff Maritime Museum
- Parks and Recreation
- Invercargill City Council and Community Archives
- Archives
- Theatre and events
- Streetscapes Project
- Philanthropists
- Developers
- Businesses
- Streetscape projects

## Regional

- Southland District Council
- Gore District Council
- Rūnaka
- Iwi Komiti
- Environment Southland
- Southland Regional Heritage Committee
- Great South
- Regional Museums
- Heritage
- Arts Murihiku
- Mīharo
- Project Ark
- Dan Davin Literacy Trust
- Active Southland

## Other

- Philanthropists
- Creative NZ
- Manatū Taonga



Current page:

Michael Skerrett (Kāi Tahu) blessing  
Tāne-te-Wānanga-ā-Rangi at the  
Invercargill Public Library, (Carving  
by Greg Houkamu, Photo courtesy of  
Invercargill Libraries)

Back cover:

A dazzling display of the Aurora  
Australis reflecting over Invercargill's  
New River Estuary. (Kimball Chen /  
[www.keaphotography.org](http://www.keaphotography.org))



**Invercargill**  
CITY COUNCIL

# PERFORMANCE REPORT FOR THREE MONTHS TO 30 SEPTEMBER 2021

**To:** Performance, Policy and Partnerships Committee

**Meeting Date:** Tuesday 9 November 2021

**From:** Patricia Christie, Manager Financial Services

**Approved:** Michael Day - Group Manager - Finance and Assurance

**Approved Date:** Monday 1 November 2021

**Open Agenda:** Yes

**Public Excluded Agenda:** No

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## Purpose and Summary

The purpose of this report is to provide an update on performance against LTP service performance measures and financial budget.

## Recommendations

That Performance, Policy and Partnerships Committee:

1. Receive the report "Performance Report for three months to 30 September 2021".
2. Notes the performance to date.
3. Recommend to Council that it approve the following budget/forecast changes:
  - \$3.476 million budgeted for the demolition of the Esk Street West buildings is no longer required with the sale of those properties. The funding for the demolition is to be transferred to the Capital Contingency.

## Background

This quarterly report is the first presented using the new activity and level of service structure developed and agreed in the 2021-31 Long Term Plan.

Performance against Level of Service targets is provided based on Activity Managers assessment of where performance should be at 30 June 2022. Comments are provided are on an exception basis (commentary is provided where the status is marked Orange or Red).

## Issues

### Levels of Service

52% of all levels of service are currently forecast as being achieved with a further 12% forecast as being of some concern.

There are 29 measures (29%) that have no performance recorded as these measures are reliant on an annual measure or customer survey that is yet to be completed.

It is noted that 7% (7 measures) have already been identified as not achieved.

### Financial

The Net Operating deficit is \$1.67 million higher than forecast this is a combination of a number of factors including:

- Timing of revenue and expenses being slightly different than forecast
- Impact of the August COVID lockdown and the limitations placed on operations as we meet restrictions required by the varying alert levels.

The December quarterly report will reflect changes in the forecast for the year.

### Capital

The year to date capital spend is significantly lower than forecast but it is expected that this will be reduced over the coming months.

It is noted that:

- the spend to 30 September on the Stead Street stop bank is \$3.4 million lower than forecast. This is the result of a change in the timing of the payment for the sheet piles.
- A change in budget/forecast is required for the Demolition of the Esk Street West buildings as this project is no longer required with the sale of the buildings. The \$3.48 million budget for this should be transferred to the Capital Contingency.

## Next Steps

The next quarterly report will be for the 6 months to 31 December 2021.

## Attachments

1. Performance Report for the Quarter Ending 30 September 2021 (A3596719)



# PERFORMANCE REPORT

FOR THE QUARTER ENDING 30 SEPTEMBER 2021

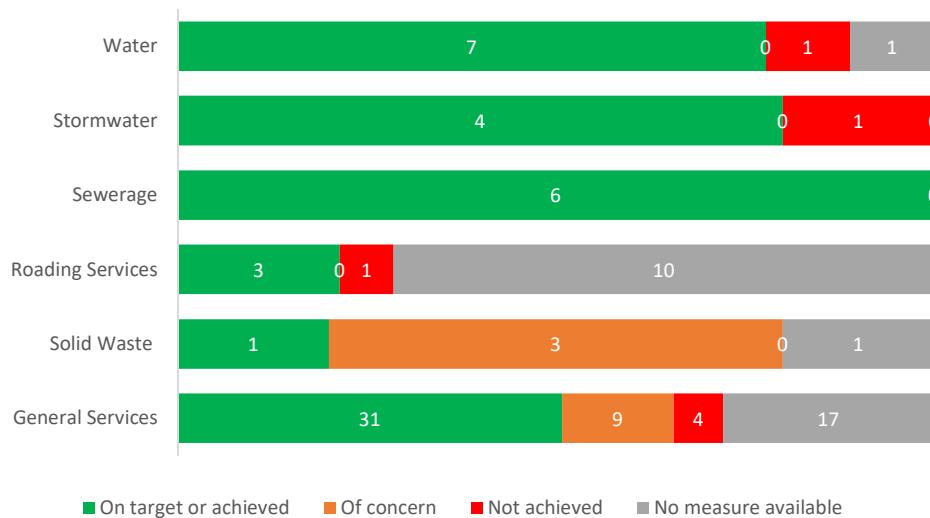
He Ngākau Aroha - Our City with Heart



## Performance Summary

AS AT 30 SEPTEMBER 2021

### Level of service performance



### Financial performance YTD (\$'000)

#### Net operating surplus / (Deficit)

Actual: **(\$2,478)** Forecast: **(-\$805)**  
Variance: **(\$1,673)** unfavourable

#### Revenue

Actual: **\$25,567**  
Forecast: **\$26,212**  
Variance: **(\$645)** unfavourable



#### Expenditure

Actual: **\$28,045**  
Forecast: **\$27,017**  
Variance: **(\$1,028)** overspent



# Performance Summary

AS AT 30 SEPTEMBER 2021

## Financial performance

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Rates and penalties	15,338	14,962	+ 376	59,833	59,833
Subsidies and grants	1,646	4,242	- 2,596	16,952	16,952
Income from activities	8,451	6,962	+ 1,489	27,800	27,800
Investment revenue	132	46	+ 86	5,166	5,166
<b>Total revenue</b>	<b>25,567</b>	<b>26,212</b>	<b>- 645</b>	<b>109,751</b>	<b>109,751</b>
Employee expenses	6,320	6,821	+ 501	27,237	27,237
Other expenses	14,076	12,571	- 1,505	50,075	50,075
Finance expenses	449	561	+ 112	2,247	2,247
Depreciation	7,200	7,064	- 136	28,233	28,233
<b>Total expenses</b>	<b>28,045</b>	<b>27,017</b>	<b>- 1,028</b>	<b>107,792</b>	<b>107,792</b>
<b>Net operating surplus / (deficit)</b>	<b>(2,478)</b>	<b>(805)</b>	<b>- 1,673</b>	<b>1,959</b>	<b>1,959</b>

## Net operating surplus by activity group

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Water	191	634	- 443	2,551	2,551
Stormwater	(512)	1,328	- 1,840	5,320	5,320
Sewerage	(313)	442	- 755	1,773	1,773
Roading Services	106	(3)	+ 109	1	1
Solid Waste	(955)	(16)	- 939	(58)	(58)
General Services	(1,234)	(3,190)	+ 1,956	(7,628)	(7,628)
<b>Council</b>	<b>(2,717)</b>	<b>(805)</b>	<b>- 1,912</b>	<b>1,959</b>	<b>1,959</b>

# Capital Expenditure Summary

AS AT 30 SEPTEMBER 2021

## Capital Expenditure by activity group

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Water	1,867	2,157	- 290	22%	8,630	8,630
Stormwater	1,059	4,326	- 3,267	6%	17,302	17,302
Sewerage	173	986	- 813	4%	3,943	3,943
Roading Services	475	1,972	- 1,497	6%	7,887	7,887
Solid Waste	2	18	- 16	3%	70	70
General Services	2,768	6,840	- 4,072	10%	27,343	27,343
<b>Council</b>	<b>6,344</b>	<b>16,299</b>	<b>- 9,955</b>	<b>10%</b>	<b>65,175</b>	<b>65,175</b>

## Road map to renewals projects

See Roadmap to renewals table for progress details on projects

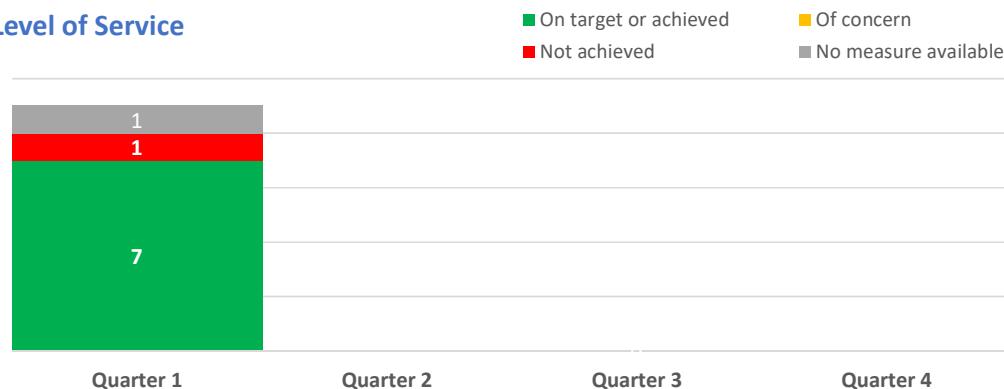
Project		Actual	Forecast	% of forecast spent	Long-term Plan
		(\$000)	(\$000)	%	(\$000)
Anderson House	2021/22	76	1,100	7%	1,100
	LTP	125	1,400	9%	1,400
City Centre Masterplan Streetscape	2021/22	1,227	10,535	12%	10,535
	LTP	2,061	20,800	10%	20,800
Bluff Boat Ramp renewal	2021/22	95	1,600	6%	1,600
	LTP	203	1,800	11%	1,800
Southland Museum and Art Gallery	2021/22	45	1,432	3%	1,432
	LTP	45	52,500	0%	52,500
Rugby Park renewal	2021/22	-	-	100%	-
	LTP	-	4,900	0%	4,900
City Centre Masterplan Urban Play	2021/22	-	-	100%	-
	LTP	-	6,500	0%	6,500
Surrey Park Grandstand renewal	2021/22	-	-	100%	-
	LTP	-	1,500	0%	1,500
Water Tower	2021/22	16	168	9%	168
	LTP	19	4,100	0%	4,100
Arts and Creativity Invercargill	2021/22	-	-	100%	-
	LTP	-	17,600	0%	17,600
Additional Pool at Splash Palace	2021/22	-	-	100%	-
	LTP	-	8,200	0%	8,200
<b>Total</b>	<b>2021/22</b>	<b>1,458</b>	<b>14,835</b>	<b>10%</b>	<b>14,835</b>
	<b>LTP</b>	<b>2,452</b>	<b>119,300</b>	<b>2%</b>	<b>119,300</b>



## Water

*Wai*

### Level of Service

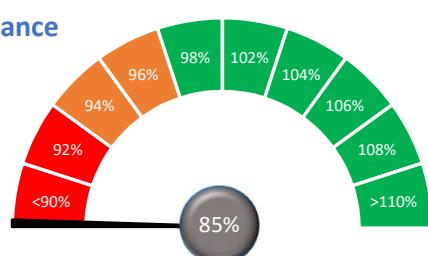


### Commentary

For the first quarter, the response time target for non-urgent calls was not achieved, this is an annual measure and will be monitored for the rest of the year.

The lower net operating surplus than forecast is due to a delay in the recognition of the 3Waters Stimulus funding as a result of COVID and water billing revenue which will be reflected in Quarter 2.

### Finance



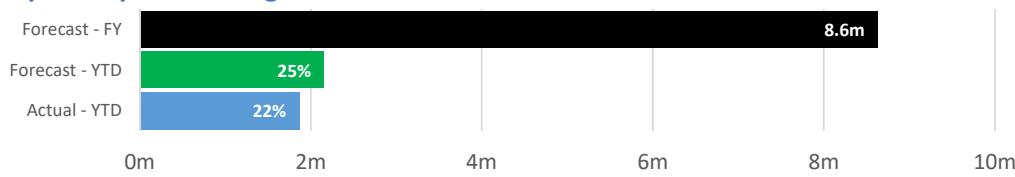
Revenue YTD



Expenditure YTD

	Operating Revenue	Operating Expenditure	Net Operating surplus
Actual YTD:	\$ 2,390,000	\$ 2,199,000	\$ 191,000
Forecast YTD:	\$ 2,805,000	\$ 2,171,000	\$ 634,000
Variance:	- \$ 415,000 Unfavourable	- \$ 28,000 Overspent	- \$ 443,000 Unfavourable

### Capital expenditure against forecast





## Water

*Wai*

### Level of Service

Measure	Target	Actual	Status	Comment
The extent to which the Council's drinking water supply complies with part 4 of the drinking-water standards. (Bacteria compliance criteria)	100%	100%	Green	
The extent to which the local authority's drinking water complies with part 5 of the drinking-water standards (protozoal compliance criteria)	100%	100%	Green	
The percentage of real water loss from the Council's networked reticulation system. (Calculated according to the methodology outlined in Water NZ Water Loss Guidelines publication Feb 2010)	Less than 30%	N/A	Grey	
The median response time for urgent callouts, (from the time the Council receives notification to the time that service personnel reach the site).	4 Hours	0h 17m	Green	
The median time to resolve urgent callouts (from the time the Council receives notification to the time that service personnel confirm resolution of the fault or interruption).	24 Hours	1h 37m	Green	
Attendance for non-urgent call-outs: from the time that council receives notification to the time that service personnel reach the site	5 working days	6d 05h 47m	Red	Times where off due to Covid restrictions, this meant some of the work was not completed in time
Resolution of non-urgent call-outs: from the time that the council receives notification to the time that service personnel confirm resolution of the fault or interruption	10 working days	7d 01h 13m	Green	
The average consumption of drinking water per day per resident within the Invercargill City Council territorial district	Less than 300 litres/day	273	Green	



## Water

*Wai*

### Level of Service

Measure	Target	Actual	Status	Comment
The total number of complaints received by Council per 1,000 connections about any of the following: - Drinking water clarity - Drinking water taste - Drinking water odour - Drinking water pressure of flow - Continuity of supply - Council's response to any of these issues	<10 in total	0.47	Green	

### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Rates and penalties	2,155	2,153	+ 2	Green	8,611
Subsidies and grants	-	253	- 253	Red	1,010
Income from activities	235	399	- 164	Red	1,595
Investment revenue	-	-	-	Green	-
<b>Total revenue</b>	<b>2,390</b>	<b>2,805</b>	<b>- 415</b>	Red	<b>11,216</b>
Employee expenses	1	-	- 1	Green	-
Other expenses	1,170	1,161	- 9	Green	4,627
Finance expenses	-	-	-	Green	-
Depreciation and amortisation	1,028	1,010	- 18	Green	4,038
<b>Total expenses</b>	<b>2,199</b>	<b>2,171</b>	<b>- 28</b>	Green	<b>8,665</b>
Net operating surplus / (deficit)	191	634	- 443	Red	2,551
Revenue is lower than forecast as the claim from the 3 Waters Stimulus subsidy was delayed due to COVID and accrual from metered water billing was not completed.					

**Key capital projects over \$250,000**

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Treatment plant renewals	366	84	+ 282	109%	336	336
Pipe renewals	529	536	- 7	25%	2,145	2,145
Exploration for underground water supply	61	-	+ 61	100%	-	-



## Sewerage

*Waikeri*

### Level of Service

■ On target or achieved

■ Of concern

■ Not achieved

■ No measure available

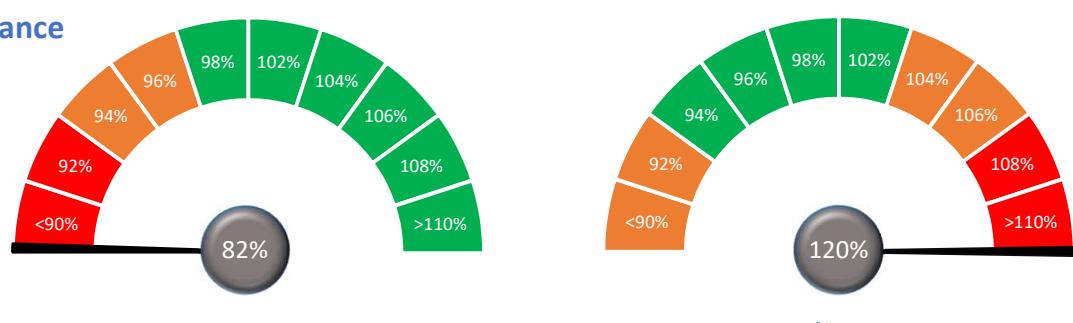


### Commentary

We have carried out more maintenance than expected in the first quarter but expect this to level out throughout the year.

Our capital work programme is behind schedule which is due to delays in receiving material due to COVID but expect this to improve in the coming months.

### Finance

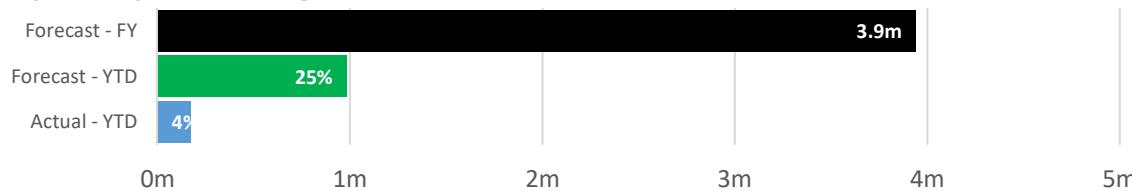


Revenue YTD

Expenditure YTD

	Operating Revenue	Operating Expenditure	Net Operating surplus
Actual YTD:	\$ 1,828,000	\$ 2,141,000	(\$ 313,000)
Forecast YTD:	\$ 2,225,000	\$ 1,783,000	\$ 442,000
Variance:	- \$ 397,000 Unfavourable	- \$ 358,000 Overspent	- \$ 755,000 Unfavourable

### Capital expenditure against forecast





## Sewerage

*Waikeri*

### Level of Service

Measure	Target	Actual	Status	Comment
Number of dry weather sewerage overflows per 1,000 properties - DIA Performance Measure 1 (system and adequacy)	Max 4	0.22	Green	
Compliance with Council's resource consents for discharge from its sewerage system - DIA Performance measure 2 (discharge compliance)	Max 0	0	Green	
DIA Performance Measure 3 (fault response times)				
(a) The median response time to attend emergency blockages	<1 hour	0h 17m	Green	
(b) The median response time to resolve emergency blockages	<6 hours	1h 19m	Green	
DIA Performance Measure 4 (customer satisfaction) The number of complaints	Max 4	0.85	Green	

### Financials

	Actual YTD (\$'000)	Forecast YTD (\$'000)	Variance (\$'000)	Full year forecast (\$'000)	Long-term Plan (\$'000)
Rates and penalties	1,669	1,655	+ 14	6,618	6,618
Subsidies and grants	-	331	- 331	1,320	1,320
Income from activities	159	239	- 80	952	952
Investment revenue	-	-	-	-	-
<b>Total revenue</b>	<b>1,828</b>	<b>2,225</b>	<b>- 397</b>	<b>8,890</b>	<b>8,890</b>
Employee expenses	13	3	- 10	13	13
Other expenses	1,092	753	- 339	2,998	2,998
Finance expenses	-	-	-	-	-
Depreciation and amortisation	1,036	1,027	- 9	4,106	4,106
<b>Total expenses</b>	<b>2,141</b>	<b>1,783</b>	<b>- 358</b>	<b>7,117</b>	<b>7,117</b>
<b>Net operating surplus / (deficit)</b>	<b>(313)</b>	<b>442</b>	<b>- 755</b>	<b>1,773</b>	<b>1,773</b>



## Sewerage

*Waikeri*

### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Treatment plant renewals	(117)	340	- 457	-9%	1,360	1,360
Pipe renewals	232	469	- 237	12%	1,875	1,875
Pump Station renewals	(117)	340	- 457	-9%	1,360	1,360

## Stormwater

### *Wai tupuhi*



### Commentary

The one measure not achieved relates to flooding events in the city. The target for the year is zero and year to date there have been two events. It should be noted that this is largely a measure of changing weather patterns and has not resulted in flooding of habitable property floors.

Our maintenance on the Stormwater network is higher than expected in the first quarter but expect this to level out throughout the year.

The capital work programme is behind schedule which is due to COVID issue, delays in both design, construction receiving material but expect this to improve over the coming months.

### Finance



Revenue YTD

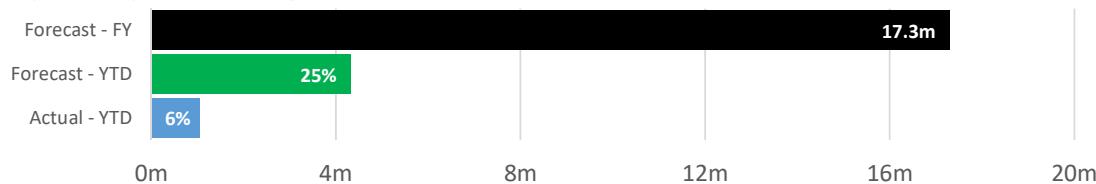
Expenditure YTD

	Operating Revenue	Operating Expenditure	Net Operating surplus
Actual YTD:	\$ 1,392,000	\$ 1,904,000	(\$ 512,000)
Forecast YTD:	\$ 2,622,000	\$ 1,294,000	\$ 1,328,000
Variance:	- \$ 1,230,000 Unfavourable	- \$ 610,000 Overspent	- \$ 1,840,000 Unfavourable

# Stormwater

*Wai tupuhi*

## Capital expenditure against forecast



## Level of Service

Measure	Target	Actual	Status	Comment
DIA Performance measure 1 (system adequacy) (a) The number of flooding events that occur in the Invercargill City district	0	2	Red	Heavy rains and regional flooding. Capacity problems in Bluff
DIA Performance measure 1 (system adequacy) (b) For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the Council's stormwater system)	0	0	Green	
DIA Performance measure 2 (discharge compliance) Compliance with the Council's resource consents for discharge from its sewerage system, measured by the number of: <ul style="list-style-type: none"> <li>- Abatement notices</li> <li>- Infringement notices</li> <li>- Enforcement orders</li> <li>- Convictions</li> </ul>	0	0	Green	
DIA Performance measure 3 (response times) The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site	<1 hour	100%	Green	
DIA Performance Measure 4 (customer satisfaction) The number of complaints received about the performance of the stormwater system (expressed per 1,000 properties connected to the Council's stormwater system)	<4	1.3	Green	

# Stormwater

## *Wai tupuhi*

### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Rates and penalties	1,372	1,289	+ 83	5,156	5,156
Subsidies and grants	-	1,330	- 1,330	5,320	5,320
Income from activities	20	3	+ 17	9	9
Investment revenue	-	-	-	-	-
<b>Total revenue</b>	<b>1,392</b>	<b>2,622</b>	<b>- 1,230</b>	<b>10,485</b>	<b>10,485</b>
Employee expenses	1	-	- 1	-	-
Other expenses	925	327	- 598	1,303	1,303
Finance expenses	-	-	-	-	-
Depreciation and amortisation	978	967	- 11	3,862	3,862
<b>Total expenses</b>	<b>1,904</b>	<b>1,294</b>	<b>- 610</b>	<b>5,165</b>	<b>5,165</b>
<b>Net operating surplus / (deficit)</b>	<b>(512)</b>	<b>1,328</b>	<b>- 1,840</b>	<b>5,320</b>	<b>5,320</b>
Revenue is less than expected due to the timing of the receipt of Shovel Ready funding. The deferred payment terms has also delayed the recognition of the external funding. The full year's funding is still					

### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Treatment plant	0	105	- 105	0%	420	420
Pipe renewals	919	613	+ 306	37%	2,451	2,451
Stead Street stop bank	160	3,555	- 3,395	1%	14,220	14,220
	The year to date spend is lower than forecast due to a change in the timing of the payment for the sheet piles. This is a timing difference with the full year forecast currently unchanged.					



## Roading Services

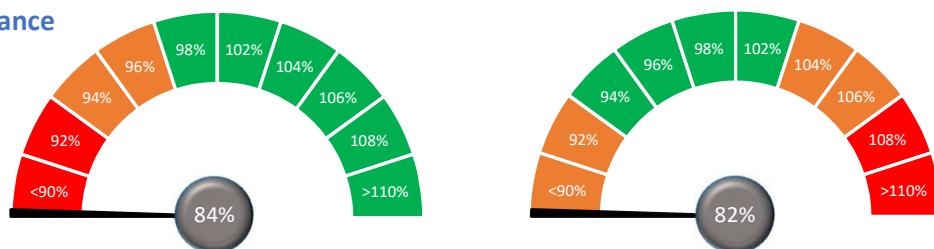
*Ratonga rori*



### Commentary

The first quarter typically has many weather constraints and this limits the works which are undertaken. Major resurfacing constraints currently being tendered. NZTA has only recently confirmed the level of subsidised funding and further forecasting will be required to align ICC and NZTA funding.

### Finance



### Capital expenditure against forecast





## Roading Services

*Ratonga rori*

### Level of Service

Measure	Target	Actual	Status	Comment
The number of and change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	Decreasing annually	N/A	Grey	Annual measure
Collective risk (crash density) – fatal and serious injury rate per km of road	Decreasing annually	N/A	Grey	Annual measure
Personal risk – average annual fatal and serious injury crashes per 100 million vehicle-kilometres	Decreasing annually	N/A	Grey	Annual measure
The average quality of ride, on a sealed local road network, measured by smooth travel exposure	Higher than national average	N/A	Grey	Annual measure
The percentage of the sealed local road network that is resurfaced	> 5.5%	N/A	Grey	Annual measure
The percentage of footpaths within the district that fall within the level of service, or service standard for the condition of footpaths as set out in the Asset Management Plan	< 8% in very poor condition	N/A	Grey	Annual measure
The percentage of customer service requests relating to roads and footpaths, to which the territorial authority responds within the time frame specified in the Long-term Plan	75%	88%	Green	
The number of unplanned road closures and the number of vehicles affected by closures annually	< 8	N/A	Grey	Annual measure
Proportion of network not available to Class 1 heavy vehicles and 50MAX vehicles	Maintain / Increase proportion	N/A	Grey	Annual measure
Mean travel times for private motor vehicles on key routes	Maintain stable trend	N/A	Grey	Annual measure
The overall cost per km and vkt of routine maintenance activities, and cost by work category on each road network for the financial year	<= Peer Group Average	N/A	Grey	Annual measure



## Roading Services

*Ratonga rori*

### Level of Service

Measure	Target	Actual	Status	Comment
An Invercargill street lighting fault is responded to promptly	> 75%	100%	Green	
Vandalised signs are promptly responded to and corrective actions commenced	> 85%	80%	Red	
Damaged traffic signals are attended to promptly	> 85%	100%	Green	

### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Rates and penalties	2,015	2,015	-	8,059	8,059
Subsidies and grants	1,356	1,750	- 394	6,994	6,994
Income from activities	176	440	- 264	1,753	1,753
Investment revenue	-	-	-	-	-
<b>Total revenue</b>	<b>3,547</b>	<b>4,205</b>	<b>- 658</b>	<b>16,806</b>	<b>16,806</b>
Employee expenses	112	121	+ 9	485	485
Other expenses	818	1,659	+ 841	6,615	6,615
Finance expenses	-	-	-	-	-
Depreciation	2,511	2,428	- 83	9,705	9,705
<b>Total expenses</b>	<b>3,441</b>	<b>4,208</b>	<b>+ 767</b>	<b>16,805</b>	<b>16,805</b>
Net operating surplus / (deficit)	106	(3)	+ 109	1	1

### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Resurfacing.	-	1,249	- 1,249	0%	4,997	4,997
Rehabilitation and drainage renewals						
Footpath renewals	205	413	- 208	12%	1,653	1,653
Low cost, low risk capital renewals	-	163	- 163	0%	651	651
Parking meters	-	114	- 114	0%	455	455



## Solid Waste Management

*Para*

### Level of Service

■ On target or achieved      ■ Of concern  
■ Not achieved      ■ No measure available



### Commentary

The three 'of concern' measures relate to increasing recycling levels and decreasing the amount of waste going to landfill. While recycling tonnages continue to increase, this is not sufficient to offset waste volumes and waste to landfill continues to increase. A renew of our approach to solid waste is scheduled to commence in the second half of next year. This process will review whether decreasing landfill volumes is a realistic target and the level of investment required to achieve this.

### Finance

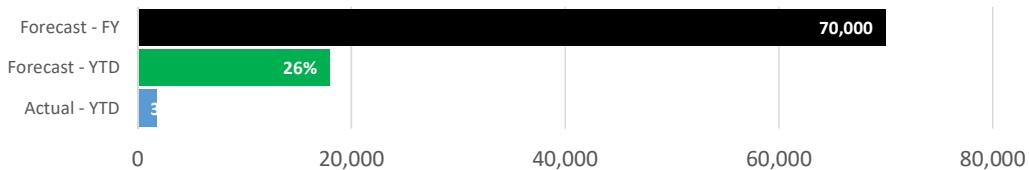


Revenue YTD

Expenditure YTD

	Operating Revenue	Operating Expenditure	Net Operating surplus
Actual YTD:	\$ 2,001,000	\$ 2,956,000	(\$ 955,000)
Forecast YTD:	\$ 2,561,000	\$ 2,577,000	(\$ 16,000)
Variance:	- \$ 560,000 Unfavourable	- \$ 379,000 Overspent	- \$ 939,000 Unfavourable

### Capital expenditure against forecast





## Solid Waste Management

*Para*

### Level of Service

Measure		Target	Actual	Status	Comment
Discarded materials rate per person per annum (kgs)		650kg per person per annum.	N/A		
Monitoring the trends in key material types to landfill (i.e. cleanfill green waste, recyclables)	Kerbside recycling	Increasing trend	689	<span style="background-color: #2e7131; color: white; padding: 2px;"> </span>	
	Landfill rubbish	Decreasing trend	2873	<span style="background-color: #f08030; color: white; padding: 2px;"> </span>	More education on waste minimisation along with advertising and a schools programme is required.
	Solid waste to landfill	Decreasing trend	5528	<span style="background-color: #f08030; color: white; padding: 2px;"> </span>	Increased media advertising started in October 2021.
	Diverted material	Increasing trend	1118	<span style="background-color: #f08030; color: white; padding: 2px;"> </span>	

### Financials

	Actual YTD (\$'000)	Forecast YTD (\$'000)	Variance (\$'000)	Full year forecast (\$'000)	Long-term Plan (\$'000)
Rates and penalties	1,183	1,207	- 24	<span style="background-color: #2e7131; color: white; padding: 2px;"> </span>	4,826
Subsidies and grants	-	-	-	<span style="background-color: #2e7131; color: white; padding: 2px;"> </span>	-
Income from activities	818	1,354	- 536	<span style="background-color: #f08030; color: white; padding: 2px;"> </span>	5,412
Investment revenue	-	-	-	<span style="background-color: #2e7131; color: white; padding: 2px;"> </span>	-
<b>Total revenue</b>	<b>2,001</b>	<b>2,561</b>	<b>- 560</b>	<b>10,238</b>	<b>10,238</b>
Employee expenses	-	46	+ 46	<span style="background-color: #f08030; color: white; padding: 2px;"> </span>	182
Other expenses	2,832	2,503	- 329	<span style="background-color: #f08030; color: white; padding: 2px;"> </span>	10,003
Finance expenses	-	-	-	<span style="background-color: #2e7131; color: white; padding: 2px;"> </span>	-
Depreciation and amortisation	124	28	- 96	<span style="background-color: #f08030; color: white; padding: 2px;"> </span>	111
<b>Total expenses</b>	<b>2,956</b>	<b>2,577</b>	<b>- 379</b>	<b>10,296</b>	<b>10,296</b>
<b>Net operating surplus / (deficit)</b>	<b>(955)</b>	<b>(16)</b>	<b>- 939</b>	<span style="background-color: #f08030; color: white; padding: 2px;"> </span>	<b>(58)</b>

## General Services

### *Ngā ratonga*

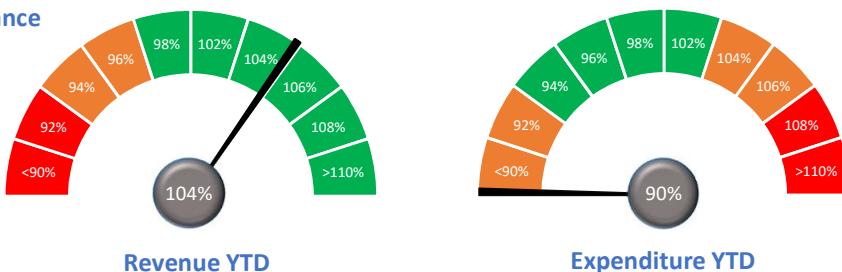


### Commentary

The large number of 'No measure available' measures reflect annual or customer survey measures which have not yet been undertaken.

Collectively this group of activities has an operating deficit that is \$1.9 million better than forecast principally due to expenses being \$1.5 million lower than forecast. It is noted that some of the activities within this group receive all revenue at the start of the year which may not be reflected in the forecast.

### Finance



	Operating Revenue	Operating Expenditure	Net Operating surplus
Actual YTD:	\$ 12,244,000	\$ 13,478,000	(\$ 1,234,000)
Forecast YTD:	\$ 11,794,000	\$ 14,984,000	(\$ 3,190,000)
Variance:	+ \$ 450,000 Favourable	+ \$ 1,506,000 Underspent	+ \$ 1,956,000 Favourable

### Capital expenditure against forecast



## General Services

*Ngā ratonga*

### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Rates and penalties	6,945	6,643	+ 302	26,563	26,563
Subsidies and grants	290	578	- 288	2,308	2,308
Income from activities	4,877	4,527	+ 350	18,079	18,079
Investment revenue	132	46	+ 86	5,166	5,166
<b>Total revenue</b>	<b>12,244</b>	<b>11,794</b>	<b>+ 450</b>	<b>52,116</b>	<b>52,116</b>
Employee expenses	6,194	6,651	+ 457	26,557	26,557
Other expenses	5,312	6,168	+ 856	24,529	24,529
Finance expenses	449	561	+ 112	2,247	2,247
Depreciation	1,523	1,604	+ 81	6,411	6,411
<b>Total expenses</b>	<b>13,478</b>	<b>14,984</b>	<b>+ 1,506</b>	<b>59,744</b>	<b>59,744</b>
Net operating surplus / (deficit)	(1,234)	(3,190)	+ 1,956	(7,628)	(7,628)

### GENERAL SERVICES - Democratic Process

#### Level of Service

Measure	Target	Actual	Status	Comment
Percentage of residents' survey respondents who provide a rating of satisfied or greater with the opportunities Council provides for community involvement in decision	50%	N/A	Grey	
Number of activities or events supported by the Community Wellbeing Fund	25	4	Green	

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	1,450	1,481	- 31	5,919	5,919
Total expenses	1,702	1,686	- 16	6,700	6,700
Net operating surplus / (deficit)	(252)	(205)	- 47	(781)	(781)

## General Services

*Ngā ratonga*

GENERAL SERVICES - Regulatory Services				
Level of Service				
Measure	Target	Actual	Status	Comment
We process building, resource consent, food and alcohol applications in accordance with the quality manual and statutory timeframes	100% building	96%	<span style="background-color: green; width: 4%;"></span>	A small number have gone over due to human error
	non-notified resource consents not requiring a hearing	79%	<span style="background-color: yellow; width: 7%;"></span>	There has been an increase in resource consents applications coinciding with a decrease in staff levels
	food applications are issued within 20 working days of receipt	100%	<span style="background-color: green; width: 10%;"></span>	
	100% alcohol applications not requiring a hearing are issued within 30 working days of receipt	100%	<span style="background-color: green; width: 10%;"></span>	
We identify potentially earthquake-prone buildings	Potentially earthquake-prone buildings are identified in 20% of the blocks identified by the Priority Buildings Area maps*	100%	<span style="background-color: green; width: 10%;"></span>	
We promote incentives to owners of heritage buildings, especially when they undertake earthquake strengthening	Earthquake-prone buildings incentives are developed and implemented	N/A	<span style="background-color: yellow; width: 10%;"></span>	
Financials				
	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)
Total revenue	1,816	1,485	+ 331	<span style="background-color: green; width: 3%;"></span> 5,939
Total expenses	1,457	1,489	+ 32	<span style="background-color: green; width: 3%;"></span> 5,939
Net operating surplus / (deficit)	359	(4)	+ 363	<span style="background-color: green; width: 3%;"></span> - -

### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Property file digitalisation	27	-	+ 27	#DIV/0!	-	-

## General Services

*Ngā ratonga*

<b>GENERAL SERVICES - Parks and Reserves</b>				
<b>Level of Service</b>				
Measure	Target	Actual	Status	Comment
Queens Park is accredited as a “Garden of National Significance”	Retain accreditation	Achieved	<span style="background-color: green;"></span>	
Percentage of customers satisfied with parks identified through annual user surveys	New measure	Annual	<span style="background-color: grey;"></span>	will be completed with the corporate survey
Area of actively maintained parkland (hectares per 1000 residents)	24.4ha	100%	<span style="background-color: green;"></span>	
Including Premier Parks (i.e. Queens Park, Anderson House, Otepuni Gardens)	112ha	100%	<span style="background-color: green;"></span>	
Maintain the area of actively maintained parks and recreational land at or above the national median	Area of natural parkland (hectares per 1000 residents)	27.9ha	100%	<span style="background-color: green;"></span>
	Area of Sports Parks (hectares per 1000 residents)	2.5ha	100%	<span style="background-color: green;"></span>
	Grass fields (total)	105.6ha	100%	<span style="background-color: green;"></span>
	Non-grass sports surfaces (total)	2.1ha	100%	<span style="background-color: green;"></span>
Number of activities or events supported by the Community Wellbeing Fund	Number of Playgrounds (per 1000 children)	6.9	100%	<span style="background-color: green;"></span>
	Number of street trees (approximate number per 1000 residents). Note: assessed numbers to be confirmed	Maintain	On Target	<span style="background-color: grey;"></span>
	Gardens/ Horticultural planted beds (m <sup>2</sup> per 1000 residents)	4,701m <sup>2</sup>	4,701m <sup>2</sup>	<span style="background-color: green;"></span>
	Grass Mowing (hectares per 1000 residents)	8.1ha	8.1ha	<span style="background-color: green;"></span>

## General Services

*Ngā ratonga*

### GENERAL SERVICES - Parks and Reserves

#### Level of Service

	Target	Actual	Status	Comment
	700.4m	700.4m	Green	
cont	Percentage of health and safety complaints are investigated and mitigated where possible	100%	Green	
	Community groups are working with Council to implement pest control	1	Yellow	
	Number of visitors per head of Invercargill population identified through annual user surveys	Increasing use	Not Achieved	Progress to date indicates that visitor numbers are down as it has been a wet 3 months and a COVID lockdown so not as many park users as normal.

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	2,584	2,574	+ 10	10,288	10,288
Total expenses	2,056	2,590	+ 534	10,338	10,338
Net operating surplus / (deficit)	528	(16)	+ 544	(50)	(50)

The phasing of the budget over the year doesn't match the planned packages of significant maintenance work in grouped projects. It is anticipated that the underspend will be caught up over the rest of the spring and summer months.

#### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Bluff Boat Ramp renewal	95	400	- 305	6%	1,600	1,600

## General Services

*Ngā ratonga*

### GENERAL SERVICES - Libraries

#### Level of Service

Measure	Target	Actual	Status	Comment
Percentage of collection published in the past 5 years (excludes heritage collections)	>60%	62%	<span style="background-color: green;"></span>	
Percentage of library customers who rate the library collections as satisfactory or greater in annual residents' survey	>85%	Not Available	<span style="background-color: grey;"></span>	Annual survey not yet completed
Number of visits per year	515,000	106,107	<span style="background-color: yellow;"></span>	On target until lockdown of facility for 3 weeks

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	743	702	+ 41	<span style="background-color: green;"></span>	2,807 2,807
Total expenses	687	702	+ 15	<span style="background-color: green;"></span>	2,807 2,807
Net operating surplus / (deficit)	56	-	+ 56	<span style="background-color: green;"></span>	- -

The increased revenue reflects funding provided by NZLPP.

### GENERAL SERVICES - Aquatic Services

#### Level of Service

Measure	Target	Actual	Status	Comment
Number of visits per head of (Invercargill City) population	>6.5	4.01	<span style="background-color: yellow;"></span>	Covid-19 Delta Lockdown restrictions.
User Satisfaction Survey shows 85% or more rate the overall quality as satisfactory or above	85%	N/A	<span style="background-color: green;"></span>	
Time when a minimum of four 25 metre public lanes are available for swimming	95%	76%	<span style="background-color: yellow;"></span>	Covid-19 Delta Lockdown restrictions.
Time pools are kept within operating guidelines of the New Zealand Pool Water Standards NZS5826:2010	100%	100%	<span style="background-color: green;"></span>	

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	294	707	- 413	<span style="background-color: red;"></span>	2,823 2,823
Total expenses	541	654	+ 113	<span style="background-color: orange;"></span>	2,610 2,610
Net operating surplus / (deficit)	(247)	53	- 300	<span style="background-color: red;"></span>	213 213

Revenue is less than expected due to the impact of being closed during Covid-19 level 4 and 3 with other restrictions through level 2 impacting admissions. However, this has also led to lower levels of expenditure.

## General Services

*Ngā ratonga*

### GENERAL SERVICES - Arts, Culture and Heritage

#### Level of Service

Measure	Target	Actual	Status	Comment
He Waka Tuia - Number of visits per head of Invercargill City population	9,000	1,918	Yellow	Closure of Facility during Covid 4 and 3 by Central Government
He Waka Tuia - Customer satisfaction rating is satisfactory or above	7-8	N/A	Grey	

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	1,045	787	+ 258	3,149	3,149
Total expenses	827	789	- 38	3,149	3,149
Net operating surplus / (deficit)	218	(2)	+ 220	-	-

### GENERAL SERVICES - Public Transport

#### Level of Service

Measure	Target	Actual	Status	Comment
Total public transport boardings	Year on Year increase	26,132	Yellow	Patronage numbers have not returned from lockdown and are low compared to similar periods.
Customer satisfaction rating for quality is satisfactory or above	70%	Annual	Grey	
Customer satisfaction with price is satisfactory or above	80%	Annual	Grey	
Council administers and supports the Total Mobility scheme.	Total Mobility Scheme is administered	Annual	Grey	

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	498	635	- 137	2,537	2,537
Total expenses	413	632	+ 219	2,521	2,521
Net operating surplus / (deficit)	85	3	+ 82	16	16

## General Services

*Ngā ratonga*

### GENERAL SERVICES - Venue and Events Services

#### Level of Service

Measure		Target	Actual	Status	Comment
Increase public use of venue services through the attraction and support for a range of community events through to touring shows and performances	Auditorium	>55 bookings	13	<span style="background-color: green;"></span>	
		>28% occupancy rate	32% (30 days occupied)	<span style="background-color: green;"></span>	
	Victoria and Drawing Rooms	>70 bookings	1	<span style="background-color: red;"></span>	Currently has Vaccination Clinic (one booking)
		>11% occupancy rate	100%	<span style="background-color: green;"></span>	
	Increasing public awareness and use of the Civic Theatre complex and its range of facilities	>10 regional events	NA	<span style="background-color: grey;"></span>	
		>6 special interest events	NA	<span style="background-color: grey;"></span>	
		>35 community events	12	<span style="background-color: green;"></span>	
	Expanding the use and awareness of the Scottish Hall as a venue for meetings and a range of social and cultural experiences	>40 bookings	10	<span style="background-color: green;"></span>	
		>18% occupancy rate	10% (11 days occupied)	<span style="background-color: yellow;"></span>	Covid impacted
		>10 special interest events	NA	<span style="background-color: grey;"></span>	
		>30 community events	11	<span style="background-color: grey;"></span>	
	Expanding the use and awareness of the Rugby Park as a venue for meetings and a range of social, cultural and sporting experiences	>25 bookings	7	<span style="background-color: red;"></span>	Limited opportunities to hire beyond core hireage
		>8% occupancy rate	6.44%	<span style="background-color: red;"></span>	Limited opportunities to hire beyond core hireage to Rugby until
		>13 regional events	NA	<span style="background-color: grey;"></span>	
		>12 community events	2	<span style="background-color: red;"></span>	Limited opportunities to hire beyond core hireage to Rugby until
Number of visits per head of Invercargill City population		40%	70% (39,968 visits)	<span style="background-color: green;"></span>	
Percentage of Venues and Events Services customers (hirers and patrons)		>80%	Not yet Measured	<span style="background-color: grey;"></span>	

Q1 had 39 COVID-19 impacted days preventing hireage of venues but performance outside of this restraint showed a strong market recovery. Some measures are new and require data not collected in this quarter. Some refinement in the methodology of collection will be undertaken in coming months to ensure a full year result can be reported.

## General Services

*Ngā ratonga*

### GENERAL SERVICES - Venue and Events Services

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	227	147	+ 80	586	586
Total expenses	194	256	+ 62	1,019	1,019
Net operating surplus / (deficit)	33	(109)	+ 142	(433)	(433)

A strong 1st quarter revenue result reflects a busy start to the year caused by regularly scheduled events, increased numbers from the scheduling of previously postponed events and the regular hire income from the Vaccination Clinic at the Civic. Expenditure is below forecast due to periods of reduced activity and the phasing of some community grants. The bulk of COVID-19 impacted events will likely become apparent in the next quarter.

### GENERAL SERVICES - Housing Care

#### Level of Service

Measure	Target	Actual	Status	Comment
Units are occupied 95% of the time	95%	99%	Green	
Requests for service are responded to and remedial action in place: - Urgent	24	24	Green	
Requests for service are responded to and remedial action in place: - Non-Urgent	5	5	Green	

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	343	347	- 4	1,389	1,389
Total expenses	654	463	- 191	1,854	1,854
Net operating surplus / (deficit)	(311)	(116)	- 195	(465)	(465)

Expenses are higher than forecast year to date principally due to timing of costs.

### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
House Care building improvements	200	314	- 114	16%	1,256	1,256

## General Services

*Ngā ratonga*

### GENERAL SERVICES - Public Toilets

#### Level of Service

Measure	Target	Actual	Status	Comment
Public toilets are operational 95% of open hours (which is 24 hours per day)	95%	98%	<span style="background-color: green; color: white;">█</span>	

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	172	172	-	687	687
Total expenses	145	173	+ 28	687	687
Net operating surplus / (deficit)	27	(1)	+ 28	-	-

#### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Public Toilets renewals	-	75	- 75	0%	301	301

### GENERAL SERVICES - City Centre

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	41	41	-	164	164
Total expenses	1	61	+ 60	249	249
Net operating surplus / (deficit)	40	(20)	+ 60	(85)	(85)

#### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
City Centre Masterplan Streetscape	1,227	2,634	- 1,407	12%	10,535	10,535

## General Services

*Ngā ratonga*

### GENERAL SERVICES - Investments

#### Level of Service

Measure	Target	Actual	Status	Comment
All properties, excluding those prepared, are leased	95%	N/A		Annual measure
Lease agreements are current at market rental levels	100%	N/A		Annual measure
Net rate of return	> Market interest rate (historic and current)	N/A		Annual measure

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	879	787	+ 92	8,124	8,124
Total expenses	942	951	+ 9	3,790	3,790
Net operating surplus / (deficit)	(63)	(164)	+ 101	4,334	4,334

#### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Demolition of Esk Street West buildings	-	869	- 869	0%	3,476	3,476

### GENERAL SERVICES - Corporate Services

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	756	441	+ 315	1,756	1,756
Total expenses	2,294	3,050	+ 756	12,155	12,155
Net operating surplus / (deficit)	(1,538)	(2,609)	+ 1,071	(10,399)	(10,399)

## General Services

*Ngā ratonga*

### GENERAL SERVICES - Property

#### Financials

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	Full year forecast (\$000)	Long-term Plan (\$000)
Total revenue	1,397	1,488	- 91	5,948	5,948
Total expenses	1,564	1,488	- 76	5,926	5,926
Net operating surplus / (deficit)	(167)	-	- 167	22	22

#### Key capital projects over \$250,000

	Actual YTD (\$000)	Forecast YTD (\$000)	Variance (\$000)	% of forecast	Full year forecast (\$000)	Long-term Plan (\$000)
Animal Care facility renewals	76	118	- 42	16%	471	471
Anderson House strengthening	76	275	- 199	7%	1,100	1,100
Library building renewals	4	143	- 139	1%	570	570
Splash Palace building renewals	0	269	- 269	0%	1,074	1,074
Museum building redevelopment	45	358	- 313	3%	1,432	1,432
Civic building renewals	18	63	- 45	7%	250	250

**INVERCARGILL CITY COUNCIL QUARTERLY REPORT TO 30 SEPTEMBER 2021**  
**STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE**

	YTD Actual Sep 2021 (\$000)	YTD Forecast Sep 2021 (\$000)	Full Year Forecast 2022 (\$000)	Long-term Plan 2022 (\$000)
<b>REVENUE</b>				
Rates and penalties	15,338	14,962	59,833	59,833
Fines	64	151	606	606
Subsidies and grants	1,646	4,242	16,952	16,952
Direct charges revenue	7,460	5,847	23,347	23,347
Rental revenue	927	964	3,847	3,847
Finance revenue	132	46	182	182
Dividends & subvention revenue	0	0	4,984	4,984
<b>Total revenue</b>	<b>25,567</b>	<b>26,212</b>	<b>109,751</b>	<b>109,751</b>
<b>EXPENSES</b>				
Employee expenses	6,320	6,821	27,237	27,237
Depreciation and amortisation	7,200	7,064	28,233	28,233
Other expenses	14,076	12,571	50,075	50,075
Finance expenses	449	561	2,247	2,247
<b>Total expenses</b>	<b>28,045</b>	<b>27,017</b>	<b>107,792</b>	<b>107,792</b>
<b>Net operating surplus (deficit)</b>	<b>(2,478)</b>	<b>(805)</b>	<b>1,959</b>	<b>1,959</b>
Other gains/(losses)	0	0	1,589	1,589
<b>Surplus / (deficit) before tax</b>	<b>(2,478)</b>	<b>(805)</b>	<b>3,548</b>	<b>3,548</b>
Income tax expense	0	0	0	0
<b>Surplus (deficit) after tax</b>	<b>(2,478)</b>	<b>(805)</b>	<b>3,548</b>	<b>3,548</b>
<b>OTHER COMPREHENSIVE REVENUE AND EXPENSE</b>				
Property, plant and equipment revaluation gain (loss)	0	0	85,053	85,053
Carbon credit revaluation gains/(losses)	0	0	0	0
Cash flow hedges	0	0	0	0
<b>Total other comprehensive revenue and expense</b>	<b>0</b>	<b>0</b>	<b>85,053</b>	<b>85,053</b>
<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b>	<b>(2,478)</b>	<b>(805)</b>	<b>88,601</b>	<b>88,601</b>

**INVERCARGILL CITY COUNCIL QUARTERLY REPORT TO 30 SEPTEMBER 2021****STATEMENT OF FINANCIAL POSITION**

	<b>YTD Actual</b>	<b>Full Year Forecast</b>	<b>Annual Report</b>
	<b>Sep 2021</b>	<b>2022</b>	<b>2021</b>
	<b>(\$000)</b>	<b>(\$000)</b>	<b>(\$000)</b>
<b>ASSETS</b>			
Cash and cash equivalents	11,786	6,505	
Trade and other receivables	6,577	11,328	
Prepayments	501	461	
Inventories	825	825	
Property, plant and equipment	844,361	970,603	
Intangible assets	2,417	1,600	
Biological assets	4,116	3,838	
Investment property	24,798	40,696	
Investment in CCOs and similar entities	76,569	76,569	
Other financial assets - other investments	41,992	38,778	
<b>TOTAL ASSETS</b>	<b>1,013,942</b>	<b>1,151,203</b>	<b>0</b>
<b>LIABILITIES</b>			
Trade and other payables	9,974	13,937	
Provisions	928	928	
Employee benefit liabilities	2,748	4,037	
Borrowings	89,237	125,240	
Derivative financial instruments	3,492	3,493	
<b>Total liabilities</b>	<b>106,379</b>	<b>147,635</b>	<b>0</b>
<b>TOTAL EQUITY</b>			
Retained earnings	359,560	386,248	
Other reserves	548,003	617,320	
<b>Total equity</b>	<b>907,563</b>	<b>1,003,568</b>	<b>0</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>1,013,942</b>	<b>1,151,203</b>	<b>0</b>

## ACTIVITIES REPORT

**To:** Performance, Policy and Partnerships Committee

**Meeting Date:** Tuesday 9 November 2021

**From:** Group Managers

**Approved:** Clare Hadley - Chief Executive

**Approved Date:** Tuesday 2 November 2021

**Open Agenda:** Yes

**Public Excluded Agenda:** No

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### Purpose and Summary

This report provides an update on a wide range of activities across the Council.

### Recommendations

That the Performance, Policy and Partnerships Committee receives the report "Activities Report".

### Customer and Environment

#### Property File Digitisation Project

With a new executive sponsor for the project, work has begun on refining an RFP for the technical support necessary to deliver the project by 2024 as was identified in November 2020. A significant component of the project is change management. At the time of writing, the project team are completing workshops with regular users to understand how the physical Property Files are used today so the transition to digital files can be as seamless as possible. Processes can be defined with efficiencies realised as part of the project. The project aligns closely with the Information Management and Information Systems teams and is part of the wider strategic goals to embrace innovation and change. Regular reporting will be provided to this committee via the activities report.

### **Property Records**

LIM Lodged	55
LIMs Lodged Electronically	80%
Average Day LIM's Issued	5.62
Property File Requests	301

The demand for LIM's and property file requests has continued to remain steady. We have seen a large increase in particular with requests and LIM lodgements for commercial properties which reflects the amount of building developments and improvements going on in the city.

### **Environmental Services**

<b>Environmental Health</b>	<b>28 Sept – 27 Oct</b>
Verifications Completed	27
New Food applications	4
Health Licences	2
Alcohol Licences issued	50

- The Environmental Health team have resumed verifications under MPI's level guidelines. Business owners are happy to be operating and have been willing to have the verifiers onsite.
- There is a higher number of alcohol licences issued this month. This is due to applications being on hold from the previous month. Also it is ILT and Club licences renewal cycle this year. Two On-Licence have requested that their licences be put on hold until Level 1. This allows them to operate without having to provide extra staff to manage covid restrictions (table service).
- It is pleasing to see new food applications be processed and approved during level 2.

<b>Compliance</b>	<b>28 Sept – 27 Oct</b>
Noise	120
Litter	1
Overgrown-Untidy sections	8
Animal-Poultry	4

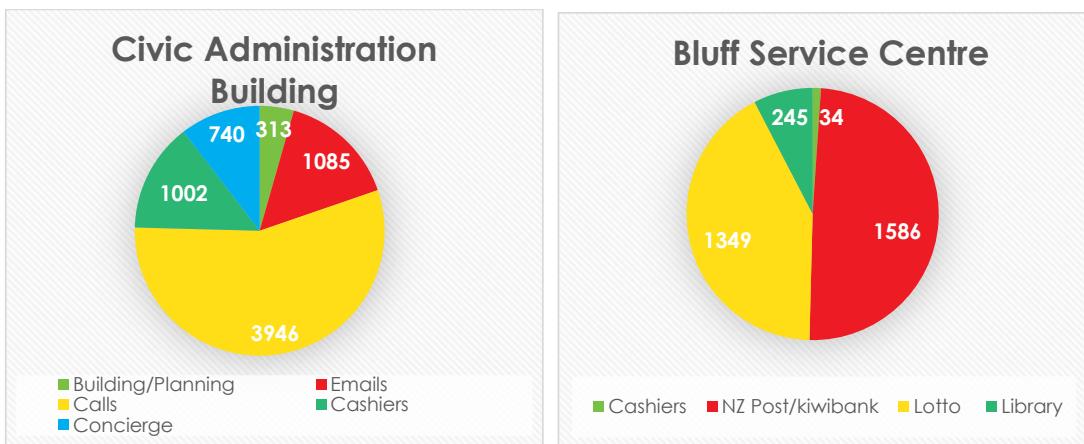
- There is an increase in noise complaints however there have been multiple complaints received for the same properties.
- Complaints regarding animals-poultry remain static and similar to last month under 10 complaints received.

<b>Compliance - Animal Control</b>	<b>28 Sept – 27 Oct</b>
Dog Registrations (new and renewal)	285
RFS received	191
Infringements	0
Prosecution	1
Rehoming	0
Dogs Returned	14

- Animal Services has been kept busy with RFS received, dog registrations follow ups, barking and wandering complaints make up a majority of the RFS received this month.
- Dogs returned home has increased. This is due to the team following up with the registered owners and arranging collection of their dogs.
- As at 27 October 2021, there are 7,910 dogs registered and 1,228 dogs unregistered. The unregistered dog owners are being followed up to register their dogs.

### **Customer Services Report**

Reporting Period 28 September to 26 October 2021



### **Customer Facing**

CAB (Civic Administration Building) and Bluff have continued to welcome customers under strict level 2 protocols. The concierge system in both locations works well and all visitors are welcomed at the door and non-tracer app users are signed in by a team member on ICC iPad tracing application. In the CAB, 307 people were signed in manually from a total visitor number of 1,049 for the period, while in Bluff there were 1,300 people digitally signed in by our team from a total of 3,214 visitors over the period.

Visitor numbers to Bluff were high for this time of year. Much of this was driven by high lotto jackpots with 5,317 individual tickets sold to 1,349 customers. Half of all visitors use our NZ Post/Kiwibank services and enjoy the variety of services offered in one community destination.

In the CAB, foot traffic is down and staffing levels have been adjusted to reflect this with one concierge and one cashier assisting our customers. Call centre volumes (a total of 3,946) are consistent with the most regular enquiries being building, rates and roading. Over the last month we have recorded that a total of 14 people visited the CAB from 8.00 am to 8.30 am for the 21 working days. As a result of this low number we will trial opening the CAB to customers from 8.30 am to 5.00 pm from 29 November; there will be communication to our customers and team. The call centre will continue to operate from 8.00 am to 5.00 pm.

### **Administration**

A total of 230 various applications were received through the Simpli online portal, 103 were building consent applications and 76 were code compliance certificate applications.

572 building inspections were completed during this period, an average of 27 a day. Of these 67% were online remote inspections and 37% were onsite inspections. Efficiencies have been introduced to the booking system to optimise the remote inspectors time.

Currently inspections are being booked within 2 days of the request. We are receiving excellent feedback on our service levels from the building trade.

### **Building and Planning**

Building Consents: 99% under 20 days.

Code Compliance Certificates: 90% under 20 days which represents a slight drop due to human error when some applications were missed (approx. 9 out of 92 for the month). Procedures have been tightened up to prevent this from occurring again.

Resource Consents: 75.75% under 20 working days.

The Planning team continue to receive more applications than previously. A recent recruitment drive has been successful and a new planner starts with ICC on 8<sup>th</sup> November which will help to reduce the timeframes.

## **Leisure and Recreation**

### **Venues and Events Services**

#### ***Update to end of September 30 2021***

September has seen the bulk of event hires cancel or postpone due to the COVID-19 alert level restrictions. Rugby Park was able to be activated in a controlled invite only manner to meet the tournament requirements of the Bunnings NPC with a largely online audience. The Civic was activated to meet the needs of larger socially distanced ICC meetings and the Vaccination Clinic continued its operations expanded to both floors of the municipal building. Staff have continued with back of house and strategic improvement projects over this time including improving the customer experience journey through the foyer spaces and equipping the venues to be able to respond to an increased demand for video conferencing and AV requirements.

The government COVID-19 guidelines are proving complex to implement consistently across the industry as the layout, resources and operational practices vary from venue to venue. Interpretation of the guidelines, largely through Entertainment Venues NZ (EVANZ), has essentially confirmed that it is up to the primary event organiser to make operational decisions to achieve compliance within each venue. This has understandably led to operational variance across the industry and some confusion for promoters and venue operators.

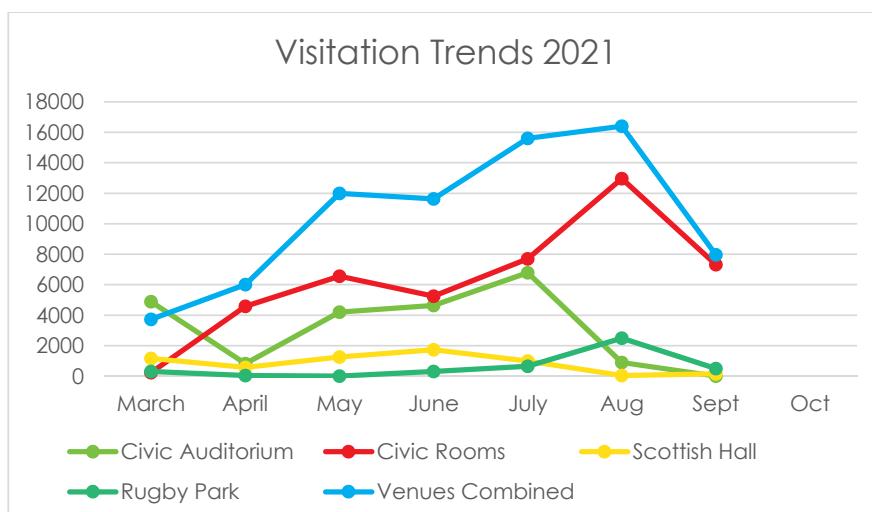
The impact of the above has also likely added to audience ticketing hesitancy and whilst advance bookings in venues are healthy patronage is relatively low. The ICC team are currently developing a campaign to educate patrons on what is open, and what to expect during a venue visit and is expected to be deployed in late October / early November to reassure public and combat ticketing hesitancy.

### **Participation and Visitation Stats**

Venue	No of COVID Dark Half Days	No of Hire Half days	Participants
Civic Theatre Auditorium	60	0	0
Civic Theatre Drawing Room	0	46	0*
Civic Theatre Victoria Rooms**	0	46	7310
Rugby Park	14	2	500
Scottish Hall Main	14	1	70
Scottish Hall Community Room	14	2	90
<b>Totals</b>	<b>97</b>		<b>7970</b>

\* To avoid double counting of participants the vaccination clients are captured in the Victoria Rooms Calculation and excluded from the drawing room data.

\*\* The numbers associated with the Victoria Rooms (COVID-19 Vaccination Clinic) are unusual for the nature of the facility and are for a limited timeframe, this data may be excluded from year on year target calculations so as not to skew reporting in future years.

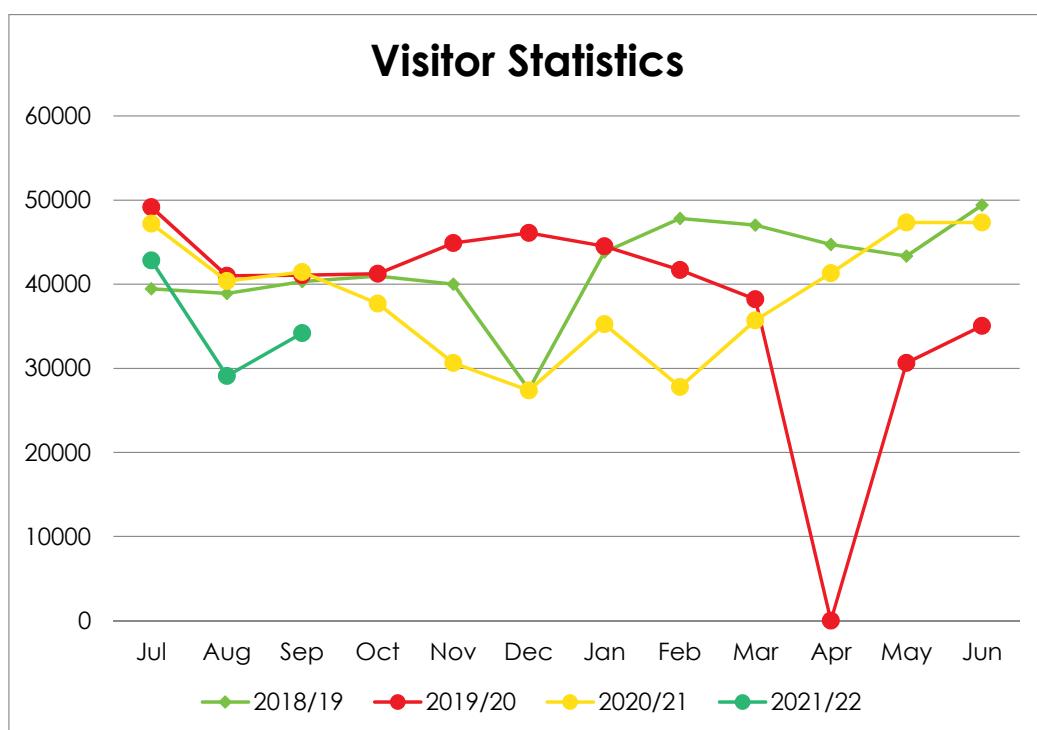


### **Looking forward**

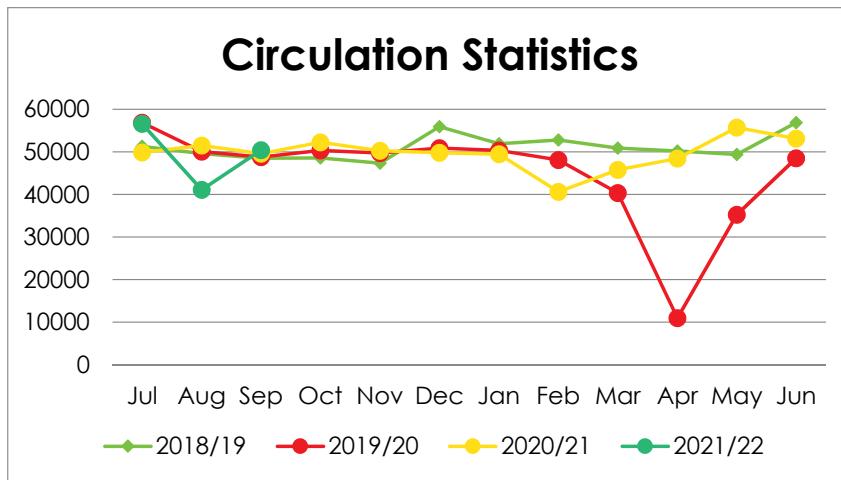
During Level Two there is a limited number of events that can be staged for customers. In coming months the venues are anticipated to start to reopen aligned with the government guidance of safe operating practices. Whilst this will allow events to be staged, the reduced available capacity will impact on the financial viability of promoters and event organisers to hold events. With Auckland remaining at a higher level national tours and sporting competitions will be impacted through the unavailability of Auckland talent and unprofitable tours due to the removal of the Auckland Market. Market recovery will rely on the restrictions on Auckland reducing.

### **Invercargill Library Report – September 2021**

#### **Library Visitors**



September saw the Library reopen on 8 September 2021 following lockdown. Prior to lockdown visitor numbers were trending upwards with June 2021 figures similar to the June 2019 figures. The September visitor numbers are approximately 20% below target. The decrease in the number of visitors is expected to continue below target while the Library is in Alert Level 2 as there is a requirement for customers to adhere to 2 metre physical distancing within the Library.

***Library Circulation***

Following a fall in circulation for August 2021 which coincided with lockdown of the Library the circulation figures have now bounced back to pre-Covid levels. The September 2021 figure is 3% higher than the September 2018 figure. This has been helped by the continued use of digital collections.

***Covid Alert level 2 Operations (Delta Version)******Collections***

There were some disruptions to deliveries during the recent lockdown. Publishers are currently reporting difficulties with supply routes and paper shortages so are now suggesting new material needs to be ordered significantly in advance of publication to guarantee delivery due to limited print runs.

***Programming***

School visits and physical programming were suspended over lockdown. Some schools and early childhood education centres have resumed having visits from our Learning Connections Coordinator and Children's Librarians. It is very much on a case by case basis. Staff have changed programming to be available in a digital format with story times and activities available.

***Lockdown Storytime!***

Preparation for the school holidays has also been for online programming including Zoom story times, scavenger hunts and craft activities. An escape room and VR (virtual reality) will be available as both can be monitored using registrations and can be limited to bubbles.



The click and collect/deliver "My Book Bag" service is proving popular with a regular group of people now using this. There still seems to be reluctance from the public to spend extended time in a public space.

### **He Waka Tuia**

#### **Visitor Numbers**

Month	Total Visitors	Total Open Hours
November 2020	772	148
December 2020	893	136
January 2021	1,068	144
February 2021	613	144
March 2021	980	158
April 2021	1,030	156
May 2021	1,288 (plus 308 off-site children)	183.5
June 2021	1,088 (plus 1,419 off-site children)	186.5

Month	Total Visitors	Total Open Hours
July 2021	1069	190
August 2021	633	104
September 2021	216	114

The impact of Covid-19 and also the upgrade of Don Street has had a direct impact on visitor numbers during August and September. In response He Waka Tuia is also launching an on-line exhibition portal.

### ***Opening Hours***

We have reviewed the opening hours of He Waka Tuia, as previously agreed. The outcome of the review was the amendment of the current opening hours – Saturday 10.00 am to 2.00 pm, Sunday 11.00 am to 3.00 pm to a consistent Saturday, Sunday and Public Holidays – 11.00 am to 2.30 pm

### ***Exhibitions and Public Programmes***

*Our Landscape – through the brush of Jonathan R White MNZM (31 July – 3 October)*

Jonathan White's exhibition was the last opening prior to the Covid-19 lockdown. Reopening at Level 2 we were forced to postpone On Trend – Owen Allison and Spring Exhibition as a result of limited public access.

These events have now been rescheduled for late 2021 and early 2022.

*Our Heritage – Your History – celebrating 150 years of Invercargill City Council*

This exhibition has opened at He Waka Tuia and will close in early November 2021. The exhibition features the watercolours of Robert Park MacGoun, as well as the original blueprints for the Invercargill Water Tower.

A print run of 900 Water Tower "cut-outs" has proved so popular that an additional 500 have also been made. These have been distributed through a number of venues including ICC and City Libraries.

### ***Minerva***

Research on Minerva has resulted in the identification of the original colour, as Minerva arrived in Invercargill in the 1870's.

*When the statuary was unboxed one morning in front of the Athenaeum building and scaffolding erected for hoisting it into position, ...[it was questioned] the value and nature of the material of which the statue was composed. The outward aspect gave to the uninitiated the look of something of a bronze appearance, but inwardly (for the figure is east hollow) it was easily seen that the material was simply cast-iron, the metal of which sash weights and cast-iron pots and pans are composed, the outside surface being painted with bronze green paint, and while in a fresh condition simply dusted with bronze-green powder. This was palmed on to the public subscribers as bronze metal—i.e. a composition of copper, block tin, and zinc, the most durable composition used for statuary purposes.*

H Wilson, Cooper and Wilson. Southern Cross, 6 July 1918

Restoration of Minerva will now be completed with a coat of bronze-green.

## **Finance and Assurance**

### **Procurement Framework**

The new Procurement Policy has been discussed at ELT, Risk and Assurance, and Council. ICC managers, team leaders, key contractors and suppliers have been selected. Public consultation closed on Friday 22 October and approval for the final Policy will be sought from Council in December 2021.

## FACILITATING AND FOSTERING REPRESENTATIVE AND SUBSTANTIAL ELECTOR PARTICIPATION

**To:** Performance, Policy and Partnerships Committee

**Meeting Date:** Tuesday 9 November 2021

**From:** Clare Hadley – Chief Executive

**Approved Date:** Friday 22 October 2021

**Open Agenda:** Yes

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### Purpose and Summary

This report addresses the additional comments made by the Community Panel in its report back to Council on the need to do more to encourage a more representative and diverse council.

It is proposed to hold a public event in March 2022 with experienced politicians speaking on the rewards and pitfalls of holding office, and other information candidates may want to know. The intention is to augment this event with social media events before and after the public event.

### Recommendations

That the Committee:

- 1) Receive the report "Facilitating and Fostering Representative and Substantial Elector Participation in Elections".
- 2) Recognise the Chief Executive is required to facilitate and foster representative and substantial elector participation in elections.
- 3) Note the advice.

### Background

As part of its Representation Review, Invercargill City Council established a Community Panel. When the Panel reported back in July 2021, it commented that more needed to be done to have a more representative and diverse council.

Specifically, the Panel sought to consider:

- A possible move to an STV voting system;
- Workshops or similar to encourage more people to participate and stand for council;
- Encouraging more people to vote through a wider campaign;
- Education on Council's work and what it has control over;
- Ways to improve engagement between community and council.

In 2019 the Local Government Act 2002 was amended to expand the Chief Executive's responsibilities to include:

S42(2)(da) *facilitating and fostering representative and substantial elector participation in elections and polls held under the Local Electoral Act 2001.*

## **Issues and Options**

The Chief Executive has discussed this issue with her colleagues across Southland. They concur with the need to promote the sector and the opportunity to participate, and they are prepared to contribute to the overall cost. The key issue is how best to reach the potential audience across a wide geographic area.

### **Analysis**

Attached is a brief for an in-person event.

The event will not touch on the matter of voting systems. Its focus will be on explaining the work of Council; the role of a councillor; the process of standing for election.

### **Legal Requirements**

The Local Government Act sets out the requirements for the Chief Executive to promote elector participation – s42(2)(da).

### **Significance**

This is not a significant matter under Council's Significance and Engagement Policy

### **Options**

There are two options: to support the Chief Executive's approach or not to.

## **Community Views**

Community views have not been sought on the proposal. It is noted that the issue of diversity was raised by the community panel after they had engaged on the matter of Council representation.

## **Implications and Risk**

### **Strategic Consistency**

Council has sought to understand its community more by pre-engagement on major issues, as part of shaping proposals. As the demographics for the City change, it would be beneficial for the demographics around the Council table to better reflect its community

### **Financial Implications**

The costs for such an event have not yet been determined. The total budget is likely to not exceed \$25,000. Contributions from the two other territorial authorities and the regional council have been discussed.

### **Legal Implications**

There are no legal implications with undertaking such an event.

### **Risk**

There is little risk associated with the event, other than reputation

### **Next steps**

1. To finalise the budget and share from each authority.
2. To approach the speakers.
3. To confirm arrangements.

### **Attachments**

None.

## BRIEF FOR EVENT - "CALLING ALL POTENTIAL COMMUNITY LEADERS"

### Background

Local body elections will be held on 8 October 2022. It's an interesting time to be involved in local government with changes proposed in Three Waters and resource management, and a review on the potential future for local government due to be reported back after the election.

Communities need good governance to help them respond and adapt to these challenges.

Invercargill City Council created a community panel to engage with the community as part of its Representation Review. That Panel commented on the need to do more to encourage a more diverse and representative council.

There are many reasons that contribute to the number of candidates for any election:

- a) When there has been longevity around any table, community members who may be potential candidates may feel uncomfortable in challenging the status quo and may have dismissed running for a seat;
- b) People may be unaware of the broad range of responsibilities of local authorities; and
- c) Individuals may be uncomfortable/uncertain about the potential contribution they could make.

### Purpose

- To hear from others about the work of public organisations in Southland (local government; licensing trust).
- To understand the broad range of responsibilities, and what it's really like to be a governor in such organisations.
- To promote and encourage diversity in age, ethnicity and gender.
- To understand the challenges, rewards and drawbacks.

### Timing

The best timing is likely to be March 2022 – once summer breaks are over, and before election campaigns get into full swing. Perhaps just before daylight saving falls back.

### Format

By preference an in-person event, utilising the experience of others, from outside the Southland community, to hear the good, the bad and the ugly of contributing to your community. The drawback is that not everyone will want to have their interest known.

In addition, with the uncertainties of Covid, consideration could be given to running it as a Facebook Live or online video event.

A 'fireside chat' format may work best, and this would require a facilitator or MC to interview and keep the discussion moving. The opportunity for questions from the floor would be valuable – anything to break down the perceived barriers to understanding council and its meetings and processes (or other organisations, e.g. ILT).

A high-profile MC would draw interest in the event.

It would be proposed to have short video segments on aspects of work of these organisations, promoted on social media, in the period December-February as part of the promotion of the event.

### **Cost**

Costs would be incurred in preparing the short video segments; MC fees; expenses for speakers; venue hire.

### **Proposed budget:**

MC (fee + travel)	\$7,500
Speakers (travel, accommodation)	\$2,500
Venue	\$1,000
Equipment and Decor	\$1,000
Promotion (advertising, video)	\$12,000
Catering	\$1,000
<b>Total</b>	<b>\$25,000</b>

### **Potential MC**

Looking at a recognised national media personality, known to the target age range of 25-50. Inquiries are underway.

### **Potential Speakers**

A range of current and retired local government politicians, representing diversity of age, gender, experience.