

Arts, Culture and Heritage



Activity Management Plan
2024-2034



Arts, Culture and Heritage Activity Plan

Enriching the heart of our city through preserving and sharing the narratives of our people, land and culture

Preface

Introduction / Summary

The Arts, Culture and Heritage Management Plan (AMP) covers one of seven Leisure, Recreation and Wellbeing Services addressed in the Invercargill City Council Long-term Plan (LTP). This Plan is, therefore, strongly linked to the overall strategic direction for the District. The LTP is the document and process that alerts the Community to the key issues and strategies contained in this document.

The purpose of this Plan is to outline and to summarise in one place, the Council's strategic approach for the delivery of the Arts, Culture and Heritage Activity.

The AMP demonstrates responsible management of the function on behalf of ratepayers and stakeholders and assists with the achievement of community outcomes and statutory compliance. The AMP combines management, financial, and technical practices to ensure that the level of service required by the law and expected by the Community is provided in the most operationally effective and sustainable manner.

This AMP is based on existing levels of service, currently available information, and the existing knowledge / judgement of Council staff.

1. What we deliver

What the activity is

Through our Arts, Culture and Heritage Activity, we support the preservation of our cultural assets for our community now and into the future. Through these objects and their stories we are able to connect the story of our past, showcase the present and plan for the future through education, engagement and experiences.

Activity Overview

Council's involvement with Arts, Culture and Heritage is primarily focused on Invercargill City yet also extends in to the wider Southland region. 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, Te Pātaka Taoka – Southern Regional Collections Facility and Te Unua Museum of Southland. Through this participation, we seek to ensure the long-term preservation of, and public access to, Invercargill's arts, heritage and culture.

We are involved with:

- Te Kupeka Tiaki Taoka – Southern Regional Collections Trust
- Bluff Maritime Museum Trust
- He Waka Tuia, a transitional museum and art gallery space
- Invercargill Public Art Gallery (IPAG) Trust
- Southland Regional Heritage Committee.

In 2022, Council agreed to invest \$39.4million into Project1225. This consists of three significant projects. Te Pātaka Taoka – Southern Regional Collections Facility will provide the long term home for the collection of Te Kupeka Tiaki Taoka – Southern Regional Collections Trust and other regional collections. Following the relocation of the collection, the facility opened in 2024.

As part of the redevelopment of the former museum site a new tuatara facility will be built in Queens Park and will open in June 2024.

The transfer of the collection to Te Pātaka Taoka – Southern Regional Collections Facility at Tisbury provides the opportunity to demolish the three buildings which were sheltered by the construction of the 1990 Pyramid shaped roof. This will begin from April 2024.

Following demolition of the former museum buildings, which will commence in April 2024, construction will be on a new museum in Queens Park –Te Unua –Museum of Southland The new museum will open in late 2026.

This is an exciting project for Invercargill and Southland, and will deliver a new of cultural facility to our community.

To support continued community access to arts and heritage while there is no permanent museum and art gallery facility, He Waka Tuia will continue to act as a transitional public museum and art gallery.

Why we are involved in this activity

The provision of public Arts, Culture and Heritage spaces and supporting cultural activity is important for the health and wellbeing of the Community. An authentic and dynamic expression of culture enriches society and contributes to the wellbeing of individuals, families and communities. Sharing the stories of our past and our present provides a means through which we can gain a collective understanding of the fullness and richness of who we are and where we have come from. It's about building identity. In providing spaces in which we can share those stories, it's also about community connection and social engagement. In these ways, Arts Culture and Heritage activities offer the potential to foster the wellbeing of a society as we live side by side and as we seek to navigate our future.

Invercargill City Council provides/funds the Arts, Culture and Heritage activity because it is unlikely that any private organisation would be able to provide such facilities for community access.

The primary goal of the Arts, Culture and Heritage Activity is to support Arts, Culture and Heritage events, exhibitions and venues. It is the combination of these activities that help tell our story, by firstly reflecting, sharing and learning about Invercargill and Southland's rich history of Māori and non-Māori settlement. We also engage with the present society and help to shape our sense of place and identity for current and future generations. Such activities contribute to the health and wellbeing of the community, celebrate diversity, creativity and ideas which collectively increase our personal understanding and identity of culture; as well as our shared history, science of ourselves and each other.

Through this activity we see the potential to foster:

- Cultural wellbeing – through the preservation and reflection of past and present (narratives, artefacts, stories of people and place)
- Social wellbeing – through community building opportunities of connecting and engaging with one another as we share our stories, building a sense of belonging.
- Economic wellbeing – through the potential for our unique stories to attract others from outside our city and our region, and to grow visitation and exposure to creativity and innovation within our community

The outcomes we seek from this activity have two distinct foci - the people who live and work in Invercargill and Southland, and visitors – from around New Zealand and internationally.

For our local community

Protecting, preserving and presenting the stories of Invercargill and Southland will continue to celebrate our identity and pride in who we are as a people, as a place and as a culture. Having spaces where Southland as a community can remember, commemorate and celebrate events and people, promote the understanding of how our past has shaped our present and provides inspiration to embrace the future.

Through ensuring there are places in which our stories can be told, we are also promoting access to community spaces; social places that allow people to gather, to connect and to engage.

There we will rediscover our stories and find ways to tell them which will provide opportunities to strengthen our engagement with our takata whenua, and to acknowledge our commitment of partnership with takata whenua.

Supporting places of interest within our city, especially spaces that draw people into the city centre and contributes to the vitality of the CBD.

Outside of our local community

The people, culture and stories of Invercargill and Southland - past and present - are unique. That distinction offers the opportunity to leverage regional, domestic and international tourism activity and contribute to the economic growth of the city.

The primary goal of Arts, Culture and Heritage is to provide quality and affordable access for the community to its collections, exhibitions opportunities and to ensure that the stories of our communities are shared from this generation to another – no matter where that person lives.

Community outcomes

The Community outcomes set out what Council wants to achieve for the community over the next ten years as we continue to work together to create He Ngākau Aroha - Our City with Heart.

The following figure and graph highlight the outcome statements for each of the four community wellbeings – Economic, Social, Cultural and Environmental and how the activity contributes to these.

Figure 1: The Four Wellbeings



Table 1

Council's Community Outcomes and how the Arts, Culture and Heritage Activity contributes to them

Community Outcomes	How the Activity Contributes
Social Wellbeing One Community – Our Youth, Older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.	The Arts, Culture and Heritage Activity provides a range of Arts, Culture and Heritage activities which members of the community are able to access and engage in.
Cultural Wellbeing A vibrant, safe city centre which meets our people's diverse cultural needs	The Arts, Culture and Heritage provides a range of exhibition, research and hands-on opportunities which caters for all members of our community
Economic Wellbeing A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	The Arts, Culture and Heritage Activity provides opportunities for the wider community and visitors to engage in new partnerships, which will support the long term sustainability of the Activity.

Our vision

Enriching the heart of our city through preserving and sharing the narratives of our people, land and culture.

Our activity objectives

The principle objectives of the Arts, Culture and Heritage Activity are to:

- Support and deliver quality programmes, events, and exhibitions relating to Arts, Culture and Heritage
- Achieve high visitation to facilities provided, or supported by Council
- Provide a high level of residents satisfaction (as expressed in the annual Residents Survey)
- Ensure that collections are maintained to agreed Museum standards¹ and the Code of Ethics.

¹ New Zealand Museums Standards Scheme (International Standard through ICOM in the NZ Code of Ethics) outlines expectations regarding: governance, management and planning, collection care, public programmes, customer service, and community relationships.

www.tepapa.govt.nz/SiteCollectionDocuments/NationalServices/HowWeHelp/Introduction_standards%20scheme%20Dec2007.pdf

2. How we determine what we do

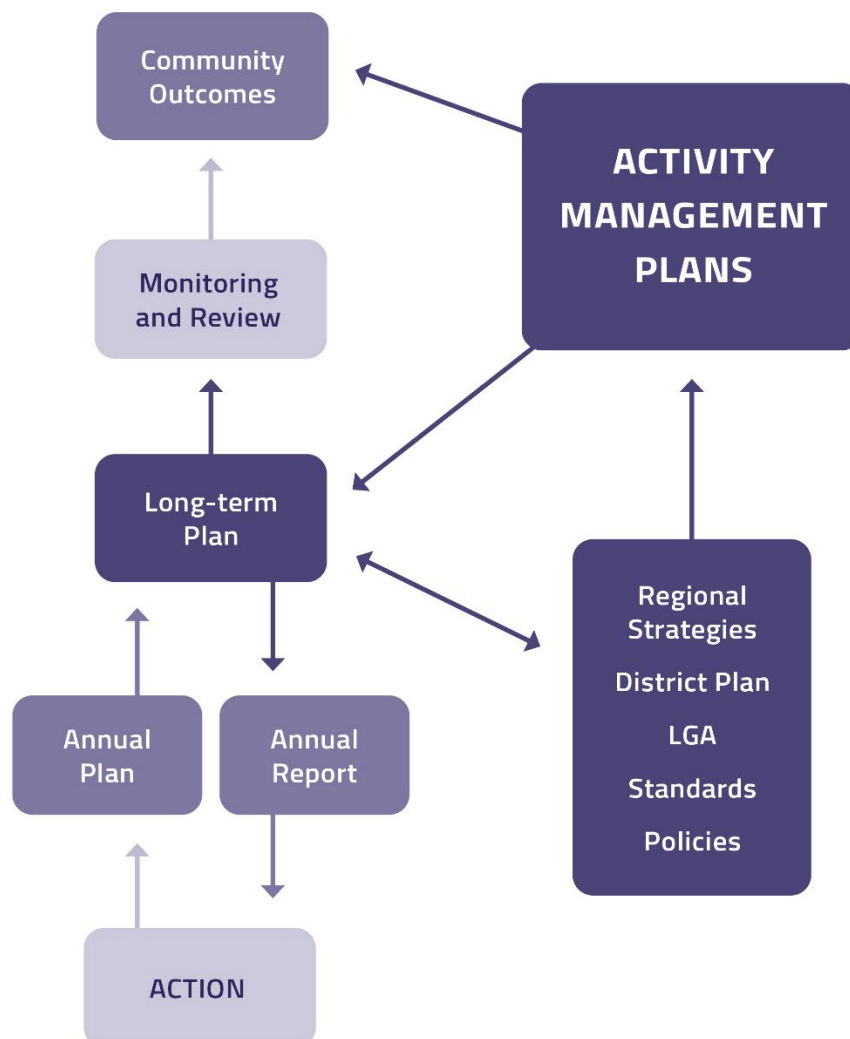
Our Strategic Framework

Activity Management Plans underpin the activities in the Long-term Plan, they record the current and desired Levels of Service and Maintenance, Capital Works Programmes and budgets (if applicable) required to ensure the activity meets the desired Levels of Service.

Adoption of the budgets for these programmes is carried out through the Long-term Plan process. Changes to budgets for programmes may occur during the consultation process and adoption of Long-term Plan budgets.



Activity Management Plan Strategic Framework



Our Customers

Arts, Culture and Heritage have a wide range of customers including individuals and groups exhibitors, audiences and communities who attend exhibitions and events. Users include local residents of Invercargill, Southlanders, domestic and overseas visitors.

Our facilities provide another connection for takata whenua to their past; local artists with places to exhibit and engage with each other; as well as well as a secure exhibition space.

Some of the regular types of uses are listed below.

Table 2

Arts, Culture and Heritage Stakeholders

Stakeholder and Community	Area of Interest	Engagement
Community	Cultural activities, programmes and events including exhibitions	Face-to-face, survey, consult
Regional	Cultural activities, programmes and events including exhibitions	Face-to-face, survey, consult
Special events	National/International exhibitions and events	Face-to-face, survey, consult

Our Levels of Service

The Arts, Culture and Heritage Activity supports Council's outcomes for cultural wellbeing through actively engaging with communities, promoting a range of opportunities that enable people to access, learn from, and enjoy the city's heritage, arts and culture. It seeks to embrace innovation and change through ensuring the region's taoka are appropriately cared for and maintained. The Arts, Culture and Heritage Activity also promotes social wellbeing by as it enables the community to feel a sense of place and connection with their community.

Table 3

Arts, Culture and Heritage Measures for Levels of Service

MEASURE 2024-2034		TARGET
He Waka Tuia Museum and Art Gallery		
Annual number of He Waka Tuia users	Number of users per head of (Invercargill City) population	0.33
	Total number of He Waka Tuia users	19,000
Percentage of residents satisfied with He Waka Tuia Museum and Art Gallery		20%
He Waka Tuia – Number of onsite and off-site exhibitions which celebrate our collections and the stories of Southland		min. 12 exhibitions per annum 4 off-site; 8 onsite
Te Pātaka Taoka – Southern Regional Collections Facility		
Annual number of visits to access the collection		300 per annum
Annual number of school visits		10 per annum
Te Unua - Museum of Southland		
Annual number of Te Unua - Museum of Southland users	Number of users per head of (Invercargill City) population	3.5
	Total number of Te Unua - Museum of Southland users	200,000 from 2026/2027

Table 4

Arts, Culture and Heritage Services Baseline Measures and Targets

Measure		Baseline (2022/23)	2024/25 Target	2025/26 Target	2026/27 Target	2027-2034 Target
He Waka Tuia Museum and Art Gallery						
Annual number of He Waka Tuia users	Number of users per head of (Invercargill City) population	New measure	0.33	0.37	0.4	N/A – He Waka Tuia will close after 2026/27
	Total number of He Waka Tuia users	18,553	19,000	21,000	23,000	N/A – He Waka Tuia will close after 2026/27
Percentage of residents satisfied with He Waka Tuia Museum and Art Gallery		17%	20%	20%	20%	N/A – He Waka Tuia will close after 2026/27
He Waka Tuia – Number of onsite and off-site exhibitions which celebrate our collections and the stories of Southland		New measure	min. 12 exhibitions per annum 4 off-site; 8 onsite	min. 12 exhibitions per annum 4 off-site; 8 onsite	min. 12 exhibitions per annum 4 off-site; 8 onsite	N/A – He Waka Tuia will close after 2026/27
Te Pātaka Taoka – Southern Regional Collections Facility						
Annual number of visits to access the collection		New measure	300	750	750	750
Annual number of school visits		New measure	10	10	10	10
Te Unua - Museum of Southland						
Annual number of Te Unua - Museum of Southland users	Number of users per head of (Invercargill City) population	New measure	-	-	3.5	7
	Total number of Te Unua - Museum of Southland users	100,000 from 2026/2027	-	-	200,000	400,000

Assessing demand - current and future

Following significant community consultation, Invercargill City Council established the Museum Governance Group (MGG). The primary purpose of the MGG was to review the current Southland Museum and Art Gallery, identify the requirements of the community, and to provide a future vision for a new facility.

The MGG presented its finding to Council, and the recommended the development of three facilities – a permanent regional collections storage solution; a Tuatara facility to be located within the Queens Park precinct; and the development of a new cultural facility on Queens Park – to be known as Te Unua Museum of Southland.

The site for the development of a long term regional collections storage facility was found in Tisbury. The site was chosen because of resilience – including height above sea-level. Construction began in January 2023 and was completed in December 2023. Once completed the regional collection was relocated and this was completed in March 2024.

This site will not only provide our community with the confidence that we have the long term care of our collections in hand; but importantly through Te Pātaka Taoka – Southern Regional Collections Facility, we will also provide a number of services to facilities throughout the wider Southern region, such as conservation.

The design for the Tuatara facility was confirmed in 2023 with construction and populating the facility expected to be completed by mid-2024. The new facility will provide the opportunity for the public to have ongoing access to the tuatara, with the facility providing a more natural environment for them to enjoy.

After a comprehensive selection process, fjcstudio, with Evatt Martin Architects and design Tribe were appointed architects to lead the development of Te Unua – Museum of Southland. The build is expected to be delivered in December 2025; at which time the fit out of museum experiences will begin.

Wellington-based Gibson Group have been appointed to lead the experience.

Together these projects have fallen collectively under the banner of Project 1225, which has responded directly to the priorities of the community as shared in the last Long Term Plan.

3. What we're planning

Key issues and challenges

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

- Meeting the changing needs of our rangatahi as part of our wider population, which is growing older and more diverse
- Delivering city centre renewal
- Enabling the housing, health, security and social infrastructure our city needs to grow
- Navigating increasingly complex environmental challenges including climate change, land contamination and earthquake risks.
- Maintaining Community affordability in a time of economic volatility - Core infrastructure, major projects and levels of service will be delivered with financial prudence and efficiency
- Ensuring Council leadership and delivery is credible and effective, building community trust and engagement.

A significant consideration in this planning followed the direct impact of COVID19 and the subsequent impact on businesses, job losses, restriction of international students attending Southern Institute of Technology (SIT). In addition the ongoing debate and negotiations surrounding the future of Tiwai Point aluminium smelter has impacted directly on the community.

The tightening economic conditions have coincided with the development of Te Pātaka Taoka – Southern Regional Collections facility at Tisbury; the new Tuatarium; as well as the development of Te Unua – Museum of Southland.

The development of Te Pātaka Taoka has provided Invercargill and wider Southland with a safe and secure facility for the care of the regions collections.

The Southland Regional Heritage Committee and Invercargill City Council are the primary funders of the operations of Te Pātaka Taoka – Southern Regional Collections facility.

Invercargill City Council is the primary funder of He Waka Tuia as well as the Invercargill Public Art Gallery Inc.

He Waka Tuia is a transitional space to showcase the art and artefact collections of the Te Kupeka Tiaki Taoka – Southern Regional Collections Trust, as well as the Invercargill Public Art Gallery Inc.

In January 2022, Invercargill City Council entered into a management contract with Invercargill Public Art Gallery Inc. for the operation of He Waka Tuia. This contract will terminate on 31 December 2026.

Table 7*Key Assumptions from 2024-2034 LTP related to Arts, Culture and Heritage*

POPULATION⁴	Likelihood	Certainty	Consequence	Council Response
<p>Population growth As at 30 June 2023, the estimated population of Invercargill is approximately 57,900⁵. The population is projected to increase over the next ten years but growth will depend significantly whether or not various industries are developed as envisaged in the Beyond 2025 Regional Long-term Plan. By 2034 between 61,900 and 62,900 people will live here.</p>	Likely	Medium	Moderate	<p>Although population growth in excess of the assumptions will have a moderate to significant impact on the Council finances this will have significant lead time. Council will be able to monitor the applications for resource consents and use this as guidance for the population growth into the future. A population decline would be a more significant impact but is not expected.</p>
<p>Diversity The population will continue to become more diverse. The Māori population will grow from 19% to 25%. The Asian population will grow from 8% to 13%.</p>	Likely	High	Minor	<p>Council will increase engagement opportunities for different parts of the community to help support all voices being heard. Changes to Council services are expected to be able to be accommodated from within existing operational budgets through adjustment of focus.</p>

⁴ Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023

⁵ Stats NZ Tatauranga Aotearoa Infoshare data, retrieved 24 January 2024 (<https://infoshare.stats.govt.nz/Default.aspx>)

<p>Aging Population Those aged 65 and older will form 24% of the population in 2034, which is higher than the current aged population in 2023 (estimated as 10,790 of 57,900 (19%)).</p>	Likely/ Almost Certain	High	Moderate	Demographic changes are clear and while future migration patterns may offset ageing to some extent, this is not expected to be of a high enough level to counter the known level of ageing. Council is considering how to respond to changing housing needs for older people through provision of elderly housing, adjustment to the District Plan and potential partnership projects. Impacts on other services including public transport, libraries and pools (e.g. hydrotherapy pool) are being planned for.
<p>Households Households will increase from 23,256 in 2022 to 26,087 in 2034. The number of households stagnated over 2020-2021, but is projected to show positive growth over the course of this LTP, with growth peaking at 1.1% in 2032. The average size of households is expected to reduce from 2.39 to 2.34 by the end of this LTP.</p>	Moderate/ Likely	Medium	Moderate/ Major	The number of households underpins the rating base and Council revenue for activities. A decline or slower growth in households would require Council to review services and/or financial strategy.
SOCIAL	Likelihood	Certainty	Consequence	Council response

<p>Socio-economic Inflation will continue to squeeze household budgets and impact abilities to pay rates. Inflation is expected to stay above 3% until 2025/2026.^{6 7}</p>	Moderate/ Likely	Medium	Major	Economic volatility remains high with economists urging caution on reliability of forecasting. Significant increases in inflation will impact not only Council’s planned expenditure but the community’s ability to pay. Higher than expected inflation may require review of services, capital investment and/or financial strategy. Lower inflation will improve Council’s position and ability to deliver.
<p>Community resilience Tiwai Point Aluminium Smelter is expected to continue operating for the time of the Long-term Plan.</p>	Likely	High	Moderate	Council has plans in place, including community support for the Just Transitions Connected Murihiku programme and support for Great South to deliver economic diversification options. Additional investment may be required on any future announcement of closure.
<p>Community resilience Although the Zero Fees scheme has been extended through 2024 for Southern Institute of Technology Te Pūkenga, it is uncertain to continue throughout the life of the Long-term Plan. This will have an uncertain level of negative impact on Invercargill’s population and economy.</p>	Possible	Moderate	Minor	The Zero Fees Scheme has been an important tool in lifting the skill base of the local community as well as attracting new people live in the city. Loss of Zero Fees will remove a competitive edge for the city which has potential unknown longer term impacts.

⁶ Infometrics report “Economic update for Long Term Planning for Invercargill City Council”, April 2022, p11

⁷ RBNZ “Household inflation expectations (H1)”, August 2023

ECONOMIC	Likelihood	Certainty	Consequence	Council Response
<p>Economy</p> <p>CPI Inflation will peak in June 2023 and stay above 3% until 2025/2026.⁸</p> <p>Employment is expected to weather any recessionary conditions fairly well but unemployment is expected to increase nationally.⁹</p> <p>A short term dip is forecast for the early years of the plan with stronger growth in professional and highly skilled occupations.¹⁰</p>	Moderate/Likely	Medium	Moderate	<p>Inflation increases would have significant impact on budgets. Council would need to consider changes to services and/or the financial strategy.</p> <p>If LGCI inflation was 0.5% higher than forecast this would increase Council operational costs by \$0.5 – \$1.6 million per annum for the first 3 years of the plan.</p> <p>Council capital costs would increase by \$0.4 - \$1.3 million per annum for the first 3 years of the plan.</p> <p>Increases in operational costs would impact the expected rates increase in those future years.</p>
<p>Community funding</p> <p>Despite recent economic challenges, Community Trust South and the Invercargill Licensing Trust Group have managed to return their funding levels to pre Covid-19 levels. This is anticipated</p>	Likely	High	Minor	<p>Council will continue to liaise with other funding partners, including to monitor forecast security of investment, to assist control of this risk.</p>

⁸ Infometrics report “Economic update for Long Term Planning for Invercargill City Council”, April 2022, p11

⁹ Infometrics report “Southland Region forecasting scenarios for Beyond 2025 Southland”, June 2023, p15

¹⁰ Id. p15-18

to take some pressure off Council's funding pool.				
<p>Central Business District</p> <p>The City Block development has been successfully completed and has attracted new development, including two new hotels in the city centre. Council will continue to support initiatives to drive the success of a thriving CBD. GDP will increase by \$14 million annually as a result of the investment until 2030.¹¹</p>	Likely	High	Moderate	Council remains strongly committed to its vision “Our City with Heart – Hē Ngākau Aroha.” Any divergence from this vision could impact the financial viability of ICL but is not expected. Further investment may be required either in the City Block or associated city streets improvements.
<p>Tourism</p> <p>Tourism in the Visit Southland area is expected to increase to between 160% - 165% of pre-Covid levels by 2029.¹² Invercargill is expected to proportionally benefit from this increase and demand for accommodation to increase and to be met from within existing stock.</p>	Moderate/Likely	Medium	Minor	<p>Tourism, while important, is not currently a major driver of the Invercargill economy, although it has great potential to grow.</p> <p>Council may need to invest in further infrastructure if tourism grows faster than expected and manage any flow on impact on housing availability given housing constraints.</p>

¹¹ NZIER report “Invercargill CBD regeneration”, May 2023, p17

¹² Beyond 2025 Southland Regional Long Term Plan, p56

<p>International Education</p> <p>The numbers of international students studying at Southern Institute of Technology (SIT) Te Pūkenga are not expected to return to pre-Covid levels until 2028 at the earliest.¹³ The decline as a result of Covid would be compounded if there was a change in policy at Te Pūkenga with reduced focus on recruiting international students, and by reduced domestic competitiveness as a result of the likely end of the Zero Fees policy.</p>	Moderate/Likely	Medium	Minor	International students and their families create significant demand for certain categories of housing, including city centre housing. Lower numbers of international students will likely be a factor in the trend of an increasingly aged population. Lower or higher than expected numbers of international students may require an adjustment in Council response to City Centre strategy and/or other provisions/ partnerships impacting housing availability.
<p>Climate change regulatory change</p> <p>Legislative change is expected to increase requirements, reflected in the Emissions Reduction Plan and the National Adaptation Plan, on businesses and Council with an impact on economic growth as yet unknown.¹⁴</p>	Likely	Medium	Moderate/ Major	Council is working with the regional Climate Change Working Group to set a strategy for the region and action plan for Council. Further investment will be required in activities to reduce emissions and to better understand climate change risk to Council assets.

¹³ Infometrics report “Economic update for Long Term Planning for Invercargill City Council”, April 2022, p18

¹⁴ Ministry for the Environment “Implementing Aotearoa New Zealand’s first emissions reduction and national adaptation plans”, 2023

ENVIRONMENTAL	Likelihood	Certainty	Consequence	Council response
<p>Mean annual and extreme temperature (days where temp. exceeds 25°C) are expected to increase with time:</p> <p>By 2040: mean annual temperature increase of 0.5-1.0°C with 0-10 more hot days per annum.</p> <p>By 2090: mean annual temperature increase of 0.7-3.0°C, with 5-55 more hot days per annum.</p>	Moderate	Low	Minor	<p>Temperature increase while important has an indirect impact on Council operations, which are expected to be accommodated within Council plans. It is not possible to forecast the impact of climate change in more detail on the capital programme until more accurate data and modelling is complete.</p>
<p>Annual rainfall is expected to increase</p> <p>By 2040: +0-10%</p> <p>By 2090: +5-20%</p> <p>Increased frequency of high rainfall days, i.e. increase in intensity of rainfall.</p>	Moderate	Low	Moderate/ Major	<p>Increased intensity of rainfall is expected to result in increased flooding. Council has adjusted its stormwater asset profiles to plan for increased major flooding events but there remain significant areas of the network which have not yet been renewed. There are also impacts on efficiency of the Sewerage treatment system as a result of overflow from the stormwater system during high rainfall events. The Braxholme Water Treatment Plant is designed to cope with rainfall events to the level forecast</p>

				<p>in the 2018 NIWA study and outlined in our assumptions. There will be no impact on quality but there will be a reduction in flow. Supply will be maintained but with possible water restrictions.</p> <p>Dependent on the Affordable Water Reform and Council's ongoing areas of responsibility, adjustment may need to be made the renewal programme.</p> <p>It is not possible to forecast the impact of climate change in more detail on the capital programme until more accurate data and modelling is complete.</p>
<p>Mean sea level is expected to rise</p> <p>By 2040: 0.2-0.3m By 2090: 0.4-0.9m</p>	Uncertain	Low	Major	<p>There remains significant modelling which must be completed at a regional level to attain an understanding of what sea level rise is likely and its potential impact. There are known risk areas including the Airport and Bluff which need further investigation. Council has invested in major infrastructure upgrades at Stead Street to increase protection for the city. Further work will be required on associated flood banks to maximise this investment. Environment Southland has</p>

				<p>responsibility for managing and maintaining the remainder of the city's floodbank network.</p> <p>It is not possible to forecast the impact of climate change in more detail on the capital programme until more accurate data and modelling is complete.</p>
<p>Natural disaster</p> <p>Extreme weather events are happening more frequently and this trend is likely to continue due to climate change. There is a 75% probability of the Alpine Fault rupturing within the next 50 years.¹⁵</p>	Possible	Medium	Major/ Catastrophic	<p>A major disaster which impacted Council's ability to operate at the same time that the community's need for disaster relief was required to be supported would require a major shift in strategy and operations. Council supports Emergency Management Southland to coordinate the response in such a situation.</p>

¹⁵ <https://af8.org.nz>

CULTURAL	Likelihood	Certainty	Consequence	Council response
<p>Māori culture</p> <p>Māori culture has become more visible in the city since the time of the last Long-term Plan and will continue to become more visible.</p>	Likely/ Almost certain	High	Low	Council is working closely in partnership with Mana whenua and would seek to manage impacts through this relationship.
<p>Project 1225</p> <p>Te Unua Museum of Southland will be built by December 2025, and open to the public in the second half of 2026.¹⁶</p>	Almost certain	High	Moderate	The programme is on schedule and remains a primary focus of Council. The impact of delay on service delivery is low, however the reputational risk of late delivery is significant. Council continues to actively manage this project through its Project Management Office.
<p>Civic pride</p> <p>Resident pride in the city following the redevelopment has increased (in 2023 80% of people said they would speak more positively about the city)¹⁷ and will continue to increase as new projects including Project 1225 are completed.</p>	Likely/ Almost certain	High	Minor	Council sees both City Block and Project 1225 as major cornerstone projects to achieving of its vision – Our City with Heart – He Ngākau Aroha. The social and economic benefits are already being realised. Continued commitment to the strategy will be required for full delivery.

¹⁶ www.project1225.co.nz

¹⁷ Southland CBD Rejuvenation Community and Business Survey Report, March 2023, p9

<p>Cultural activation An increase in activities and events reflecting the diverse culture of Southland will take place following Council investment in activation and private uptake of new facilities available.</p>	Likely	High	Minor/Moderate	<p>Activation is essential to leverage Council's capital investment in the city centre.</p> <p>Council will continue to explore a range of mechanisms to support activation in the community.</p>
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COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
<p>Legislative changes</p> <p>There will be changes to legislation that have an impact on how Council will provide services. These changes may affect Council organisational structure but not change the level of service received by the customer/ratepayer in the first three years of the plan.</p>	Likely	Medium	Minor/ Moderate	Management will continue to engage with Central Government to ensure levels of service are maintained or improved and plan for changes in services in response to policy and regulation changes as they arise.
<p>Asset life</p> <p>Assets will remain useful until the end of their average useful life, noting this requires underlying assumptions regarding asset condition to be correct.</p> <p>Infrastructure installed in the 1920s is nearing end of life and require renewal within the term of the Infrastructure Strategy.</p>	Moderate/Likely	High	Moderate	Assets may need to be renewed earlier if this underlying assumption is incorrect. This may also change the renewal profile or may allow delayed renewal in other cases. Council will review the remaining asset life at each of the triennial asset revaluations and undertaken regular asset condition assessments.
<p>Capital programme delivery</p> <p>100% of roadmap and strategic projects are expected to be delivered. 80% of the core capital programme will be delivered in Year 1 and 2, 85% in Year 3, and 90% thereafter, following implementation of the Local Water Done Well Reforms. Pipe renewals are expected to be delivered at 70%.</p>	Possible	Low	Moderate	<p>Council continues to invest in enhanced project management capacity and supporting construction sector capacity through new ways of working. The financials will be reforecast to reflect the delivery expectations each year.</p> <p>The financial impact this assumption not being met is the deferral of capital expenditure</p>

				until later years, higher risk of asset failure meaning assets will be sweated longer and repairs and maintenance will increase and emergency rather than planned replacement may become more frequent.
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FINANCIAL	Likelihood	Certainty	Consequence	Council Response
<p>Inflation</p> <p>Operational forecasts and capital work programmes will increase by the accumulated Local Government Cost Index inflation forecast by BERL, being 2.9% for operational and 3.0% for capital in 2024/2025. Staff cost inflation will be 3.5%. Insurance cost inflation will be 12%.</p>	Likely	Medium	Moderate	<p>Cost change factors are based on information developed for councils by BERL. Significant variations to inflation would have an impact on Council's financial management. The significant changes in recent years in relation to inflation mean that level of uncertainty has increased as to whether increased fluctuations in the BERL cost estimates can be expected. Council will continue on the planned pathway for the Capital Works programme and review operational revenue and expenditure each year.</p> <p>If inflation was 0.5% higher than forecast this would increase Council operational costs by \$0.5 – \$1.6 million per annum for the first 3 years of the plan. Council capital costs would increase by \$0.4 - \$1.3 million per annum for the first 3 years of the Plan.</p> <p>Increases in operational costs would impact the expected rates increase in those future years.</p>

<p>External Funding It is assumed Council will achieve the level of external funding as estimated.</p>	<p>Possible/ Moderate</p>	<p>Medium</p>	<p>Minor/Moderate</p>	<p>Council is expecting external funding from Central Government, community and private investment into a number of strategic projects. While not all funding may be achieved, the estimates are based on expert analysis and are expected to be at least partially fulfilled. Council expects to be in a position to meet any shortfall.</p>
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A full list of the assumptions can be found online.

Risk

Council is committed to acting in a manner that enables it to reliably achieve objectives, address uncertainty, and act with integrity.

To support these outcomes Council is developing an approach which provides integrated governance management and assurance of performance, risk and compliance.

The approach taken by Council is set out in the Risk Management Framework – Policy and Process.

Council manages the strategic risks associated with the assumptions identified in the preparation of the Long-term Plan.

Council also manages a range of other risks, including Health and Safety. These risks are managed through its risk management register as contained in Process Manager.

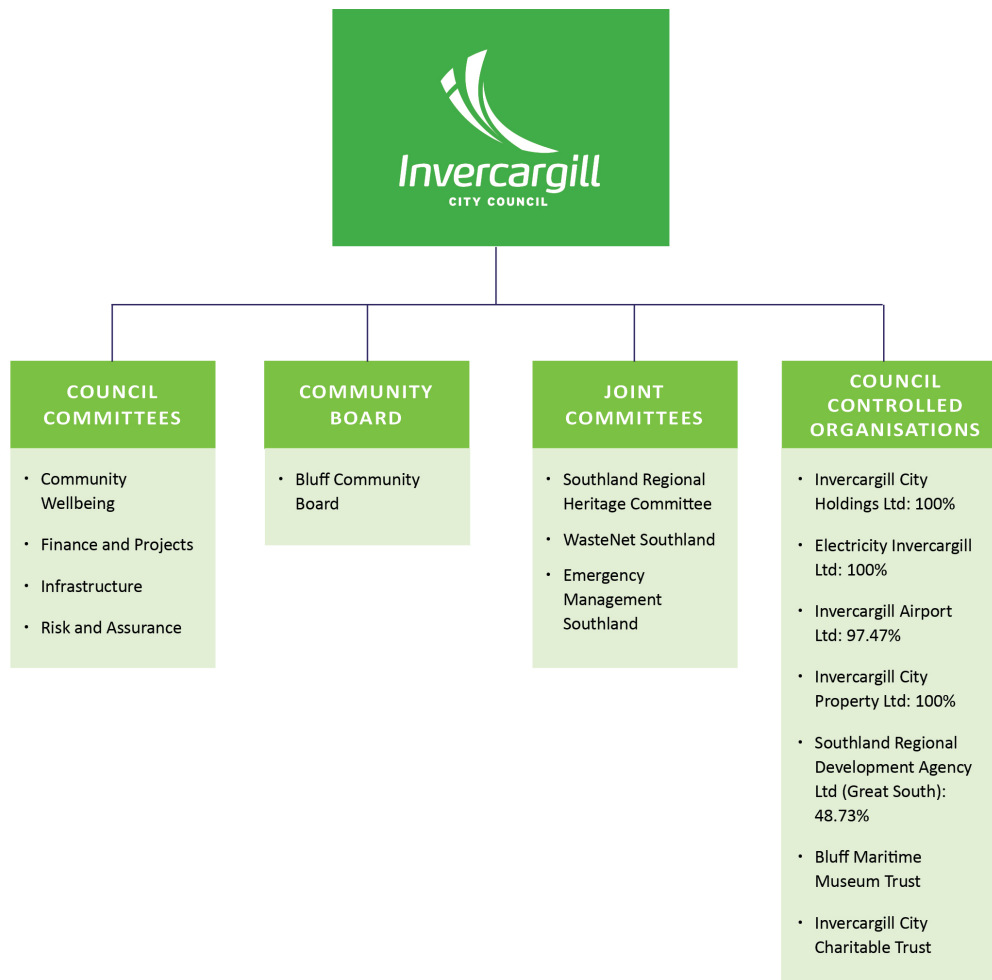
4. How we'll manage what we do

Responsibility and resourcing

The delivery of Arts, Culture and Heritage services is managed by the Arts, Culture and Heritage team of the Community Spaces and Places Group of the Invercargill City Council.

Council Structure

Te hanganga kaunihera



The Bluff Maritime Museum Trust Board is a Council Controlled Organisation. The Council is also represented on the Southland Regional Heritage Committee and the Invercargill Public Art Gallery Inc.

In 2022, following a review of the Southland Museum and Art Gallery Trust Board trust deed, Council supported the establishment of an independent skills based board to care for the collection which the Trust Board has either legal ownership or responsibility for. In 2023, the Southland Museum and Art Gallery Trust Board renamed themselves Te Kupeka Tiaki Taoka – Southern Regional Collections Trust to reflect their new collection care focused remit. The name translates as *the net which holds the treasures*. The introduction of Southern reflects the Collection Management policy and the interest the Trust holds in the Southern Regional Collection, including the Sub-Antarctic Islands.

He Waka Tuia is a transitional museum and art gallery space which was established by Invercargill City Council in a collaborative partnership with Southland Museum and Art Gallery Trust Board and Invercargill Public Art Gallery Inc. Council provides a grant for the operational costs of He Waka Tuia to Invercargill Public Art Gallery Inc to deliver transitional museum and gallery services in partnership with Council and Te Kupeka Tiaki Taoka – Southern Regional Collections Trust. It also provides separate funding to the Invercargill Public Art Gallery Inc to support care, development and access to the Invercargill Public Art Gallery Inc collection.

In 2021, Invercargill City Council entered into a management contract with Invercargill Public Art Gallery Inc. for the delivery of services at He Waka Tuia. The contract will terminate on 31 December 2026.

Council provides an annual grant to the operational cost of the Bluff Maritime Museum. In addition to being a partner to the Southland Regional Heritage Committee; Council also provides operating costs for Museum and Heritage Services.

In 2023/24 the Te Pātaka Taoka – Southern Regional Collections Facility received the collection of the Te Kupeka Tiaki Taoka – Southern Regional Collections Trust and Invercargill Public Art Gallery Inc. The facility will be operated through the Southland Regional Collections team under the Arts, Culture and Heritage group and with the guidance of the Te Kupeka Tiaki Taoka – Southern Regional Collections Trust, and Iwi Komiti.

The appointment of the Te Unua – Museum of Southland architects and experience designers in 2023 by Invercargill City Council will meet the commitment of Council to the community to have the Te Unua building completed in December 2025. At that time the installation of the experience will begin with the facility set to open during 2026/27.

The team comprises the following staff:

Table 9

Arts, Culture and Heritage – Staff Positions

Position	Number employed in role
Manager – Southland Regional Collections	1
Team Leader – Operations	1
Curator – Mana Taoka	1
Registrar	1
Museum and Collections Technician	2
Collections Technician	2

Position	Number employed in role
Collection Photographic and Digital Technician	1
Museum Technician	2
Casual Collections Technician	1
<p>The position of Manager – Southland Regional Collections encompasses the following major functions or key result areas:</p> <ul style="list-style-type: none"> • Day to day operational management of Te Pātaka Toaka – Southern Regional Collections Facility including financial, human resources, services delivery, marketing and planning. • Increasing access to the collection through the implementation of innovative exhibition and programme strategies. • Establishing a team of staff who are committed to client satisfaction, well-motivated and capable of carrying out their duties efficiently and effectively. 	

The Manager takes a lead role in determining the future direction of the Regional Collections.

Table 10

Te Unua – Staff Positions

Position	Number employed in role
Director – Te Unua – Museum of Southland	1
Team Leader –Engagement and Public Programmes	1
Other roles – to be determined	
<p>The position of Director – Te Unua encompasses the following major functions or key result areas:</p> <ul style="list-style-type: none"> • Day to day operational management of Te Unua including financial, human resources, exhibitions and public programmes, commercial activities, services delivery, marketing and planning. • Increasing facility use through the implementation of innovative marketing and programme strategies. • Establishing a team of staff who are committed to client satisfaction, well-motivated and capable of carrying out their duties efficiently and effectively. 	

The Director takes a lead role in determining the future direction of Te Unua – The Museum of Southland.

The staffing levels of Te Unua – The Museum of Southland will be reviewed during the development of the project.

Managing the condition and performance of our assets

Asset Description

The assets required to deliver the Arts, Culture and Heritage services are either leased or owned; and are maintained by the Property team in the Infrastructure Group of the Invercargill City Council. The Property team are responsible for the buildings and plant maintenance. Contractors are engaged to carry out electrical, mechanical and speciality maintenance work at the various sites.

An Asset Management Plan is currently being prepared for Tisbury Regional Storage Facility, and following the completion of Te Unua a second plan will be finalised.

5. How we'll fund it

Table 11

Funding for Arts, Culture and Heritage Services

Activity	Source of Funding				
	User Charges / Fees	Subsidy	General Rate	Targeted Rate	Loans
Operational	✓	✓	✓		
Capital			✓		✓

Table 12

Arts & Culture Total Expenditure OPEX and CAPEX 10 years

	2023/24 Annual Plan (\$000)	2023/24 Forecast (\$000)	2024/25 LTP (\$000)	2025/26 LTP (\$000)	2026/27 LTP (\$000)	2027/28 LTP (\$000)	2028/29 LTP (\$000)	2029/30 LTP (\$000)	2030/31 LTP (\$000)	2031/32 LTP (\$000)	2032/33 LTP (\$000)	2033/34 LTP (\$000)
OPERATING												
Rates revenue	2,402	2,394	3,604	3,961	5,346	5,725	5,814	5,888	5,961	6,049	6,121	6,194
Subsidies and grants (Capital)	-	33	-	-	-	-	-	-	-	-	-	-
Subsidies and grants (Operational)	45	-	-	-	-	-	-	-	-	-	-	-
Direct charges revenue	1,345	60	243	247	850	883	918	955	994	1,035	1,078	1,122
Rental revenue	-	-	-	-	-	-	-	-	-	-	-	-
Finance revenue	2	-	7	17	26	40	54	69	84	101	118	136
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue	-	1,685	1,734	1,351	1,382	1,414	1,445	1,476	1,505	1,535	1,564	1,594
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	3,794	4,172	5,588	5,576	7,604	8,062	8,231	8,388	8,544	8,720	8,881	9,046
Employee expenses	868	838	1,261	1,163	1,197	1,233	1,269	1,307	1,345	1,385	1,426	1,468
Administration expenses	52	52	100	103	94	96	98	100	102	105	107	109
Grants & subsidies expenses	1,405	1,407	1,752	1,753	1,476	1,499	1,521	1,543	1,564	1,585	1,606	1,627
Operational expenses	1,150	1,419	1,910	1,996	4,296	4,707	4,811	4,912	5,010	5,110	5,207	5,306
Utilities expenses	150	162	181	185	189	194	198	202	206	210	214	219
Repairs & maintenance expenses	18	18	53	54	53	54	56	57	58	59	60	61
Depreciation and amortisation	148	260	331	323	298	279	279	268	259	266	261	257
Finance expenses	3	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses	3,794	4,156	5,588	5,577	7,603	8,062	8,232	8,389	8,544	8,720	8,881	9,047
OPERATING SURPLUS / (DEFICIT)	-	16	-	(1)	1	-	(1)	(1)	-	-	-	(1)
CAPITAL EXPENDITURE - Funded												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-

Table 13*Arts & Culture Total Expenditure OPEX and CAPEX 30 years*

	2025 - 2029	2030 - 2034	2035 - 2039	2040 - 2044	2045 - 2049	2050 - 2054
	LTP	LTP	LTP	LTP	LTP	LTP
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
OPERATING						
Rates revenue	24,450	30,213	34,378	40,830	48,493	57,595
Subsidies and grants (Capital)	-	-	-	-	-	-
Subsidies and grants (Operational)	-	-	-	-	-	-
Direct charges revenue	3,141	5,184	6,368	7,878	9,806	12,083
Rental revenue	-	-	-	-	-	-
Finance revenue	144	508	752	851	971	1,118
Dividends	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other revenue	7,326	7,674	8,463	9,342	10,316	11,389
Internal charges and overheads recovered	-	-	-	-	-	-
Total revenue	35,061	43,579	49,961	58,901	69,586	82,185
Employee expenses	6,123	6,931	8,016	9,273	10,726	12,410
Administration expenses	491	523	577	636	702	775
Grants & subsidies expenses	8,001	7,925	8,524	9,224	9,998	10,852
Operational expenses	17,720	25,545	28,166	31,097	34,334	37,908
Utilities expenses	947	1,051	1,160	1,281	1,417	1,565
Repairs & maintenance expenses	270	295	326	360	397	438
Depreciation and amortisation	1,510	1,311	1,349	1,452	1,586	1,758
Finance expenses	-	-	-	-	-	-
Internal charges and overheads applied	-	-	-	-	-	-
Total expenses	35,062	43,581	48,118	53,323	59,160	65,706
OPERATING SURPLUS / (DEFICIT)	(1)	(2)	1,843	5,578	10,426	16,479
CAPITAL EXPENDITURE - Funded						
• to meet additional demand	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-
• to replace existing assets	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-

Figure 3
Arts & Culture Operating Revenue – 10 Years

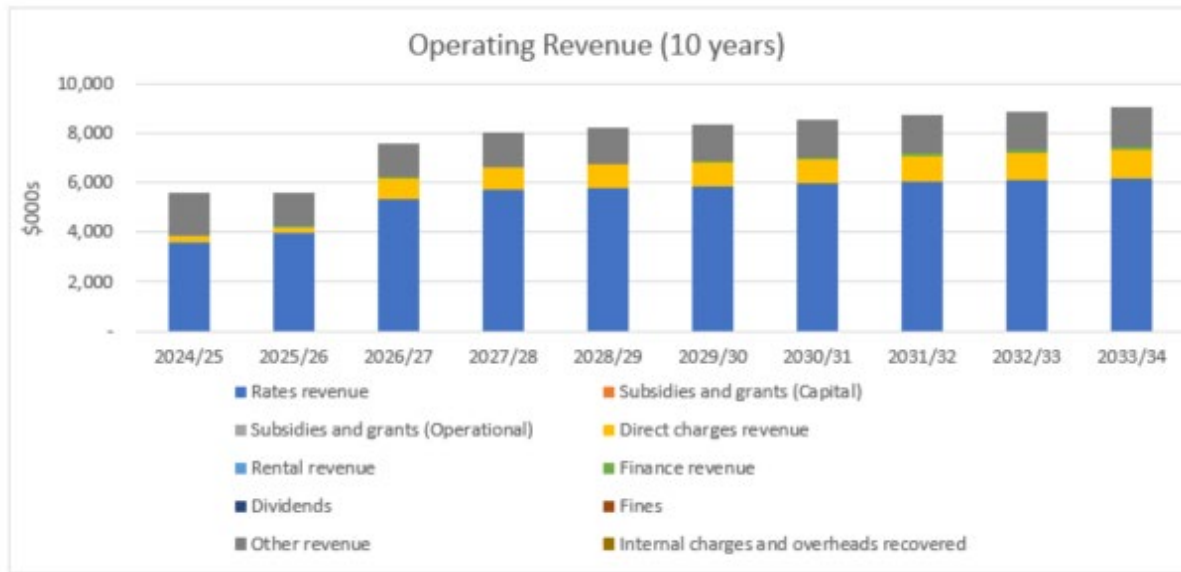


Figure 4
Arts & Culture Operating Revenue – 30 Years

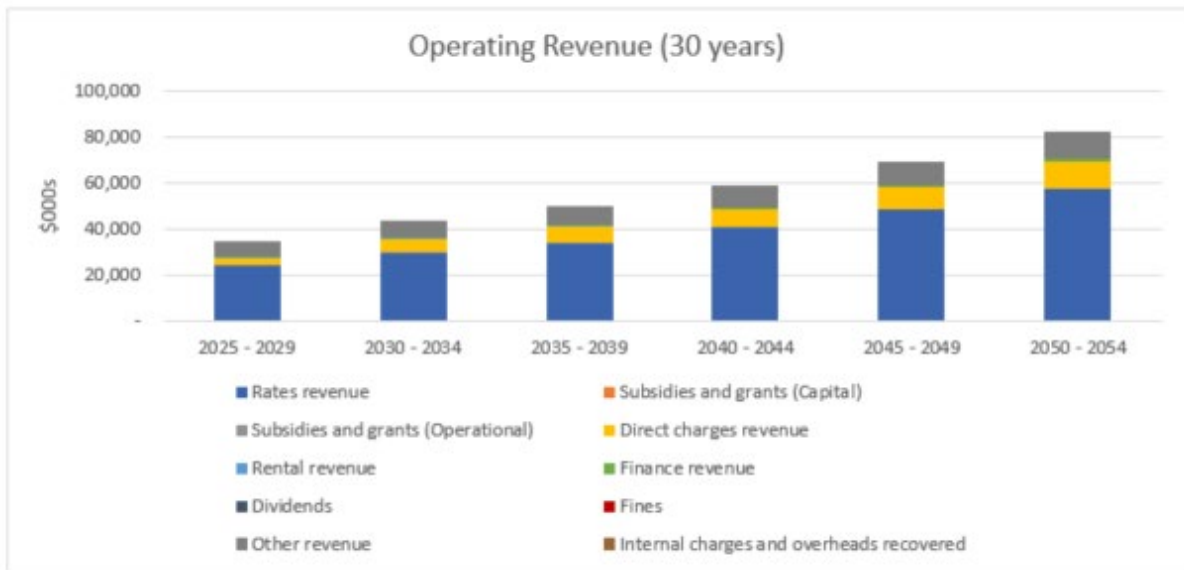


Figure 5
Arts & Culture Operating Expenditure – 10 Years

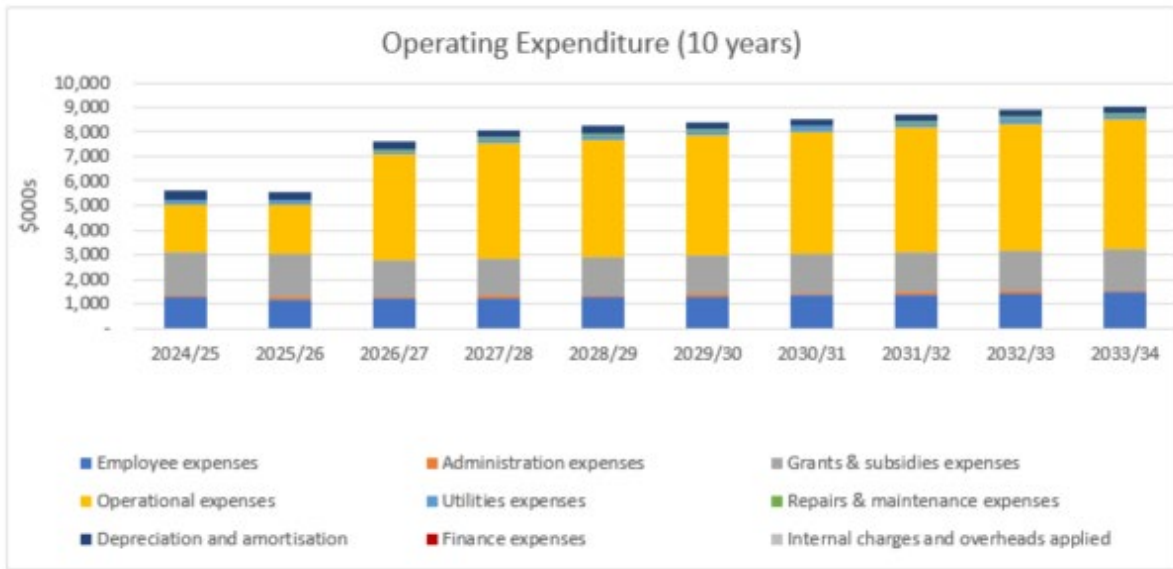
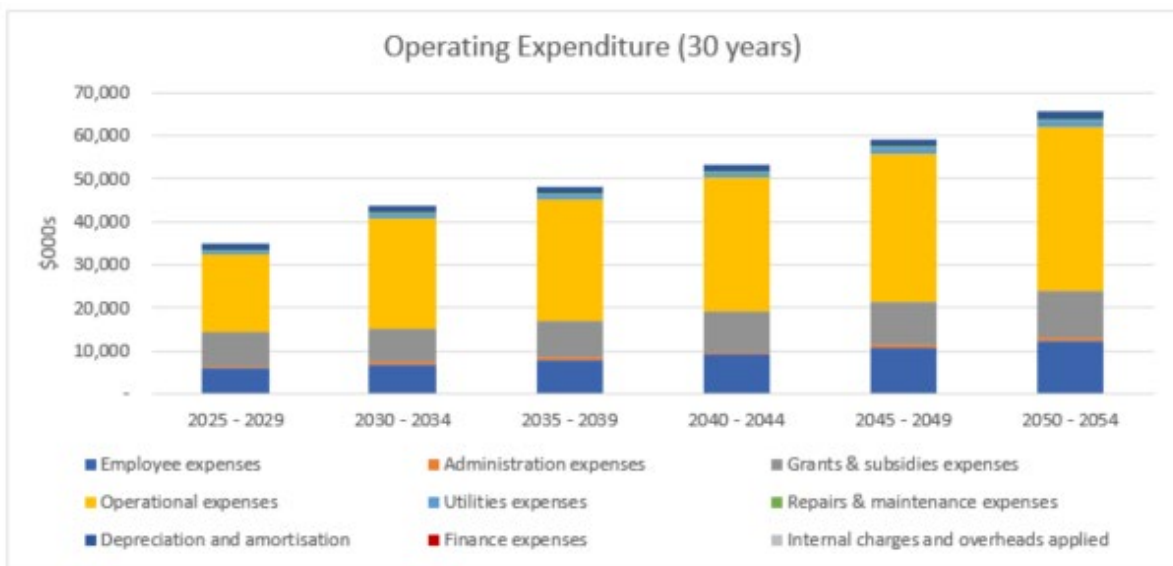


Figure 6
Arts & Culture Operating Expenditure – 30 Years



6. How we'll know we're delivering

How we'll manage improvements

Council operates on a four-weekly cycle with meetings being on a Tuesday of each week, Week One – Infrastructure Committee, Week Two - Community Wellbeing Committee, Week Three Finance and Projects Committee with the Risk and Assurance Committee held every quarter and Week Four being Council. The Committees and Council monitor and consider reports on levels of services for activities and assets alongside monthly financial accounts for each department. Members question these reports with Managers present to answer any questions that arise from the reports.

The information for these reports is entered into various software systems. This monitors the performance both fiscal, and service based against targets and budgets from Council's Long-term Plan. Targets can be key performance indicators, internally driven targets or provided from a Ministry that oversees that area, i.e. Department of Internal Affairs. At a full Council meeting these reports are then received and performance monitored quarterly.

Frequency of Review

Every financial year Council prepares an Annual Report that is the key document in ensuring the expenditure for the year was efficient and is pertinent in ensuring accountability to the community and ratepayers.

The Annual Report does not just show the current financial status, but also shows the levels of service for all Council activities and assets measured against the yearly targets set in the Long-Term Plan. These are measured and reported quarterly in the Council meetings. The Annual Report is a holistic overview of their performance.