


Public Transport



Activity Management Plan
2024-2034





Passenger Transport Activity Management Plan

	Name	Signature	Date
Prepared By			
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GM Review			
Peer Review			
Draft Adoption			
Council Adoption			

This plan should be read in conjunction with the [Southland Regional Public Transport Plan 2021-2031](#) (RPTP)

1. What we deliver

What the activity is

We manage regional public transport for Southland. At present there is only one publicly funded bus services unit which runs within Invercargill City Council area, whilst the Total Mobility service has approved providers for the activity in Invercargill and Gore.

In Invercargill (2022/23 financial year), 141,837 passenger trips were undertaken on the bus service. While passenger usage declined during the peak of the Covid 19 pandemic, patronage levels are improving and are on their way to pre-Covid levels. The increase can be attributed to a lack of Covid-related restrictions, numerous government incentives such as the half-price fares, and greater awareness and confidence in using public transport. Total Mobility also has had a stimulus package and seen a large increase in trips being taken, now 82,657 annually.

No significant negative effects of providing the Public Transport Activity have been identified. Council has confirmed its position of “monitor” in response to environmental priorities. As future bus changes occur, Waka Kotahi requirements will require the implementation of electric buses and this will have impacts on future costs of services.

Activity Overview

“Public Transport” referred to in this Plan is the subsidised scheduled bus service within Invercargill, and passenger service providers that relate to the Total Mobility scheme. It does not include long-distance bus services; Ministry of Education funded bus services, privately funded bus services, ferries or train services.

Southland Region

Subsidised services (other than some Total Mobility services in Gore) operate only in Invercargill.

Council plans to consider via the RPTP and the ICC Long-term Plan investigating and if appropriate testing new services for Bluff and Ōtātara. These additional services have been through the Council budgeting process and Council has concluded to not be included in this plan for the next 10 years.

It can consider requests from Southland communities for services (subject to the policies set in the RPTP). The costs for new services will need to be borne fully by the local authority in whose territory the service operates and where appropriate and agreed with Waka Kotahi.

Invercargill Public Transport Service

In 2020 Council introduced new bus routes and a new timetable in response to customer feedback.

This new schedule of services sees travel over six routes (three routes north and south legs) and uses central splines on each route to provide efficient travel times. The outline of the routes is in the Appendix.

Each leg of the route has a return travel time (to and from a central hub) of less than 30 minutes. Timetables provide a 30 minute frequency at peak times (six buses operating) and a 60 minute frequency off peak (three buses). The timetable is better aligned to ensure that the morning peak trips can reach the City Centre by 7.50 and 8.20 am for business related trips.

This is what the customers have requested in surveys.

A City Centre hub is in use on Tay Street adjacent to the new Invercargill Central development.

There are also five school routes catering for school students going to and from high schools plus services provided for Recycle South (four trips, two am and pm).

In 2022/2023, 141,837 passenger trips were undertaken which is a 29.6% increase from 2021/22. This increase comes after three years of reduced passenger numbers.

However, overall, Passenger Transport has seen a regular decline in numbers over the years since 2012 when the service was significantly restructured.

The 2019 Pandemic reduced patronage and changed people's travel patterns. Incentives applied post the event has assisted but not changed those patterns and numbers are still less than pre-COVID, even with Government fare reductions of 50% and the Community Connect packages.

Analysis of the service suggests that the network changes have not stopped the decline in usage however the impacts from Covid 19 pandemic have had longer and more significant impacts.

The Cost of Passenger Transport is \$2.3M annually of which \$1.08M is provided via a Waka Kotahi Subsidy.

Waka Kotahi has provided additional subsidies to halve the costs to passengers since 2023. Patronage stabilised from the time these subsidies were implemented. This scheme ended May 2024 with the withdrawal of these subsidies.

Total Mobility Scheme

Council provides administration support for the Total Mobility scheme with each council (ICC, SDC and GDC) funding travel for registered users from their district.

Funded in partnership by local and central government, the Total Mobility scheme assists eligible people, with long-term impairments to access appropriate transport to meet their daily needs and enhance their community participation. This assistance is provided in the form of subsidised door to door transport services wherever scheme transport providers operate.

It provides:

- Electronic cards (Ridewise) to eligible scheme members that subsidise the normal transport fare by 50% up to a maximum fare of \$50 plus currently a further 25% subsidy by the Government (Community Connect).
- funding to help purchase and install wheelchair hoists

- payment for each use of a wheelchair hoist or ramp on a trip(\$10.00 plus GST)

Currently, there are seven Total Mobility approved operators in Invercargill and one in Gore.

Government subsidy in April 2022 provided a further 25% discount and the budget 2023 announced this funding was available indefinitely (subject to funding policy of any government).

This incentive has resulted in a large increase in trip numbers as the use of the subsidy has reduced the trip cost significantly and eligible cardholders can now have more travel for the same cost.

Total Mobility trips made annually in Invercargill are now 82,215 (up from 54,100). There are approximately 1,800 registered members who reside in Invercargill.

The annual cost of this service (excluding GST) is approximately \$841,000 in Invercargill. The average subsidy per trip is approximately \$13.86 (i.e. average trip cost is \$18.60).

The scheme also subsidises vans capable of carrying people in wheelchairs, and provides for an extra \$10.00 (excluding GST) payment per trip. The maximum subsidy available for hoist van conversions has been \$23,000 per van.

Why we are involved in this activity

Council accepted the delegation from Environment Southland in 2002 and agreed to deliver these services. This delegation can be cancelled as set out in the agreement if the parties so wished.

Council sets a targeted rate for provision of the direct access to the Transportation Service. This rate is set as a rate in the dollar on capital value of all identified properties in Map C (excluding Utilities) of the LTP with property type differentials applied. The balance of this service is included in the general rates and distributed across the entire city

Council provides these services to meet the access needs of the community, particularly those without access to private transport.

Community outcomes

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

The following graph includes the outcome statements for each of the four community wellbeing – Economic, Social, Cultural and Environmental.

Figure 1: Community Outcomes and The Four Wellbeings



Table 1 – How Community Outcomes link to the Activity

Community Outcomes	How the Activity Contributes
<p>Social Wellbeing</p> <p>One Community – Our Youth, Older people, different neighbourhoods and communities’ basic needs are met, and they feel valued and proud to live here.</p>	<p>The Passenger Transport Activity provides for safe and easy travel around our city. It provides connectivity both within and between communities, and access to community, recreation, and leisure facilities as well as access to retail, commercial and professional services.</p> <p>People are able to access the services and activities they wish to via either the public transport or where eligible the Total Mobility service in a way that encourages and enables travel options.</p>
<p>Environmental Wellbeing</p> <p>A healthy, resilient environment where the city is well positioned to navigate climate change.</p>	<p>The Passenger Transport Activity is directly aligned with the environmental and active mode shift initiatives. The Activity supports a reduction in emissions by reducing the number of individual vehicle trips.</p>
<p>Economic Wellbeing</p> <p>A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.</p>	<p>Public Transport ensures that a quality public transport service is available, accessible and affordable for people to travel to work and education centres.</p>

Our vision

“Enabling travel choices to access and connect the City and province”

Our activity objectives

Public transport provides choice for people to access work, education, social and health facilities.

The principal objectives of the Public Transport Activity are to:

- Provide a transport system that is easily accessible for all ages and abilities and appeals to a broad customer base
- Meet legislative requirements of the Land Transport Act and Waka Kotahi rules
- Improve access and travel choices for people whose needs are not met by, or who are unable to use, the public transport system
- Have services delivered with quality infrastructure and coordinated with active modes
- Provides a high-quality experience that meets the expectations of existing and potential customers
- Have easily accessible information needed to use public transport
- Have a fare system that attracts and retains existing and potential customers, while balancing user contributions with public funding
- Be effective and efficient in the allocation of public transport funding
- Use vehicles that provide customers with safe, accessible and comfortable journeys, and which minimises environmental impacts.

2. How we determine what we do

Our Council 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

Invercargill's public transport service is available to the public, subject to users paying the required fare (or having an appropriate concession (e.g. Community Connect or SuperGold users)). Community Connect offers subsidised travel cost to under 24 year olds (free travel for registered concession holder up to 18 years half price for 18 to 24 year olds), along with those registered and with Community Services cards.

Our customers include a wide range of demographics. Invercargill does not have strong peak travel as many other cities have. There are a large number of school children who utilise the morning and afternoon school bus runs. These runs travel generally to and past all the high schools.

The Total Mobility scheme is designed for people with mobility impairments that prevent them from using public transport. Total Mobility users are assessed (by trained independent external assessors) for eligibility. Users of the scheme are required to pay towards the travel costs and the scheme offers a subsidy of this cost. Currently, the scheme pays 50% of the costs up to \$50 of travel and the government offers a further subsidy of \$25.

Our Levels of Service

The Public Transport Activity supports social, economic, and environmental wellbeing through ensuring quality sustainable public transport services and infrastructure are accessible, integrated and affordable. The service provides all members of the community with appropriate agreed choices of quality public transport options that are satisfactory or above satisfactory, and meet the needs of the community.

Table 1 – Passenger Transport Measures for Levels of Service

MEASURE 2024-2034		TARGET
Annual number of public transport users	Number of users per head of (Invercargill City) population	2.5 visits per head of population
	Total number of public transport users	143,000
Percentage of residents satisfied with quality of bus service		43%
Percentage of residents satisfied with price of bus service		60%

Table 2 – Passenger Transport Baseline, Measures and Targets

Measure		Baseline (2022/2023)	2024/2025 Target	2025/2026 Target	2026/2027 Target	2027-2034 Target
Annual number of public transport users	Number of users per head of (Invercargill City) population	New measure	2.5	2.5	2.6	2.6
	Total number of public transport users	141,837	143,000	145,000	147,000	150,000
Percentage of residents satisfied with quality of bus service		40%	43%	45%	47%	50%
Percentage of residents satisfied with price of bus service		64%	60%	60%	60%	60%

These measures and targets align and build to the Regional Public Transport Measures for Levels of Service (appendices)

Demand Forecast

Factors Influencing Demand

For public transport to be attractive to potential users it must meet these customer expectations¹:

- It takes me where I want to go
- It takes me when I want to go
- It is a good use of my time
- It is a good use of my money
- It respects me in the level of safety, comfort and amenity it provides
- I can trust it
- It gives me freedom to change my plans
- It meets the community expectations in reducing environmental impacts

These factors have been taken into consideration when the design for the new network were delivered in 2020.

The current pulse based routes have addressed these issues with the refocused timetable have responded to the customer feedback.

The routes are more linear, but do cover less area consequently, and a 5 to 10 minute walk to stops may be required by some customers.

The design has looked extensively at where the current customer base is located (through existing data) to maximise the accessibility of the current customers.

Customers have suggested that their lacks trips at the beginning and end of day.

Projected Growth or Decline in Demand for the Service

Over the last five years patronage has declined.

The new network is intended to halt further decline and start to correct this decline by providing a more attractive service.

It is difficult to predict the level of recovery as other factors including the cost of parking, car ownership, and the cost of fuel all impact on patronage and Covid 19 impacts have resulted in a shift in usage. The regional integrated ticketing system (Beecard) has been delivered. And the NTS is planned to be rolled out in Invercargill and nationally in 2025/2026.

The expectation was that patronage should show signs of recovering within the first two to three years following implementing the new routes. This has not occurred as the change in habit over Covid 19 has been hard to turn around in a very car centric city where there is little incentive to change the mode of travel.

The Total Mobility Service has introduced RideWise, which has been successful with an ongoing increase in usage. The card approach was thought to involve some potential risk where limitation on usage may be needed (as Ridewise does not limit travel as the previous issuing of stickers had).

The recent government subsidy has seen a huge rise in travel demand in Total Mobility and is placing budgets and expenditure well beyond what was anticipated. The control techniques

¹ Human Transit, Jarret Walker

within Ridewise are not available and significant over budget spend has occurred in Southland and most other provinces. This however is seen as an opportunity for this sector to travel freely and economically which may have been a barrier. Having no satisfactory way of limiting travel due to increased demand is seen as a significant cost risk.

Changes in Service Expectations (Future Levels of Service)

In order to continue to address the service performance, ongoing review and changes in service design may be needed. The following action table (sourced from the RPTP 2021) sets out actions which will result in improving service and performance:

Table 5
Regional Public Transport Plan Performance and Improvement Actions

Term	Action	Status
Short term (years 1-3)	Confirm bus smart terminus location and implement any change	Hub agreed at Tay Street and under construction
	Implement new Invercargill bus network (routes and timetables) and review prior to RPTP 2024.	New routes implemented. Covid 19 has delayed any review planned.
	Have wider conversations with Southland residents and organisations (including Environment Southland, Gore District Council and Southland District Council where appropriate) about community transport needs, as reported to ICC, to understand the case for investment in services to advantage communities not currently served	Little interest from other TAs during a time where constrained budgets are occurring.
	Promote/market the new Invercargill network and Bee Card, with a focus on attracting new users	BeeCard successfully implemented and well received
	Work with all operators to consider stronger linkages which would support opportunities to Bluff and Rakiura/Stewart Island, and the national parks	Limited opportunities to advance
	Monitor national development and technology changes to on-demand services	Continuing to monitor as more Councils use On Demand.
	Re-tender the Invercargill bus contract prior to end of current contract	The process is behind schedule due to resources but has now started.
Medium term (years 4-10)	Review Delegation Authority with Environment Southland	Yet to be commenced formally.
	Investigate opportunities to move to low-emission vehicles, or alternative fuels and technologies, for contracted services	New Waka Kotahi requirements now require this transition.
	Investigate, and align if appropriate, on-demand services	To be considered as part of the new contract.
	Work with communities and interested parties to develop business cases to consider the delivery of wider services where the communities wish to have services	Yet to be advanced.
	Deliver Action Plan(s)	Additional resourcing required to advance plan
	Promote/market Invercargill network and Bee Card, with a focus on attracting new users	NTS will bring another opportunity to make travel

Term	Action	Status
		easier. Uptake of Beecard is good.

Network Discussions

Overview

The new network, shown in the diagrams in Appendix 1 was implemented in May 2021 and consists of the following:

- Three through-routes, each composed of a northern and southern leg (i.e. sub-route), each of which will link key suburbs and suburban activity centres with the CBD and each other.
- A 'public transport spline' (currently via Tay, Dee and Yarrow Streets) that is used by all routes through the CBD (joining / leaving at key points as appropriate), which will provide improved bus route legibility within the CBD and allow all passengers to reach most CBD destinations without needing to change buses.
- A CBD hub has been operating in Tay Street from Kelvin to Deveron Street as the City Centre changes have occurred
- Changes to the City Centre through the Masterplan process has identified the new hub outside the City Block complex on Tay Street. This will complement the City Centre initiatives.
- The impacts of the Employment Relations Act means that the drivers need to have a number of facilities and times where breaks are able to be taken, and accordingly a toilet has been provided in the complex for the drivers.
- With new routes there will be an ongoing need for shelters to be installed. This is an area where the cross over between roading and public transport occurs with the shelters being roading assets (which is distinct where the regional council operates the services not the city council.) Shelters will be set up on the inward stop locations and the ongoing programme will need to renew the aging wooden structures, many of which have been relocated in 2012.

The timetables (Monday to Friday) start at 7.20 will 30 minute service through the peak periods and 60 minutes during the off peak.

Details of the timetables are included within the Appendix.

These timetables look to have customers (particularly business people) in the City by 8.00 and 8.30 with time to walk the last block to work. Similarly timetables have been set up for home travel which will operate better and encourage more customers to use the service. School service timetable continue to operate such that the travel meets the school start and finish times whilst minimising the on bus time for the necessary travel.

BeeCard

The Beecard has been a progressive step , and now with the eight council consortium entering into a national ticketing solution (NTS) where all travel can be achieved via one process (or card).

The development works is being undertaken and it will be primarily led by the biggest councils and the smaller councils such as ICC will be joining and participating. The BeeCard will be changed over in early 2025 with a transition process. Invercargill is likely to be the first of the consortium to change. This will have some benefits but will be influenced by the bigger cities (e.g. no top ups on buses to reduce the cash carried). The benefits of working together continue to be of high value as our service could not be expected to implement alone.

Total Mobility Systems

A new version of the RideWise system has looked to be developed but has had some technical issues. The major benefits of the changes are not being realised. While this is not likely to directly impact the customers some process changes will occur. The new system does not provide more user data.

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.

Alternative Investment Approaches

The need for ongoing review of the existing delivery of public transport is being signalled through customer feedback, the problem statement review (from RPTP 2024) and as signalled by ongoing declining patronage.

The RPTP highlights that there are a range of changing technology being introduced such as on-demand travel options (e.g. ebikes and scooters, Uber style travel or on-demand buses services) through to autonomous vehicles.

Each of these technologies challenge why public transport services operate and how investment can be best directed to the customers. There are areas of New Zealand which are trialling alternative PT options and these are being monitored to see how applicable they are to Invercargill.

As the contract is retendered (2023) it is likely a time to review the approach to services and invite alternative initiatives to be proposed.

Ensuring we are achieving value for money remains a strong focus of both Council and Waka Kotahi - NZTA. Any change must consider the level of service and who the user base of the service is. Often those travelling do not have alternative travel options and the public transport services provide the only viable option available to them.

Payments

Council implemented a flat fare structure in November 2018. The fares were increased to \$2.20 by payment by card compared to \$3 for cash. With the Bee card in place, payment by card is around over 90%. The cash fare was not increased.

The flat fare approach sets a fare for all users at the same level (excluding children under five who would remain free). No distinction occurs between the old peak travel and class of users. A free transfer (within a set period) allows across city travel at one cost.

Government initiatives which give free travel to those under 13 years old, does not impact the fare structure but means the customers need to register a concession to get this subsidy. The subsidy is recovered from Waka Kotahi.

Super Gold travel continue to be a free subsidised service for the travel period of after 9.00 am and before 3.00 pm and on Saturdays. No consideration has been given to extend this time and only limited travel is undertaken by those users (from BeeCard data).

Increases in the fares will be required to be ongoing to keep pace with increasing costs. It is likely that the cash fare would remain the same and then in time step to \$4 due simply to practicality of cash. It is noted some areas are stopping all cash transactions and all payments on bus must be via a card. As noted above the NTS system will not have on board cash top-ups permitted.

Key operational issues

Increasing Costs

The services that are provided are tendered and this contract has been in place since 2012. It is being retendered, following an extension. The additional cost of services has increased as the service came out of contract and the Government announced huge driver wage shift which has significantly impacted the financial position of the service. The driver wages has shifted about 45 % over the last 3 years.

Additionally there will be costs associated with establishing the on-board equipment (should a different contractor be successful or new buses be offered). Audio announcement, track-a-bus equipment, Bee Card ticketing gear and sign writing are all operating costs which push the cost of services. All these additional costs are typically one off expenses and occur in the year where the change occurs.

The fare revenue received is off set against the operating contract cost to yield the costs of the service operation (which is within Waka Kotahi NZTA work category 511). As patronage changes so does this net charge and if the numbers decline so the cost increases.

The rates for delivering the service are tendered and set but are adjusted quarterly based on statistical indices set by others. This cost is reasonably linked to fuel costs and most recently the labour impacts have increased costs through the Employment Relations Act changes and the Labour Government announcements.

Patronage Numbers

Patronage has been on the decline and there are a number of actions outlined above which look to address this. Functionally the service suffers from the lack of traffic congestion and easy access in the City Centre for parking.

People will drive if it is easier than catching a bus. Addressing this decline will continue to challenge the community without significant changes in thinking.

Audio Announcement and On-board equipment

Invercargill has a range of on board services which included audio announcement of the next stop, Wi-Fi, video and live location tracking services. Some of these services were not updated

when the routes were changed and this has led to a number of submissions from sector groups. The cost of these services reflects the benefits.

Each of these systems provide the users with a higher level of service. These services do come at a reasonable costs and put up the operating expenses and will need to be reviewed for prudent re investment when the bus fleet is changed over. Allowances have been made for their re- installation and operating costs which are significant and could be a future saving where changes are required. New technologies may be of future assistance and enable alternatives to be implemented at lower capital and operating costs. These would need user feedback and input. We continue to seek an app for next stop announcement,

Recommended activity programme

The programme planned for the next three years is a business as usual. Council has a new manager in this area and they have indicated they will review the service level. As noted the extra trips are likely and the additional services to Bluff and Ōtātara although bid for in the LTP process these later two did not get funding approval for this LTP.

What's changing and why?

The Network

Public Transport

The services changes have occurred and operating well. The trip length stretches the travel time and there is little dwell time at the hub, during this plan the following are proposed:

- 3 Bus Smart routes (made up of 6 north and south legs through a central hub)
- 11 School Bus trips (5 in morning and 6 in evening- one is subject to increased usage)
- 4 Southland Disability Enterprises trips (2 morning and evening routes across city to Ettrick St)

The three connecting Invercargill Bus Smart routes, together with a current timetable.

The fares are (subject to fees and charges, incl. GST):

Bus Fares and Discounts

Bus Fares

These fares apply for all BusSmart City Routes and BusSmart School Routes Monday to Saturday.

Card Type	Price
Adult or unregistered Bee Card	\$2.20
Child/Youth (0-12 years old)	FREE
Youth Plus (13-24 years old)	\$1.10
Bee Cards with Community Connect Concession	\$1.10
Bee Cards with SuperGold Card Concession (travelling between 8.55am and 2.55pm)	FREE
SuperGold card holders (travelling between 8.55am and 2.55pm.)	FREE
Community Services Card holders (with Community Connect loaded onto their Bee Card)	50% discount

Cash fares

Rider Type	Price
Children under 5	FREE
All other riders	\$3.00
Total Mobility discount	\$37.50*

*Total Mobility clients will receive a further discount off their subsidised fare, up to a maximum total subsidy of \$37.50. Total Mobility Scheme clients pay half of the normal

- share of their Total Mobility Scheme supported trip.

Total Mobility

The Total Mobility service will continue to offer subsidised travel at 50% subsidy up to a maximum subsidy of \$25.00 (inc GST) per trip utilising on approved operator on the Ridewise system. The Government additional subsidy of 25% will continue until it is revoked or amended.

The terms and conditions of participation of the scheme are managed by the TM committee appointed by users and in accordance with their policies and procedures.

Optioneering

The options available for the services have not been evaluated in any extensive detail at this time as the logical timing for such a review is with a contract change which is planned for 2023. The options which are in place have been reduced to a basic operational but functional minimum. Additional services to other sectors of the community have been considered but there has been limited interest in such expansion.

The assumptions we've made (covering risks and uncertainties)

Table 6
ASSUMPTIONS FOR INVERCARGILL CITY COUNCIL LONG-TERM PLAN 2024-2034

POPULATION ²	Likelihood	Certainty	Consequence	Council Response
<p>Population growth As at 30 June 2023, the estimated population of Invercargill is approximately 57,900³. 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.</p> <p>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>

² Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023

³ Stats NZ Tātauranga Aotearoa Infoshare data, retrieved 24 January 2024 (<https://infoshare.stats.govt.nz/Default.aspx>)

<p>Aging Population</p> <p>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>	<p>Likely/ Almost Certain</p>	<p>High</p>	<p>Moderate</p>	<p>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>
<p>Households</p> <p>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>	<p>Moderate/ Likely</p>	<p>Medium</p>	<p>Moderate/ Major</p>	<p>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.</p>

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.^{4 5}</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</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

⁴ Infometrics report “Economic update for Long Term Planning for Invercargill City Council”, April 2022, p11

⁵ RBNZ “Household inflation expectations (H1)”, August 2023

uncertain level of negative impact on Invercargill's population and economy.				has potential unknown longer term impacts.
Housing Stock Urban Invercargill's housing supply rate will increase slightly from 0.5% a year to 0.7% a year based on Council's intended District Plan changes, known future developments and proposed partnership projects. ⁶	Possible/Moderate	Medium	Moderate	Housing has been identified as a potential constraint to growth. Failure of responses to increase the supply could limit future population growth. Council would need to consider alternative responses.
ECONOMIC	Likelihood	Certainty	Consequence	Council Response
Economy CPI Inflation will peak in June 2023 and stay above 3% until 2025/2026. ⁷ Employment is expected to weather any recessionary conditions fairly well but unemployment is expected to increase nationally. ⁸ A short term dip is forecast for the early years of the plan with stronger growth in professional and highly skilled occupations. ⁹	Moderate/Likely	Medium	Moderate	Inflation increases would have significant impact on budgets. Council would need to consider changes to services and/or the financial strategy. 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. Council capital costs would increase by

⁶ Rationale report "Murihiku Southland Housing Needs Assessment", May 2023, p26

⁷ Infometrics report "Economic update for Long Term Planning for Invercargill City Council", April 2022, p11

⁸ Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023, p15

⁹ Id. p15-18

				<p>\$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 to take some pressure off Council's funding pool.</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>
<p>Economic diversification</p> <p>Volatility in the global economy may affect one or more of Invercargill's key export industries.</p> <p>This will drive diversification but will slow growth. Employment growth in new industries such as aquaculture and green hydrogen is not expected to offset any declines in agriculture.¹⁰ There may be a delayed effect through the risk of impacted industries abandoning properties. Growth in the forestry industry as a result of carbon farming has</p>	Possible	Low	Moderate	<p>Council will continue to work closely with the Regional Council, Great South, the Chamber of Commerce and other stakeholders to support economic diversification for the region. In the case of significant industry decline a targeted response may need to be developed.</p> <p>The financial impact of this assumption is on the city's rating base, infrastructure network needs and the community's rates affordability. Changes in this assumption are not expected to</p>

¹⁰ Beyond 2025 Southland Regional Long Term Plan, p20-21

<p>the potential to negatively impact Invercargill's economy.¹¹</p>				<p>be sharp shocks and as a result we will be able to flex annual plans and future LTPs to take account of these changes.</p> <p>At this point in time we do not expect this to have a significant effect on financial modelling for Years 1-3 of this Long-term Plan.</p>
<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 2030.¹²</p>	Likely	High	Moderate	<p>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>
<p>Tourism</p> <p>Tourism in the Visit Southland area is expected to increase to between 160% - 165% of pre-Covid levels by 2029.¹³ 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 Id. p20

¹² NZIER report “Invercargill CBD regeneration”, May 2023, p17

¹³ 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.¹⁴ 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.¹⁵</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.
<p>ENVIRONMENTAL</p>	<p>Likelihood</p>	<p>Certainty</p>	<p>Consequence</p>	<p>Council response</p>
<p>Mean annual and extreme temperature</p> <p>(days where temp. exceeds 25°C) are expected to increase with time:</p>	Moderate	Low	Minor	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

¹⁴ Infometrics report “Economic update for Long Term Planning for Invercargill City Council”, April 2022, p18

¹⁵ Ministry for the Environment “Implementing Aotearoa New Zealand’s first emissions reduction and national adaptation plans”, 2023

<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>				<p>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>	<p>Moderate</p>	<p>Low</p>	<p>Moderate/ Major</p>	<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 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</p> <p>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 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</p>

				the capital programme until more accurate data and modelling is complete.
<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.¹⁶</p>	Possible	Medium	Major/ Catastrophic	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>Environmental renewal</p> <p>Council will invest to understand more about the levels of environmental damage at Ocean Beach and New River Estuary. It is possible that further investment in renewal will be required within the life of the infrastructure Strategy.</p>	Likely	High	Moderate	There is potential significant investment required for contamination management. The scale of this work is as yet unknown.
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.

¹⁶ <https://af8.org.nz>

Project 1225 Te Unua Museum of Southland will be built by December 2025, and open to the public in the second half of 2026. ¹⁷	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.
Civic pride Resident pride in the city following the redevelopment has increased (in 2023 80% of people said they would speak more positively about the city) ¹⁸ and will continue to increase as new projects including Project 1225 are completed.	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.
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.	Likely	High	Minor/Moderate	Activation is essential to leverage Council’s capital investment in the city centre. Council will continue to explore a range of mechanisms to support activation in the community.
COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
Water Reform ¹⁹	Likely	Medium	Major	Depending on the future structure the impact to Council operations is

¹⁷ www.project1225.co.nz

¹⁸ Southland CBD Rejuvenation Community and Business Survey Report, March 2023, p9

¹⁹ www.waterservicesreform.govt.nz/how-do-these-changes-affect-me/councils/ (retrieved 15/09/23)

<p>At present it is assumed that Council will retain three waters for the short term but that in the medium term a new structure such as a CCO is likely.</p> <p>This will result in a structural change for Council in relation to the ownership of assets and associated debt capacity.</p> <p>The services will continue to be delivered, but these will be provided by another party.</p> <p>This will include increased regulatory requirements as required by the new regulatory authority.</p> <p>There are a number of risks which may remain:</p> <ul style="list-style-type: none"> • Some services which are a priority to the community (e.g. alternative water supply) may not be a priority to the new entity. • Some assets which have multiple purposes and value to the community may be better held by Council – e.g. Water Tower. 				<p>major but moderate for the city, as services will be maintained in any scenario. Water items are included within the Infrastructure Strategy.</p>
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<ul style="list-style-type: none"> • Loss of key staff through the transition may result in loss of local knowledge and expertise. • Impact on Council budgets through loss of water revenue and transfer of debt which may not be appropriately met through the transfer. 				
<p>Legislative changes 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>Consents Council will continue to carry out legislation-directed ordinary functions while factoring in an increase to required quality for consent conditions.</p>	Likely	High	Minor/ Moderate	Consent processes at Bluff and Clifton Water Treatment Plants have commenced, although under an increased level of uncertainty as a result of the reform programme. Any impact on the consent process as a result of this uncertainty would be significant.
<p>The Funding Assistance Rate (as advised from Waka Kotahi) NZTA will continue at 51% funding assistance until 2026/2027. It is assumed that it will then remain at 51% for the life of the Plan.</p>	Likely	Low	Moderate	Significant changes would have an impact on Council's ability to maintain levels of service and may require changes to budgets. Council continues to work closely in partnership with Waka Kotahi to

				<p>manage this risk.</p> <p>If the FAR (Funding Assistance Rate) rate decreased by 1%, there would be reduction of subsidy revenue of \$0.2 - \$0.3 million per annum.</p> <p>If the funding was replaced with rates revenue, an additional 0.30% rates increase would be required each year.</p> <p>If the funding was replaced with borrowings, an additional 0.02% rates increase would be required each year to pay for interest and repayments and borrowings would increase by \$0.2 - \$0.3 million per annum.</p> <p>Capital and operational programmes would need to be reviewed if funding was not available.</p>
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<p>Asset life Assets will remain useful until the end of their average useful life, noting this requires underlying assumptions regarding asset condition to be correct. 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>Infrastructure network development It is anticipated that a 1% extension of the network (roading, three waters) will be required to service forecast growth needs of business and/or residential property. Locations are not yet known so more accurate forecasts are not possible.</p>	Uncertain	Low	Moderate	<p>Invercargill has not operated under a growth assumption in the immediate past as the network was constructed to support a higher level of population. However, new potential industries are expected, if they eventuate, they are likely to create significant new demands on the network. As a result, Council is planning for this uncertainty by allowing for growth.</p> <p>The additional cost would be met via contractual financial contributions, reprioritisation of the capital programme and if necessary an increase in the budget provided for the capital programme. At present our capital programme is on average \$84 million per annum. We expect that this may increase the capital</p>

				programme by approximately 5% per annum.
<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 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.</p>
<p>Investment Property & Biological Assets</p> <p>Investment Property & Biological Assets are valued on a yearly basis. They are expected to increase in value in line with inflation. This is reflected in our Financial Strategy, and Accounting policies.</p>	Likely	High	Low	Variations in valuations have no cash flow implications for Council. Council will continue to value Investment Property and forestry assets on an annual basis.
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</p>	Likely	Medium	Moderate	Cost change factors are based on information developed for councils by BERL. Significant variations to inflation would have an impact on

<p>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>				<p>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>Asset revaluation Asset values will increase by the accumulated Local Government Cost Index inflation forecast by BERL on the last valuation value. Revaluation occurs in 2024/2025 and every third year thereafter.</p>	Likely	Medium	Moderate/ Major	<p>Changes in valuation (cost price) or life of Council assets have a significant impact on Council's financial management and capital programme. Council will continue on the planned pathway for the Capital Works programme and monitor after</p>

				<p>each revaluation cycle.</p> <p>If revaluation values were 0.5% higher than forecast this would increase Council Property, plant and equipment revaluation gain / (loss) by \$0.3 million in 2024/2025.</p>
<p>Depreciation rates on planned asset acquisitions</p> <p>Buildings 2.4%</p> <p>Hard surfaces and appurtenance 6%</p> <p>Intangible assets 32.8%</p> <p>Investment property buildings 0%</p> <p>Library collections 16%</p> <p>Monuments and statues 0%</p> <p>Motor vehicles 29.3%</p> <p>Plants and equipment 23.5%</p> <p>Restricted buildings 0%</p> <p>Roads, bridges and footpaths 3.5%</p> <p>Stormwater systems 1.5%</p> <p>Wastewater Other Assets 1.4%</p> <p>Wastewater treatment plants 6.4%</p> <p>Water other assets 2.1%</p> <p>Water treatment plants 2%</p>	Likely	High	Low	<p>Regular reviews of appropriate rates incorporating asset life and value data are undertaken as part of the asset revaluation process.</p>
<p>Interest rates - Borrowing</p> <p>Expected interest rates on borrowing will be 4.25% in 2024/2025 and 4.5% thereafter</p>	Moderate/Likely	Medium	Moderate	<p>A significant change in interest rates and the cost of borrowing would have a significant impact on Council budgets. Changes to services or the Financial Strategy would need to be considered.</p>

				If interest rates was 0.5% higher than forecast this would increase Council finance expenses by \$0.8 – 1.1 million per annum for the first 3 years of the Plan.
<p>Interest rates – Cash and Deposits</p> <p>Return on cash and term deposits are forecasted to be 5.5% in 2024/2025, 5% in 2025/2026, 4.5% in 2026/2027, and 4% thereafter.</p>	Likely/ Almost Certain	Medium	Minor	<p>Term deposit rates currently vary between providers but most providers have a discount on rates from their prime lending rates.</p> <p>If interest rates were 0.5% higher than forecast this would increase Council finance revenue by \$0.3 million per annum for each of the first 3 years of the Plan.</p>
<p>Dividends from ICHL</p> <p>Dividends will be minimum \$5.5 million, plus an additional \$4 million special dividend for the ten years of the Long-term Plan, resulting in a combined dividend rate of \$9.5 million.</p>	Likely	Medium	Minor/ Moderate	<p>There would be a negative impact on Council's overall revenue and cash position if the dividend level was not maintained, which would increase the burden on ratepayers.</p> <p>Council will consider strategic reliance on dividend noting increased levels of economic uncertainty and impact of Council future direction to ICHL regarding holding of non- financial strategic assets.</p>
<p>External Funding</p> <p>It is assumed Council will achieve the level of external funding as estimated.</p>	Possible/ Moderate	Medium	Minor/Moderate	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.
Land Sale Revenue Revenue from the sale of land is forecast to amount to \$2.1 million in 2024/2025, \$1.4 million in 2025/2026, and \$10.0 million in 2026/2027.	Possible/Moderate	Medium	Minor/Moderate	Some or all land may not be sold or may be sold for a lower value. Council expects to be in a position to meet any shortfall.

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.

This section evaluates, in more detail, the risks associated with the activity. This risk approach although similar is not in the corporate format but returns risk which is aligned to the corporate approach.

Risks fall into five categories:

- **Patronage risks:** where the number of passengers using the system fails to meet expectations.
- **Financial risks:** where costs exceed expectation, or revenues are below expectation, or both.
- **Commercial, legal and institutional risks:** where legislative, contractual or organisational arrangements prevent or constrain the ability to successfully implement the planned changes.
- **Environmental and safety risks:** where the changes introduced result in adverse environmental or safety impacts.
- **Timing, transition and implementation risks:** where the implementation of changes is either too slow or too fast.

Many of these risks are inter-related. For example, the risk of lower than expected patronage will have a direct bearing on the financial risk through reduced fare revenue and increased subsidies. Resolution of commercial, legal and institutional risks will often have implications for timing.

A number of the risks create opportunities, in that the steps taken to manage or mitigate them may lead to improved outcomes.

While some of the risks identified will be borne by the operator(s), most relate to ICC or Waka Kotahi NZTA for which the risks are likely to have two types of impact:

- Financial impact, mainly as a result of the inability to deliver the expected level of improvements within a particular budgeted amount. This is a particular issue for the ICC and Waka Kotahi NZTA, who carry primary financial responsibility for public transport. The contract is a gross contract which the operator does not cover any risk associated with passenger numbers.

- Political or reputation impact as a result of perceived lack of delivery or lack of results. This could manifest itself in public and passenger complaints, which could in turn impact on the credibility of the wider service improvement process. This impact affects Council and could also impact on Waka Kotahi NZTA, as an investment partner.
- Waka Kotahi NZTA as a funding partner having different national priority for public transport and the level of usage not meeting these requirements and a review of support of the service occurring

An assessment follows in Table 7 showing key risks identified. The following information is included for each risk element:

- **Likelihood:** how likely is it that the risk will arise?
- **Severity:** how severe would the impact be if the risk arises?
- **Overall assessment:** combined rating of the likelihood and severity of the risk, to give the overall seriousness of the risk to the success of the project.
- **Ownership:** which parties bear the risk (ICC, Waka Kotahi NZTA or operator). Where the risk has mainly financial implications for that party, it is denoted by a '\$' symbol in the table. Reputation risk is denoted by an 'R' in the table.
- **Management and mitigation:** a summary of possible steps to manage or mitigate the risk.

Table 7

Assessment Risks

Risk	Likelihood	Severity	Overall Rating	Owner			Management and mitigation
				ICC	NZTA	Operator	
Service improvements do not stimulate patronage growth	L	M	Low	\$ R	R		Continue to monitor and incentivise as part of marketing
Fare revenues are less than anticipated	L	M	Low	\$ R	R		Consider adjustment to fare schedule
New routes and bus timetables result in services not being on time	M	L	Low	R		R	Scheduling needs to include some recovery time and as the services are new ongoing monitoring is required. Additional patronage can delay buses.
Safety issues for bus users accessing services	L	L	Low	\$ R	R	R	Identify safer crossing locations and plan to improve these. Look to new buses having higher safety ratings

The suggested management options to address patronage risks focus mainly on ensuring a clear understanding of likely patronage impacts at a detailed level, communicating the changes

to passengers, students, parents and schools, paying attention to promotional activity, and building in incentives to encourage all parties to grow patronage.

As a worst-case, a backup plan is sensible, where the council identify circumstances under which service changes are revisited.

The Activity is not seen to create any significant negative activity as it provides support for the transport disadvantaged. Loss of the service however would create a negative impact.

The service has the potential to deliver better environmental outcomes if new buses include electric options.

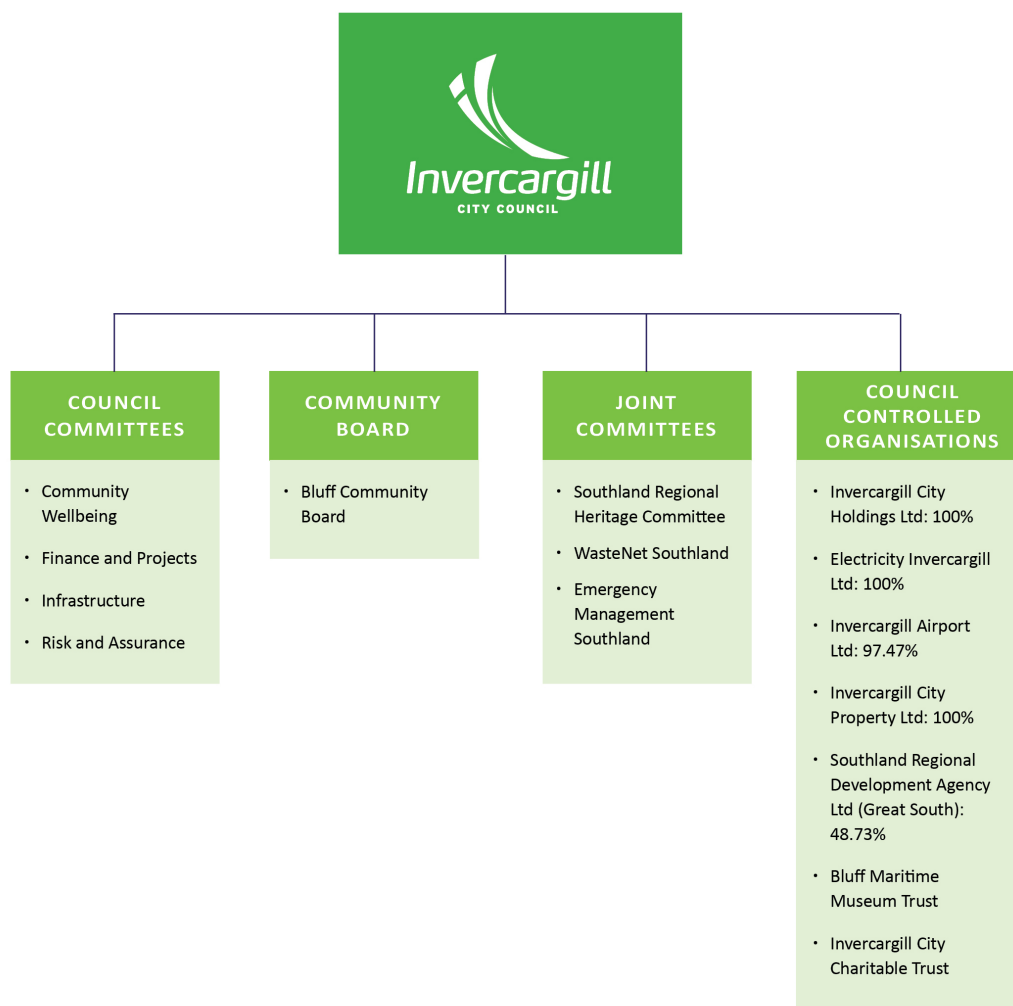
The changes implemented looked to mitigate patronage loss and reduce the potential for the service to be considered to be not supported.

4. How we'll manage what we do

Responsibility and resourcing

Council Structure

Te hanganga kaunihera



Managing the condition and performance of our assets

Table 8

Public Transport Impacts and how they are addressed

Well-being	Positive	Negative	How we are addressing these effects
Social and cultural	<ul style="list-style-type: none"> • Provides for safe and easy travel around our city including to schools • Provides connectivity both within and between communities • Provides access to community, recreation and leisure facilities • Provides access to retail, commercial and professional services • Provides transport choice • Provides a link between integrated planning of the transport network and land use • Provides access to sites of cultural and historical significance • Reduces the number of parents delivering children to school and cars at schools • SDE services increases the social independence of the users 	<ul style="list-style-type: none"> • Potential for negative impacts from vehicle noise (idling) and vibration to properties adjoining bus routes. • Potential for emissions to affect health • Poor design of routes can limit access to key facilities e.g. Southland Hospital • Passengers may be unsafe when crossing the road to access bus stops given the new pulse routes are either side of spline roads • Not seen as a cool thing to be a bus user and impacts on those needing to use the travel mode for other reasons • Residents do not want bus shelters outside their house 	<ul style="list-style-type: none"> • Design routes in collaboration with the community • Continuing to plan to improve public transport infrastructure and pedestrian facilities • Continue to better identify sites of cultural significance • Continue to invest in good relationships with Tangata Whenua • Deliver services which meet the needs which are cost effective so change in transport mode becomes a viable choice • Work with residents to encourage acceptance of shelters through having new shelters , open and well maintained structures
Environmental	<ul style="list-style-type: none"> • Provides access to parks and reserves • Reduces emissions by reducing the number of individual vehicle trips • Consider timeline for implementing electric transport options 	<ul style="list-style-type: none"> • Potential for noise pollution from vehicles • Potential for air pollution from vehicle exhaust fumes • Potential for contamination from pollutants running off the road surface and/or at the depot during wet weather 	<ul style="list-style-type: none"> • Continuing to investigate modern vehicle fleet, with higher emission standards and or electric options • Continuing to investigate the potential to reduce contaminants from roads entering the surrounding environment

<p>Economic</p>	<ul style="list-style-type: none"> • Provides access to employment, education and services • Provides a service linking customers and businesses • Bus service contract provides local employment 	<ul style="list-style-type: none"> • Cost of bus service could be used to generate other economic activity 	<ul style="list-style-type: none"> • Continuing to utilise Waka Kotahi - NZTA funding for the bus contract • Continuing to achieve value for money when procuring services
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5. How we'll fund it

Table 9

Funding for the Public Transport Activity

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

The public transport activity is funded through the user charges, rates, loans and subsidy from Waka Kotahi.

Waka Kotahi require a programme to be developed and submitted as part of the National Land Transport Fund (via the regional councils) and these are nationally considered and compared to the objective from the Government Policy Statement for Transport (GPS 2024). This set the amount available to Council over the next three year period and is subject to Council being able to meet the local share of the activity.

The user charge component of the PT travel is set by Council and can vary dependent on patronage. Any shortfall or gain is offset against the activity and still must align within the funding cap provided by Waka Kotahi NZTA.

Improvements are funded by Waka Kotahi via a programme where the better business case approach must be demonstrated. Works such as additional bus shelters or city centre Hub fall within a category called Low Cost Low Risk work category but are tested against other national considerations. Funding is subject to Waka Kotahi NZTA approvals and process.

Total Mobility also is provided a funding envelope from the NLTP and this level of subsidy is managed by the number of trips made. The RideWise system shows more clarity of the travel but is less restrictive of the use. This is offset by the ability of people to pay their share and in Invercargill this has been balanced until recently when there is significant change in usage and much budget pressures. There are little control parameters to restrict this travel issue at this time.

What funding we'll use

Funding sources

The Local Government Act 2002 requires local authorities to manage their finances “prudently and in a manner that promotes the current and future interests of the community”.

This implies compliance with Generally Accepted Accounting Practice (GAAP). Of particular relevance is Financial Reporting International Accounting Standard (NZIAS16) New Zealand equivalent to “Accounting for Property, Plant and Equipment”.

In determining how activities will be funded, local authorities are required to take the following into consideration:

- The contribution to the achievement of Community Outcomes (strategic alignment).
- Beneficiaries of each activity (beneficiary / user pays principles).
- The period over which benefits from the activity will occur (intergenerational equity issues).
- The costs and benefits of funding the activity compared to other activities (cost / benefit, prioritisation principles).
- The impact of funding the activity on the wellbeing of the community (ability to pay principles).

Activity Management Plans provide the basis for meeting these requirements for infrastructure based activities.

The funding sources are:

- User Charges - set through the fees and charges
- Waka Kotahi NZTA Subsidy - Agreed with Waka Kotahi NZTA on a three yearly basis and are capped
- Rates – Council is proposing to change to a general rate from a targeted rate (previously only on the Invercargill urban area)
- Fees - SDC and GDC meeting their local funding share for TM travel in their district
- Fees - If other PT services occurred in Southland, the Council would meet the local share cost.

The projected cost

Figure 1

Total Expenditure OPEX and CAPEX (excludes inflation)

Financial Year Ending	24-25	25-26	26-27	27	28	29	30	31	32	33	34
NO INFLATION	AMP 24-34										
Work Category											
Maintenance and Operations											
511 PT Bus Services	\$1,942,150.00	\$2,604,000.00	\$2,538,900.00	\$2,538,900.00	\$2,538,900.00	\$2,588,900.00	\$2,631,125.00	\$2,538,900.00	\$2,538,900.00	\$2,538,900.00	\$2,538,900.00
514 PT Facilities Ops and Maintenance	\$ 57,590.00	\$ 57,590.00	\$ 57,590.00	\$ 57,590.00	\$ 57,590.00	\$ 57,590.00	\$ 57,590.00	\$ 57,590.00	\$ 57,591.00	\$ 57,592.00	\$ 57,593.00
517 TM Operations	\$ 934,185.00	\$ 934,185.00	\$ 934,185.00	\$ 935,023.16	\$ 928,760.00	\$ 928,760.00	\$ 928,760.00	\$ 928,760.00	\$ 928,760.00	\$ 928,760.00	\$ 928,760.00
519 TM Wheel Chair Hoist	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
521 TM Wheel Chair Hoist Use	\$ 186,390.00	\$ 186,390.00	\$ 186,390.00	\$ 186,390.00	\$ 186,390.00	\$ 186,390.00	\$ 186,390.00	\$ 186,390.00	\$ 186,391.00	\$ 186,392.00	\$ 186,393.00
524 PT Information supply Ops and Maint	\$ 57,500.00	\$ 82,500.00	\$ 82,500.00	\$ 32,500.00	\$ 82,500.00	\$ 32,500.00	\$ 82,500.00	\$ 32,500.00	\$ 82,501.00	\$ 32,502.00	\$ 82,503.00
525 PT Information supply Ops and Maint	\$ 250,404.00	\$ 240,404.00	\$ 240,404.00	\$ 161,060.00	\$ 166,060.00	\$ 161,060.00	\$ 266,060.00	\$ 161,060.00	\$ 166,061.00	\$ 161,062.00	\$ 166,063.00
Subtotal	\$3,463,219.00	\$4,140,069.00	\$4,074,969.00	\$3,946,463.16	\$3,995,200.00	\$3,990,200.00	\$4,187,425.00	\$3,940,200.00	-\$ 66,000.00	-\$ 66,000.00	-\$ 66,000.00
Development (LCLR) & SueprGold Rev.											
522 SuperGold	-\$ 66,000.00	-\$ 66,000.00	-\$ 66,000.00	-\$ 66,000.00	-\$ 66,000.00	-\$ 66,000.00	-\$ 66,000.00	-\$ 66,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
532 PT LCLR	\$ 16,500.00	\$ 91,500.00	\$ 91,500.00	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	\$ 91,500.00	\$ 30,000.00	\$ 10,000.00	\$ -
Work Category 03	\$ 10,000.00	\$ -	\$ 40,000.00	\$ 10,000.00	\$ -	\$ 30,000.00	\$ 10,000.00	\$ -	\$4,015,706.00	\$3,940,712.00	\$3,985,718.00
Subtotal	-\$ 39,500.00	\$ 25,500.00	\$ 65,500.00	-\$ 39,500.00	-\$ 49,500.00	-\$ 19,500.00	-\$ 39,500.00	\$ 25,500.00	\$4,085,706.00	\$3,990,712.00	\$4,025,718.00
Total	\$3,423,719.00	\$4,165,569.00	\$4,140,469.00	\$3,906,963.16	\$3,945,700.00	\$3,970,700.00	\$4,147,925.00	\$3,965,700.00	\$4,019,706.00	\$3,924,712.00	\$3,959,718.00
NZTA FAR Revenue	\$1,953,214.44	\$2,336,657.94	\$2,303,456.94	\$2,199,744.40	\$2,224,036.50	\$2,221,486.50	\$2,322,071.25	\$2,234,236.50	\$2,224,040.05	\$2,195,993.60	\$2,224,047.11
ICC	\$1,497,304.56	\$1,855,711.06	\$1,863,812.06	\$1,734,018.77	\$1,748,463.50	\$1,776,013.50	\$1,852,653.75	\$1,758,263.50	\$1,778,465.95	\$1,731,518.40	\$1,748,470.81
Other Income - SDC-GDC	\$ 39,200.00	\$ 39,200.00	\$ 39,200.00	\$ 39,200.00	\$ 39,200.00	\$ 39,200.00	\$ 39,200.00	\$ 39,200.00	\$ 39,200.00	\$ 39,200.00	\$ 39,200.00

The following is an extract from the Waka Kotahi- NZTA TIO software (includes inflation)

Figure 2

Waka Kotahi- NZTA TIO software (includes inflation)

Work Category Summary

Activity Class	Expenditure Reporting Lines	Work Category	Description	Status	Last Review	Three-year Requested Allocation (\$)	2024/25 Approved Allocation	2025/26 Approved Allocation	2026/27 Approved Allocation	Three-year Approved Allocation (\$)	Three-year Waka Kotahi Share (\$)	Three-year Approved Allocation Previous NLTP (\$)
Public transport services	Service operation	511	Passenger services - bus	Draft		8,050,117	0	0	0	0	0	3,630,084
		512	Passenger services - ferry	Draft		0	0	0	0	0	0	0
		515	Passenger services - rail	Draft		0	0	0	0	0	0	0
		517	Total mobility operations	Draft		3,017,750	0	0	0	0	0	1,526,720
		519	Total Mobility wheelchair hoists and ramps	Draft		113,067	0	0	0	0	0	56,000
		521	Payments for Total Mobility wheelchair hoists and ramps	Draft		602,128	0	0	0	0	0	397,190
		524	Public transport operations and management	Draft		240,514	0	0	0	0	0	148,975
		525	Operations & maintenance of real-time and ticketing systems	Draft		787,019	0	0	0	0	0	804,950
Sub-total Service operation						12,810,595	0	0	0	0	0	6,563,919
Total Public transport services						12,810,595	0	0	0	0	0	6,563,919
Public transport infrastructure	Existing	514	Public transport facilities & infrastructure - operations and maintenance	Draft		186,044	0	0	0	0	0	310,890
		534	Public transport facilities & infrastructure - renewals	Draft		129,219	0	0	0	0	0	137,000
		Sub-total Existing						315,263	0	0	0	0
Total Public transport infrastructure						315,263	0	0	0	0	0	447,890
Grand Total						13,125,858	0	0	0	0	0	7,011,809

The following information has been prepared from TechOne and is in a different form to the above information.

Table 10

Public Transport Total Expenditure OPEX and CAPEX 10 years (includes inflation)

	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	1,018	1,017	1,519	1,656	1,808	1,075	1,137	1,193	1,138	1,194	1,247	1,169
Subsidies and grants (Capital)	391	427	21	22	22	360	368	376	384	392	399	407
Subsidies and grants (Operational)	1,397	2,055	1,803	2,074	2,108	1,537	1,571	1,604	1,636	1,669	1,701	1,733
Direct charges revenue	307	307	322	338	355	373	392	411	432	454	476	500
Rental revenue	-	-	-	-	-	-	-	-	-	-	-	-
Finance revenue	3	19	11	12	5	5	6	15	15	17	20	26
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue	(1)	(1)	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	3,115	3,824	3,676	4,102	4,298	3,350	3,474	3,599	3,605	3,726	3,843	3,835
Employee expenses	-	-	-	-	-	-	-	-	-	-	-	-
Administration expenses	155	85	159	163	167	171	174	178	182	185	189	192
Grants & subsidies expenses	-	-	-	-	-	-	-	-	-	-	-	-
Operational expenses	2,568	3,413	3,359	4,063	4,029	3,053	2,956	3,346	3,299	3,371	3,442	3,514
Utilities expenses	5	-	-	-	-	-	-	-	-	-	-	-
Repairs & maintenance expenses	94	94	97	99	101	103	106	108	110	112	114	117
Depreciation and amortisation	94	57	60	38	24	15	10	6	4	3	2	1
Finance expenses	-	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1	-	-	-	-	-	-	-	-	-	-	-
Total expenses	2,917	3,649	3,675	4,363	4,321	3,342	3,246	3,638	3,595	3,671	3,747	3,824
OPERATING SURPLUS / (DEFICIT)	198	175	1	(261)	(23)	8	228	(39)	10	55	96	11
CAPITAL EXPENDITURE - Funded												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	537	617	33	36	39	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	537	617	33	36	39	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-

Table 11

Public Transport 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	7,195	5,941	6,488	7,706	9,152	10,870
Subsidies and grants (Capital)	793	1,958	2,159	2,384	2,633	2,908
Subsidies and grants (Operational)	9,093	8,343	9,200	10,158	11,215	12,381
Direct charges revenue	1,780	2,273	2,901	3,704	4,726	6,032
Rental revenue	-	-	-	-	-	-
Finance revenue	39	93	143	163	185	213
Dividends	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-
Total revenue	18,900	18,608	20,891	24,115	27,911	32,404
Employee expenses	-	-	-	-	-	-
Administration expenses	834	926	1,020	1,127	1,245	1,374
Grants & subsidies expenses	-	-	-	-	-	-
Operational expenses	17,460	16,972	17,878	19,965	22,017	24,052
Utilities expenses	-	-	-	-	-	-
Repairs & maintenance expenses	506	561	619	683	755	833
Depreciation and amortisation	147	16	1	-	-	-
Finance expenses	-	-	-	-	-	-
Internal charges and overheads applied	-	-	-	-	-	-
Total expenses	18,947	18,475	19,518	21,775	24,017	26,259
OPERATING SURPLUS / (DEFICIT)	(47)	133	1,373	2,340	3,894	6,145

CAPITAL EXPENDITURE - Funded

• to meet additional demand	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-
• to replace existing assets	108	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	108	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-

Figure 3

Public Transport Operating Revenue – 10 Years

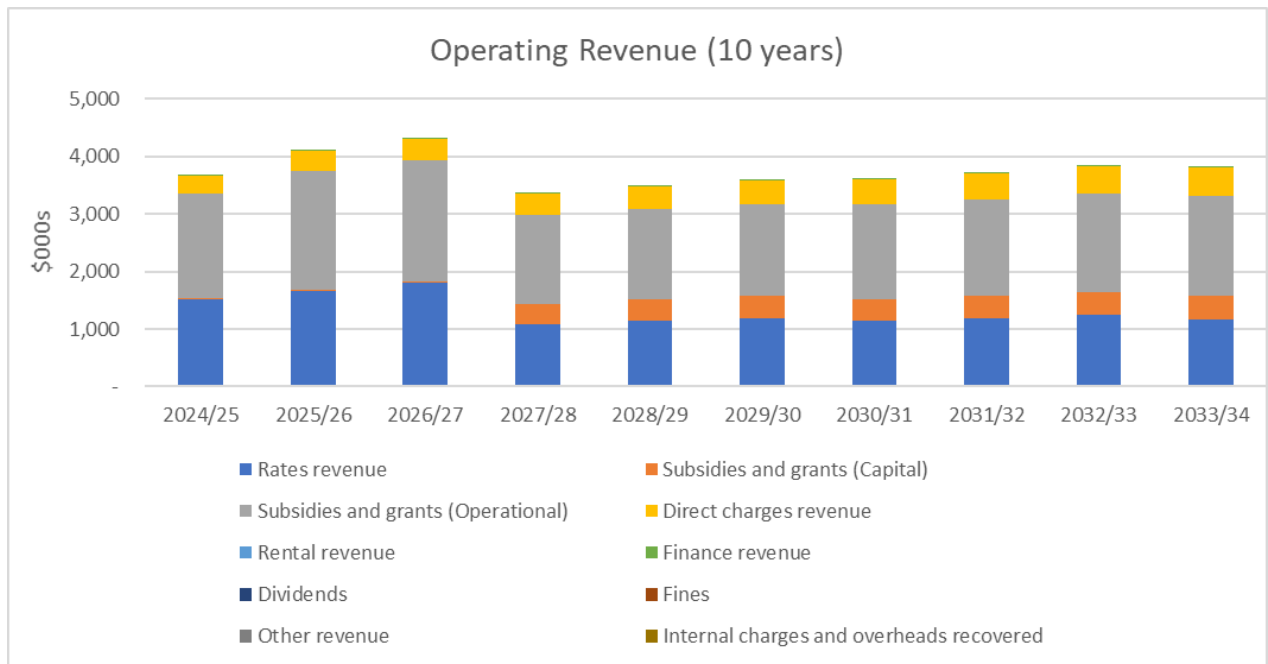


Figure 4

Public Transport Operating Revenue – 30 Years

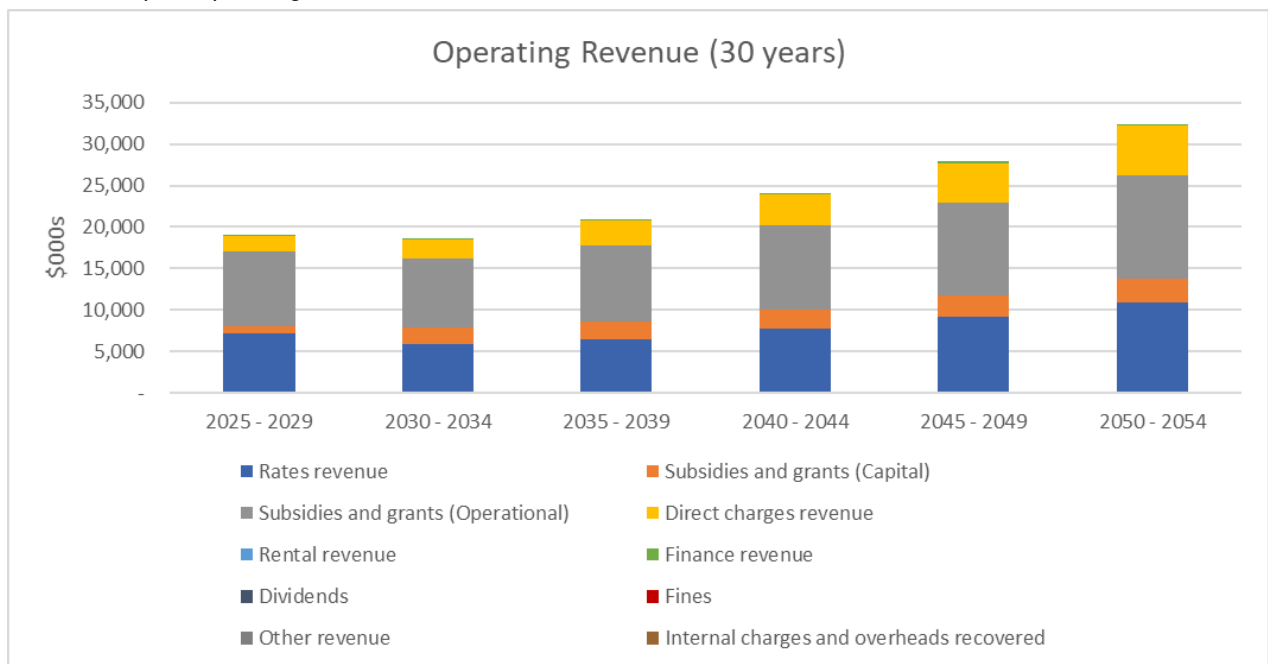


Figure 5

Public Transport Operating Expenditure– 10 Years

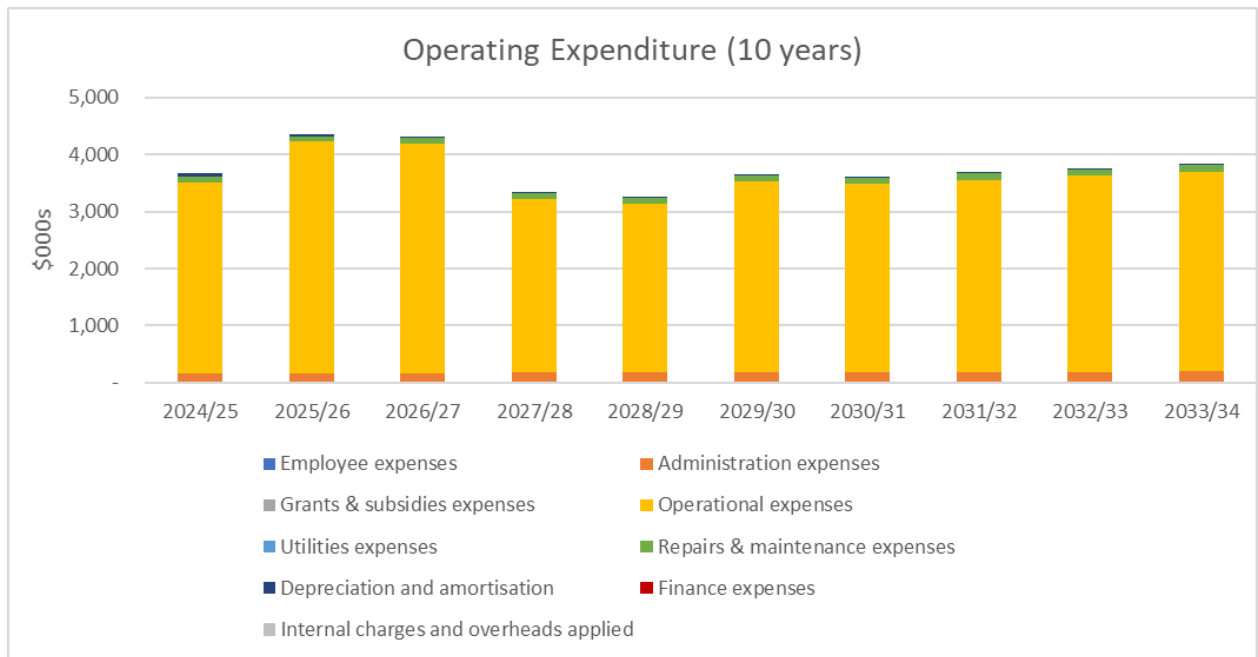
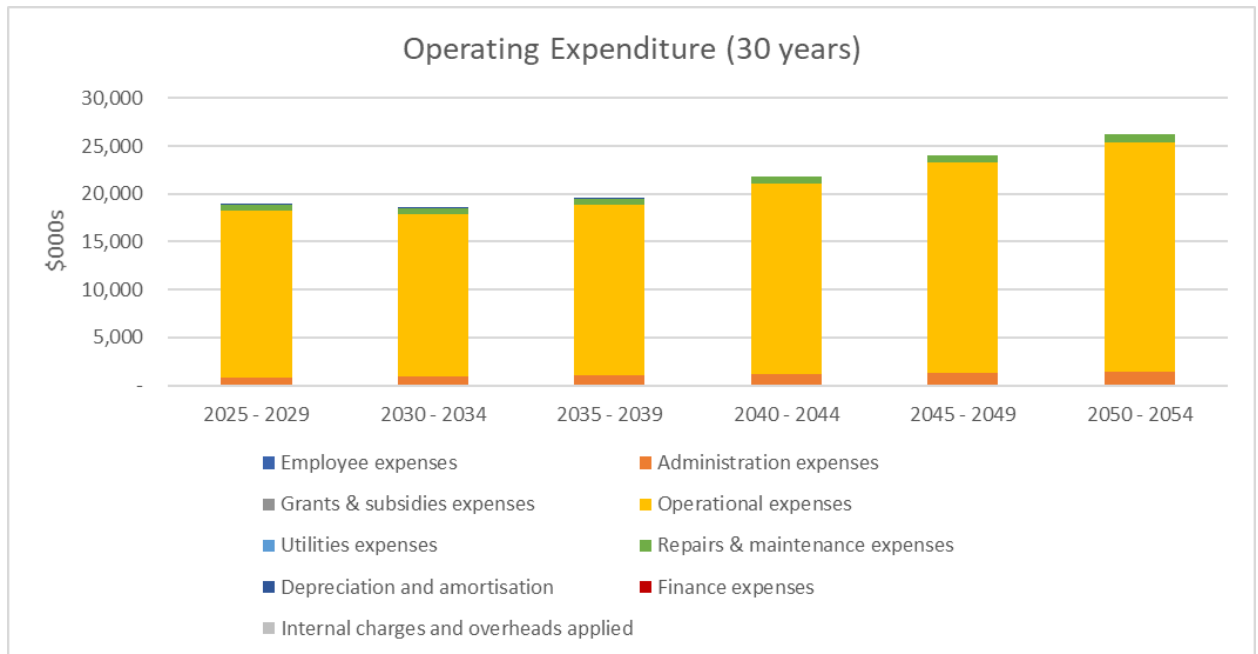


Figure 6

Public Transport 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.

Waka Kotahi also has an extensive reporting regime established to monitor the services provided and their ongoing investment with Council. Each council has a nominated Investment Advisor who works closely on all service levels and financial expenditure. Waka Kotahi NZTA also has ongoing audits to consider the financial and technical aspects of the activity and these are reported to their Board. Waka Kotahi NZTA has a quarterly performance monitor (Programme Monitor) to provide focused input into the financial activity of their investment and seeks monthly patronage and usage numbers for PT and TM activities.

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 show the previous year's financial status, and 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.

Waka Kotahi- NZTA requires an annual return of technical data, including financial information at year end. Each claim of subsidy from Waka Kotahi NZTA also shows costs claimed against annual budget as the year progresses.

Appendices

Table 12 - Regional Public Transport Plan Measures for Levels of Service

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

Source: RPTP 2021

Route and Timetable Details for the current Bus Smart routes:

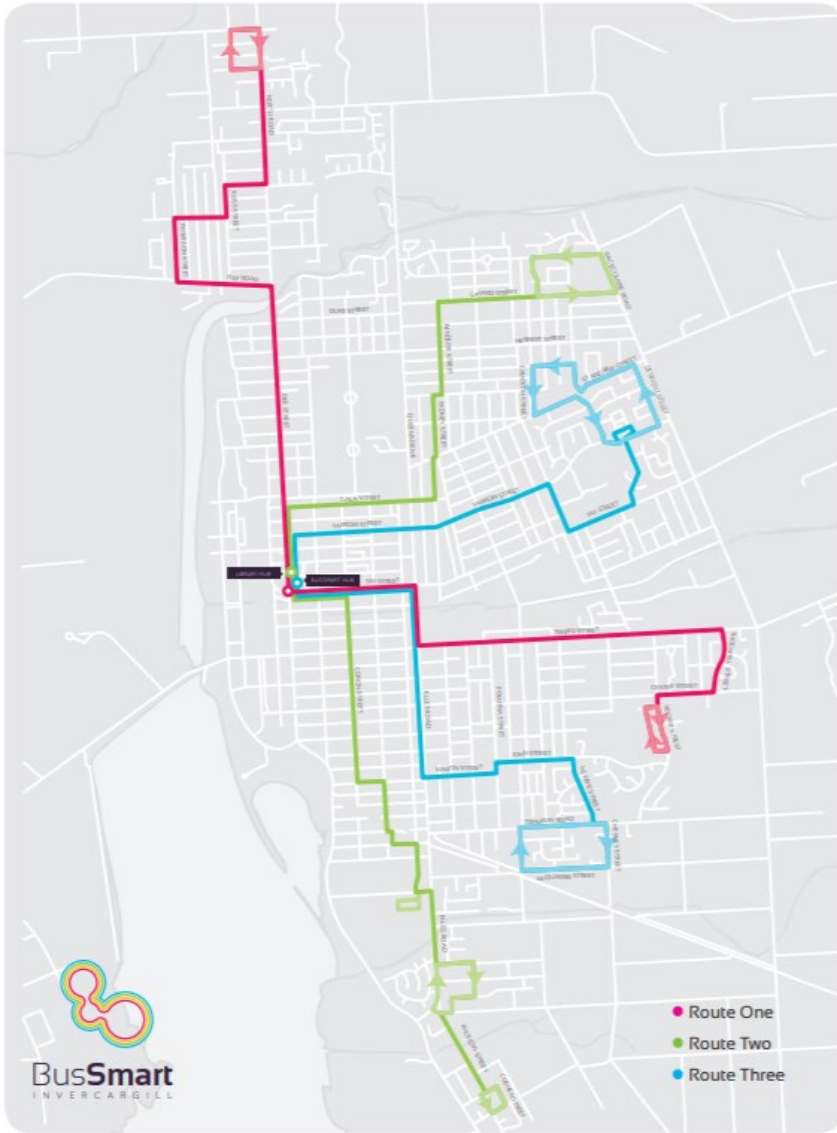
A and B routes (which is the same for routes 1, 2 and 3).

Monday to Friday

Depart from Hub	Return to Hub		Depart from Hub	Return to Hub
Route 1A (Northern)	Route 1A		Route 1B (Southern)	Route 1B
7:20	7:50		7:20	7:50
7:50	8:20		7:50	8:20
8:20	8:50		8:20	8:50
9:20	9:50		8:50	9:20
10:20	10:50		9:50	10:20
11:20	11:50		10:50	11:20
12:20	12:50		11:50	12:20
1:20	1:50		12:50	1:20
2:20	2:50		1:50	2:20
3:20	3:50		2:50	3:20
4:20	4:50		3:50	4:20
4:50	5:20		4:50	5:20
5:20	5:50		5:20	5:50
5:50	6:20		5:50	6:20

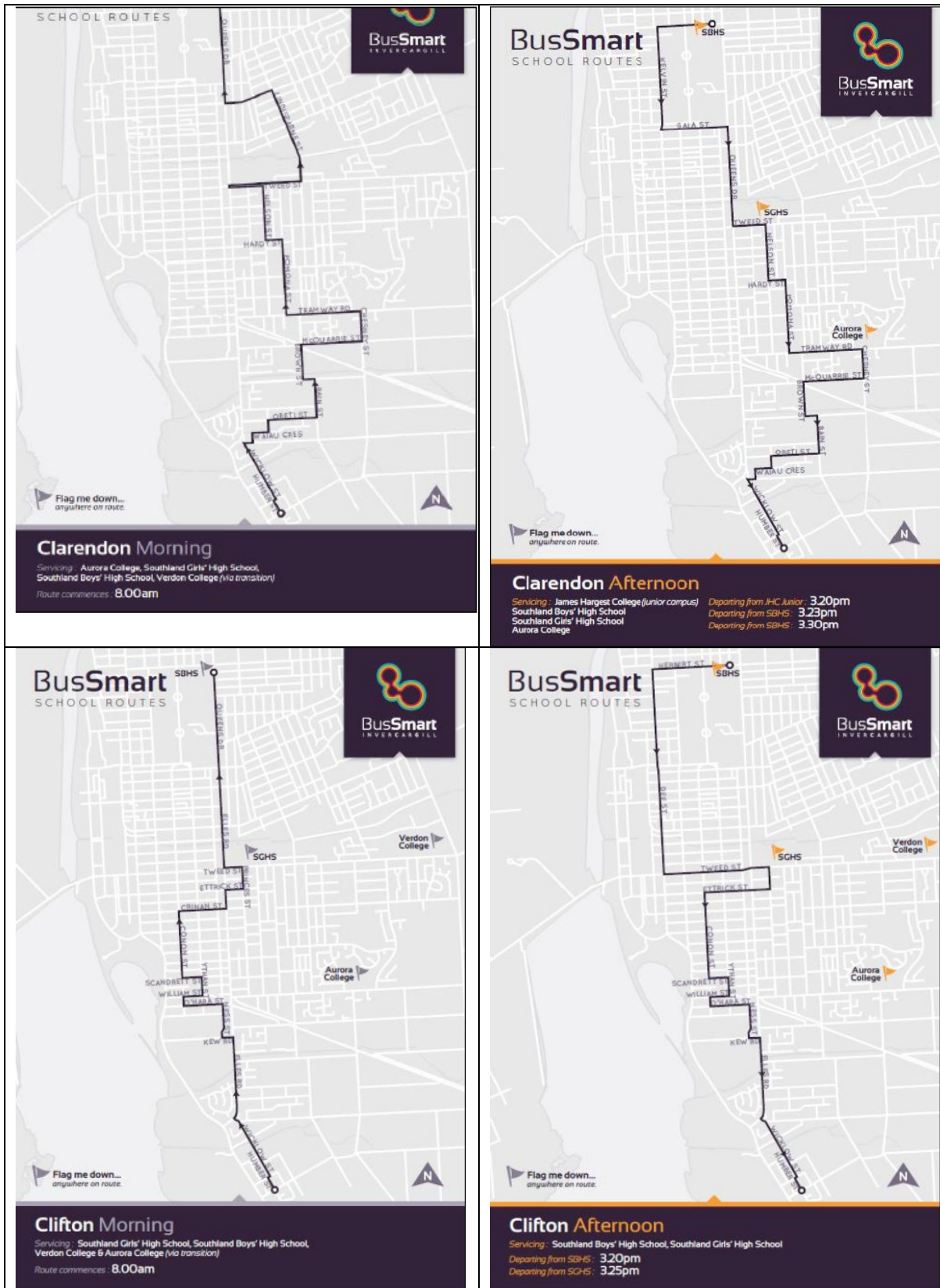
Saturday

Depart from Hub	Return to Hub		Depart from Hub	Return to Hub
Route 1A (Northern)	Route 1A		Route 1B (Southern)	Route 1B
9:50	10:20		10:20	10:50
10:50	11:20		11:20	11:50
11:50	12:20		1:20	1:50
1:50	2:20		2:20	2:50
2:50	3:20		3:20	3:50



Overview of BusSmart Routes Operational from Q2 2024.

School Bus Routes are:



BusSmart
SCHOOL ROUTES

Flag me down...
anywhere on route.

Waiikiwi Morning
Servicing: Southland Girls' High School, Southland Boys' High School, James Hargest College (both campuses), Aurora College (via transition)
 Route commences: 7:55am

BusSmart
SCHOOL ROUTES

Flag me down...
anywhere on route.

Waiikiwi Afternoon
Servicing: Southland Girls' High School, Verdon College, James Hargest College (both campuses), Aurora College (via transition)
 Departing from: SGHS 3:15pm Verdon College 3:25pm JHC Senior 3:35pm

BusSmart
SCHOOL ROUTES

Flag me down...
anywhere on route.

Windsor Morning
Servicing: James Hargest College (both campuses), Southland Girls' High School, Aurora College, Southland Boys' High School (via transition), Verdon College (via transition)
 Route commences: 7:55am

BusSmart
SCHOOL ROUTES

Flag me down...
anywhere on route.

Windsor Afternoon
Servicing: Aurora College, Southland Girls' High School, Verdon College, James Hargest College (senior campus)
 Departing from: Aurora College 3:10pm SGHS 3:15pm Verdon College 3:25pm JHC Senior 3:35pm

BusSmart
SCHOOL ROUTES

Newfield Morning
 Servicing: Verdon College, Southland Girls' High School, Southland Boys' High School (via transition)
 Route commences: 8.00am

BusSmart
SCHOOL ROUTES

Newfield Afternoon
 Servicing: Southland Girls' High School, Verdon College, Aurora College
 Departing from: SGHS 3.15pm Verdon College 3.25pm Aurora College 3.30pm