



Invercargill City Council

# Pre-Election Report

Your guide to the key issues for the 2022 elections



He  
Ngākau  
Aroha





# Introduction from the Chief Executive

Local Government touches all our lives: From providing the services we use daily like roads, footpath and bins, to managing facilities which improve our quality of life including parks, the library and the swimming pool. Council works together to make the big decisions about the future of the city, including setting the District Plan and delivering the flagship projects the community wants to see.

This election is taking place in the midst of big changes for the City and Council:

The Southland Regional Development Strategy set a big target of 10,000 more people and Council's transformational work in the city centre creating a city with heart – He Ngākau Aroha – has been a key part of that work.

The future of Tiwai continues to be uncertain and SIT continues to respond to challenges created by amalgamation and reduced numbers of international students. Council is supporting the work of the Government's Just Transitions project to enable Southland to emerge more resilient, building a stronger community in Murihiku.

Some of our services, like the buses, are being used less. Others, including waste, are being used more. Supply chain

constraints, the economic environment and the competitive labour market are all making it harder to deliver the work the community expects. At the same time, Central Government is reviewing how Local Government will work and what it will do into the future.

Nevertheless, Invercargill is poised for growth. The time is now for Council and the community to reposition Invercargill for success in the wider economy and national conversation.

This report provides you with an overview of the big issues for the next three years. I hope you will find it useful in considering how to use your vote...and I hope some of you choose to get involved and run for Council!



Clare Hadley  
Chief Executive



# The Big Issues for 2022 and Beyond

## Inner City Vibrancy

Council's vision is to build a city with heart – He Ngākau Aroha. The City Block development, the new Langlands hotel and the Council's work on the city streets is transforming the city centre. We need to work together as a community to help bring activity back into the city centre as the building work finishes and Covid restrictions lift.

## Delivery of Our Roadmap to Renewal

Council has begun work on its Roadmap to Renewal projects, including Anderson House, city streets and the Southland Museum and Art Gallery, but there is a long way to go. The next Council will help keep delivery on track in a challenging construction market and consider the approach for later projects, including Destination Play, Rugby Park Renewal and the additional pool at Splash Palace.

## Three Waters

If reform proceeds on schedule, Council will transition responsibility for water, stormwater and sewerage, to the new water entity in 2024. There are major projects in progress ahead of this transition, including the renewal of the Branxholme Water main, preparation for consent renewals for the wastewater plant in Clifton in 2025 and the implementation of the new Stormwater Bylaw. The new Council will help put Invercargill in the best position possible so that local people continue to enjoy access to good quality water services.

## Local Government reform

What Local Government does and how it is governed is likely to change. Under the Government's current proposals there will be less focus on infrastructure and more focus

on community social, cultural, environmental and economic wellbeing. Through this time of change Council will need to find new ways of responding to the community's desires for local solutions which work for local people.

## Community wellbeing

Covid has impacted all our wellbeing – our physical and mental health and the connections we have as a community. We face other challenges – economic, including the cost of living and the possible closure of Tiwai and environmental – including the impact of climate change. The next Council will help shape what community wellbeing looks like for the future.

## Climate change

We are understanding more about the impact of climate change. Council has begun designing its key infrastructure like pipes to cope with more extreme weather and has almost completed an assessment of its carbon impact. The next Council will need to consider how best the community can manage risk and adapt to climate change.

## Changing requirements for services

We now live so much more of our lives online and how people are using Council services is changing. We need to understand more about whether the changes we've seen over the time of Covid will become permanent and Council will need to consider what it does differently to respond.

## Investing for the future and managing affordability today

Invercargill's population is growing and becoming more diverse. At the same time, a lot of Invercargill's infrastructure

– including some of our public buildings and much of our pipe network – needs to be upgraded or replaced. It is Council's responsibility to balance which projects are the greatest priority and how they are going to be paid for.

## Working together as a team

Over the last eighteen months the councillors have focused how they work together to promote more effective decision making. The new Council will have the opportunity to build on this process to build a strong team and achieve outcomes for the city.

## What are your big issues?

Get involved – ask a question of people standing for Council or run yourself!



# Our Community

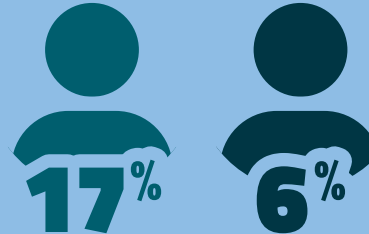


Just over **100,000** people live in Southland



**54%** of the population live in Invercargill, **34%** in Southland District and the **remainder** in Gore District

The community is diverse and both the **Māori** and **Asian** populations are growing...



Within Invercargill City, **17% of people are Māori** and **6% are Asian**

*(NZ Stats, Census 2018)*



Our population is ageing - the median age of people in Southland is around **40**. **17%** of people in Invercargill are over 65 and this is forecast to increase to **23%** by 2031.

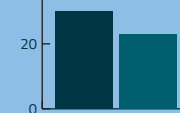
*(NZ Stats, Census 2018)*



Invercargill's population is growing **1% a year**. The population is expected to grow from **57,100** to **62,810** by 2031.

*(NZ Stats, Census 2018)*

South Invercargill has one of highest rates of exclusion for young people nationally – **30%** compared to the national average of **23%**.



<https://www.odt.co.nz/regions/southland/youth-programme-has-national-launch>



Between 2013 and 2021 the Southland population has increased by **8,400**. **1,185** new homes have been constructed but its forecast more homes are still needed.

*(Great South, Southland Housing Situation Analysis, 2021)*



**1,000** people work at New Zealand Aluminium Smelter Ltd and an estimated **1,600** more rely at least partially on Tiwai for their employment.

*(NZAS, 2020)*



# What is the Pre-Election Report?

The purpose of the pre-election report is to provide information to promote public discussion about the issues facing the local authority.

Within this report you'll find a range of information about Council, its goals, its key projects, services and its finances. You'll also find out more about what it's like to be a Councillor and how to vote.

## Contents

**Introduction from the Chief Executive**  
Page 2

**The Big Issues for 2022 and Beyond**  
Page 3

**Our Community**  
Page 4

**What Does Being a Councillor Involve?**  
Page 6

**Working on Working Together**  
Page 6

**About Council**  
Page 7

**Long Term Plan: Our Roadmap to Renewal**  
Page 7

**Council Services**  
Page 12

**What Does it Cost and How Do we Pay for it?**  
Page 14

**Local Government Reform**  
Page 16

**Three Waters Reform**  
Page 16

**Resource Management Act Reforms**  
Page 18

**Future for Local Government**  
Page 19

**Financial Information**  
Page 20

**How to Get Involved**  
Page 25

**Key dates**  
Page 26



# What Does Being a Councillor Involve?

Council is made up of the Mayor and 12 elected councillors who serve three year terms. In addition, there are two Mana Whenua representatives who sit on the committees of Council.

This group governs the city, making decisions on a wide range of matters from infrastructure investment to community services, from setting bylaws to determining what can be done where within the city through the District Plan.

Being a councillor will involve a lot of reading and making decisions. You need to think about what you would like to see for our City and vote accordingly. You also need to be able to discuss matters with your colleagues and the community.

Having an open mind and being willing to listen are key parts of being a councillor.

The reward of being a councillor is giving back to our community, you will feel like you are making a difference and will be able to see the results of your decisions.

Every three years Council commences work on the new Long Term Plan. This plan sets out the Council's vision, the outcomes it is seeking for the community, its strategic priorities, where and how it will invest. The new Council will begin work on these big questions for the community soon after the election.

The diagram below gives an idea of the schedule for the Long-term Plan and the issues new councillors will be discussing.

## LTP Continuous Planning



# Working on Working Together

During this past term, Council developed and implemented the **Working on Working Together programme** as its response to a letter from the Department of Internal Affairs that expressed concerns regarding how Council was performing.

This programme involved several work streams that looked to improve the governance of Council, and was wide ranging, looking at everything from leadership to the content and style of officer reports.

The programme also saw the appointment of two external advisers who attended all Council meetings and provided guidance to elected members and the leadership team.

This programme came to a formal end on 31 May when the external advisers finished in their roles and the Department of Internal Affairs sent a second letter confirming that the concerns it had expressed earlier were now addressed.

For more information go to:  
[icc.govt.nz/governancereview/](https://icc.govt.nz/governancereview/)



# About Council

Invercargill City Council is the territorial local authority for Invercargill District, which incorporates Waihōpai Invercargill and Motupōhue Bluff.

## He Ngākau Aroha Our City with Heart

**Council's vision** is to create a city with heart, both in our city centre and through collaboration across the community. Supporting the creation of a vibrant city centre has been our primary focus, along with reinvigorating the arts and culture we can all enjoy. We now have a plan in place for the museum, which we believe provides a sustainable pathway forward for the future. We are investing in the future of our people and our city.

## Waihōpai To Leave in Good Order

**Council's mission** over the next 10 years is to leave the city in good order for the next generation. One of the translations of the Māori name for our City – Waihōpai – is to leave in good order.

# Long-term Plan: Our Roadmap to Renewal

The Roadmap to Renewal forms the core of our strategy over the next 10 years as we work to create a city with heart.

### Our plan addresses five strategic challenges facing the city:

- Renewal of the city centre
- Climate change
- Changing community requirements for water outcomes
- An increasingly diverse and older population
- The need to maintain core infrastructure and invest for the future, while maintaining financial prudence and balancing the community's ability to pay.

## Community outcomes

### Enhance our city

#### We will know success when:

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

### Preserve its character

#### We will know success when:

- Invercargill is celebrated for preserving its heritage character.
- Ease of access throughout the city is maintained.

- Our natural and existing points of difference are celebrated.
- The building blocks, including water, sanitation and roading, for a safe, friendly city is provided for all members of the community.
- Strong, collaborative leadership of the city is demonstrated.

## Embrace Innovation and change

#### We will know success when:

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





# Long-term Plan Roadmap to Renewal

Te Uaki Ara

Here is our Long-term Plan Roadmap to Renewal -  
turn to the next page for a progress update.

## City Centre Masterplan Streetscape 2021 – 2024

\$18.6 million investment  
of \$20.8 million renewal  
programme.



## Projects in the Bluff Tourism Masterplan

**2021 - 2022  
Bluff Boat Ramp  
renewal**  
(\$1.8 million)

Council will also invest  
in the Bluff Hill Active  
Recreation Hub Carpark.



## Southland Museum and Art Gallery 2021 – 2027

\$39.4 million investment of a  
\$52.5 million project cost.

**2021 - 2023  
Anderson House**  
(\$1.4 million)







### City Centre Masterplan Urban Play 2023 – 2026

\$4.9 million investment of  
a \$6.5 million project



### 2024 Surrey Park Grandstand renewal (\$1.5 million)



### Rugby Park renewal 2023 – 2025 \$4.9 million investment

### 2027 Water Tower (\$4.1 million)



### 2027 - 2030 Arts and Creativity Invercargill (\$14.1 million investment of a \$17.6 million project)

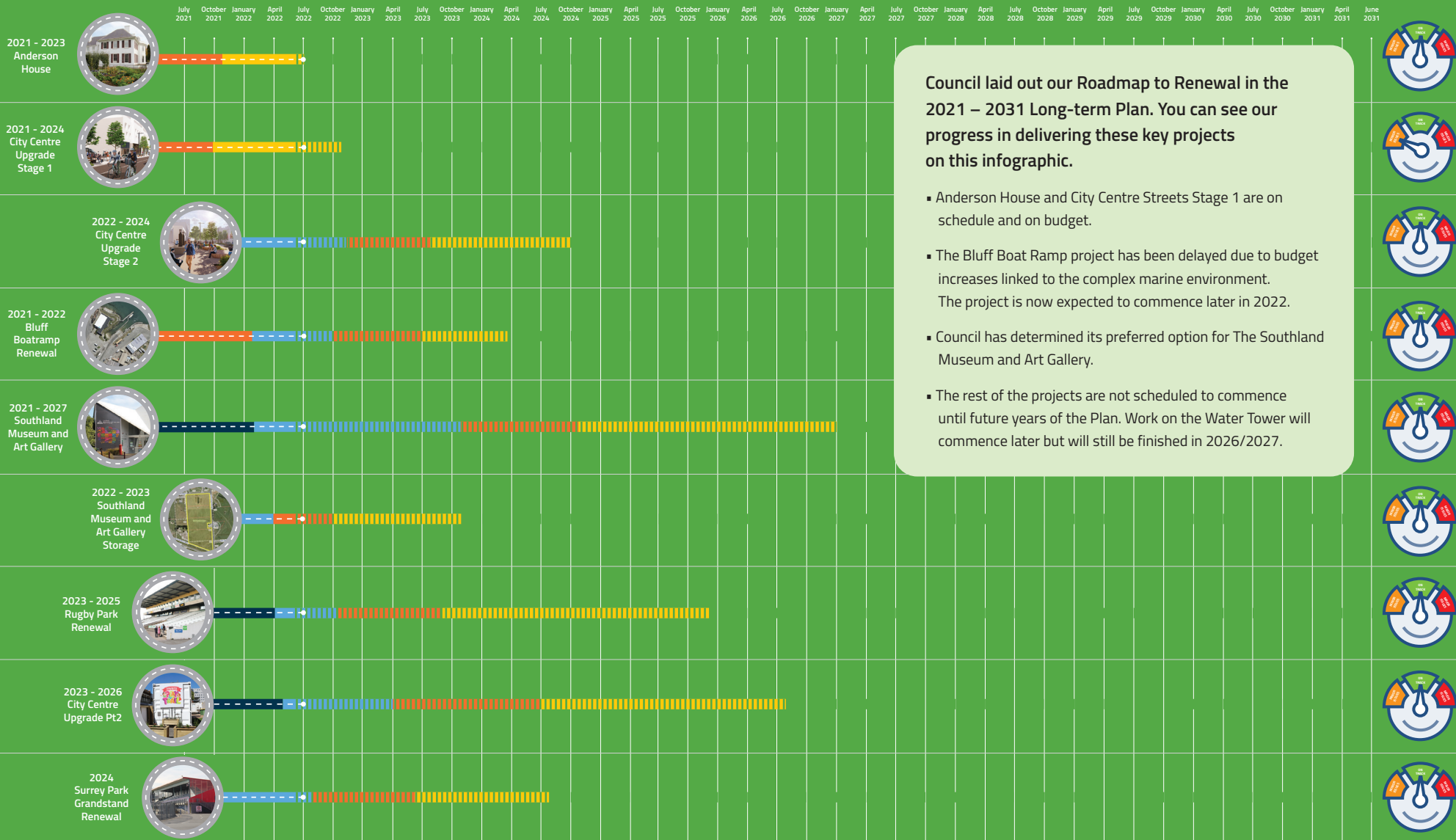


### 2029 - 2031 Additional Pool at Splash Palace (\$8.2 million)

Council plans to spend \$115 million on capital projects to support community wellbeing over the next 10 years. This is on top of the regular programme of core infrastructure renewals and includes all the projects detailed above. The roadmap shows the year the investment is planned to take place and when each project is scheduled for completion. It's important to note that delivery plans may be impacted by constraints in the construction sector. Turn over the page to see our progress in delivering the roadmap.

Check out our LTP here: [icc.govt.nz/public-documents/long-term-plan/long-term-plan-2021-2031/](https://icc.govt.nz/public-documents/long-term-plan/long-term-plan-2021-2031/)

# Roadmap to Renewal Delivery Progress - July 2021 to June 2031



Council laid out our Roadmap to Renewal in the 2021 – 2031 Long-term Plan. You can see our progress in delivering these key projects on this infographic.

- Anderson House and City Centre Streets Stage 1 are on schedule and on budget.
- The Bluff Boat Ramp project has been delayed due to budget increases linked to the complex marine environment. The project is now expected to commence later in 2022.
- Council has determined its preferred option for The Southland Museum and Art Gallery.
- The rest of the projects are not scheduled to commence until future years of the Plan. Work on the Water Tower will commence later but will still be finished in 2026/2027.



**ESTIMATED COST**

ROADMAP TO RENEWAL BUDGET	\$142.6 MILLION
\$12.2 MILLION SPEND-TO-DATE	BALANCE

**PHASES**

- CONCEPT
- PLAN
- DESIGN
- CONSTRUCTION

--- LINE OF PROGRESS

# Recent Projects

1. Feb 2021: Feldwick Gates redevelopment
2. Aug 2021: Te Tapu o Tane Native Tree and Plant Nursery - Agreement signed with Mana Whenua
3. Oct 2021: Mana Whenua representation on committees
4. Nov 2021: Hydroslides at Splash Palace
5. Dec 2021: Parking meter upgrade
6. Dec 2021: Gostelow Park Pump Track
7. Mar 2022: Te Ara Tarapa - Bluff to Invercargill Cycleway completion
8. Mar 2022: Elles Rd roundabout upgrade - Waka Kotahi
9. Apr 2022: Relocation of Umbrella sculpture to Doon St Reserve
10. Jul 2022: Stead Street St Stopbank Upgrade
11. Jul 2022: City Block Stage One
12. Jul 2022: Bluff Information Kiosk landscaping
13. Jul 2022: City Centre Streets Stage One
14. Dec 2022: City Block Stage Two



# Council Services

Below is a snapshot of the services Council provides, including key facts about our delivery performance.



## Water

Council is responsible for supplying potable water to residential, industrial and commercial activities, which protects public health, supports city growth and contributes to the well-being of the community.

Water is currently performing well in regards to their level of service performance measurements, however Covid restrictions have impacted the contractor's delivery of service for out-of-hours response times.



## Stormwater

Invercargill's network of pipes, open drains and pump stations collects and disposes of stormwater to protect property from flood damage.

A flooding event during the first quarter of 2021/2022 has been the only area of concern for the stormwater activity in the past year, which is otherwise on track to meet the performance measurements.



## Sewerage

Three sewerage networks are used to manage the collection, treatment and disposal of sewage in order to enhance the health and wellbeing of Invercargill residents.

The sewerage activity is on track to meet all of performance measurements this year.



## Roading

Roading Services are responsible for providing a safe, connected and accessible transport system within Invercargill. This includes maintaining the roads, footpaths, cycleways, streetlights, kerbing, bridges and related assets, as well as the public transport activity and community road safety education and promotion programmes.

Most of the roading services performance measures are annual, and therefore will be providing data in July. However, there are no areas flagged for concern at this stage.



## Solid Waste Management

Collection of kerbside recycling and rubbish, solid waste transfer stations and landfill operations are all part of the solid waste activity. Council works in collaboration with Southland District Council and Gore District Council as a shared serviced called WasteNet Southland.

The Solid Waste Management activity has three performance measures which have been flagged as unlikely to be achieved. There are a number of factors to review, including the impact Covid restrictions have had on residents' waste habits.



## General Services: Democratic Process

Council is responsible for ensuring that the community has the opportunity to be involved in decision-making, as well as supporting elected members and the processes, in order to ensure that decision-making is open, transparent, effective and democratically accountable.

To date, Council is delivering on the Community Wellbeing Fund objectives, but overall has not reached the target of resident survey respondents who are satisfied with the opportunities that Council provides for community involvement in decision making.



## Regulatory Services

Implementing national legislation in the Invercargill context in the areas of building and planning services, environmental services and property records, is the key objective of Regulatory Services.

Legislative requirements are stringent for the Regulatory Services activity, and in two areas they have missed the 100 percent target. However, they are performing at or above the national average in their service delivery.





## Parks and Recreation

Council acts as kaitiaki (guardian) to Invercargill's parks, reserves and cemeteries, providing spaces and places to ratepayers and visitors for amenity value, recreation, sport and leisure.

Overall, the performance measures for the Parks and Recreation activity are on track to be achieved this year. However, there is concern over the visitor numbers which have been maintained but are not increasing as targeted.



## Libraries

The library services aim to provide a welcoming and innovative service, with spaces for community participation and social connection, as well as collecting, preserving and guiding access to quality information.

Visitor numbers to the library were hit by the recent Covid outbreaks, and this has impacted performance measures.



## Aquatic Services

Splash Palace is one of New Zealand's premier aquatic centres which provides for the health, well-being and enjoyment of the community.

As with the libraries, the effects of lockdowns and Covid restrictions have hindered Splash Palace's ability to meet its targets.



## Arts, Culture and Heritage

Council supports the access to, and preservation of, our cultural assets for our community through the arts, culture and heritage activity. This role encompasses funding, governance representation, management and support of

entities providing arts, culture and heritage activities and direct delivery of services through He Waka Tuia.

He Waka Tuia has not met its visitor numbers target.



## Venue and Event Services

With facilities such as the Civic Theatre, Scottish Hall, and Rugby Park, Council aims to provide quality venues, event services, and visitor experiences for the well-being and enjoyment of the community. The impact of Covid has hampered the Invercargill venues, and there are several areas of concern. Rugby Park has limited opportunities to hire beyond the core hireage to rugby until there are venue improvements.



## Public Transport

Providing subsidised bus services to the Invercargill urban area, and Total Mobility (subsidised travel support for qualifying customers), ensures that Council offers suitable and appropriate choices for travel options that respond to Southland's changing public transport needs.

Patronage numbers for public transport have not yet returned since the lockdowns.



## Public Toilets

Council provides 42 public toilet facilities in Invercargill, managing facilities so that there is access to clean, safe and accessible toilets.

These are delivering on performance measurements this year.



## Housing Care

Council provides affordable housing for the elderly, disabled and those on low fixed incomes that meet the Council's entry criteria.

This activity is on track to meet all performance measurements this year.



## Investment Properties

Commercial and economic development in Invercargill is supported by the Investment Property activity.

The performance measures for this year are being impacted by the assessment of properties, but to date there are no areas of concern.

To find out more,  
read our latest  
Performance  
Report  
[icc.govt.nz/public-documents/  
pre-election-  
report-2022](https://icc.govt.nz/public-documents/pre-election-report-2022)



# What Does it Cost and How Do we Pay For it?

Council has a number of strategies and policies that guide its financial management:

- **Financial Strategy** – outlines the key issues for Council for the next 10 and 10-30 years, including key benchmarks and targets to be achieved
- **Revenue and Financing Policy** – outlines how the Council will fund both its operational and capital expenditure
- **Rating Policy** – outlines how the Council will allocate its rates requirement across ratepayers.

Our financial strategy outlined a number of issues the Council will face in the coming years which will put increasing pressure on our finances. Our costs are increasing, but the pressure of increasing costs must be balanced against the need to keep charges for residents and businesses affordable, both now and into the future.

Rates are not the Council's only source of income and are considered the "balancing factor", in that they are determined by the following equation:

$$\begin{array}{l}
 \text{Cost to deliver activities and services} \\
 \text{Financing costs (interest on debt)} \\
 \\
 \text{Less: } \left( \begin{array}{c} \text{Investment income} \\ \text{(dividends and rentals)} \\ \\ \text{Interest income} \\ \\ \text{Fees and charges for services} \end{array} \right) \\
 \hline
 \text{Equals: } \quad \quad \quad \text{Rates Required}
 \end{array}$$

We have a number of benchmarks around rates:

- Rates income affordability – rates income will be no more than 60% of total revenue
- Rates increase affordability – rates increases will not exceed the Local Government Cost Index (LGCI) plus 3%.
- The financial strategy has a maximum increase 7.5% in any year and the total rates take in any year will be no higher than a compounding annual rates rise of 7.5% per annum plus growth within the rating base.

## How else does Council fund its activities?

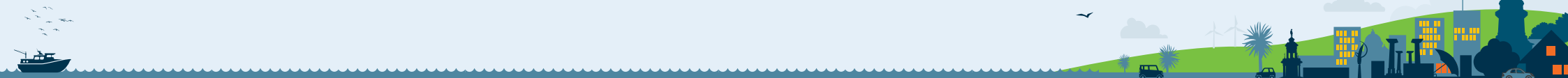
### Fees and Charges

We also charge fees and charges for the likes of building consents and dog registrations. Fees and charges are set on the basis that the direct user of the services being provided should pay all/majority of the cost of provision.

### Investments

Council owns 100% of Invercargill City Holdings Limited which it turn has investments in a number of companies including Invercargill Airport Limited, Electricity Invercargill Limited and Invercargill Central Limited. The principal reason for this investment is to undertake commercial opportunities and provide dividend return to the city to help offset the rates requirement.

Council also has a number of investment properties (including 20 Don Street) around the city which are leased and providing investment income.





## Return on Investment

	2019/20 ACTUALS	2020/21 ACTUALS	2021/22 FORECAST
<b>TARGET (90 day bank bill rate source RBNZ)</b>	<b>1%</b>	<b>0.3%</b>	<b>1.1%</b>
Return on investments in companies/trusts	9.9%	7.1%	6.5%
Return on investment property	2.9%	1.9%	5.3%
Return on other financial investments	3.6%	2.8%	1.4%
<b>RETURN ON INVESTMENTS</b>	<b>5.4%</b>	<b>4.5%</b>	<b>4.9%</b>

Return on investments in Companies/Trusts relates to dividends received from Invercargill City Holdings Limited over investment assets held in council related trading entities.

Return on Investment property relates to rental income from properties held. Rental income has been increasing over the years due to the Don Street development tenancy increasing to capacity. 2020/21 return was lower due to the costs incurred to demolish the building at 66 Dee Street.

Return on Other Financial Investments relates to interest received from cash held in bank term deposits and operating accounts.

### Borrowing

Council uses debt to fund new assets this allows the cost of the assets to be spread over both current and future ratepayers who will derive benefit from the asset. Rates are used to fund both the debt interest and repayments and also the depreciation of the asset. By doing so, this ensures both current and future users pay for the assets.

Council does have a limit on its borrowing of 150% of revenue which is lower than the 300% that could be borrowed from the Local Government Funding Authority. Our current strategy is to maintain headroom from unexpected future events, to not place an unfair burden on future ratepayers to service and repay debt and to maintain our strong AA+ credit rating from Fitch Ratings. A downgrade in our credit rating would lead to higher interest costs and potentially reduced ability to access funds when needed.

# Local Government Reform

There are three significant reform and review processes currently in train that will have an impact on local government - Three Waters, Resource Management and the Future for Local Government.

What the reforms have in common is that they aim to achieve better outcomes for communities and the environment, efficiency improvements, and give effect to the principles of Te Tiriti o Waitangi. They are however progressing on different timelines and add to an increasingly complex and uncertain operating environment for local government now and post the 2022 elections. This environment also includes likely Government changes to building control, civil defence and emergency management, waste management, to name but a few.

Taken together the reviews and reforms provide considerable opportunity to further the purpose of local government and will fundamentally change the system that local government operates within, including how decisions are made and by whom, what local government does and how it does it, and who local government needs to work with to enable community wellbeing

# Three Waters Reform

Following the serious campylobacter outbreak in 2016 and the Government's Inquiry into Havelock North Drinking Water, central and local government have been considering the issues and opportunities facing regulation and management of the three waters (drinking water, wastewater, and stormwater).

The focus has been on how to ensure safe drinking water for all, improve the environmental performance and transparency of wastewater and stormwater network and deal with funding and affordability challenges, particularly for communities with small rating bases or high-growth areas that have reached their prudential borrowing limits. There is also a need to future-proof the assets and plan for the effects of climate change.

Invercargill City Council is committed to better outcomes for communities and the environment and there is widespread agreement that the status quo is not sustainable, despite the significant contribution, investment, and effort that local government and communities have made to date. There is also agreement on protection from privatisation of the three waters services and assets.

In 2021 the Government announced that it would proceed with proposals to change the way three waters are delivered. You can find

a short video in which the Minister of Local Government explains the Government's reasons for the change at [youtube.com/watch?v=CN-IFCl0buQ](https://www.youtube.com/watch?v=CN-IFCl0buQ)

The proposal is that three waters assets would be removed from councils and all the council's three water assets and any liabilities related to three waters would transfer to a body corporate to be known as Southern Water Services Entity. As the proposed transfer is currently intended to happen on 1 July 2024, this would be within the term of the incoming council.

Parliament is currently considering the Water Services Entities Bill that creates Southern Water Services Entity and three others around the country. Under the Bill these entities will manage the future delivery of three waters services across the country. The Bill also sets out how these

entities will operate, and how the local community will be able to hold them accountable.

The government has stated that later in the year a second Bill will provide further details on the powers and duties of the entities. That Bill will also allow the Government to regulate the amount and the ways in which the entities charge for these services, and how they will demonstrate their services are value for money. We understand this Bill will enter Parliament in or around September this year so the incoming council will need to decide whether it wishes to submit on this Bill, and what it might say.

If you would like more information, please go to the three waters reform page on the Department of Internal Affairs website which is:

[dia.govt.nz/diawebsite.NSF/wpg\\_URL/Resource-material-Our-Policy-Advice-Areas-Local-Government-Policy?OpenDocument#reform](https://dia.govt.nz/diawebsite.NSF/wpg_URL/Resource-material-Our-Policy-Advice-Areas-Local-Government-Policy?OpenDocument#reform)

## What is Council's Position?

This is a significant issue for our council. Council water assets are valued at over \$1 billion, while we carry only \$16.5 million of associated debt. This low level of debt reflects careful management of these community assets over many years, rather than a level of under investment. Our three waters network is fully compliant with drinking water standards. Our waste water treatment is fully consented as is our stormwater network.

Our forecasting reveals a future cost for water of \$1850 per household for Invercargill and Bluff residents, without reform. This figure includes all the investment within the Long-term Plan, as well as the additional investment of

\$197 million across 30 years which would be required to meet expected higher environmental standards.

Work undertaken by an external agency to review the reform proposals on behalf of the Southland- Otago community noted that efficiencies of 45% would not be possible to be achieved within the Southern water area as a result of the geographic distances involved and the low population density, and that efficiencies are likely to be closer to 20 – 25%. Utilising efficiencies of 25% would result in average household costs of \$2235 for Invercargill-Bluff households following reform, considerably higher than the forecast costs without reform of \$1850.

Council has a number of major projects which may be impacted by the reform process, including completion of the Branxholme pipeline and an alternative water supply. We do not have information at this point about whether and when these projects would be completed under the new entity.

These services are crucial to the wellbeing of our communities, the environment and our community's future – for example where new houses can be built, and what types of business might locate in our community and where, what our economy will look like. It is also important to consider how this reform relates to Resource Management reform, including spatial planning, new regional plans and climate change adaptation and mitigation plans and community aspirations.

The next council will need to work with the Southern Water Entity to ensure Invercargill and Bluff get the services it needs now and in the future. In particular council will need to work closely with the Government as the new entity is set

up to make sure our community is represented on or through the regional representative group. The council will also need to work with the CEO as its sole employee to ensure our staff are supported through an incredibly challenging period of change management, both for those transitioning to the new entity and for those that are not, as well delivering the councils work programmes.

To find out more,  
go to:  
[icc.govt.nz/three-waters-reform/](https://icc.govt.nz/three-waters-reform/)



# Resource Management Act Reforms

After many years of incremental changes, the Government is overhauling the resource management system<sup>1</sup> to:

- Protect and restore the environment and provide for intergenerational wellbeing
- Better enable development within environmental limits
- Better recognise Te Tiriti o Waitangi principles, te ao Māori and mātauranga Māori
- Better prepare for adapting to climate change and risks from natural hazards, as well as mitigating greenhouse gas emissions
- Make the system less complex and more efficient while retaining local democratic input.

The Government has said it will introduce three new pieces of legislation to achieve its objectives. The:

- Natural and Built Environments Act - the primary replacement for the Resource Management Act 1991. It will require outcomes based planning and development within environmental limits and targets, give effect to the principles of Te Tiriti, create a single regional plan, overseen by a single regional committee, supported by a National Planning Framework.
- Strategic Planning Act – introduces mandatory 30 year regional spatial strategies that will set out, at high level, how regions and communities will develop integrating land use, major infrastructure and investment. It too is

guided by the National Planning Framework and will be overseen by a regional committee.

- Climate Adaptation Act – this will deal with the complex policy, economic and legal issues around adapting to the effects of climate change, including managed retreat.

The Natural and Built Environments and Strategic Planning Bills will be introduced into Parliament around or shortly after the election period. The incoming council will need to consider whether and how it wishes to respond to these Bills very soon after it takes office. The Climate Adaptation Bill is likely to be introduced next year.

The reform of the resource management system will have an impact on Council including future governance arrangements, functions, structure, decision making, operations, and investment priorities. The resource requirements and costs of transition cannot be underestimated, particularly as we transition to the new system while fulfilling essential requirements under the current one.

The resource management sector is currently under significant strain and facing capacity issues, including sourcing and retaining appropriately skilled people. There is currently a shortage of skilled planners and spatial planning will draw on the skills and expertise of a wide range of specialists and expertise from across the council and beyond. There are also constraints on mana whenua and their capacity to fully participate in the current and future system.

The success of the new resource management system and council's part in it will depend in large extent on how well the transition to and implementation of the new system is planned for, managed and resourced and impact of inter-related reforms in water and the future of local government.

Council is in a similar position to the rest of the country. We are seeing increased workload whilst struggling with resourcing. Recruitment and retention of skilled planners is extremely challenging.

We are working with our neighbouring councils and have regular meetings and discussion on just what the RMA reform will mean for us.

**More details about the reform of resource management can be found on the Ministry for the Environment website at [environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/overview/](https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/overview/)**



<sup>1</sup> based largely on the recommendations of the independent review of the resource management system – the Randerson Report (launched in 2019 and published in 2020).

# Future for Local Government

On 24 April 2021 the Minister of Local Government announced that she had established a Ministerial Inquiry into the Future for Local Government. The overall purpose of the review is to *“identify how our system of local democracy needs to evolve over the next 30 years, to improve the well-being of New Zealand communities and the environment, and actively embody the treaty partnership.”*

In September last year the Panel released an interim report that set out the engagement it had done up to that time, and the lines of inquiry it would follow. The full report, *Ārewa te ake Kaupapa: Raising the Platform* can be found at [futureforlocalgovernment.govt.nz/assets/Uploads/DIA\\_16724\\_Te-Arotake-Future-of-Local-Government-Interim-report\\_22.pdf](https://futureforlocalgovernment.govt.nz/assets/Uploads/DIA_16724_Te-Arotake-Future-of-Local-Government-Interim-report_22.pdf)

Ārewa te ake Kaupapa poses five key questions:

1. How should the system of local governance be reshaped so it can adapt to future challenges and enable communities to thrive?
2. What are the future functions, roles and essential features of New Zealand’s system of local government?
3. How might a system of local governance embody authentic partnership under Te Tiriti o Waitangi, creating conditions for shared prosperity and wellbeing?

4. What needs to change so local government and its leaders can best reflect and respond to the communities they serve?
5. What should change in local governance funding and financing to ensure viability and sustainability, fairness and equity, and maximum wellbeing?

The panel has met with every local authority as part of its engagement, including a meeting with councillors and some of our senior managers.

At that meeting the Panel explored the following five big shifts and how our local context might influence them:

1. Strengthened Local Democracy
2. Stronger Focus on Wellbeing
3. Authentic Relationship with Hapū/Iwi/Māori
4. Genuine Partnership between Central Government and Local Government
5. More Equitable Funding.

The opportunities for developing the link between recreational facilities and community’s physical and mental health was discussed. Opportunities for strengthening local democracy through collaboration, including local examples such as the Museum and City Centre Governance Groups was a focus. Opportunities for co-design with Iwi, resourcing of Iwi to partner with Local Government and more equitable funding models between Central and Local Government were raised.

A draft report and recommendations for public consultation will be released by the Panel after the local government elections. The final report will be presented to the Government by 30 April 2023. With Parliamentary elections likely in late 2023 the Government may take some time to decide what, if any, of the panel’s recommendations it wishes to take up.

The new council will need to respond to the Panel’s recommendations soon after being elected, and then consider the Panel’s recommendations to Parliament. In the future, Government decisions may change Council’s role, functions and structure.

# Financial Information

The Pre-Election Report provides the following:

- Historic information for the 2019/20 and 2020/21 years, sourced from the published 2020/2021 Annual Report.
- Forecast information for the 2021/22 year ended 30 June 2022. The final information for the 2021/22 financial year was not available at time of publishing due to the year closing just prior to the release of this document. The Annual Report for this year is due to be adopted in December 2022. The forecast is based on management's best estimate at the time of preparation for the expected results for the 2021/22 year. These estimates are based on the full year forecast presented in the performance report for the period ended 31 March 2022 and adjusted for with any expected forecast movements to June 2022.
- Planned information for the 2022/23 to 2025/26 years. The 2022/23 year is sourced from the published 2022/2023 Annual Plan and 2023/24 to 2025/26 are sourced from the 2021-2031 Long-term Plan. This financial data and discussion of major projects reflect the policy and service delivery decisions of the current council at the time.

## Audit of financials

Council's Long-term Plans and Annual Reports are audited by Audit New Zealand. Therefore, while this report is not audited, the information used to prepare it has been, with the following exceptions:

- The 2021/22 financial year closed on June 30, just prior to the release of this document. The Annual Report for that year is due to be adopted in December 2022. While the information contained in this report includes forecast data for the year, the year end and audit processes have not have been completed by the time this report is released.
- \* Figures for the 2022/23 financial year are from the recently published Annual Plan. This Annual Plan is based on year two of the 2021-2031 Long-Term Plan (which was audited) with some changes.



## Funding Impact Statement - Invercargill City Council

	ACTUAL *	ACTUAL *	FORECAST **	ANNUAL PLAN ***	LONG-TERM PLAN 2021 - 2031 ****		
	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)
<b>SOURCES OF OPERATIONAL FUNDING</b>							
General rates, uniform annual general charge, rates penalties	6,227	6,588	37,431	40,108	39,443	41,237	43,016
Targeted rates	49,323	50,985	23,993	25,669	25,996	27,198	28,386
Subsidies and grants for operating purposes	5,242	7,404	5,471	4,426	4,778	4,907	5,037
Fees and charges	18,579	19,856	22,887	25,064	28,091	27,755	28,836
Interest and dividends from investments	8,958	7,889	5,552	5,781	5,390	5,520	5,659
Local authorities fuel tax, fines, infringement fees, and other receipts	7,793	11,559	3,472	3,261	2,727	2,794	3,016
<b>Total operating funding (A)</b>	<b>96,122</b>	<b>104,281</b>	<b>98,806</b>	<b>104,309</b>	<b>106,425</b>	<b>109,411</b>	<b>113,950</b>
<b>APPLICATIONS OF OPERATIONAL FUNDING</b>							
Payments to staff and suppliers	69,036	78,662	78,469	81,979	79,490	81,319	84,077
Finance costs	2,251	2,767	2,213	2,325	3,502	3,515	4,125
Other operating funding applications	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>71,287</b>	<b>81,429</b>	<b>80,682</b>	<b>84,304</b>	<b>82,992</b>	<b>84,834</b>	<b>88,202</b>
<b>Surplus (deficit) of operating funding (A - B)</b>	<b>24,835</b>	<b>22,853</b>	<b>18,124</b>	<b>20,005</b>	<b>23,433</b>	<b>24,577</b>	<b>25,748</b>
<b>SOURCES OF CAPITAL FUNDING</b>							
Subsidies and grants for capital expenditure	3,312	4,988	16,519	9,123	7,702	8,554	9,085
Development and financial contributions	-	-	-	-	-	-	-
Increase (decrease) in debt	34,995	(36,293)	4,491	54,764	510	24,409	19,566
Gross proceeds from sale of assets <sup>1</sup>	1,289	3,509	13,500	-	13,500	-	-
Lump sum contributions	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>39,596</b>	<b>(27,796)</b>	<b>34,510</b>	<b>63,887</b>	<b>21,712</b>	<b>32,963</b>	<b>28,651</b>
<b>APPLICATION OF CAPITAL FUNDING</b>							
Capital expenditure							
- to meet additional demand	1,896	-	-	-	-	-	-
- to improve the level of service	1,430	147	27,646	43,063	17,606	23,808	29,542
- to replace existing assets	15,345	25,777	24,255	32,553	27,355	33,547	24,671
Increase (decrease) in reserves	5,921	(19,625)	-	-	-	-	-
Increase (decrease) of investments	39,839	(11,242)	733	8,276	184	185	186
<b>Total applications of capital funding (D)</b>	<b>64,431</b>	<b>(4,943)</b>	<b>52,634</b>	<b>83,892</b>	<b>45,145</b>	<b>57,540</b>	<b>54,399</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>(24,835)</b>	<b>(22,853)</b>	<b>(18,124)</b>	<b>(20,005)</b>	<b>(23,433)</b>	<b>(24,577)</b>	<b>(25,748)</b>
<b>FUNDING BALANCE ((A - B) + (C - D))</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Depreciation expense (not included in the above FIS)	27,910	28,594	29,016	32,023	30,262	30,747	33,635

**NOTE:**

\* Data is from Council's audited Annual Report 2020/2021.

\*\* Data has been prepared from forecasted year end numbers and before year end adjustments/procedures

\*\*\* Data is from Council's 2022/23 Annual Plan.

\*\*\*\* Data is from the Long Term Plan 2021-2031 and has not been updated.

**1:** Within the Long-term Plan 2021-2031, a number of investment properties were planned to be sold in 2023/2024. These sales were brought forward to 2021/2022.

## Statement of Financial Position

	ACTUAL *	ACTUAL *	FORECAST **	ANNUAL PLAN ***	LONG-TERM PLAN 2021 - 2031 ****		
	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)
<b>ASSETS</b>							
<b>Current assets</b>							
Cash and cash equivalents	26,505	16,673	12,663	12,663	6,505	6,505	6,505
Receivables	11,328	11,376	11,376	11,649	11,948	12,247	12,565
Prepayments	461	1,063	1,063	1,089	486	498	511
Inventories	825	733	733	751	870	892	915
Non-current assets held for resale	-	9,980	-	-	-	-	-
Other financial assets	51,193	35,533	25,276	18,302	29,359	29,497	29,637
<b>Total current assets</b>	<b>90,312</b>	<b>75,358</b>	<b>51,111</b>	<b>44,454</b>	<b>49,168</b>	<b>49,639</b>	<b>50,133</b>
<b>Non-current assets</b>							
Property, plant and equipment	852,382	847,605	1,030,361	1,070,534	995,828	1,168,583	1,189,243
Intangible assets	1,219	2,429	2,755	5,776	2,794	3,179	3,097
Biological assets	3,618	4,022	4,141	4,246	4,048	4,149	4,257
Investment property	36,518	28,113	26,530	27,566	33,361	34,195	35,084
Investment in CCOs and similar entities	61,069	76,569	76,569	84,069	76,569	76,569	76,569
Other financial assets	17,222	2,212	17,212	24,962	9,786	9,833	9,879
<b>Total non-current assets</b>	<b>972,028</b>	<b>960,950</b>	<b>1,157,568</b>	<b>1,217,153</b>	<b>1,122,386</b>	<b>1,296,508</b>	<b>1,318,129</b>
<b>TOTAL ASSETS</b>	<b>1,062,340</b>	<b>1,036,308</b>	<b>1,208,679</b>	<b>1,261,607</b>	<b>1,171,554</b>	<b>1,346,147</b>	<b>1,368,262</b>
<b>LIABILITIES</b>							
<b>Current liabilities</b>							
Trade and other payables	13,937	20,025	20,025	20,260	14,407	14,633	14,873
Provisions	112	112	112	112	112	112	112
Employee benefit liabilities	2,877	2,601	2,601	2,663	3,034	3,110	3,191
Borrowings	50,314	10,522	37,485	59,391	56,313	66,077	73,903
<b>Total current liabilities</b>	<b>67,240</b>	<b>33,260</b>	<b>60,223</b>	<b>82,426</b>	<b>73,866</b>	<b>83,932</b>	<b>92,079</b>
<b>Non-current liabilities</b>							
Provisions	816	816	816	816	816	816	816
Employee benefit liabilities	1,160	852	852	872	1,223	1,254	1,287
Borrowings	75,200	78,700	56,228	89,086	84,470	99,115	110,855
Derivative financial instruments	3,493	1,904	1,904	1,904	3,493	3,493	3,493
<b>Total non-current liabilities</b>	<b>80,669</b>	<b>82,272</b>	<b>59,800</b>	<b>92,678</b>	<b>90,002</b>	<b>104,678</b>	<b>116,451</b>
<b>TOTAL LIABILITIES</b>	<b>147,909</b>	<b>115,532</b>	<b>120,023</b>	<b>175,104</b>	<b>163,868</b>	<b>188,610</b>	<b>208,530</b>
<b>EQUITY</b>							
Retained earnings	366,796	376,475	390,747	385,802	384,678	382,987	380,350
Restricted reserves	50,177	44,887	37,428	40,220	40,497	45,507	50,339
Hedging reserves	(3,493)	(1,904)	(1,904)	(1,904)	(3,493)	(3,493)	(3,493)
Carbon credit revaluation reserves	815	1,182	1,182	1,182	815	815	815
Asset revaluation reserves	500,136	500,136	661,203	661,203	585,189	731,721	731,721
<b>TOTAL EQUITY</b>	<b>914,431</b>	<b>920,776</b>	<b>1,088,656</b>	<b>1,086,503</b>	<b>1,007,686</b>	<b>1,157,537</b>	<b>1,159,732</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>1,062,340</b>	<b>1,036,308</b>	<b>1,208,679</b>	<b>1,261,607</b>	<b>1,171,554</b>	<b>1,346,147</b>	<b>1,368,262</b>

### NOTE:

\* Data is from Council's audited Annual Report 2020/2021.

\*\* Data has been prepared off forecasted year end numbers and are before yearend adjustments/procedures.

\*\*\* Data is from Council's 2022/23 Annual Plan.

\*\*\*\* Data is from the Long-term Plan 2021-2031 and has not been updated.

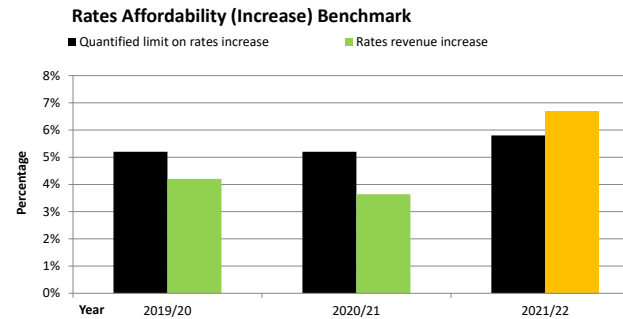
# Financial Strategy - Benchmarks and Limits

The Council's financial strategy contained within the Long-term Plan 2021-2031 sets out benchmark limits to assess whether the Council is prudently managing its revenue, expenses, assets, liabilities and general dealings.

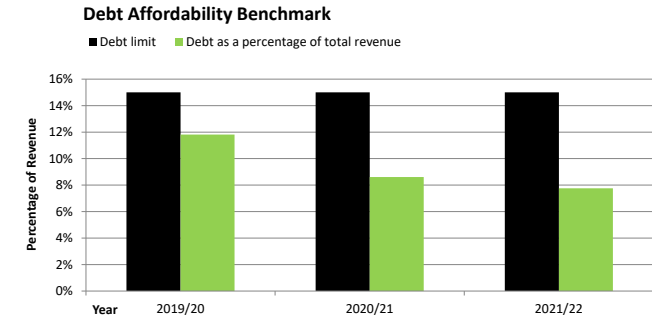
The information below for the 2019/20 and 2020/21 years are based on actuals from the Annual Report 2020/2021 and the 2021/22 year is based on forecast year end information.

## Key:

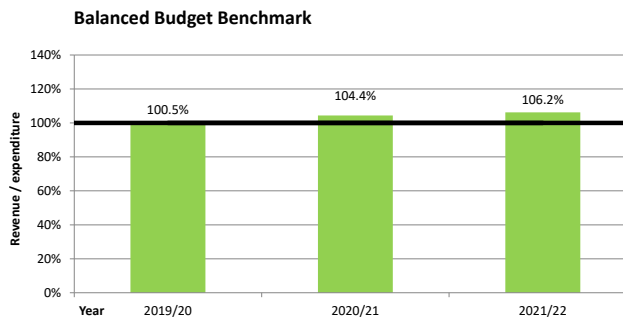
- Benchmark/Limit
- Benchmark met
- Benchmark not met



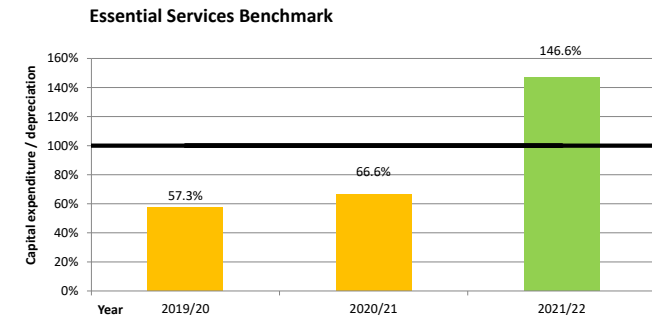
In 2021/22, the Rates Affordability (Increase) Benchmark was not met. The additional rates revenue was generated by growth within the ratepayer base.



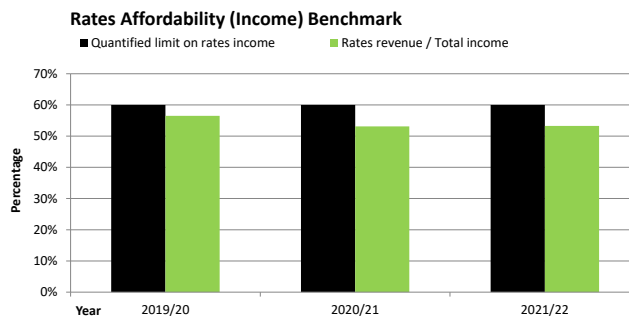
The Debt Affordability Benchmark was met over all three years.



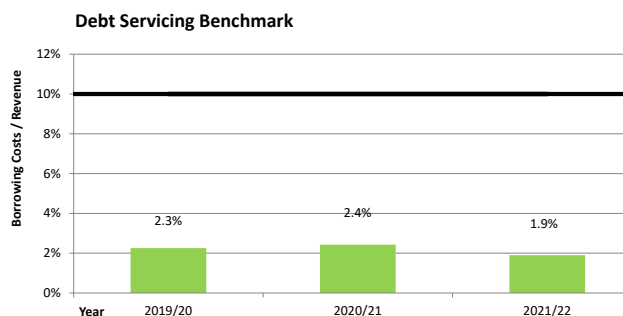
The Balanced Budget Benchmark was met over all three years. Council is aware of the issue of affordability and financial sustainability. Council continues to investigate efficiencies to reduce expenditure and increase other revenue, and by doing so reduce the revenue needed from rates.



In 2019/20 and 2020/21, the Essential Services Benchmark was not met. Over-time Council's infrastructure capital expenditure should equal its depreciation, which means Council is replacing its assets as they deteriorate. Due to the nature of some of the capital expenditure being large and can not be spread over a number of years, it is hard to assess this benchmark on a year by year basis.



The Rates Affordability (Income) Benchmark was met overall three years



The Debt Servicing Benchmark was met over all three years.

# Investment in Infrastructure and Services

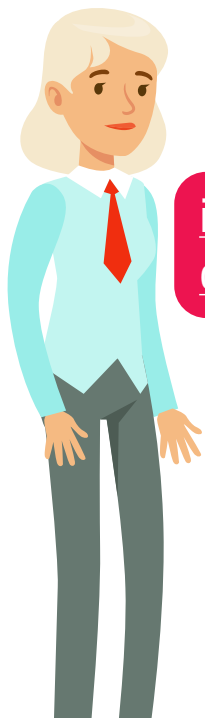
The Council has included capital investment of around \$115 million for the next ten years and operating expenditure averaging \$123 million per annum over the 10 years of the long term plan.

Details about the Roadmap to Renewal projects and progress to date are included in pages 9-12 of this document.

Our investment in capital for the next three years is outlined on the right:

## Further Information

If you would like to read more about Council's planned and past performance, visit our website...



[icc.govt.nz/public-documents](https://icc.govt.nz/public-documents)

		Capital Expenditure (\$'000)		
		2023/24	2024/25	2025/26
<b>INFRASTRUCTURE</b>				
<b>Roading</b>	Road resurfacing, rehabilitation and drainage	7192	8462	9626
	Footpath renewals and rehabilitation	1426	1460	1651
	Low cost, low risk projects	2682	1384	1464
<b>Water Supply</b>	Pipe network replacement	2450	3262	3347
	Treatment plant	146	213	50
	Branxholme water main	4723	0	0
	Alternative water supply source	0	0	9355
<b>Sewerage</b>	Pipe asset renewal/upgrade	2339	3113	3194
	Pumping stations renewals	271	32	68
	Clifton treatment facility renewal	827	0	127
<b>Stormwater</b>	Pipe asset renewal/upgrade	3057	4070	4176
	Treatment plant	236	241	248
<b>OTHER</b>				
<b>Property</b>	Splash Palace	293	189	33
	Civic Theatre	0	927	0
	Parks	626	105	107
	Museum Building	3458	14319	20571
	Collection storage facility	4192	0	0
	Rugby Park	3291	0	0
	Surrey Park grandstand	1490	0	0
	Civic Administration Building	5572	9574	0
<b>OTHER</b>	City Streets Upgrade	10171	2700	0
	Bluff Boat Ramp	449	0	0
	Destination Playground	0	484	682

# How to Get Involved:

The Council elections are an exciting time – they allow our community to directly vote for those who will govern the City for the next three years. Democracy is an important part of our constitutional arrangements and every Citizen and Resident (over 18 years old) of Aotearoa New Zealand can and should vote.

There are three key ways you can be involved:



Vote



Stand as a candidate



Take part in a campaign

## Vote

To vote you must be aged 18 years or more and be a Resident or Citizen of Aotearoa New Zealand. You also need to be enrolled as a Parliamentary elector.

The Electoral Commission maintain the Electoral Roles and will soon send out a letter to confirm you are enrolled- if you do not receive one, make contact with them at:

- [enrol.vote.nz/app/enrol/#/check-online](https://enrol.vote.nz/app/enrol/#/check-online) and to enrol go to
- [enrol.vote.nz/app/enrol/#/enrol-online](https://enrol.vote.nz/app/enrol/#/enrol-online)

You can also ring the Electoral Commission, anytime, on **0800 36 76 56**. We also have paper forms you can complete and post away if you prefer.

If you own property in another Council district (or own property in the Invercargill City District but live somewhere else) you can also enrol as a Ratepayer Elector. Check out our website for more information or contact us:

[icc.govt.nz/elections/ratepayer-electoral-enrolments/](https://icc.govt.nz/elections/ratepayer-electoral-enrolments/)

Voting will open on **Friday September 16, 2022** and will close at **12pm on Saturday 8 October, 2022**.

All your voting documents are sent out in the mail by New Zealand Post and they start being delivered from **16 September**. You can return your vote in the mail or drop it into any of the ballot box locations that will be advertised.

If you are on the unpublished roll, enrolled late, did not get your voting document or will not be in New Zealand after voting opens but before your vote arrives you can do a special vote just contact us and we will let you know where you can make a Special Vote.

## Stand as a Candidate

Candidates for Council need to have a strong focus on the Community and outcomes you would like to see for the City.

If you are interested in local decision making, giving back to the Community and serving it then you should consider standing as a Candidate.

You can stand as a Candidate for Council as Mayor, Councillor or Member of the Bluff Community Board. You can stand for all three if you chose to.

To stand you must be a New Zealand Citizen and be able to provide evidence of this- your New Zealand Passport, Birth Certificate or Certificate of Citizenship will do this.

Next you will need to complete a nomination form (on our website in time for nominations) and be nominated by two people. All three of you must be enrolled to vote. Your two nominators **MUST** be enrolled to vote in the Invercargill City District. It is important to note you do not need to live in Invercargill to stand for Council but your two nominators must do so.

Next your nomination form needs to be provided to the Deputy Electoral Officer and his team. When you lodge this you must pay \$200 per election event (so standing for Mayor and Council is \$400), provide a photo that is of your head and shoulders and is taken in the last 12 months and provide a Candidate profile statement of no more than 150 words. Check out our Candidates Handbook for more information on being a Candidate.

Nominations open on **Friday 15 July, 2022** and close at **12pm on Friday 12 August 2022**. Your completed nomination must be with us by **12pm**. We strongly advise that you do not leave it to the last minute- if you do and one of your nominators is not enrolled you cannot fix that and your nomination will not be valid meaning you cannot stand.

**Two important points** - you can stand for Council and the Invercargill Licensing Trust, but you cannot stand for Council and the Southland Regional Council.

You can stand for Council if you work at Council but must resign from your employment with Council if you are elected. You are able to stand for another Council, different to your employer however.

### Take part in a Campaign

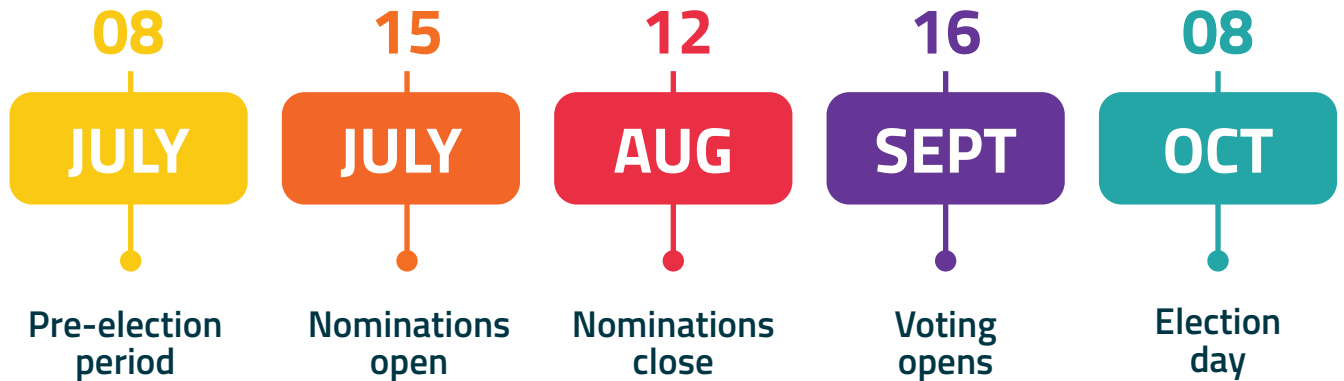
Democracy works because people engage with it and like to have their say on who is in a position of Governance- and has the ability to set the direction of the City.

This relies on everybody taking part - from standing as a Candidate, to the Electoral Officials making sure the campaign and voting is correct and fair to the people who live in the City being engaged with what is happening and importantly voting.

To take part in a campaign all you need to do at the most simple level is to vote.

But it is better if you take time to understand what Candidates are standing for- who shares your vision? Take part in a Candidate debate, be in the audience or ask questions in person or on line, read the information candidates put out, if you really like a Candidates stance- make contact most candidates will always look for people who can help them with their campaigns. Finally- and of course – other than voting- the best way to take part is to stand.

# Key dates



Visit [icc.govt.nz/elections](https://icc.govt.nz/elections) for more information.

You can also find information on the local government elections on the [Vote Murihiku Facebook page](#).



Scan this code to visit Vote Murihiku!









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CITY COUNCIL