



NOTICE OF MEETING

**Notice is hereby given of the Meeting
of the Finance and Policy Committee
to be held in the Council Chamber, Frist Floor,
Civic Theatre, 88 Tay Street, Invercargill on Tuesday
19 November 2024 at 3.00 pm**

Cr L F Soper (Chair)
Mayor W S Clark
Cr A J Arnold
Cr R I D Bond
Cr G M Dermody
Cr T Campbell
Cr D J Ludlow
Cr I R Pottfingher
Cr B R Stewart
Rev E Cook
Mrs P Coote

MICHAEL DAY
CHIEF EXECUTIVE

Finance and Policy Committee - Public

19 November 2024 03:00 PM

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|--|-------------|
| 1. Apologies | |
| 2. Declaration of Interest | |
| a. Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have. | |
| b. Elected members are reminded to update their register of interests as soon as practicable, including amending the register at this meeting if necessary. | |
| 3. Public Forum | |
| 3.1 Emergency Management Southland Presentation - Regional Civil Defence Group Plan - Mr Douglas Marshall | |
| 4. Minutes of the Finance and Policy Committee Meeting Held on 17 September 2024 (A5550052) | 5 |
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| 9. Public Excluded Session | |

Public Excluded Session

Moved , seconded that the public be excluded from the following parts of the proceedings of this meeting, namely:

- a) Minutes of the Public Excluded Session of the Finance and Projects Committee Meeting Held on 17 September 2024
- b) Financial Update – as at 30 September 2024
- c) ICHL 2024/2025 Quarter One Performance

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

| General subject of each matter to be considered | Reason for passing this resolution in relation to each matter | Ground(s) under Section 48(1) for the passing of this resolution |
|---|---|--|
| a) Minutes of the Public Excluded Session of the Finance and Projects Committee Held on 17 September 2024 | <p>Section 7(2)(a) Protect the privacy of natural persons, including that of deceased natural persons</p> <p>Section 7(2)(h) Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities</p> <p>Section 7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p> | <p>Section 48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7</p> |
| b) Financial Update – as at 30 September 2024 | <p>Section 7(2)(a) Protect the privacy of natural persons, including that of deceased natural persons</p> <p>Section 7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p> | <p>Section 48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7</p> |

| | | | |
|----|--|---|--|
| c) | ICHL 2024/2025 Quarter One Performance | Section 7(2)(h) Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities | Section 48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7 |
|----|--|---|--|

MINUTES OF FINANCE AND POLICY COMMITTEE MEETING, HELD IN THE VICTORIA ROOM, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY 17 SEPTEMBER 2024 AT 3.00 PM

Present: Cr L F Soper (Chair)
Mayor W S Clark
Cr A J Arnold
Cr T Campbell
Cr G M Dermody
Cr D J Ludlow
Cr B R Stewart
Rev E Cook – Māngai – Waihōpai
Mrs P Coote – Kaikaunihera Māori – Awarua

In Attendance: Cr P M Boyle
Cr S J Broad
Mr M Day – Chief Executive
Ms E Moogan – Group Manager – Infrastructure
Mrs P Christie – Group Manager – Finance and Assurance
Mrs T Hurst – Group Manager – Community Engagement and Corporate Services
Mr R Capil – Group Manager – Community Spaces and Places
Mr J Shaw – Group Manager - Consenting and Environment
Mr A Cameron – Chief Risk Officer
Ms R Suter – Manager – Strategy and Policy
Ms A McDowell – Corporate Analyst
Mr J Botting – Manager Financial Planning
Mrs S Roberts – Manager Financial Services
Ms L Knight – Manager – Strategic Communications
Mr G Caron – Digital and Communications Advisor
Mrs L Williams – Team Leader – Executive Support
Ms D Hallas – Executive Support

1. Apologies

Cr Pottinger and Cr Bond

Moved Cr Stewart, seconded Rev Cook and **RESOLVED** that the apologies be accepted.

2. Declaration of Interest

Nil.

3. Public Forum

Nil.

4. Minutes of the Meeting of the Finance and Policy Committee held on Tuesday 23 July 2024

A5464749

Moved Cr Ludlow, seconded Cr Campbell and **RESOLVED** that the Minutes of the Finance and Policy Committee held on Tuesday 23 July 2024 be confirmed.

5. Performance Report for the Year Ended 30 June 2024

A5503333

Note: This is Agenda item 6.

Ms Chami Abeysinghe – Chief Executive Great South spoke to the Great South section of the report.

Great South had nine KPI's for 2023/24, five of which had been achieved. These covered the following areas; regional economic development, tourism development, business development and regional events.

Regional economic development included support for tourism, aquaculture, and hydrogen. Meridian Energy had paused its hydrogen project for the time being, but a feasibility report had been presented to Meridian to show the benefit of building in this region.

Seven opportunities papers were prepared and presented to the different councils throughout the region, providing the foundation for the regional story. For regional business development there were five KPI's but only one was achieved. Most business engagements were with small business owners. Regional tourism development achieved good results from the media and Koru magazine tourism operators to promote Southland.

In regional events, 39 events were supported overall with 16 driving overnight visitation. 8 events were secured for 2024/25. In addition, 24 business events had been secured in the next two to three years. Overnight and business events had higher visitor spend with hotels, retail and restaurants.

Great South Statement of Intent KPI's for 2023-2024 - 12 of 16 KPI's were achieved. Achievements included:

- Completing the restructure which had reduced staff and provided a more targeted focused.
- 17 cruise ships went through Bluff during November 2023 to February 2024 with 40% of passengers moved around the region bringing more than \$600,000 to the economy.
- Ocean Beach – Manaaki, NZ Abalone, Kelp Blue and Bluff Distillery. It was noted that the Bluff Distillery had opened last year, and had won international awards for its gin.

- Great South had won two awards recently for best Integrated Strategy from Economic Development New Zealand Awards night and Regional Sustainability Program from Business South.

A question was raised on the significance of the business mentor program and how this had affected small business and it was commented that it was probably not fit for purpose and where the focus should be. Minister Andrew Bayley would visit Southland in the coming weeks.

A query was raised about the promotion of events in the Southland district, and where to find the information. It was responded that the information could be found on Southland NZ events online and the performance of the website online. Tourism was a priority and more promotion was required.

A question was raised about the cruise visitors to Bluff and having something to keep cruise passengers in the town and off buses, and that there was a need for tours around the town. A question was raised on timing of cruise ships over the Christmas / New Year period noting that additional people coming into the region over this period could add strain.

Collaborating with the Southland Engineering and Manufacturing Cluster and Tiwai and noted that there would be opportunities for further engineering, and aquaculture.

The Chair thanked Ms Abeysinghe for her presentation.

Ms Adina McDowell and Mr Jaimee Botting presented the remaining aspects of the report.

The levels of service in 2023-2024 had been steady with 70 of the 99 performance targets met including water, stormwater and waste. There had been a slight decline in kerbside recycling and waste volume. Council would continue to focus on educating the community on kerbside waste and recycling.

Visitor numbers to other Council facilities had continued to increase including parks and Splash Palace which had exceeded expectations for the 2023-2024 year-to-date. Library visitor numbers had decreased slightly but satisfaction on the levels of service remained high. The residents survey continued to see positives in Council facilities and the feedback from the community had been extremely encouraging that Council facilities were delivering the level of service that was expected by the community and back to pre-covid levels.

Council had a net operating deficit of \$13 million, which was \$0.2% million higher than the previous year. There had been an increase in employee expenses and a change to the annual leave policy, after four years of service granting five weeks annual leave. Other cost factors were increased including contractor costs and maintenance.

A query was raised on the increase in annual leave cost. It was explained that during the year annual leave entitlement increased from four weeks to five weeks for those staff that had been employed for four years rather than six years which had been the previous internal policy.

A question was raised on community awareness with change in behaviour for recycling and waste education programme. This was a strong indicator on waste management and changes in contamination. More information and knowledge should be put to the community.

Moved Cr Ludlow, seconded Cr Dermody and **RESOLVED** that the Finance and Policy Committee:

1. Receives the report "Performance Report for the year ended 30 June 2024".
2. Notes 70 of 99 measures (71%) of the level of service performance were achieved for the year ended 30 June 2024, compared to 71/99 (72%) in 2022/2023 and 63/99 (64%) in 2021/2022.
3. Notes the draft net operating deficit for the year ended 30 June 2024 is \$13.0 million.
4. Notes the capital programme to 30 June 2024 has delivered \$48.9 million. This represents 97% of forecast and 86% of the planned programme in the Annual Plan.
5. Notes the performance report contains provisional results for the year and is not the draft annual report. Year-end review and adjustments including selected asset revaluations and Council's share of WasteNet are still to be reflected.

6. Financial Update – September 2024

A5521691

Note: This is Agenda item 5.

Mr Jaimee Botting and Ms Stephanie Roberts presented the report.

The current net debt balance as of 31 July 2024 was \$79 million. The movement during the period was the repayment of the ICHL loan for \$18 million. This was put on a short-term deposit to match the maturity of the borrowing from LGFA, with a slight difference of 0.4% interest rates giving \$2,500 cost.

Comparisons from other councils of similar size to Invercargill were provided for borrowing, noting the difference in rates and population generating more revenue. It was noted that when comparing these figures for each council these were based on their Long-term Plans.

Regarding sensitive expenditure and debt management, clarification was given on the amount of \$10,656, this was for a two-month subscription for NZLGA and the full annual subscription was \$63,763.

A query was raised on the costs of the events for the citizenship ceremony at the Civic Theatre, these additional costs were from catering and cleaning. The venue activity revenue targets still needed to be met, while Council was using the space, they could not rent out space to generate revenue from public bookings.

Council had a self-imposed level of borrowing from LGFA set at 180% of revenue which could be used by the net debt and not the borrowing. There was a \$127.4 million debt ceiling as of July 2024. Council could go to the 250% borrowing from LGFA but would need to change the Financial Strategy.

Moved Cr Dermody, seconded Rev Cook and **RESOLVED** that the Finance and Policy Committee:

1. Receives the report "Financial Update – September 2024".
2. Notes the current state of Council finances.
3. Notes the current net debt and treasury position.
4. Notes that it has reviewed the sensitive expenditure listing provided.

7. Unbudgeted Expenditure Request to Support Council Operations

A5536120

Mrs Trudie Hurst presented the report.

Staff were seeking additional funds of \$265,000 for People and Culture to fund specialist human resource expertise and recruitment due to increased demand for services.

The Human Resource Information System project (HRIS) was currently underway and was expected to be live from May 2025.

It was clarified that the training and travel costs had decreased year on year.

A question was raised on the annual leave entitlement increase from four to five weeks after four years of service and how this was approved. It was explained this was within the Chief Executive delegation to approve this change.

It was discussed that the request for the unbudgeted expenditure needed to be approved however the funding needed to be found from internal savings or budget reallocation, this led to a change in the resolution.

Moved Mayor Clark, seconded Cr Ludlow and **RESOLVED** that the Finance and Policy Committee:

1. Receives the report titled "Unbudgeted Expenditure Request to Support Council Operations.

Recommends to Council

2. To approve an increase to the People and Culture 2024/2025 financial year operational budget of \$265,000, to come from existing funding. Noting should this not occur there could be an indicative rating increase of 0.02% to be included in the 2025/2026 Annual Plan to cover loan costs.

3. Notes that Council will continue to receive reports on Health and Safety through the Risk and Assurance Committee. Those reports will include the impact of this intervention.

8. Public Excluded Session

Moved Cr Ludlow, seconded Cr Campbell and **RESOLVED** that the public be excluded from the following parts of the proceedings of this meeting, with the exception of Mr Grant Lilly – Chair, and Mr Stuart Harris – Chief Executive of Invercargill Airport Limited namely:

- a. Minutes of the Public Excluded Session of the Finance and Policy Committee Meeting Held on 23 July 2024
- b. Financial Update – as at 31 July 2024
- c. Our Council Programme Update
- d. Verbal Update – Invercargill Airport Limited

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| b. Financial Update – as at 31 July 2024 | <p>Section 7(2)(a) Protect the privacy of natural persons, including that of deceased natural persons</p> | <p>Section 48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7</p> |

- | | | |
|---|--|--|
| | Section 7(2)(h) Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities | |
| c. Our Council Programme Update | Section 7(2)(h) Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities | Section 48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7 |
| | Section 7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) | |
| d. Verbal Update – Invercargill Airport Limited | Section 7(2)(h) Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities | Section 48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7 |

There being no further business, the meeting finished at 5:53 pm.

2024/2025 QUARTER ONE PERFORMANCE

| | |
|-----------------------|--|
| To: | Finance and Policy Committee |
| Meeting Date: | Tuesday 19 November 2024 |
| From: | Patricia Christie, Group Manager – Finance and Assurance |
| Approved: | Michael Day - Chief Executive |
| Approved Date: | Thursday 14 November 2024 |
| Open Agenda: | Yes |

Purpose and Summary

This report provides the Finance and Policy Committee with an overview of performance, including financial performance for Quarter One.

Recommendations

That the Finance and Policy Committee:

1. Receives the report "2024/2025 Quarter One Performance"
2. Notes that 81 of 113 (72%) of the performance measures are either met or on track, 21 are being monitored (19%) and three (3%) will not be able to be met in 2024/2025. This compares to 74% in Quarter One of the previous financial years.
3. Notes eight of the 17 activities' net operating financial performance were lower than budget at the end of September 2024.
4. The performance report contains provisional results and these may change as more data is accumulated throughout the year.

Recommends to Council:

5. To approve the budget changes outlined in the Schedule of changes to the plan (budget) in the Quarter One Performance Report (A5613650).

Background

The Quarterly Performance Report provides a snapshot of performance in service delivery, including financial performance which underpins this delivery.

As part of the development of the Long-term Plan, Levels of Service and Key Performance Indicators have been updated and this is the first report which reports against this new structure.

In addition, the format of financial reporting has been revised. From this financial year, Council will report Adjusted Plan figures rather than Forecasts. This will assist in providing greater transparency and clarity as to how agreed budget changes have been made to plan and how actuals are tracking against the Adjusted Plan.

Issues

Management of the business

At a high level there are a number of key metrics across performance to particularly consider.

- Service performance – at the end of Quarter One, 93% of performance measures set by Council¹ are on track or being monitored, noting that these results are provisional and may change as more data is accumulated throughout the year. This is against an annual target of 80%
- Capital programme delivery - 47% of the budgeted capital programme for Quarter One has been delivered, noting that Quarter One is traditionally slower as programmes are contracted and brought on line. The Quarter One capital delivery equates to 7% of the annual capital expenditure budget. capital programme delivery
- Financial performance – At the end of Quarter One, operational budgets are within +8.7% of the Long-term Plan (+ Additional budget decisions). This is against a target of +/- 5%.

Service performance

The 2024–2034 Long-term Plan identified 40 levels of service and 113 measures against which performance would be measured for its activities. The levels of service identify areas of performance Council wanted to provide to its community and the measures are performance indications as to whether the levels of service have been achieved.

Of the 40 levels of service, 26 (65%) are on track to be met in 2024/2025, eleven (28%) are being monitored as potential risks and two (5%) will not be met.

Of the 113 performance measures, 81 (72%) are on track to be met, slightly lower than Quarter One of 2023/2024 (74%).

There are a further 21 measures which are currently being monitored as potential risks (19%), and three which cannot be met this year – one requires 100% delivery (which has not been met in Quarter One) and the remaining two relate to public visits to Te Pātaka Taoka Southern Regional Collections Facility.

¹ As opposed to those set by DIA

Two performance measures were not planned to be and will not be reported in 2024/2025 – annual number of Te Unua Museum of Southland users and voter participation.

Satisfaction

There is a decline in satisfaction across a number of areas. Satisfaction is a complex multifactor indicator which reflects a large number of underpinning trends, including direct experience, word of mouth, experience v. level of expectation which change over time, background levels of general satisfaction, weather/ seasonal factors and many other things!

The analysis provided in the report provides input on identified changes in the qualitative comments which are provided by the community. By definition this granular information has a lower level of statistical certainty but nonetheless provides important insights. Some key points from this quarter:

- Comments on parks satisfaction suggest low mow continues to be a driver, as well as known areas where further investment is being asked for – e.g. toilets. Now that this cost saving measure has been removed, satisfaction should hopefully begin to increase.
- Feedback on libraries suggests that the ongoing lower level of investment in library books is beginning to impact satisfaction as percentage of newer stock declines
- Feedback on Splash Palace suggests satisfaction is driven by a range of different factors, some of which relate to known maintenance issues/ service expansion needs – layout/ changing rooms – which are planned in the programme to be addressed. There is also a relatively small sample for Quarter One.
- There are new satisfaction measures in the venue areas. Satisfaction with Rugby Park and Scottish Hall is lower – the former likely due to known issues and the second believed to be related to the small sample.
- Comments on the democratic process reveal a clear shift with more saying their dissatisfaction is linked to Council not listening and fewer saying that they were not aware consultation was happening.
- There is a new measure for public toilets – satisfaction is largely linked to cleanliness and availability of facilities. There were also some issues with broken hand driers.
- The new measure for users of Regulatory Services shows a higher level of satisfaction than the target - 71% are satisfied with services from building and records services and 84% with the building and resource consent processes.

He Waka Tuia satisfaction in contrast has increased. This follows a period where tablets were available on site and this is going to be an opportunity provided across other facilities on a rotating basis. The extent to which this impacts satisfaction will be monitored.

It is important to note that despite satisfaction declines in some areas, visitor numbers are holding up across all leisure, recreation and wellbeing services. While not a KPI, numbers of submissions to consultations/ social media engagement also remains steady or increasing.

New measures

A range of new measures have been introduced in order to attempt to provide more targeted useful monitoring data to management and Council. Here are some highlights from the new measures:

- A range of refined measures for Solid Waste have been introduced. These are on track to be delivered with the exception of one which is being monitored.

- A range of new Venues and Events Services Activity KPIs have been introduced shifting the focus on the types of clients hiring the venues rather than the events held. Ten of the 21 measures are on track to be achieved, with the remaining continuing to be monitored.
- The new measures for Corporate Services are all on target – 98% of Requests for Service are being dealt with and 93% of suppliers are being paid on time. The call centre has been available 100% of the time and in face services in Invercargill and Bluff available the target time.
- Five of the seven Property Services measures are on target. The remaining two, relating to the use of public toilets, are being monitored.
- The new measures for investment property are all on target. Net interest income is being monitored due to the ICL advance balance decreasing during Quarter One and therefore reducing the interest received.

Other highlights

At the end of Quarter One, there were approximately 5,000 more public transport users compared to the same period in 2023/2024. Satisfaction with the quality of the bus service as well as price is on track to be achieved, however should subsidised fares be removed, this is likely to impact on the results.

The Community Wellbeing Fund continues to gain popularity, with 24 projects receiving support in Quarter One. This is the highest number of projects supported in a quarter since the 2021/2022 financial year.

100% of building consents have been issued on time in Quarter One. While usually in the high 90s, this is a first for the activity across the last five years. 279 building consents and 40 non-notified resource consents have been issued within statutory timeframes. 100% of LIMs, food licenses and alcohol licencing have also been issued within target timeframes.

Financial Performance

For the three months to 30 September 2024, excluding depreciation, the Council had a net operating surplus of \$5.3 million. This is \$0.4 million lower than budget (\$4.9 million). Including depreciation, Council had a net operating deficit for the quarter of \$6.0 million, this is \$0.3 million lower than the \$6.3 million deficit budgeted and \$0.7 million lower than the same period last year.

Total revenue for the quarter was \$28.4 million, lower than budget by \$0.6 million and higher than last year by \$1.8 million.

Total expenditure for the quarter was \$34.4 million, lower than budget by \$0.8 million and higher than last year by \$1.1 million.

Net Operating Financial Performance

From an activity view, eight of the 17 activities' net operating financial performance were lower than budget. These include:

- Water – Water usage billing is lower as a number of customers are using their annual free allowance. The first quarter was invoiced in October.
- Aquatic Services – Lower revenue from general admission charges was received during the first three months
- Elderly Person Housing – Increased maintenance due to high turnover of tenancy, and associated refurbishment costs. This is expected to even out across the year.
- Libraries - Minor variance linked to depreciation and staff vacancies – this is expected to return to budget levels as the year progresses
- Public Transport – Contract timing means that no NZTA subsidy claim has been submitted during quarter one, this will commence in the next quarter, which will bring the activity back towards alignment with budget.
- Venues and Events Services –Operational costs are higher than budget, this is timing and expected to be back in alignment quarter two.
- Democratic Process – Net over-spend for quarter one was driven by the phasing of grant disbursements which will correct by year end.
- Regulatory Services – Revenue is lower than budgeted as a result both of lower building consents and reduced levels of parking infringement revenue. The Parking Control Bylaw 2024 has aligned parking infringement types and volumes are expected to return to normal.
- Property Services – The main driver of the deficit was the one-off costs for CAB 1st & 3rd floor upgrades
- Corporate Services – Staff costing allocated to Our Council projects has been lower for the quarter due to delays in the project timelines and staff vacancies. This is expected to recover in the next quarter.

Change in policy on accrual

As Council is aware, a change in accounting practice has been implemented from December 2023, moving from an accrual basis, to an invoice processed focus. Under an invoice processed focus invoices for work completed in September will be received and paid in the following month October. As a consequence, Quarter One typically has lower expenditure as only two months includes the full costs. However, at year-end accruals are completed in June, as part of the Annual Report process, to ensure all the costs show in the correct financial year. Therefore, the last quarter typically has higher expenditure as it includes four months of full costs. The budgets have been phased to reflect this, with lower expenditure budgets in July and higher expenditure budgets in June.

The invoices being paid in the following month would have been previously accrued and captured within the month the work incurred. Moving to an invoice process focus will reduce the number of manual accruals processed at the end of each month, and the following benefits will be gained:

- Improve the efficiency of the finance team's time by reducing time processing data and more focus on "adding value" activities.
- Management information will become cleaner with the removal of transaction ledger noise and will help identify areas where invoices have not been received easier.
- Cashflow forecasting will also improve as the forecast will remove the delay from when the work has been done and focus on when the invoices are ready for payment.

Some of the variances within this report are due to this change in treatment. Over the coming year, continued revision to phasing will be completed. This phasing will also be applied to next years' Annual Plan numbers for a better comparison. The exceptions to this are finance

revenue and expenses (principally interest), as well as salary and wages costs as these transactions fluctuate during the year due to when financial instruments mature and when employee leave is taken. Most other revenue and expenses are consistent throughout the year, therefore are easier to adapt to the new treatment. There is no impact on the year-end figures as a full accrual process will still be completed in the month of June for the annual report.

Capital Delivery

Capital expenditure of \$6.2 million (47%) has been spent for the three months to September 2024 which is lower than budget by \$7.6 million and is on the same level with last year spent. While overall the programme is slower than budget, capital contracting is traditionally slower in quarter one and there is an expectation that delivery will increase over the remainder of the year, particularly with larger projects underway including Project 1225, Esk Street West and the completion of Braxholme Pipeline.

The increase to the Museum build and experience budget as a result of our recent consultation, will be included in the December 2024 report.

Roadmap to Renewal Projects

The first consent for Te Unua Museum of Southland has been approved and at the time of this report, construction has started.

As at 30 September 2024, over fifteen locations have been prepared and cameras installed as part of Stage One of CCTV. The whole of Stage One is expected to be live and in operation in early 2025.

Both sea pontoons have been launched and Stage Two of the Bluff Boat Ramp Renewal is now underway with planning for a toilet facility and fish processing station.

Budget Changes

A number of capital budget changes have also been identified and approval is sought for these changes. These changes reflect budget that was not expended in the last year and ensures that for these multi-year projects the project budget is unchanged.

| Capital Project | \$000 | Reason |
|--|--------------|--|
| Branxholme supply main renewal | - 899 | To maintain an unchanged total project life budget, an adjustment to the budget in this year is required for any over or under spend from the previous year. This adjustment is only done for capital projects with a set budget and lifespan i.e. Roadmap and Strategic projects. |
| Alternative water supply - New supply source | + 526 | |
| Treatment Facilities - Bluff consent renewals | - 207 | |
| City Streets - Esk Street West (Roadmap) | + 233 | |
| Bluff Boat Ramp - Stage 1 - Jetties (Roadmap) | - 418 | |
| City Centre Masterplan Urban Play (Roadmap) | - 55 | |
| Bluff Hill active recreation hub carpark redevelopment | + 606 | |
| Surrey Park grandstand renewals (Roadmap) | + 300 | |
| Civic Administration building - Redevelopment | + 182 | |
| Rugby Park building - Main stand strengthening | + 101 | |
| Our Council (Business Enhancement) Programme | + 550 | |

| Capital Project | \$000 | Reason |
|---------------------------------|--------------|--|
| CCTV - establishment (Roadmap) | + 1,065 | Works on project are now expected to be completed in the current year instead of over three years. Total project costs remain unchanged. |
| Pipe Network - General renewals | + 605 | Mersey Street rising main pipe duplication project to be started a year ahead of plan. Total project costs remain unchanged. |
| | + 2,589 | |

In addition there is also a change to depreciation following the finalisation of capital work in process, and asset values post the revaluation of 3 waters assets.

Next Steps

The Quarter Two Performance Report will be brought to the Finance and Policy Committee in March 2025.

Attachments

1. 2024/2025 Quarter One Performance Report (A5613650)
2. Roadmap to Renewal (A5630391)

A5613650



PERFORMANCE REPORT

As at 30 September 2024



A5613650



PERFORMANCE REPORT

As at 30 September 2024

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Traffic Light Colour Key & Report Guide

1 Council Performance Summary

Non Financial Performance
Financial Performance
Capital Delivery Performance

2 Activity Performance

Water
Sewerage
Stormwater
Roading
Solid Waste
Leisure, Recreation and Wellbeing Services
Corporate and Regulatory Services
Support of External Organisations

3 All Of Council Detail





Non Financial Performance
Financial Performance
Capital Delivery Performance
Schedule of changes to plan (budget)








Invercargill City Council

Traffic Light Colour Key & Report Guide

Non Financial Performance

| | |
|-----------------------|---|
| On target or achieved |  |
| Being monitored |  |
| Not achieved |  |
| No measure available |  |






Financial Performance

| | |
|-----------------------|---|
| Less than 90% |  |
| Between 90% and 95% |  |
| Between 95% and 105% |  |
| Between 105% and 110% |  |
| More than 110% |  |

Revenue

| | |
|-------------------------|--|
| Positive variance (+) = | YTD Actual income higher than budget |
| Negative variance (-) = | YTD Actual income lower than budget |
| Positive variance (+) = | Full year budget income higher than plan |
| Negative variance (-) = | Full year budget income lower than plan |

Capital Delivery Performance

| | |
|-----------------------|---|
| Less than 90% |  |
| Between 90% and 95% |  |
| Between 95% and 105% |  |
| Between 105% and 110% |  |
| More than 110% |  |

Expenses & Capital

| | |
|-------------------------|---|
| Positive variance (+) = | YTD Actual spend lower than budget |
| Negative variance (-) = | YTD Actual spend higher than budget |
| Positive variance (+) = | Full year budget spend lower than plan |
| Negative variance (-) = | Full year budget spend higher than plan |

Financial numbers

Plan = Year 1 of the Long-term Plan 2024-2034

Actual financial figures within the report for quarters 1, 2 & 3 are based on an invoices processed. It excludes work that may have been completed during the period but the invoice has not been raised.

Actual financial figures within the report for quarter 4 include but invoices processed and an accrual for work that may have been completed during the year but the invoice has not been raised.

Section 1 - Council Performance Summary



PERFORMANCE REPORT

As at 30 September 2024

Non Financial Performance

Financial Performance

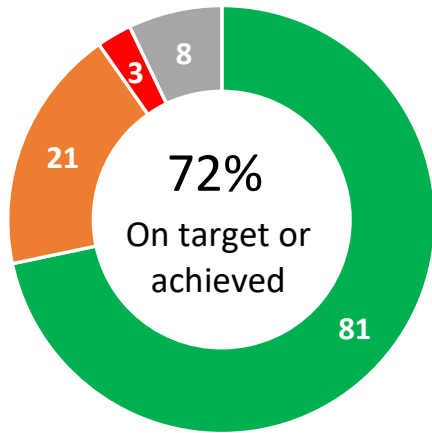
Capital Delivery Performance



Invercargill City Council

Council Summary

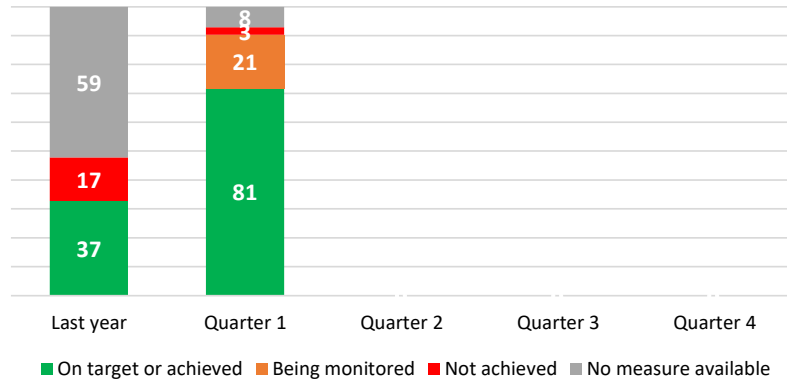
| Non Financial Performance | | | | |
|-----------------------------|-----------------------|-----------------|--------------|----------------------|
| Level of Service (total 40) | On target or achieved | Being monitored | Not achieved | No measure available |
| | 26 65% | 11 28% | 2 5% | 1 3% |



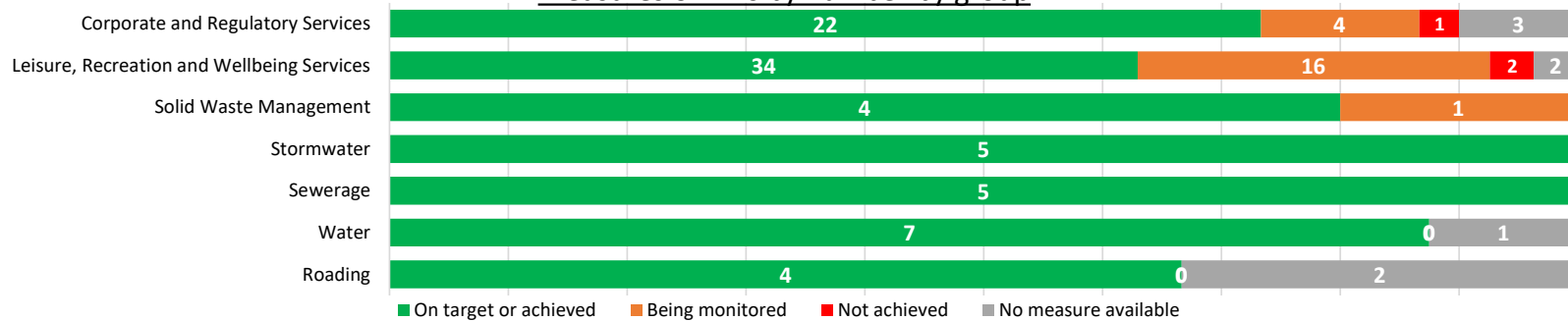
Measures of KPIs
(113 total measures)

- On target or achieved
- Being monitored
- Not achieved
- No measure available

Measures of KPIs by number by quarter



Measures of KPIs by number by group



Invercargill City Council

Council Summary

Non Financial Performance

The 2024–2034 Long-term Plan identified 40 levels of service and 113 measures against which performance would be measured for its activities. The levels of service identify areas of performance Council wanted to provide to its community and the measures are performance indications as to whether the levels of service have been achieved.

Of the 40 levels of service, 26 (65%) are on track to be met in 2024/2025, eleven (28%) are being monitored as potential risks and two (5%) will not be met.

Of the 113 performance measures, 81 (72%) are on track to be met, slightly lower than Quarter One of 2023/2024 (74%).

There are a further 21 measures which are currently being monitored as potential risks (19%), and three which cannot be met this year – one requires 100% delivery (which has not been met in Quarter One) and the remaining two relate to public visits to Te Pātaka Taoka Southern Regional Collections Facility.

Two performance measures were not planned to be and will not be reported in 2024/2025 – annual number of Te Unua Museum of Southland users and voter participation.

Satisfaction

There is a decline in satisfaction across a number of areas. Satisfaction is a complex multifactor indicator which reflects a large number of underpinning trends, including direct experience, word of mouth, experience v. level of expectation which change over time, background levels of general satisfaction, weather/seasonal factors and many other things.

The analysis provided in the report provides input on identified changes in the qualitative comments which are provided by the community. By definition this granular information has a lower level of statistical certainty but nonetheless provides important insights. Some key points from this quarter:

- Comments on parks satisfaction suggest low mow continues to be a driver, as well as known areas where further investment is being asked for – e.g. toilets. Now that this cost saving measure has been removed, satisfaction should hopefully begin to increase.
- Feedback on libraries suggests that the ongoing lower level of investment in library books is beginning to impact satisfaction as percentage of newer stock declines
- Feedback on Splash Palace suggests satisfaction is driven by a range of different factors, some of which relate to known maintenance issues/ service expansion needs – layout/ changing rooms – which are planned in the programme to be addressed. There is also a relatively small sample for Quarter One.

Invercargill City Council

Council Summary

Non Financial Performance

- There are new satisfaction measures in the venue areas. Satisfaction with Rugby Park and Scottish Hall is lower – the former likely due to known issues and the second believed to be related to the small sample.
- Comments on the democratic process reveal a clear shift with more saying their dissatisfaction is linked to Council not listening and fewer saying that they were not aware consultation was happening.
- There is a new measure for public toilets – satisfaction is largely linked to cleanliness and availability of facilities. There were also some issues with broken hand driers.
- The new measure for users of Regulatory Services shows a higher level of satisfaction than the target - 71% are satisfied with services from building and records services and 84% with the building and resource consent processes.

He Waka Tuia satisfaction in contrast has increased. This follows a period where tablets were available on site and this is going to be an opportunity provided across other facilities on a rotating basis. The extent to which this impacts satisfaction will be monitored.

It is important to note that despite satisfaction declines in some areas, visitor numbers are holding up across all leisure, recreation and wellbeing services. While not a KPI, numbers of submissions to consultations/ social media engagement also remains steady or increasing.

New measures

A range of new measures have been introduced in order to attempt to provide more targeted useful monitoring data to management and Council. Here are some highlights from the new measures:

- A range of refined measures for Solid Waste have been introduced. These are on track to be delivered with the exception of one which is being monitored.
- A range of new Venues and Events Services Activity KPIs have been introduced shifting the focus on the types of clients hiring the venues rather than the events held. Ten of the 21 measures are on track to be achieved, with the remaining continuing to be monitored.
- The new measures for Corporate Services are all on target – 98% of Requests for Service are being dealt with and 93% of suppliers are being paid on time. The call centre has been available 100% of the time and in face services in Invercargill and Bluff available the target time.
- Five of the seven Property Services measures are on target. The remaining two, relating to the use of public toilets are being monitored.
- The new measures for investment property are all on target. Net interest income is being monitored due to the ICL advance balance decreasing during Quarter One and therefore reducing the interest received.

Invercargill City Council

Council Summary

Non Financial Performance

Other highlights

At the end of Quarter One, there were approximately 5,000 more public transport users compared to the same period in 2023/24. Satisfaction with the quality of the bus service as well as price is on track to be achieved, however should subsidised fares be removed, this is likely to impact on the results.

The Community Wellbeing Fund continues to gain popularity, with 24 projects receiving support in Quarter One. This is the highest number of project supported in a quarter since the 2021/2022 financial year.

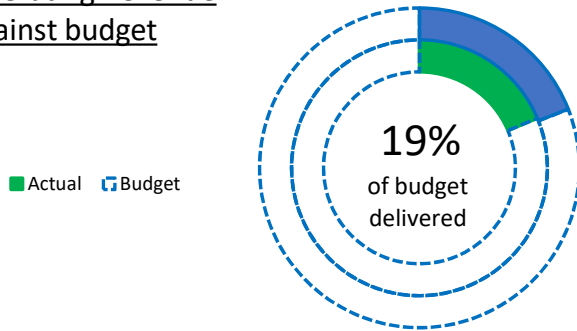
100% of building consents have been issued on time in Quarter One. While usually in the high 90s, this is a first for the activity across the last five years. 279 building consents and 40 non-notified resource consents have been issued within statutory timeframes. 100% of LIMs, food licenses and alcohol licencing have also been issued within target timeframes.

Invercargill City Council

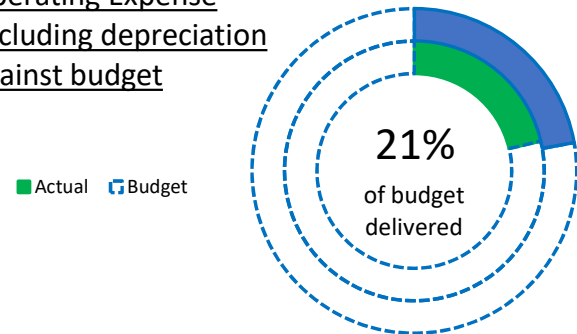
Council Summary

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|---------------|---------------|---|----------------|-------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$5.3 million | \$4.9 million | \$0.4 million | \$43.9 million | \$43.9 million | \$0 million |

Operating Revenue against budget



Operating Expense excluding depreciation against budget



| Net operating surplus By activity excluding depreciation | YTD Act vs Bud Variance (\$000) | Full Year Bud vs Plan Variance (\$000) |
|--|---------------------------------------|--|
| Infrastructure | | |
| Water | - 95 | - |
| Sewerage | + 257 | - |
| Stormwater | + 315 | - |
| Roading | + 94 | - 1 |
| Solid Waste | + 181 | - |
| Leisure, Recreation and Wellbeing Services | | |
| Aquatic Services | - 170 | - 11 |
| Arts, Culture and Heritage | + 117 | - 1 |
| Elderly Persons Housing | - 46 | - |
| Libraries | + 71 | - 3 |
| Public Transport | - 266 | - |
| Parks and Reserves | + 279 | - 20 |
| Venues and Events Services | - 78 | - |
| Corporate and Regulatory Services | | |
| Democratic Process | - 60 | - 6 |
| Regulatory Services | - 92 | - 23 |
| Investments | - 12 | + 54 |
| Property Services | - 53 | - |
| Corporate Services | - 5 | + 65 |
| Total ICC | + 437 | + 54 |

Invercargill City Council

Council Summary

Financial Performance

For the three months to 30 September 2024, excluding depreciation the Council had a net operating surplus of \$5.3 million. This is \$0.4 million better than budget (\$4.9 million). Including depreciation, Council had a net operating deficit for the quarter of \$6.0 million, this is \$0.2 million better than \$6.3 million deficit budgeted and \$0.7 million better than the same period last year.

Total revenue for the quarter was \$28.4 million, lower than budget by \$0.6 million and higher than last year by \$1.8 million.

Total expenditure for the quarter was \$34.4 million, lower than budget by \$0.8 million and higher than last year by \$1.1million.

From an activity view, eight of the 17 activities' net operating financial performance were lower than budget. These include:

Water – Water usage billing is lower as a number of customers are using their annual free allowance and the first quarter was invoiced in October.

Aquatic Services – Lower revenue from general admission charges received during the first three months

Elderly Person Housing – Increased maintenance due to high turnover of tenancy and refurbishment costs, is expected to even out across the year.

Libraries - Minor variance and should return to budget levels as the year progresses.

Public Transport – No NZTA subsidy claim has been submitted during quarter one, this will commence in the next quarter.

Venues and Events Services – Operational costs have been running higher than budget, this is expected to be caught up in quarter two.

Democratic Process – Net overspend for quarter one was driven by the phasing of grant disbursements which will correct by year end.

Regulatory Services – The Parking Control Bylaw 2024 has aligned parking infringement types and volumes are expected to return to normal. Building consent numbers continue to be low as a result of the economic downturn felt nationwide.

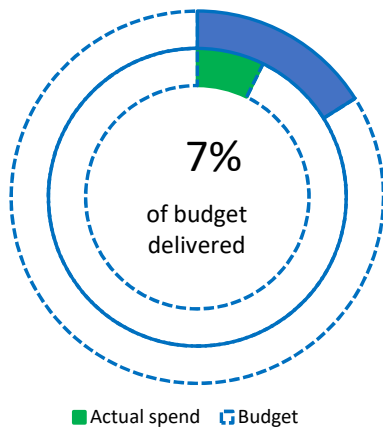
Property Services – The main driver of the deficit was the one off costs for CAB 1st & 3rd floor upgrades.

Corporate Services – Staff costing allocated to Our Council projects has been lower for the quarter due to delays in the project timelines and staff vacancies. This is expected to recover in the next quarter.

Invercargill City Council
Council Summary

Capital Delivery Performance

Capital spend against budget



Actual spend to date

\$6.2 million

Total Budget for year

\$85.1 million

Total Plan (100% Delivery)

\$92.7 million

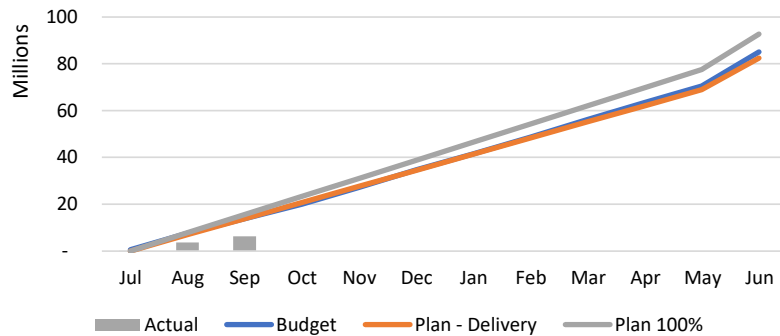
Estimated Delivery % for year

92% Budget vs 100% Plan

89% Plan Delivery %

Capital expenditure of \$6.2 million has been spent for the three months to September 2024 which is lower than budget by \$7.6 million and is on the same level with last year spent. While overall the programme is slower than budget, there is an expectation that delivery will increase over the remainder of the year, particularly with larger projects underway including Project 1225, Esk Street West and the completion of Branhholme Pipeline.

The additional capital expenditure for the Museum build and experience will be included in the December 2024 report.





PERFORMANCE REPORT

As at 30 September 2024

Section 2 - Activity Performance

Water

Sewerage

Stormwater

Roading

Solid Waste

Leisure, Recreation and Wellbeing Services

Aquatic Services

Arts, Culture and Heritage

Elderly Persons Housing

Libraries

Public Transport

Parks and Reserves

Venues and Events Services

Corporate and Regulatory Services

Democratic Process

Regulatory Services

Investments

Property Services

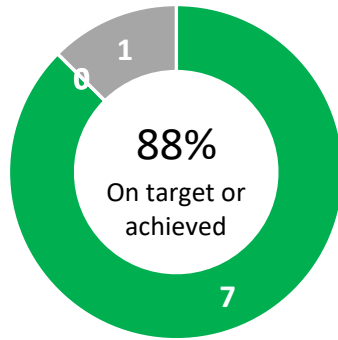
Corporate Services

Support of External Organisations



Wai
Water

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(8 total measures)

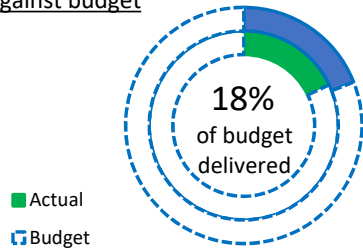
- On target or achieved
- Being monitored
- Not achieved
- No measure available

The Water Activity has had a positive start to the year and is on track to meet seven of the eight performance measures. Following consultation earlier in 2024, an update to Performance Measure 1 (safety of drinking water) came into effect on 21 August 2024. Under the Non-Financial Performance Measures Rules 2013, Performance measure 1 (safety of drinking water) referred to the Drinking-water Standards for New Zealand 2005. These standards were repealed in 2022 and replaced by a new regulatory regime under Taumata Arowai. The intention of the changes was to remove references to the revoked 2005 standards and replace them with the equivalent measures in the new regulatory framework. The Department of Internal Affairs is currently developing revised guidance for this new performance measure. This may impact on the way Council reports the performance measure in the future.

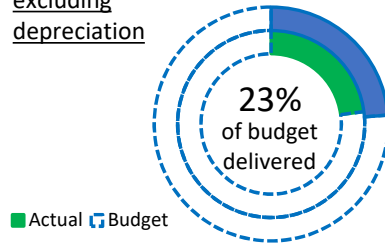
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$1.0 millions | \$1.1 millions | -\$0.1 millions | \$7.7 millions | \$7.7 millions | +\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation



The Water Activity has continues to ensure the delivery of a safe supply of water to Invercargill and Bluff properties in 2024/25.

Waikeri

Sewerage

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(5 total measures)

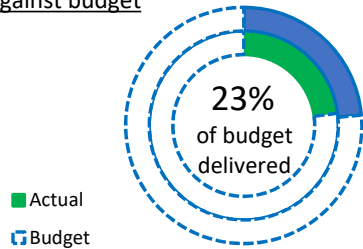
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Sewerage Activity covers the pipes, pumping stations and treatment plants for the collection, treatment and disposal of sewage in order to enhance the health and wellbeing of Invercargill residents. The performance measures are set by the DIA, and have all been met in Quarter One.

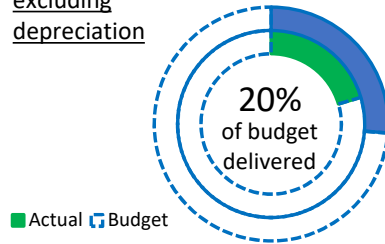
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$1.7 millions | \$1.4 millions | +\$0.3 millions | \$6.7 millions | \$6.7 millions | +\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation



The Sewerage Activity covers the pipes, pumping stations and treatment plants for the collection, treatment and disposal of sewage in order to enhance the health and wellbeing of Invercargill residents.

Wai tupuhi

Stormwater

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs (5 total measures)

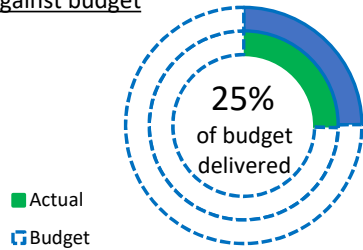
- On target or achieved
- Being monitored
- Not achieved
- No measure available

The Stormwater Activity ensures that Invercargill’s rivers, streams and estuary are not adversely affected by stormwater contamination discharges. At the end of Quarter One, all measures are on track to be met.

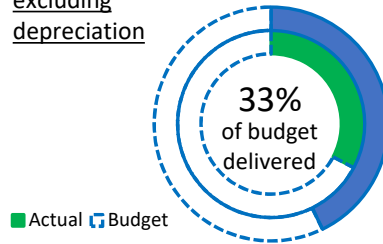
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$0.8 millions | \$0.5 millions | +\$0.3 millions | \$3.9 millions | \$3.9 millions | +\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

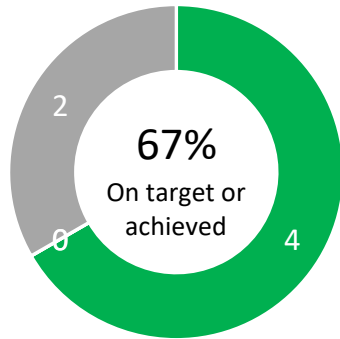


Stormwater Activity covers the network to manage stormwater within the city.

Ratonga rori

Roading Services

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs (6 total measures)

- On target or achieved
- Being monitored
- Not achieved
- No measure available

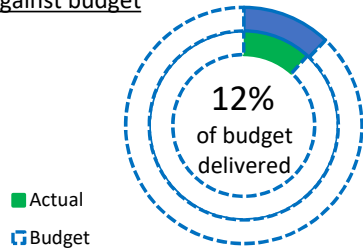
The Roothing Activity is responsible for providing a safe, connected and accessible transport system within Invercargill city. All but one of the performance measurements are set by the DIA.

At the end of Quarter One, four measures are on track to be achieved. Data for two other measures will not be available until later in the year.

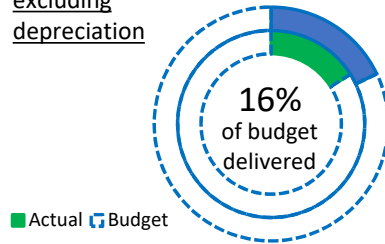
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|-----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$1.0 millions | \$0.9 millions | +\$0.1 millions | \$11.6 millions | \$11.6 millions | -\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

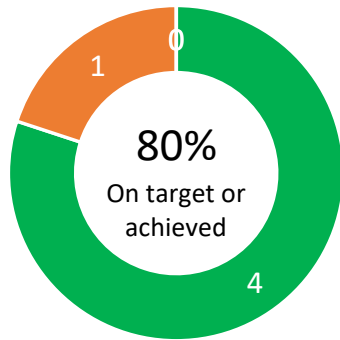


Budget will be aligned to Waka Kotahi agreed spend and Council agreed rate funding allocaton for quarter two, phasing will also be matched to programmed works.

Para

Solid Waste Management

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs (5 total measures)

- On target or achieved
- Being monitored
- Not achieved
- No measure available

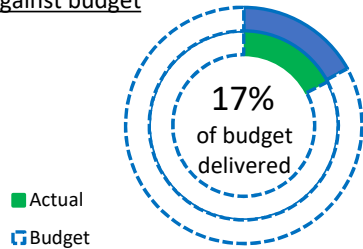
There was a notable reduction in waste volumes generated both in Invercargill and across the region in 2023/24, which may be attributed to economic conditions impacting on expenditure and consumption, thus waste generation. At the end of Quarter One, the amount of kerbside waste sent to landfill was higher than expected. However, it is too early to determine if this pattern will be continued or reversed for 2024/25. Over half of the region's waste (51%) is generated in the Invercargill region; approximately 13% is generated in the Gore District and 36% in the Southland District.

All other performance measures are on track to be met this financial year.

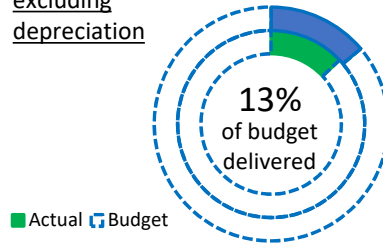
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$0.7 millions | \$0.5 millions | +\$0.2 millions | \$0.2 millions | \$0.2 millions | +\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

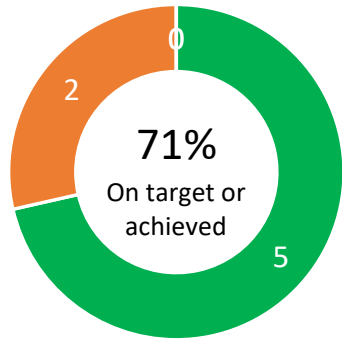


There was been a notable reduction in waste volumes generated across the region throughout 2023/24 in comparison to historic averages. This overall reduction in waste output may be attributed to economic conditions which resulted in reduced consumer expenditure and consumption, and thus waste generation. It is too early to determine if this pattern will be continued or reversed for 2024/25. However, WasteNet is continuing to educate the community to improve results. Source - <https://environment.govt.nz/facts-and-science/waste/waste-statistics/>

Leisure, Recreation and Wellbeing Services

Aquatic Services

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(7 total measures)

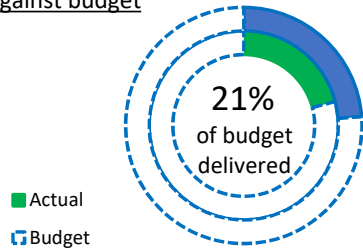
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Aquatic Services is on track to meet five of its seven performance measures. The two measures being monitored are resident satisfaction and the number of unplanned pool closures.

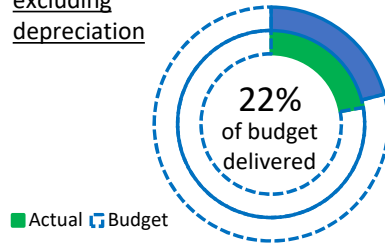
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| -\$0.0 millions | \$0.1 millions | -\$0.2 millions | \$0.0 millions | \$0.0 millions | -\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

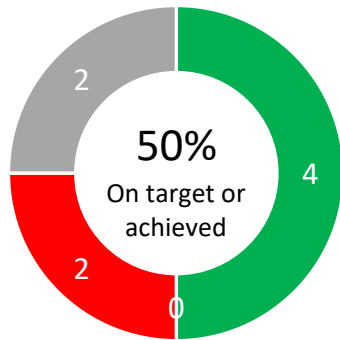


Quarter one revenue down on annual plan and same period last year, with more people purchasing memberships to keep cost down for frequent visitors which has reduced general admission costs. Higher seasonal expenses related to electricity and other fuels has been noted due to cooler months and expenses to reduce over summer. Subsidies associated with ILT school swimming are higher than forecast, however through November to January should be pulled back closer to budget, this expense is offset with the ILT grant funding received in February/March each year.

Leisure, Recreation and Wellbeing Services

Arts, Culture and Heritage

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(8 total measures)

- On target or achieved
- Being monitored
- Not achieved
- No measure available

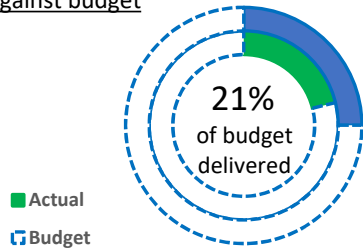
All He Waka Tuia performance are on track to be achieved. He Waka Tuia satisfaction has increased compared to previous periods. This follows a period where tablets were available on-site to encourage more on-site surveying. The extent to which this impacts satisfaction will be monitored.

Due to the condition of Te Pātaka Taoka not being operational, its two performance measures focused on visit numbers, will not be achieved in 2024/25.

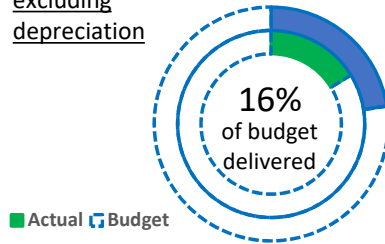
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$0.3 millions | \$0.2 millions | +\$0.1 millions | \$0.3 millions | \$0.3 millions | -\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation



Overall with no museum and Southern Regional Collections not being in a BAU state due to relocation and other external factors revenue has not been achieved and is unlikely to be achieved through 24/25 or until the activity is operating at full BAU. This is balanced by the reduced expenditure.

Leisure, Recreation and Wellbeing Services

Elderly Persons Housing

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(4 total measures)

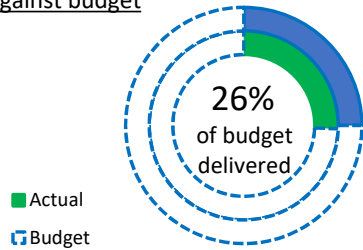
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Council’s housing units continue to be occupied in excess of the 95% target, and to date all requests for service have been responded to within the specified timeframes. Council undertakes regular inspections of the properties every six months – 108 inspections were carried out during the first quarter.

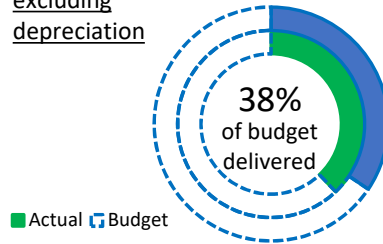
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|-----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| -\$0.1 millions | -\$0.1 millions | -\$0.0 millions | \$0.3 millions | \$0.3 millions | +\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

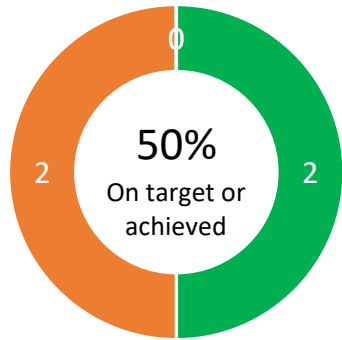


Revenue and expenses matching to annual plan in quarter one.

Leisure, Recreation and Wellbeing Services

Libraries

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(4 total measures)

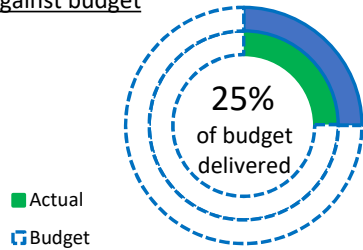
- On target or achieved
- Being monitored
- Not achieved
- No measure available

A reduction in the collections budget continues to impact on the percentage of collections added and the KPI is at risk of not being met in 2024/25. Satisfaction has also declined to 77% and feedback suggests that the ongoing lower level of investment in library books is beginning to impact satisfaction as percentage of newer stock declines. Annual number of library users are on track to be met this year.

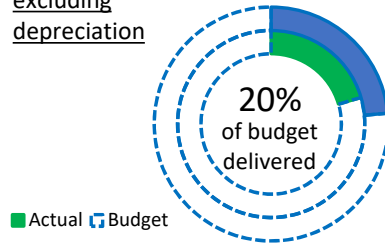
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$0.2 millions | \$0.2 millions | +\$0.1 millions | \$0.5 millions | \$0.5 millions | -\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation



The Library activity is mostly tracking to budget slightly favourable surplus caused by depreciation expenses is higher than budgeted, this is offset by the current vacancies.

Leisure, Recreation and Wellbeing Services

Public Transport

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(4 total measures)

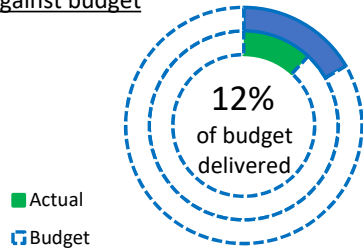
- On target or achieved
- Being monitored
- Not achieved
- No measure available

At the end of Quarter One, there were approximately 5,000 more public transport users compared to Quarter One of 2023/24. While only a small number of residents indicated they use the bus service and provided a satisfaction rating, the activity is on track to meet its targets. It should be noted that subsidised fares are still in place, and should this change, it is likely to impact satisfaction.

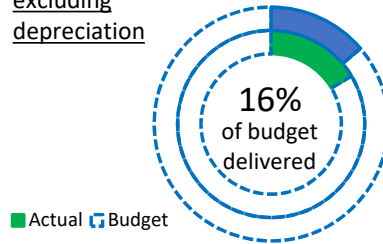
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| -\$0.2 millions | \$0.1 millions | -\$0.3 millions | \$0.1 millions | \$0.1 millions | +\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

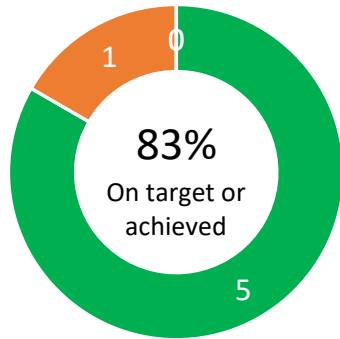


Budget will be aligned to Waka Kotahi agreed spend for quarter two, phasing will be matched to programmed works.

Leisure, Recreation and Wellbeing Services

Parks and Reserves

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(6 total measures)

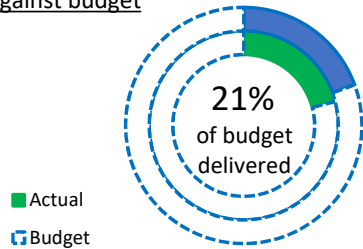
- On target or achieved
- Being monitored
- Not achieved
- No measure available

New Parks and Reserves Activity performance measures have been introduced to shift focus from service provision to user/ community experiences. Five of the six measures are on track to be achieved this financial year. Residents' satisfaction has continued to decline - low mow continues to be a driver, as well as known areas where further investment are being asked for e.g. toilets. The low mow pilot has ceased at 30 June 2024, therefore satisfaction should hopefully begin to increase.

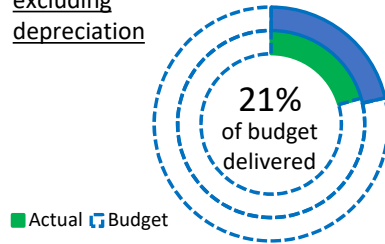
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$0.4 millions | \$0.1 millions | +\$0.3 millions | \$1.8 millions | \$1.8 millions | -\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

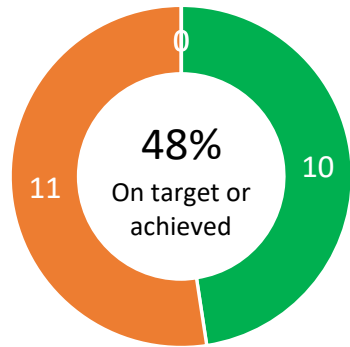


Parks & Reserves have ended the quarter one ahead of budget this was helped by Forestry revenue being recorded in September and the timing of grants being disbursed.

Leisure, Recreation and Wellbeing Services

Venues and Events Services

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(21 total measures)

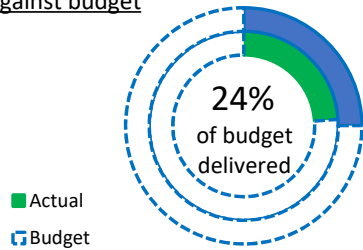
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Overall, there is strong demand from local not-for-profit clients for both the Civic Theatre and Scottish Hall. A reduction in availability of some corporate Civic Theatre spaces has likely impacted on the occupancy rate of auxiliary rooms as well as hirage opportunities from local businesses. The Scottish Hall is primarily a community facility and the national and international targets may be seen as ambitious. In addition, the Scottish Hall has no budget to advertise to potential national/international clients. The closure of Rugby Park during July and part of August has impacted on its Quarter One performance. Work will continue in Quarter Two and could result in lower than expected overall result. However, local commercial hirage KPI has already been met as a result of the Rugby Southland season. Satisfaction with the Civic Theatre is on track to be achieved while satisfaction with the Scottish Hall and Rugby Park is lower than target.

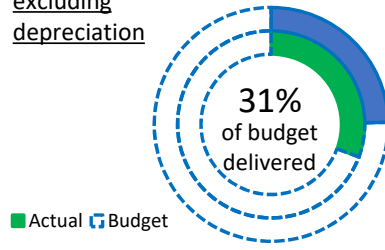
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| -\$0.1 millions | \$0.0 millions | -\$0.1 millions | \$0.0 millions | \$0.0 millions | +\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

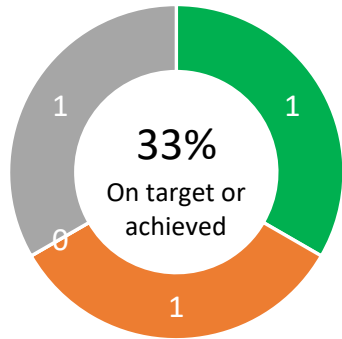


Venues is over budget at the end of quarter one due to staff expenses and electricity being higher than expected.

Corporate and Regulatory Services

Democratic Process

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(3 total measures)

- On target or achieved
- Being monitored
- Not achieved
- No measure available

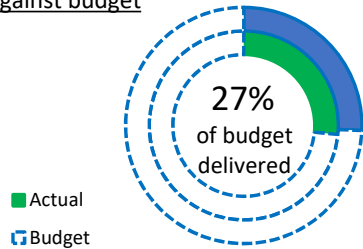
Satisfaction has dropped to 15% in Quarter One. The most common response continued to be that the Council goes through a process of consultation but doesn't actually listen to the community or take note of submissions. The proportion of respondents citing this as the driver of their low satisfaction increased, as did the proportion who indicated that the consultation process was poor. Fewer respondents indicated that engagement opportunities aren't advertised.

There continues to be strong demand from the Community Wellbeing Fund which has remained oversubscribed. Twenty four projects were supported by the fund in Quarter One, which is over half of the annual target.

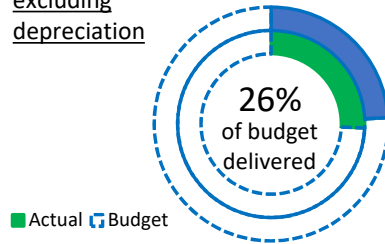
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$0.1 millions | \$0.1 millions | -\$0.1 millions | \$0.0 millions | \$0.0 millions | -\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

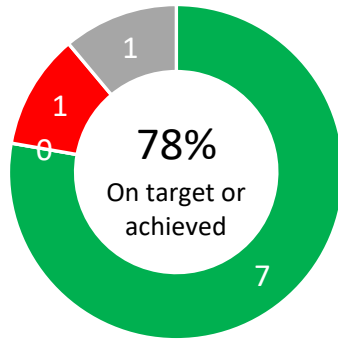


Democratic Process had a net overspend for quarter one, driven by the phasing of grant disbursements which will correct by year end.

Corporate and Regulatory Services

Regulatory Services

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(9 total measures)

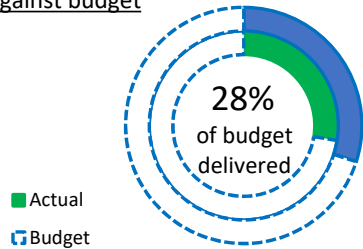
- On target or achieved
- Being monitored
- Not achieved
- No measure available

The Regulatory Services Activity is responsible for implementing national legislation in the Invercargill context, while focusing on community outcomes. They have legislative performance measures which have a target of 100% delivery within specified timeframes. 100% of building consents have been issued on time in Quarter One. While usually in the high 90s, this is a first for the activity across the last five years. 279 building consents and 40 non-notified resource consents have been issued within statutory timeframes. 100% of LIMs, food licenses and alcohol licencing have also been issued within target timeframes. The new satisfaction measures highlight high satisfaction with service received from the Building, Planning and Property Records Department as well as the consenting process.

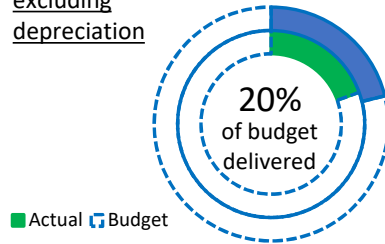
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$1.0 millions | \$1.1 millions | -\$0.1 millions | \$1.5 millions | \$1.5 millions | -\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation

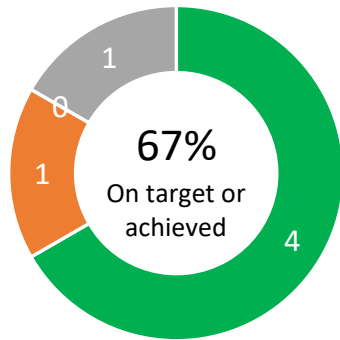


Within the Planning and Building services, a net overspend was driven by lower building consent numbers as a result of the economic downturn felt nationwide. Environmental Services also had a net overspend driven by lower parking infringement revenue. The Parking Control Bylaw 2024 has aligned parking infringement types, and volumes are expected to return to normal. Regulatory Services overall had a net underspend due to the phasing of grant disbursements and is expected to be on budget by the end of the quarter two.

Corporate and Regulatory Services

Investments

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(6 total measures)

- On target or achieved
- Being monitored
- Not achieved
- No measure available

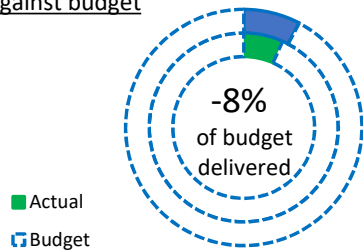
Investments Activity includes investment property as well as other investment performance measures. Property occupancy levels, percentage of portfolio income over asset value and net rate of return are on track.

For other investments, the net interest income is being monitored due to the ICL advance balance decreasing during Quarter One and therefore reducing the interest received.

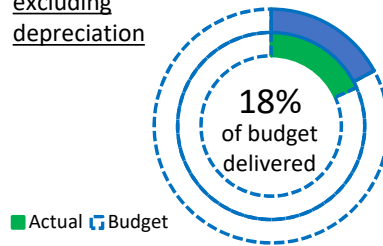
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|-----------------|-----------------|---|-----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| -\$2.5 millions | -\$2.5 millions | -\$0.0 millions | -\$3.1 millions | -\$3.1 millions | +\$0.1 millions |

Operating Revenue against budget



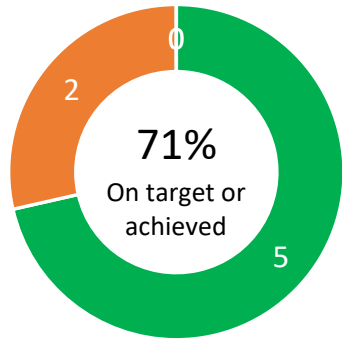
Operating Expense against budget excluding depreciation



Investment activity is running to annual plan.

Corporate and Regulatory Services
Property Services

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
 (7 total measures)

- On target or achieved
- Being monitored
- Not achieved
- No measure available

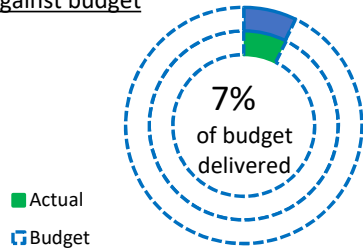
Five of the seven Property Services measures are on target – all urgent and non-urgent Requests for Service have been responded to and remedial action was in place within the specified timeframes, and Building Warrant of Fitness, condition assessments and Asbestos Management Plans are current.

However, public toilets is an area that will be monitored – vandalism to toilets has results in closure while awaiting the parts required to fix them. Respondents were also asked to rate and comment on public toilets for the first time in the Quarter One - 41% were satisfied with the facilities. Causes of dissatisfaction included there not being enough toilets in some areas of the city, a lack of cleanliness, and hand driers not working.

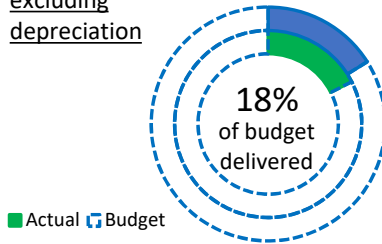
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|-----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| -\$0.2 millions | -\$0.1 millions | -\$0.1 millions | \$4.0 millions | \$4.0 millions | +\$0.0 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation



Property activity is running to annual plan.

Corporate and Regulatory Services

Corporate Services

Non Financial Performance - Summary as at 30 September 2024



Measures of KPIs
(5 total measures)

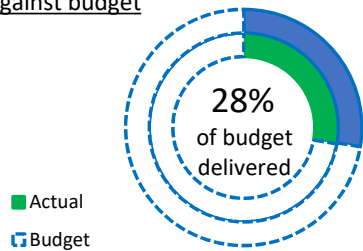
- On target or achieved
- Being monitored
- Not achieved
- No measure available

All Corporate Services measures are on target – 98% of Requests for Service are being dealt with within ten working days of being raised and 93% of suppliers are being paid on time. The call centre has been available almost 100% of the time and face-to-face services in Invercargill and Bluff are available to the community as expected.

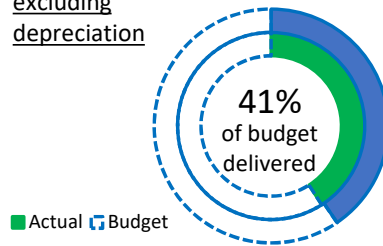
Financial Performance - Summary as at 30 September 2024

| YTD net operating surplus/(deficit) excluding depreciation | | | Full Year Budget Surplus/(Deficit) excluding depreciation | | |
|--|----------------|-----------------|---|----------------|-----------------|
| Actual | Budget | Variance | Budget | Plan | Variance |
| \$1.2 millions | \$1.2 millions | -\$0.0 millions | \$8.6 millions | \$8.6 millions | +\$0.1 millions |

Operating Revenue against budget



Operating Expense against budget excluding depreciation



Corporate services includes a range of support functions including finance, customer services, quality assurance and IT. The Corporate Services activity is running to annual plan. Employee expenses are underspent as a result of vacancies. Staff costing allocated to Our Council projects has been lower for the quarter due to delays in the project timelines and staff vacancies. This is expected to recover by year end with more projects commencing.

Invercargill City Council

Support for external organisations

| Organisation / Fund | Budget | Actual | Funds remaining | Plan | Budget vs Plan Variance | Commentary |
|---------------------------------------|-------------------|--------------|-----------------|-------------------|-------------------------|--|
| | Full year (\$000) | YTD (\$000) | (\$000) | Full year (\$000) | Full year (\$000) | |
| Active Southland | 52 | 52 | - | 52 | - | Paid for the year |
| Bluff Indoor Pool Trust | 129 | - | 129 | 129 | - | |
| Bluff Maritime Museum Trust | 40 | 40 | - | 40 | - | Paid for the year |
| Emergency Management Southland | 462 | - | 462 | 462 | - | |
| Great South | 1,868 | 467 | 1,401 | 1,868 | - | |
| Invercargill Public Art Gallery | 613 | - | 613 | 613 | - | |
| Saving Grace (IC2 Trust) | 200 | 200 | - | 200 | - | Paid for the year |
| South Alive | 25 | 25 | - | 25 | - | Paid for the year |
| Southland Indoor Leisure Centre Trust | 700 | - | 700 | 700 | - | |
| Southland Regional Heritage Committee | 1,074 | 262 | 812 | 1,074 | - | |
| Southland One Stop Shop Trust | 33 | 34 | (1) | 33 | - | Paid for the year (inflation increase higher than planned) |
| Te Ao Marama Inc. | 152 | - | 152 | 152 | - | |
| | 5,296 | 1,028 | 4,268 | 5,296 | - | |
| <u>Other grants funds:</u> | | | | | | |
| Community Wellbeing fund | 565 | 81 | 484 | 565 | - | Twenty four projects were supported in the first quarter |
| Heritage Building Strategy fund | 150 | 28 | 122 | 150 | - | |
| Facilities Maintenance fund | 100 | - | 100 | 100 | - | |
| | 815 | 109 | 706 | 815 | - | |

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Section 3 - All Of Council Detail



PERFORMANCE REPORT

As at 30 September 2024

Non Financial Performance

List of KPI measures

Financial Performance

*Statement of Comprehensive
Revenue and Expense
Statement of Financial Position*

Capital Delivery Performance

Schedule of changes to plan (budget)



Invercargill City Council

Non Financial Performance - List of KPI measures

Water

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|--|--------------------------|--------------------------------|----|----|----|----|----|--|
| The extent to which the local authority's drinking water supply complies with the following parts of the drinking water quality assurance rules: (a) 4.4 T1 Treatment Rules; (b) 4.5 D1.1 Distribution System Rule; (c) 4.7.1 T2 Treatment Monitoring Rules; (d) 4.7.2 T2 Filtration Rules; (e) 4.7.3 T2 UV Rules; (f) 4.7.4 T2 Chlorine Rules; (g) 4.8 D2.1 Distribution System Rule; (h) 4.10.1 T3 Bacterial Rules; (i) 4.10.2 T3 Protozoal Rules; and (j) 4.11.5 D3.29 Microbiological Monitoring Rule. | 100% | 100% | | | | | | |
| The percentage of real water loss from the Council's networked reticulation system. (Calculated according to the methodology outlined in Water NZ Water Loss Guidelines publication) | Less than 30% | | | | | | | Annual measure - to be reported in Quarter Four. |
| The average consumption of drinking water per day per resident within the Invercargill City Council territorial district | Less than 300 litres/day | 188 litres /day | | | | | | |
| The median response time for urgent callouts, (from the time the Council receives notification to the time that service personnel reach the site). | 4 hours | 24 minutes | | | | | | With no major events happening this quarter we had our full allocation of water reticulation staff which helped with our response times |
| The median time to resolve urgent callouts (from the time the Council receives notification to the time that service personnel confirm resolution of the fault or interruption). | 24 hours | 1 hour and 56 minutes | | | | | | With no major events happening this quarter we had our full allocation of water reticulation staff to respond to more faults more efficiently |
| Attendance for non-urgent call-outs: from the time that council receives notification to the time that service personnel reach the site | 5 working days | 2 days 19 hours and 54 minutes | | | | | | No changes to staffing levels just less major water jobs that take more staff to resolve |
| Resolution of non-urgent call-outs: from the time that the council receives notification to the time that service personnel confirm resolution of the fault or interruption | 10 working days | 3 days 2 hours and 2 minutes | | | | | | The contractor was more efficient this quarter with less major works required on the water network. No large bursts that take more time to repair. |

Invercargill City Council

Non Financial Performance - List of KPI measures

| | | | | | | | | |
|--|--------------|------|--|--|--|--|--|--|
| The total number of complaints received by Council per 1,000 connections about any of the following: - Drinking water clarity - Drinking water taste - Drinking water odour - Drinking water pressure or flow - Continuity of supply - Council's response to any of these issues | <10 in total | 0.22 | | | | | | |
|--|--------------|------|--|--|--|--|--|--|

Sewerage

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|----------|--------------------|----|----|----|----|----|------------|
| Number of dry weather sewerage overflows per 1,000 properties - DIA Performance Measure 1 (system and adequacy) | Max 4 | 0.08 | | | | | | |
| Compliance with Council's resource consents for discharge from its sewerage system measured by the number of: (DIA Performance measure 2 (discharge compliance)) - Abatement notices - Infringement notices - Enforcement orders - Convictions Received by the Council in relation to those resource consents. | Max 0 | 0 | | | | | | |
| a) The median response time from notification to arrival on-site to attend sewerage overflows resulting from a blockage or other fault in the sewerage system | <1 hour | 34 minutes | | | | | | |
| b) The median response time from notification to resolution of sewerage overflows resulting from a blockage or other fault in the sewerage system | <6 hours | 2 hours 18 minutes | | | | | | |
| DIA Performance Measure 4 (customer satisfaction) The number of complaints received about: 1. sewage odour 2. system faults 3. system blockages 4. Council's responsiveness (expressed per 1,000 properties connected to the Council's sewer system) | Max 4 | 0.83 | | | | | | |

Invercargill City Council

Non Financial Performance - List of KPI measures

Stormwater

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|---------|------------|----|----|----|----|----|------------|
| DIA Performance measure 1 (system adequacy) (a) The number of flooding events that occur in the Invercargill City district | 0.0 | 0.0 | | | | | | |
| DIA Performance measure 1 (system adequacy) (b) For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the Council's stormwater system) | 0.0 | 0.0 | | | | | | |
| DIA Performance measure 2 (discharge compliance) Compliance with the Council's resource consents for discharge from its stormwater system, measured by the number of: - Abatement notices - Infringement notices - Enforcement orders - Convictions Received by Council in relation to those resource consents. | 0.0 | 0.0 | | | | | | |
| DIA Performance measure 3 (response times) The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site | <1 hour | 0.0 | | | | | | |
| DIA Performance Measure 4 (customer satisfaction) The number of complaints received about the performance of the stormwater system (expressed per 1,000 properties connected to the Council's stormwater system) | <4 | 0.96 | | | | | | |

Roading Services

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|--|--------------------------------|----|----|----|----|----|---|
| The number of and change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number | Lower than baseline | 5 serious crashes | | | | | | |
| The number of crashes involving intersections | Lower than baseline | 9 crashes - 3 serious, 6 minor | | | | | | |
| The average quality of ride, on a sealed local road network, measured by smooth travel exposure | Higher than the previous annual national average | | | | | | | Data not available (Te Ringa Maimoa data is released annually). |
| The percentage of the sealed local road network that is resurfaced | >5.55% | | | | | | | Work is planned for Quarters Two and Three. |

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Invercargill City Council

Non Financial Performance - List of KPI measures

| | | | | | | | |
|---|--|--------|--|--|--|--|--|
| The percentage of footpaths within the district that fall within the level of service, or service standard for the condition of footpaths as set out in the Asset Management Plan | < 8% in very poor condition | 1.81% | | | | | |
| The percentage of customer service requests relating to roads and footpaths, to which the territorial authority responds within the time frame specified in the Long-term Plan | 75% of requests are responded to in five or less business days | 88.63% | | | | | |

Solid Waste Management

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|---------------|------------|----|----|----|----|----|--|
| Regional discarded materials rate per person per annum (kgs) | ≤650 Kg | 160.32 | | | | | | |
| Recovery of recyclable materials (Actual Recycled - Invercargill City Council and Southland District Council) | ≥4650 tonnes | 1066 | | | | | | Approximately 84% of the collected recycling, including public drop off, is recovered as recyclable material, equating to a Quarter One contamination rate of 16%. This is an improvement on the FY2023/24 annual average contamination rate of 82%. Kerbside standardisation was implemented at the beginning of 2024. It is too early to conclusively determine if this has positively impacted kerbside co-mingled recycling contamination rates in Southland. This KPI measures the weights of actual recycled materials than the overall yellow bin weights collected from ICC kerbside and is a better representation of the Southland community's recycling performance. |
| Invercargill City and Southland District Councils actual recycled rate per person per annum (Kg) | ≥54 Kg | 13 | | | | | | As above |
| Reduction in kerbside waste sent to landfill | ≤17000 tonnes | 4998 | | | | | | It is of note that there was been a notable reduction in waste volumes generated across the region throughout 2023/24 in comparison to historic averages. This overall reduction in waste output may be attributed to economic conditions which resulted in reduced consumer expenditure and consumption, and thus waste generation. It is too early to determine if this pattern will be continued or reversed for 2024/25. The Southland region as a whole is represented by this KPI. Over half of the region's waste (51%) is generated in the Invercargill region; Gore district around 13% and Southland District around 36%. |

Invercargill City Council

Non Financial Performance - List of KPI measures

| | | | | | | | | | | |
|-------------------------------|-----|-----|--|--|--|--|--|--|--|--|
| Waste diversion from landfill | 30% | 30% | | | | | | | | The diversion figures are in line with the targets. This has been achieved by the combined actual recycled of SDC and ICC (30%), the cleanfill (28%) and greenwaste (11%) diverted from GDC, and the greenwaste diverted from ICC (26%). The actual recycled materials of SDC and ICC combined make up the majority of diversion, demonstrating how well and successfully the Southland community is genuinely recycling, thereby contributing to the quality of the diversion. We are gradually approaching the stage when we will be able to achieve better results with a stronger emphasis on targeted education and high-quality data. The Southland region's diversion efforts are well represented overall by this KPI, with ICC's and GDC's overall contribution combined being 87%. This demonstrates the WasteNet's current regional educational initiatives are having a positive region wide effect. |
|-------------------------------|-----|-----|--|--|--|--|--|--|--|--|

Aquatic Services

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|--------------------------------|------------|----|----|----|----|----|---|
| Annual number of Splash Palace users | 6.8 | 1.78 | | | | | | 2024/25 has continued good participation as seen in the second half of 2023/24. |
| Number of users per head of (Invercargill City) population | | | | | | | | |
| Total number of Splash Palace users | 390,000 | 103,168 | | | | | | 2024/25 has continued good participation as seen in the second half of 2023/24. |
| Learn to swim participation | 700 | 820 | | | | | | Swim school had 820 participations for Quarter One which exceeded the target of 700, the KPI is averaged over the four quarters to calculate the final annual KPI result. Increased marketing for swim school and water safety has contributed to the increase in learn to swim participants. |
| Time pools are kept within operating guidelines of the New Zealand Pool Water Standards NZS5826:2010 to ensure the health and safety of pool users. | 100% | 100% | | | | | | Results consistent with 2023/24 |
| Percentage of residents satisfied with the Splash Palace | 75% | 57% | | | | | | Quarter One residents survey for Splash Palace only had 64 responses of which 57% were satisfied. Higher satisfaction levels were seen in the 45+ age groups, while 82% of females were satisfied compared to 67% of males. Open-ended responses indicated that the facility is overcrowded, and in need of known maintenance issues or service constraints (eg. changing rooms and need for spaces for people with different capabilities). Work to address these is planned over the next 10 years of the Long-term Plan. The sample size for Splash Palace responses is quite low compared to overall visits to the facility, it may be that a more targeted approach for responses may be required to get a more reflective satisfaction rating. |
| Time when a minimum of four 25 metre public lanes are available for swimming | 95% | 99% | | | | | | Results consistent with 2023/24. |
| The number of unplanned pool closures | Less than 15 pool closure/year | 7 | | | | | | Quarter One has shown a higher level of individual pool closures as to what may have been expected, these are all related to faecal incidents |

Invercargill City Council

Non Financial Performance - List of KPI measures

Arts, Culture and Heritage

| Measure | | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|--|--|--|----------------------|----|----|----|----|----|---|
| Annual number of He Waka Tuia users | Number of users per head of (Invercargill City) population | 0.33 | 0.09 | | | | | | |
| | Total number of He Waka Tuia users | 19,000 | 5,251 | | | | | | Despite some alterations to the exhibition programme, first quarter visitation remained on target, with Play 3.0 proving a popular exhibition for young people and families; followed by Papier Graphica, a collections exhibition of local historic and contemporary artworks. 18 public programmes and 27 school visits were also delivered in this period. |
| Percentage of residents satisfied with He Waka Tuia Museum and Art Gallery | | 20% | 45% | | | | | | Higher levels of satisfaction were seen during Quarter One, which may be due to providing a tablet to encourage more on-site surveying. A plan for more on-site surveying across other facilities is being developed. |
| Number of onsite and off-site exhibitions which celebrate our collections and the stories of Southland | | 12 exhibitions per annum 4 off-site; 8 onsite | 2 onsite exhibitions | | | | | | Two onsite exhibitions and related public programmes catered for a wide variety of ages and interests over this period. There are ongoing challenges relating to accessibility and use of Te Kupeka Tiaki Taoka collection items for exhibitions. |
| Annual number of visits to access the collection | | 300 | 0 | | | | | | This KPI will not be achieved for the 2024/25 year due to there being no intention to allow visitors to Te Pātaka Taoka while we continue to progress with organising staff and public areas and the collection items within the facility. |
| Annual number of school visits | | 10 | 0 | | | | | | This KPI will not be achieved for the 2024/25 year due to there being no intention to allow visitors to Te Pātaka Taoka while we continue to progress with organising staff and public areas and the collection items within the facility. |
| Annual number of Te Unua - Museum of Southland users | Total number of Te Unua - Museum of Southland users | 0 | 0 | | | | | | not measured in 2024/2025 |
| | Total number of Te Unua users per head of (Invercargill city) population | 0 | 0 | | | | | | not measured in 2024/2025 |

Invercargill City Council

Non Financial Performance - List of KPI measures

Elderly Persons Housing

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|--|----------------|--|----|----|----|----|----|---|
| Units are occupied 95% of the time | 95% | 98% | | | | | | |
| Requests for service are responded to and remedial action in place: - Urgent | 24 hours | 100% of RFS responded to and remedial action in place within 24 hours (average time 25 minutes) | | | | | | In Quarter One, 2 urgent RFS were received and responded to within 24 hours. Average time to respond was 25 minutes |
| Requests for service are responded to and remedial action in place: - Non-Urgent | 5 working days | 100% of RFS responded to and remedial action in place within 5 working days (average time less than 1 day) | | | | | | In Quarter one, 81 non-urgent RFS were responded to within 5 working days. 78 requests were responded two within 2 working days and 3 requests were responded to between 3 and 5 days. Average time to respond was less than one day. |
| Regular inspections are undertaken | 100% | 100% | | | | | | 108 inspections were carried out during the first quarter. |

Libraries

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|--|---|------------|---------|----|----|----|----|--|
| Percentage of physical collections added in the past 5 years (excludes heritage collections) | ≥60% | 50% | | | | | | Percentage of physical collections added continues to decline as a result of a reduction in the collections budget. |
| Percentage of residents satisfied with the library service | ≥ 85% | 77% | | | | | | Satisfaction declined from 81% in 2023/24 to 77% in Quarter One 2024/25. A higher proportion indicated that the library was average/ tired / needed refreshing compared to previous years, as well as website issues. Less residents indicated that there was a good range and resources available (9%, compared to 21% in 2023/24). |
| Annual number of library users | Physical visitors + website engagement = total number of Library users | 500,000 | 133,103 | | | | | |
| | Total number of users (physical visitors + website engagement) per head of (Invercargill city) population | 8.8 | 2.2 | | | | | |

Public Transport

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|--|------------|--------|----|----|----|----|---|
| Annual number of public transport users | Number of users per head of (Invercargill City) population | 2.5 | 3.1 | | | | | |
| | Total number of public transport users | 143,000 | 45,949 | | | | | |
| Percentage of residents satisfied with quality of bus service | 43% | 46% | | | | | | At the end of Quarter One, only a small sample of those surveyed indicated they use the bus service and provided a satisfaction rating. |

Invercargill City Council

Non Financial Performance - List of KPI measures

| | | | | | | | | | |
|---|-----|-----|--|--|--|--|--|--|--|
| Percentage of residents satisfied with price of bus service | 60% | 56% | | | | | | | At the end of Quarter One, only a small sample of those surveyed indicated they use the bus service and provided a satisfaction rating. However, it should be noted that subsidised fares are still in place, and should this change, it is likely to impact satisfaction. |
|---|-----|-----|--|--|--|--|--|--|--|

Parks and Reserves

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|--|--|------------|---------|----|----|----|----|---|
| Queens Park is accredited as a "Garden of National Significance" | Maintained | Maintained | | | | | | Assessment every 3 years |
| Percentage of residents satisfied with parks and recreation spaces | 80% | 63% | | | | | | Negative responses for low mow and require more facilities (toilets/BBQ etc) areas increased – a contributing factor in the satisfaction decline. As low mow has been ceased in many areas an increase of satisfaction should be seen over the upcoming quarters. |
| Annual number for park usage | Percentage of users per head of (Invercargill city) population | 75% | 94% | | | | | |
| | Total number of park user counts | 939,291 | 310,239 | | | | | |
| Percentage of urgent requests for Parks and Recreation services are completed within specified timeframes. | 90% | 89% | | | | | | Total incoming 499. 9 total RFS allocated as urgent. 8/9 completed within timeframe. 1 x RFS outside the timeframe. This may be a data error anomaly as responded/completed day have been entered as the same. |
| Number of Active Partnerships in place to support activation of Parks and Recreation Space | 10 | 9 | | | | | | At the end of Quarter One, there were nine MOU leases in place |

Venues and Events Services

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|--|------------|----|----|----|----|----|---|
| Civic Theatre Occupancy - Main auditorium | 35% | 52% | | | | | | We have seen strong occupancy and audience numbers in the first quarter on 2024/25. This is also helped with the Mamma Mia booking of such a long period. However, we anticipate this will now trend downwards, in line with historical trends, but remain on track for achievement. |
| Civic Theatre Occupancy - Auxiliary Rooms | 40% | 28% | | | | | | With the reduction of available sale-able space, this will likely trend downwards as we are unable to offer the spaces that were set out in this plan due to corporate accommodation taking up the spaces. This is not in VES control so unable to action any remedy. We have also seen a reduction in commercial hires of auxiliary rooms - this may be in part due to the fiscal environment. |
| Civic Theatre - Hirage | Not for Profit-Local | ≥35 | 10 | | | | | We've seen strong community use with access programmes and the use of the Wikitoria space as a cheaper alternative to the main stage. We also have strong annual support from local organisations. |
| | Not for Profit - National/ International | ≥20 | 0 | | | | | This is an area we have little control over as we do not actively seek national or international hirers as our focus is on commercial activity and local community. |
| | Commercial - Local | ≥10 | 1 | | | | | This may be influenced by our reduced spaces available to hire for commercial purposes however with the new food and beverage procurement. We believe it may open up opportunities to develop further commercial activity in the third and fourth quarters. |

Invercargill City Council

Non Financial Performance - List of KPI measures

| | | | | | | | | | |
|--|--|--|--------|--------|--|--|--|--|--|
| | Commercial - National/ International | ≥30 | 7 | | | | | | We've seen a strong first quarter compared to last year with increased ticket purchases and attendance. |
| | Percentage of residents satisfied with the Civic Theatre | 80% | 77% | | | | | | This result can be seen as seasonal and it is only 3% under target. |
| | Scottish Hall - Occupancy | 30% | 31% | | | | | | The Scottish Hall is a popular choice for celebrations, cultural, arts and community events. Its affordable pricing makes it attractive for the community. This occupancy does not take into account the corporate accomodation being provided upstairs which had planned to be used to gather more revenue through commercial activity. |
| | Scottish Hall - Hirage | Not for Profit - Local | ≥55 | 19 | | | | | The Scottish Hall is a popular choice for celebrations, cultural, arts and community events. Its affordable pricing makes it attractive for the community. |
| | | Not for Profit - National/ International | ≥5 | 0 | | | | | This is a seasonal measure and it may still be achievable in future quarters. |
| | | Commercial - Local | ≥5 | 2 | | | | | Generally, local businesses use the Scottish Hall for training purposes. This could be much higher if we were able to rent/hire/lease the office and project space on the first floor. |
| | | Commercial - National/ International | ≥3 | 0 | | | | | This is still achievable and most likely a seasonal reflection. |
| | Percentage of residents satisfied with the Scottish Hall | 60% | 24% | | | | | | At the end of Quarter One, only 10 survey responded indicated they had visited the Scottish Hall recently and provided a satisfaction rating. |
| | Rugby Park - Occupancy | 7% | 6% | | | | | | Rugby Park was closed all of July and into August due to construction works. This will continue into Quarter 2 and potentially into the remaining quarters. |
| | Rugby Park - Hirage | Not for Profit - Local | ≥10 | 1 | | | | | Rugby Park was closed all of July and into August due to construction works. This will continue into Quarter 2 and potentially into the remaining quarters. |
| | | Not for Profit - National/ International | ≥2 | 1 | | | | | Rugby Park was closed all of July and into August due to construction works. This will continue into Quarter 2 and potentially into the remaining quarters. |
| | | Commercial - Local | ≥2 | 5 | | | | | This relates to the Rugby Southland season. |
| | | Commercial - National/ International | ≥8 | 0 | | | | | Rugby Park was closed all of July and into August due to construction works. This will continue into Quarter 2 and potentially into the remaining quarters. |
| | Percentage of residents satisfied with Rugby Park | 40% | 36% | | | | | | It is unlikely for this measure to be achieved should Rugby Park remain closed for construction. In addition, the state of the grandstand and large portion of condemned seats on the west stand garner significant dissatisfaction from the community. |
| | Annual number of users across all venues | Number of users per head of (Invercargill City) population | 1 | 2.29 | | | | | |
| | | Total number of venue users | 63,000 | 33,159 | | | | | July and September saw high user numbers due to the two week season of Mamma Mia and as well as the rugby season. Quarters Two and Three will likely see a decline in numbers and balance out the total as we head into Quarter Four. |

Invercargill City Council

Non Financial Performance - List of KPI measures

Democratic Process

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|--|-------------------|-------------------|----|----|----|----|----|---|
| Percentage of residents satisfied with the opportunities Council provides for community involvement in decision making | 20% | 15% | | | | | | Satisfaction has dropped back in Quarter One. The most common response continued to be that the Council goes through a process of consultation but doesn't actually listen to the community or take note of submissions. The proportion of respondents citing this as the driver of their low satisfaction increased, as did the proportion who indicated that the consultation process was poor. Fewer respondents indicated that engagement opportunities aren't advertised. There were no notable changes to other factors regarding Council engagement. |
| Voter participation in elections | N/A - No election | N/A - No election | | | | | | |
| Number of activities or events supported by the Community Wellbeing Fund | 40 | 24 | | | | | | The interest in the Community Wellbeing Fund remains strong, the fund is continually oversubscribed, resulting in robust decision-making by the committee. There are 5 rounds scheduled for the 2024/2025 year. |

Regulatory Services

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|---|------------|----|----|----|----|----|--|
| Building consents are granted within statutory timeframe | 100% of building consents are granted within statutory timeframe | 100% | | | | | | 279 consents were issued in statutory timeframe. This a little higher than for the same time last year, but the trend has overall been downwards over the last few years, as building costs have continued to climb. |
| Non-notified resource consents not requiring a hearing are granted within statutory timeframe | 100% of non-notified resource consents are granted within statutory timeframe | 100% | | | | | | 40 non-notified resource consents granted in statutory timeframe. Numbers are steady but consents being received are more complex (e.g. mid sized subdivisions). |
| Code Compliance Certificates are issued within statutory timeframe | 100% of Code Compliance Certificates are issued within statutory timeframe | 99% | | | | | | 222 CCCs issued within statutory timeframe, and a further three (3) were issued outside of the timeframe. Overall, ICC is more successful in compliance than other Councils around the country. |

Invercargill City Council

Non Financial Performance - List of KPI measures

| | | | | | | | | |
|--|---|------|--|--|--|--|--|---|
| Food premises are registered within 20 working days | 100% of food premises are registered within 20 working days | 100% | | | | | | 24 new food licences issued in Quarter One compared to 12 in 2023/2024. Food licence numbers tend to be similar year-on-year with the number of businesses registered remaining steady. |
| Alcohol licences not requiring a hearing are granted within 30 days | 100% of alcohol licences not requiring a hearing are granted within 30 days | 100% | | | | | | 99 alcohol applications determined in Quarter One compared to 2023/2024. 2024/25 is the renewal year for the majority of on/off and club licences, thus creating a spike in renewal numbers every three years. A greater number of managers certificates and special licences were issued in 2023 reducing the impact of spike. |
| Land Information Memorandum (LIM) Reports are issued within 10 working days | 100% | 100% | | | | | | 187 LIM reports were issued in statutory timeframe. This high number of requests continues. |
| Percentage of residents satisfied with service received from the Building, Planning and Property Records Department | 50% | 71% | | | | | | Note that the sample size is low but this result is generally consistent with largely positive customer feedback for both planning and building. Both have a strong focus on customer service. |
| Percentage of residents satisfied with the building and/or resource consent process | 50% | 84% | | | | | | Note that the sample size is low but this result is generally consistent with largely positive customer feedback for both planning and building. Both have a strong focus on customer service. |
| Amount of eligible applications received to support heritage buildings (earthquake strengthening and/or heritage improvements) | Council's Heritage Funds are at least 90% subscribed each financial year | | | | | | | Annual measure - to be reported in Quarter Four. |

Investments

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|--|------------|----|----|----|----|----|------------|
| Occupancy levels are greater than 95% | >95% | 96% | | | | | | |
| Total Gross Income over Total Asset Value | Total portfolio | 4% | | | | | | |
| | Portfolio excluding Strategic, Development and Vacant land | 5% | | | | | | |

Invercargill City Council

Non Financial Performance - List of KPI measures

| | | | | | | | | |
|---|----------------------------------|---------|--|--|--|--|--|---|
| Net rate of return is greater than Council's planned cash deposit rate for the portfolio excluding Strategic, Development and Vacant land | > planned cash deposit rate 3.5% | 6% | | | | | | |
| Net interest income is higher than budgeted | > Budget | -326278 | | | | | | ICL advance balance has decreased by \$0.9m to \$18.25m during the first quarter, reducing the interest received. Planned advance balance was \$20m. Repayments of advance funds will be used to reduce borrowings balance when loans mature. |
| Dividend income is in line with budget | = Budget | 0 | | | | | | Dividends not expected until second half of year. |

Property Services

| Measure | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|----------------|--|----|----|----|----|----|---|
| Requests for service are responded to and remedial action in place: - Emergency - H&S related requests. | 24 hours | 100% of RFS responded to and remedial action in place within 24 hours (average time 4 hours) | | | | | | In Quarter One, 2 RFS were responded to within 24 hours. Average time to respond was 4 hours |
| Requests for service are responded to and remedial action in place: - Non-Urgent routine requests. | 5 working days | 100% of RFS responded to and remedial action in place within 5 working days (average time 1 day) | | | | | | In Quarter One, 21 non urgent RFS were responded to within 5 working days. 18 requests were responded two within 2 working days and 3 requests were responded to between 3 and 5 days. Average time to respond was 1 day |
| All buildings have a current Building Warrant of Fitness | 100% | 100% | | | | | | |
| Condition assessments are not older than 5 years old (of agreed buildings) | 80% | 100% | | | | | | |
| Asbestos Management Plans are reviewed and updated so they are not older than 5 years. | 80% | 100% | | | | | | |
| Percentage of residents satisfied with public toilet facilities in Invercargill District | 55% | 41% | | | | | | Respondents were asked to rate and comment on public toilets for the first time in the Quarter One. Of those who had used the public toilet facilities 41% were satisfied, while 22% were dissatisfied. Those who were satisfied indicated that the toilets were 'good' and 'clean'. Causes of dissatisfaction included there not being enough toilets in some areas of the city, a lack of cleanliness, and hand driers not working. |
| Public toilets are operational 95% of open hours (which is 24 hours per day) | 95% | 93% | | | | | | Vandalism to toilets in July 2024/25 resulted in closure while awaiting parts. |

Invercargill City Council

Non Financial Performance - List of KPI measures

Corporate Services

| Measure | | Target | YTD Result | LY | Q1 | Q2 | Q3 | Q4 | Commentary |
|---|---|----------------------|------------|----|----|----|----|----|--|
| Percentage of Requests for Service under investigation/ closed within 10 working days of being raised | | 80% | 98% | | | | | | This is a new measure for ICC. Quarter One results indicate steady response timeframes for Requests for Service lodged with Council. 134 of 5,459 RFS were not closed or investigated within expected timeframe. |
| Percentage of suppliers who are paid on time | | 85% | 93% | | | | | | |
| Accessible customer service | Customers are provided with a 24 hour 7 day a week call centre | 99% | 99.97% | | | | | | Council provides a consistent call centre service Monday to Friday 8am - 5pm for all service enquiries. An afterhours call service is provided at all other times for urgent matters. |
| | Invercargill customers are provided with face to face customer services | 1880 hours per annum | 527.67 | | | | | | Invercargill customers have been provided with face to face customer services in Te Hīnaki Civic Administration Building without exception in Quarter One. |
| | Bluff customers are provided with face to face customer services | 2045 hours per annum | 554.5 | | | | | | Bluff customers have been provided with face toface customer services in the Bluff Service Centre without exception in Quarter One. |

Invercargill City Council

Financial Performance

Statement of Comprehensive Revenue and Expense

| | | Actual | Budget | Actual vs Budget Variance | Budget | Plan | Budget vs Plan Variance |
|--|--|----------------|----------------|------------------------------|----------------|----------------|----------------------------|
| | | YTD | YTD | YTD | Full year | Full year | Full year |
| | | (\$000s) | (\$000s) | (\$000s) | (\$000s) | (\$000s) | (\$000s) |
| Rates and penalties: | General rates | 11,709 | 11,678 | + 31 | 46,712 | 46,712 | - |
| | Targeted rates | 7,799 | 7,796 | + 3 | 31,184 | 31,184 | - |
| | Rates penalties | 387 | 444 | - 57 | 965 | 965 | - |
| Subsidies and grants: | Subsidies and grants for operating purposes | 156 | 280 | - 124 | 5,492 | 5,492 | - |
| | Subsidies and grants for capital expenditure | - | - | - | 14,239 | 14,239 | - |
| Income from activity: | Fees & charges revenue | 4,627 | 5,312 | - 685 | 27,710 | 27,710 | - |
| | Rental revenue | 941 | 925 | + 16 | 3,699 | 3,699 | - |
| | Fines & infringements | 283 | 380 | - 97 | 1,519 | 1,519 | - |
| | Other Revenue | 1,443 | 1,221 | + 222 | 7,496 | 7,496 | - |
| Investment revenue: | Finance Revenue | 1,047 | 912 | + 135 | 3,643 | 3,643 | - |
| | Dividends & subvention payments | - | - | - | 9,457 | 9,457 | - |
| Total revenue | | 28,393 | 28,948 | - 555 | 152,116 | 152,116 | - |
| Employee expenses: | Salaries & Wages Expenses | 7,875 | 8,529 | - 654 | 33,757 | 33,757 | - |
| | ACC expenses | 35 | 40 | - 5 | 157 | 157 | - |
| | Other Staff expenses | 436 | 429 | + 7 | 2,105 | 2,105 | - |
| Other expenses: | Administration expenses | 1,205 | 1,054 | + 152 | 5,484 | 5,484 | - |
| | Elected reps & Mana Whenua expenses | 194 | 195 | - 2 | 847 | 847 | - |
| | Consultancy expenses | 370 | 476 | - 107 | 4,368 | 4,368 | - |
| | Operational expenses | 5,289 | 5,568 | - 278 | 35,578 | 35,578 | - |
| | Utilities expenses | 3,667 | 3,884 | - 218 | 9,582 | 9,582 | - 0 |
| | Repairs & maintenance | 1,319 | 1,464 | - 145 | 9,087 | 9,087 | - |
| | Grants & subsidies expenses | 1,672 | 1,692 | - 20 | 6,728 | 6,728 | - |
| | Internal job cost allocation | (670) | (871) | + 201 | (5,817) | (5,817) | - 0 |
| | Internal charges and overheads recovered | (674) | (685) | + 11 | (2,741) | (2,741) | - |
| | Internal charges and overheads applied | 674 | 685 | - 11 | 2,741 | 2,741 | - |
| Finance expenses: | Finance Expenses | 1,669 | 1,580 | + 88 | 6,268 | 6,268 | - |
| Depreciation: | Depreciation and Amortisation | 11,356 | 11,213 | + 143 | 44,517 | 47,038 | - 2,521 |
| Total expenses | | 34,415 | 35,254 | - 839 | 152,661 | 155,182 | - 2,521 |
| Net operating surplus / (Deficit) | | (6,022) | (6,306) | + 284 | (545) | (3,066) | + 2,521 |

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Invercargill City Council

Financial Performance

Statement of Comprehensive Revenue and Expense

| | Actual | Budget | Actual vs Budget Variance | Budget | Plan | Budget vs Plan Variance |
|---|----------------|----------------|------------------------------|---------------|---------------|----------------------------|
| | YTD | YTD | YTD | Full year | Full year | Full year |
| | (\$000s) | (\$000s) | (\$000s) | (\$000s) | (\$000s) | (\$000s) |
| Other gains/(losses) | - | - | - | 1,062 | 1,062 | - |
| Surplus / (deficit) before tax | (6,022) | (6,306) | + 284 | 517 | (2,004) | + 2,521 |
| Income tax expense | - | - | - | - | - | - |
| Surplus (deficit) after tax | (6,022) | (6,306) | + 284 | 517 | (2,004) | + 2,521 |
| Property, plant and equipment revaluation gain (loss) | - | - | - | 62,785 | 62,785 | - |
| Carbon credit revaluation gains/(losses) | - | - | - | - | - | - |
| Cash flow hedges | - | - | - | - | - | - |
| Total other comprehensive revenue and expense | - | - | - | 62,785 | 62,785 | - |
| TOTAL COMPREHENSIVE REVENUE AND EXPENSE | (6,022) | (6,306) | + 284 | 63,302 | 60,781 | + 2,521 |

Statement of Comprehensive Revenue and Expense Variance

Revenue

| | |
|--|--|
| General & Targeted rates | Rates revenue is higher than budget due to greater than expected growth above the projected rating base. |
| Rates penalties | Although rates penalties are tracking lower than expected, they were \$20,000 higher than for the same period last year. |
| Subsidies and grants for operating purposes | No NZTA subsidy claims were carried out in quarter one due to minimal work carried out on Roothing and Public Transport. The first claim for the year will occur in quarter two. |
| Subsidies and grants for capital expenditure | No NZTA subsidy claims were carried out in quarter one due to minimal work carried out on Roothing and Public Transport. The first claim for the year will occur in quarter two. |
| Fees & charges revenue | Water revenue was under budget due to quarter one billing being booked into October, as well as revenue historically being lower in the early part of the year as many customers are still within their free allowance. Aquatic Centre general admissions are behind budget, this is expected to be made up over the busier periods in quarter two and three. Crematorium and cemetery are also behind budget driven by lower volumes. Planning and Building services building consent numbers are lower than expected as a result of the economic downturn felt nationwide. |
| Rental revenue | In line with budget. |
| Fines & infringements | Although tracking below budget for quarter one, the Parking Control Bylaw 2024 has aligned parking infringement types, and volumes are expected to return to normal in quarter two. |
| Other Revenue | Ahead of budget with the main driver being forestry activity undertaken in quarter one. |
| Finance Revenue | Finance revenue is higher than budget due to higher interest rates on term deposits. This is expected to lower as maturing term deposits will roll onto lower rates with the official cash rate (OCR) projected to lower in the coming months |
| Dividends & subvention payments | Dividends from Invercargill City Holdings Limited are not expected until late quarter two or early quarter three |

Expenses

| | |
|-------------------------------|---|
| Salaries & Wages Expenses | Variances reflect differences between actual and planned staffing levels and movements. |
| Other Staff expenses | Tracking on budget. Actual spend on Recruitment was \$137k, Health and Safety was \$83k, and Training was \$216k. |
| Administration expenses | Includes software licenses, subscriptions, legal, postage and printing expenses. The overspend was driven by a subscription relating to the whole year being booked in quarter one, this will be corrected and spread as a prepayment in future reporting. |
| Consultancy expenses | Variance reflects lower use of consultancy services across the Council, particularly in Roading & Planning service areas. |
| Operational expenses | The main drivers of quarter one underspend are: Three Waters - Pipe Maintenance Contract claim is behind on billing due to resourcing constraint at contractor, this will be caught up in quarter two. Solid Waste - More recycle tonnage with less than anticipated contamination to landfill. Red bin weights slightly below annual plan predicted volumes. Arts and Culture - The relocation has been completed and less material and consumables are required. Parks and Reserves - Expenses are behind budget, although they are ahead of this time last year. This is expected to be caught up in the next quarter. |
| Utilities expenses | Includes insurance, electricity & rates expenses. ICC rates expenses are lower than annual plan. |
| Repairs & maintenance | The main drivers of quarter one underspend are: Three Waters - Pipe Maintenance Contract claim is behind on billing due to resourcing constraint at contractor, this will be caught up in quarter two. Roading - Roading is under annual plan in repairs and maintenance and is offset by a similar over in Operational where some repairs and maintenance expense has been booked. |
| Grants & subsidies expenses | The main driver of quarter one underspend is the phasing of the disbursements of the Economic Development: City Centre Coordinator grant and the Parks and Reserves grants. |
| Internal job cost allocation | Recovery of internal staffing costs have been fully allocated to capital projects. IS staff costed to Our Council is adverse to budget due to delays in project timelines and staff vacancies. Expected to be on budget by year end. |
| Finance Expenses | Finance expenses are higher than budget for the quarter due to timing of Council borrowing drawdowns and interest rates on borrowings compared to assumptions. |
| Depreciation and Amortisation | Depreciation for the full year is lower than plan due to variances between final positions of capital work in progress / asset values balances for 2023/2024 and the estimated position of assets within the Long-term Plan 2024-2034. This includes Property files Digitisation \$1.0 million, Our Council projects \$0.8 million and property/other projects \$0.6 million. Differences between the actual and estimate three waters asset revaluation are also included \$0.1 million. |

Statement of Financial Position

As at 30 September 2024

| | Actual | Budget | Plan | Budget vs Plan | Annual Report |
|--|------------------|------------------|------------------|----------------|------------------|
| | YTD | Full Year | Full Year | Variance | Full Year |
| | Sep 2024 | 2025 | 2025 | Full Year | 2024 |
| | (\$000) | (\$000) | (\$000) | 2025 | (\$000) |
| | | | | (\$000s) | |
| ASSETS | | | | | |
| Cash and cash equivalents | 9,919 | 2,311 | 2,311 | - | 12,373 |
| Trade and other receivables | 62,390 | 17,025 | 17,025 | - | 14,767 |
| Prepayments | 1,103 | 1,372 | 1,372 | - | 1,721 |
| Inventories | 366 | 619 | 619 | - | 366 |
| Property, plant and equipment | 1,172,877 | 1,261,291 | 1,261,291 | - | 1,178,047 |
| Intangible assets | 2,358 | 9,932 | 9,932 | - | 2,380 |
| Biological assets | 3,894 | 4,502 | 4,502 | - | 3,894 |
| Investment property | 27,486 | 26,815 | 26,815 | - | 27,486 |
| Investment in subsidiaries | 76,569 | 76,569 | 76,569 | - | 76,569 |
| Other financial assets - other investments | 59,731 | 44,317 | 44,317 | - | 60,002 |
| Derivative financial instruments | 365 | 751 | 751 | - | 365 |
| TOTAL ASSETS | 1,417,057 | 1,445,504 | 1,445,504 | - | 1,377,970 |
| LIABILITIES | | | | | |
| Trade and other payables | 62,710 | 19,225 | 19,225 | - | 16,925 |
| Provisions | 1,383 | 877 | 877 | - | 1,429 |
| Employee benefit liabilities | 2,704 | 3,921 | 3,921 | - | 4,434 |
| Borrowings | 153,165 | 181,609 | 181,609 | - | 152,146 |
| Tax payable | 32 | 0 | 0 | - | 2 |
| Total liabilities | 219,994 | 205,632 | 205,632 | - | 174,936 |
| TOTAL EQUITY | | | | | |
| Retained earnings | 357,531 | 361,211 | 361,211 | - | 363,502 |
| Other reserves | 839,532 | 878,661 | 878,661 | - | 839,532 |
| Total equity | 1,197,063 | 1,239,872 | 1,239,872 | - | 1,203,034 |
| TOTAL LIABILITIES AND EQUITY | 1,417,057 | 1,445,504 | 1,445,504 | - | 1,377,970 |

Invercargill City Council

Capital Delivery Performance

| Activity | Project | Actual | Budget | Actual vs Budget Variance | Budget | Plan (Delivery %) | Budget vs Plan (Delivery %) | Plan (100% Delivery) | Spend vs Budget | Full Year External Commentary |
|------------|--|--------------|--------------|---------------------------|--------------------|--------------------|-----------------------------|----------------------|-----------------|---|
| | | YTD (\$000s) | YTD (\$000s) | YTD (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year % | |
| Water | Branxholme supply main renewal | 735 | 1,283 | - 548 | 6,224 | 7,123 | - 899 | 7,123 | 12% | Due to poor weather, progress has been slower than planned; this can be seen in the slight underspend for the year. We plan to complete the install in this current FY. |
| Water | Alternative water supply - New supply source | 209 | 86 | + 123 | 1,041 | 515 | + 526 | 515 | 20% | Proving the Chatton Aquifer's capacity is continuing, two new bores have been installed and pump testing is progressing, due for completion by the end of November. |
| Water | Branxholme Duplication Manifold and pump station | - | - | - | 103 | 103 | - | 103 | 0% | Planning underway for q4 delivery |
| Water | Water Pumping Stations | - | - | - | 88 | 88 | - | 88 | 0% | Awaiting Te Puawai decision to proceed which will result in renewal work taking place. |
| Water | Pipe Network - Reticulation general renewals | 535 | 336 | + 199 | 3,859 | 3,859 | - | 5,513 | 14% | Budget has been aligned to work program, expected delivery 6.5m |
| Water | Pipe Network - Supply general renewals | - | 206 | - 206 | 1,236 | 1,236 | - | 1,545 | 0% | Unrequired budget, this was superceded by the Branxholme supply main renewal project budget. |
| Water | Backflow protection programme | 4 | 17 | - 13 | 103 | 103 | - | 103 | 4% | Policy written & out to consultation. Acceptance by council in Dec 2024 will allow work to complete by year end. |
| Water | Leakage detection programme | - | - | - | 103 | 103 | - | 103 | 0% | Work to begin in Q3 and complete by year end. |
| Water | New Tanker fill station at Doon St | - | - | - | 515 | 515 | - | 515 | 0% | Work to begin in Q3 and complete by year end. |
| Water | Storage area for pipe spares | - | 3 | - 3 | 21 | 21 | - | 21 | 0% | Development of scope underway construction complete in Q4. |
| Stormwater | Treatment Facilities - General renewals | - | - | - | 276 | 276 | - | 346 | 0% | Stormwater designs progressing as per SRC discharge consent, treatment devices have yet to be evaluated. |
| Stormwater | Pipe Network - General renewals | 443 | 216 | + 227 | 4,815 | 4,815 | - | 6,878 | 9% | Budget has been aligned to work program, expected delivery 4.4m |
| Sewerage | Treatment Facilities - Clifton consent renewals | - | 17 | - 17 | 103 | 103 | - | 103 | 0% | Consent process ahead of shedule. |
| Sewerage | Treatment Facilities - Bluff consent renewals | 84 | 60 | + 24 | 154 | 361 | - 207 | 361 | 55% | Early stages of the consent process. |
| Sewerage | Pumping Stations - General renewals | 27 | 9 | + 18 | 54 | 54 | - | 54 | 50% | Good early progress on renewals expect to be on target for the year. |
| Sewerage | Pipe Network - General renewals | 367 | 136 | + 231 | 4,288 | 3,683 | + 605 | 5,262 | 9% | Budget has been aligned to work program, expected delivery 5.0m |
| Sewerage | Safety improvements around sewerage ponds | - | - | - | 42 | 42 | - | 53 | 0% | Work expected in q3. |

Invercargill City Council

Capital Delivery Performance

| Activity | Project | Actual | Budget | Actual vs Budget Variance | Budget | Plan (Delivery %) | Budget vs Plan (Delivery %) | Plan (100% Delivery) | Spend vs Budget | Full Year External Commentary |
|----------|---|--------------|--------------|---------------------------|--------------------|--------------------|-----------------------------|----------------------|-----------------|--|
| | | YTD (\$000s) | YTD (\$000s) | YTD (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year % | |
| Roading | CCTV - establishment (Roadmap) | 441 | 441 | - | 2,152 | 1,087 | + 1,065 | 1,087 | 20% | Progressing well; there was a delay in onboarding the contractor and a delay in some equipment. Otherwise, tracking well. It will be completed in the current FY. |
| Roading | City Streets - Esk Street West (Roadmap) | (2) | 741 | - 743 | 4,680 | 4,447 | + 233 | 4,447 | 0% | Concept and preliminary design is undertaken for the streetscape. Councils contribution is linked physical works which have yet to commence. Clock refurbishment costs not in yet. |
| Roading | Safety Improvements - Road to Zero programmes | - | 332 | - 332 | 1,990 | 1,990 | - | 2,487 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Safety Improvements - Minor | 2 | 9 | - 7 | 52 | 52 | - | 52 | 4% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Unsealed Road Metalling renewals | 3 | 29 | - 26 | 173 | 173 | - | 216 | 2% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Chipseal Resurfacing renewals | 7 | 512 | - 505 | 2,829 | 2,829 | - | 3,536 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Asphalt Resurfacing renewals | 2 | 439 | - 437 | 2,635 | 2,635 | - | 3,294 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Surface water channel renewals | (33) | 137 | - 170 | 819 | 819 | - | 1,024 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Drainage renewals | - | 16 | - 16 | 95 | 95 | - | 118 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Sump renewals | 37 | 7 | + 30 | 41 | 41 | - | 52 | 90% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Culvert renewals | - | 7 | - 7 | 41 | 41 | - | 52 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Bridge renewals | - | 78 | - 78 | 470 | 470 | - | 587 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |

A5613650

Invercargill City Council

Capital Delivery Performance

| Activity | Project | Actual | Budget | Actual vs Budget Variance | Budget | Plan (Delivery %) | Budget vs Plan (Delivery %) | Plan (100% Delivery) | Spend vs Budget | Full Year External Commentary |
|------------------------|--|--------------|--------------|---------------------------|--------------------|--------------------|-----------------------------|----------------------|-----------------|---|
| | | YTD (\$000s) | YTD (\$000s) | YTD (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year % | |
| Roading | Traffic sign renewals | 20 | 10 | + 10 | 62 | 62 | - | 77 | 32% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Traffic signal renewals | - | 11 | - 11 | 66 | 66 | - | 82 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Street light pole renewals | 36 | 10 | + 26 | 58 | 58 | - | 72 | 62% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Road marking renewals | 1 | 34 | - 33 | 206 | 206 | - | 258 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | General renewals | - | 13 | - 13 | 78 | 78 | - | 98 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Footpath renewals | (52) | 201 | - 253 | 1,203 | 1,203 | - | 1,504 | 0% | Budget to be aligned to Waka Kotahi allocation and phased to work program for quarter two. |
| Roading | Demolition - 69 Don Street | - | 10 | - 10 | 62 | 62 | - | 77 | 0% | |
| Solid Waste Management | Invercargill Transfer Station - General renewals | 2 | 14 | - 12 | 82 | 82 | - | 103 | 2% | |
| Libraries | Library books / Digital collections | 96 | 72 | + 24 | 434 | 434 | - | 434 | 22% | Purchases have been made early in the year and will be inline with budget in next quarters |
| Public Transport | General renewals | - | - | - | 33 | 33 | - | 41 | 0% | |
| Parks and Reserves | Bluff Boat Ramp - Stage 1 - Jetties (Roadmap) | 109 | 428 | - 319 | 141 | 559 | - 418 | 559 | 77% | Difficulties with rock on the seabed caused the team issues at the end of last year and early this year. This meant we lost our production slot for the west jetty. It was replanned to deliver in November 2024, and we are on track. There is a small underspend due to the delay. Stage 1 will be completed this FY. |
| Parks and Reserves | Bluff Boat Ramp - Stage 2 - Public Toilets / Car Parking Scoping (Roadmap) | - | - | - | 361 | 361 | - | 361 | 0% | |
| Parks and Reserves | City Centre Masterplan Urban Play (Roadmap) | - | 26 | - 26 | 100 | 155 | - 55 | 155 | 0% | |
| Parks and Reserves | General renewals | 3 | 55 | - 52 | 330 | 330 | - | 412 | 1% | This is a combination of the Organics and Renewals project. |
| Parks and Reserves | Organics composting area | - | 74 | - 74 | 443 | 443 | - | 554 | 0% | |
| Parks and Reserves | Bluff Hill active recreation hub carpark redevelopment | 264 | 25 | + 239 | 755 | 149 | + 606 | 186 | 35% | Rephasing is needed |
| Parks and Reserves | Surrey Park grandstand renewals (Roadmap) | - | 251 | - 251 | 1,807 | 1,507 | + 300 | 1,507 | 0% | Contract only just signed, starts Nov 12 |

A5613650

Invercargill City Council

Capital Delivery Performance

| Activity | Project | Actual | Budget | Actual vs Budget Variance | Budget | Plan (Delivery %) | Budget vs Plan (Delivery %) | Plan (100% Delivery) | Spend vs Budget | Full Year External Commentary |
|-------------------------|--|--------------|--------------|---------------------------|--------------------|--------------------|-----------------------------|----------------------|-----------------|---|
| | | YTD (\$000s) | YTD (\$000s) | YTD (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year % | |
| Parks and Reserves | Motor vehicle renewals | 105 | 41 | + 64 | 247 | 247 | - | 309 | 43% | |
| Parks and Reserves | Plant renewals | 165 | 91 | + 74 | 548 | 548 | - | 685 | 30% | This budget is well spent and clarification of the remainder (\$250K) is going to ELT next month. |
| Elderly Persons Housing | Housing - replacement and new build programme | 56 | 84 | - 28 | 2,114 | 2,114 | - | 2,114 | 3% | Demolition has been completed on time, design work is underway, and we plan to be out to market early in 2025. |
| Elderly Persons Housing | Housing - renewals | 35 | 88 | - 53 | 528 | 528 | - | 660 | 7% | |
| Investments | Awarua Historic Precinct building renewal | - | 34 | - 34 | 206 | 206 | - | 258 | 0% | |
| Property Services | Te Unua (Roadmap) | 543 | 2,388 | - 1,845 | 23,660 | 23,660 | - | 23,660 | 2% | Early works on the foundation are on time and within budget. There are a few challenges with the weather, but we are making good progress. All consents are tracking to plan. |
| Property Services | Additional pool (Roadmap) | - | 26 | - 26 | 155 | 155 | - | 155 | 0% | |
| Property Services | Southland Aquatic Centre building - renewals | 2 | 151 | - 149 | 906 | 906 | - | 1,133 | 0% | Onboarding |
| Property Services | Scoping of Art Precinct | - | 26 | - 26 | 155 | 155 | - | 155 | 0% | |
| Property Services | Bluff Service Centre building - renewals | - | 102 | - 102 | 610 | 610 | - | 762 | 0% | Onboarding |
| Property Services | Civic Administration building - Redevelopment | 26 | 25 | + 1 | 329 | 147 | + 182 | 147 | 8% | |
| Property Services | Civic Administration building - General renewals | - | 96 | - 96 | 577 | 577 | - | 721 | 0% | |
| Property Services | Dog Pound building - General improvements | 4 | 3 | + 1 | 21 | 21 | - | 21 | 19% | Reserve for Capital renewals |
| Property Services | Library building - Archives exterior repaint & minor work renewals | 12 | 17 | - 5 | 103 | 103 | - | 129 | 12% | Awaiting feasibility reports - due November |
| Property Services | Car parking building - General renewals | - | 16 | - 16 | 95 | 95 | - | 118 | 0% | Reserve for Capital renewals |
| Property Services | Crematorium building - General renewals | - | 150 | - 150 | 899 | 899 | - | 899 | 0% | Onboarding |
| Property Services | Parks buildings - renewals | - | 41 | - 41 | 247 | 247 | - | 309 | 0% | Under review with Parks |
| Property Services | Rugby Park building - Main stand strengthening | 536 | 580 | - 44 | 1,214 | 1,113 | + 101 | 1,113 | 44% | The team are working around the NPC season and progressing works where they can; a small amount of work was deferred until after the season. This will be complete in the current FY. |
| Property Services | Bluff Senior Citizens building - General renewals | - | 22 | - 22 | 129 | 129 | - | 161 | 0% | Awaiting Lease clarification |
| Property Services | Public Toilets - Coronation Ave | 149 | 27 | + 122 | 165 | 165 | - | 206 | 90% | Toilet Ordered |
| Property Services | Public Toilets - Russell Square | 130 | 30 | + 100 | 181 | 181 | - | 227 | 72% | Toilet Ordered |
| Property Services | Public Toilets - Bluff Service Centre | - | 34 | - 34 | 206 | 206 | - | 258 | 0% | Being Ordered November |
| Property Services | Public Toilets - Stirling Point | - | 34 | - 34 | 206 | 206 | - | 258 | 0% | Being Ordered November |
| Property Services | Public Toilets - General renewals | 5 | 27 | - 22 | 165 | 165 | - | 206 | 3% | Prioritising next renewal currently |
| Corporate Services | Roadmap Programme Contengency | - | 172 | - 172 | 1,030 | 1,030 | - | 1,030 | 0% | No requirement yet |
| Corporate Services | IT - Software | - | 14 | - 14 | 82 | 82 | - | 103 | 0% | Tracking as per budget. |

Invercargill City Council

Capital Delivery Performance

| Activity | Project | Actual | Budget | Actual vs Budget Variance | Budget | Plan (Delivery %) | Budget vs Plan (Delivery %) | Plan (100% Delivery) | Spend vs Budget | Full Year External Commentary |
|--------------------|--|--------------|--------------|---------------------------|--------------------|--------------------|-----------------------------|----------------------|-----------------|--|
| | | YTD (\$000s) | YTD (\$000s) | YTD (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year (\$000s) | Full year % | |
| Corporate Services | IT - Hardware | 228 | 50 | + 178 | 301 | 301 | - | 377 | 76% | Replacement of storage area network and core network infrastructure occurring earlier in year than planned |
| Corporate Services | Our Council (Business Enhancement) Programme | 631 | 586 | + 45 | 4,066 | 3,516 | + 550 | 3,516 | 16% | |
| Corporate Services | Motor vehicles and plant renewals | 59 | 117 | - 58 | 700 | 700 | - | 876 | 8% | Tracking as per budget. |
| | | 6,026 | 11,423 | - 5,397 | 85,068 | 82,479 | + 2,589 | 92,684 | 7% | |

Schedule of changes to the plan (budget)

The current Long-term Plan 2024-2034 (Plan) was approved by Council on 27 June 2024. The budget for 2023/2024 was created to capture changes that are variations to the Plan. The focus of performance monitoring is on YTD financial results compared to budget and the consideration of changes between budget and Plan. The following table provides a summary view of the budget changes made to date and includes decisions made at various Council meetings. These changes are now reflected in the revised budgets.

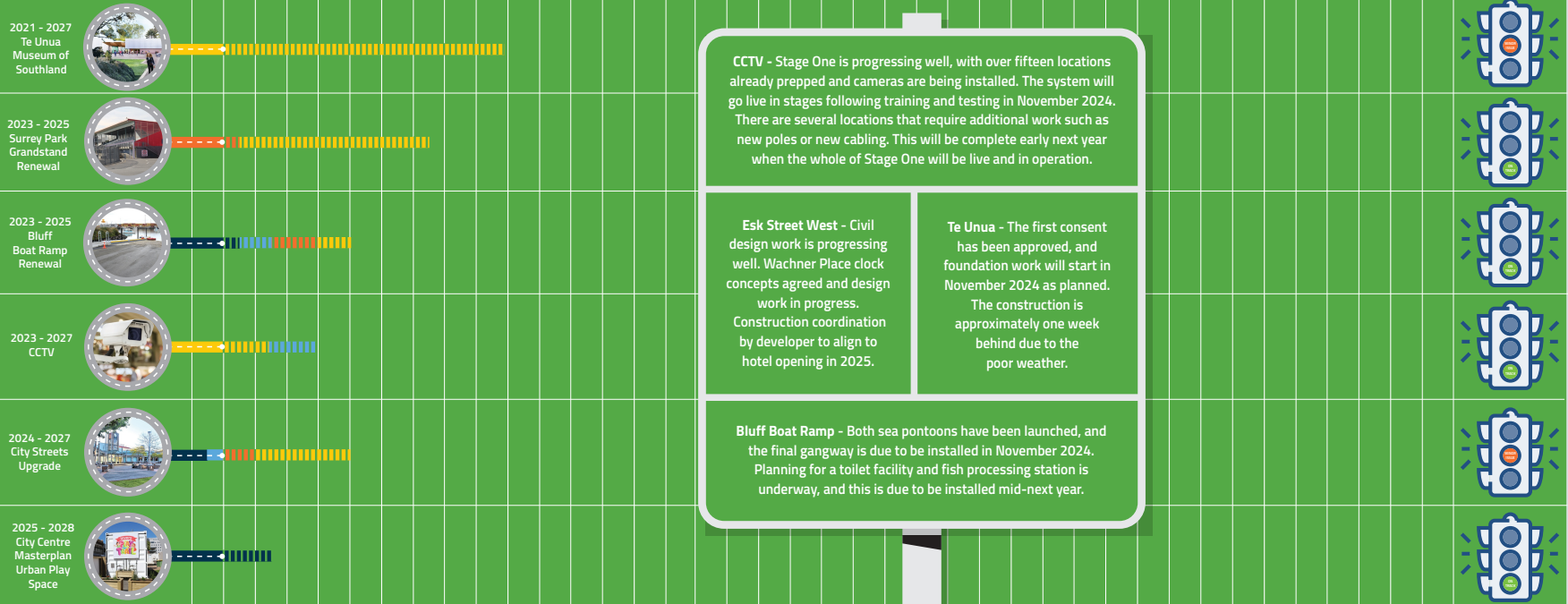
| | Net Surplus / (Deficit) (\$000) | Capital (\$000) | |
|---|---------------------------------------|--------------------|--|
| Long-term Plan 2024/2025 | (3,066) | 82,479 | |
| People and culture operations increase of \$265,000 to come from existing funding | 0 | | Finance and policy report 17 September 2024 |
| Depreciation revision | + 2,521 | | An adjustment is required to the depreciation budget due to variances between final positions of capital work in progress / asset values balances for 2023/2024 and the estimated position of assets within the Long-term Plan 2024-2034. This includes Property files Digitisation \$1.0 million, Our Council projects \$0.8 million and property/other projects \$0.6 million. Differences between the actual and estimate three waters asset revaluation are also included \$0.1 million. |
| Capital Project changes: | | | |
| <i>Branxholme supply main renewal</i> | | - 899 | To maintain an unchanged total project life budget, an adjustment to the budget in this year is required for any over or under spend from the previous year. This adjustment is only done for capital projects with a set budget and lifespan i.e. Roadmap and Strategic projects . |
| <i>Alternative water supply - New supply source</i> | | + 526 | |
| <i>Treatment Facilities - Bluff consent renewals</i> | | - 207 | |
| <i>City Streets - Esk Street West (Roadmap)</i> | | + 233 | |
| <i>Bluff Boat Ramp - Stage 1 - Jetties (Roadmap)</i> | | - 418 | |
| <i>City Centre Masterplan Urban Play (Roadmap)</i> | | - 55 | |
| <i>Bluff Hill active recreation hub carpark redevelopment</i> | | + 606 | |
| <i>Surrey Park grandstand renewals (Roadmap)</i> | | + 300 | |
| <i>Civic Administration building - Redevelopment</i> | | + 182 | |
| <i>Rugby Park building - Main stand strengthening</i> | | + 101 | |
| <i>Our Council (Business Enhancement) Programme</i> | | + 550 | |
| <i>CCTV - establishment (Roadmap)</i> | | + 1,065 | Works on project are now expected to be completed in the current year instead of over three years. Total project costs remains unchanged. |
| <i>Pipe Network - General renewals</i> | | + 605 | Mersey Street rising main pipe duplication project to be started a year ahead of plan. Total project costs remains unchanged. |
| Revised budget 2024/2025 as at Q1 performance reporting date | (545) | 85,068 | |



A5630391

Roadmap to Renewal Delivery - Progress to 30 September 2024

July 2024, October 2024, January 2025, April 2025, July 2025, October 2025, January 2026, April 2026, July 2026, October 2026, January 2027, April 2027, July 2027, October 2027, January 2028, April 2028, July 2028, October 2028, January 2029, April 2029, July 2029, October 2029, January 2030, April 2030, July 2030, October 2030, January 2031, April 2031, July 2031, October 2031, January 2032, April 2032, July 2032, October 2032, January 2033, April 2033, July 2033, October 2033, January 2034, April 2034, July 2034



CCTV - Stage One is progressing well, with over fifteen locations already prepped and cameras are being installed. The system will go live in stages following training and testing in November 2024. There are several locations that require additional work such as new poles or new cabling. This will be complete early next year when the whole of Stage One will be live and in operation.

Esk Street West - Civil design work is progressing well. Wachner Place clock concepts agreed and design work in progress. Construction coordination by developer to align to hotel opening in 2025.

Te Unua - The first consent has been approved, and foundation work will start in November 2024 as planned. The construction is approximately one week behind due to the poor weather.

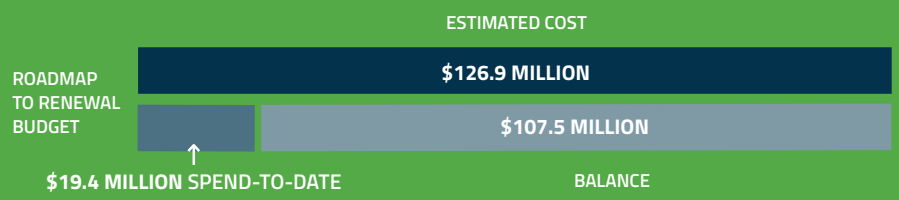
Bluff Boat Ramp - Both sea pontoons have been launched, and the final gangway is due to be installed in November 2024. Planning for a toilet facility and fish processing station is underway, and this is due to be installed mid-next year.



PHASES

- CONCEPT (Dark Blue)
- PLAN (Light Blue)
- DESIGN (Orange)
- CONSTRUCTION (Yellow)

--- LINE OF PROGRESS --->



2024/2025 QUARTER ONE PERFORMANCE - GREAT SOUTH UPDATE

| | |
|-----------------------|---|
| To: | Finance and Policy Committee |
| Meeting Date: | Tuesday 19 November 2024 |
| From: | Trudie Hurst, Group Manager – Community Engagement and Corporate Services |
| Approved: | Michael Day - Chief Executive |
| Approved Date: | Tuesday 12 November 2024 |
| Open Agenda: | Yes |

Purpose and Summary

This report provides the Committee with the opportunity to receive an update from Great South on their performance in Quarter One of the 2024/2025 Financial Year.

Recommendations

That the Finance and Policy Committee:

1. Receives the report “2024/2025 Quarter One Performance - Great South Update”.
2. Notes the updates made by Great South to the Great South KPIs since the time of adoption of the Long-term Plan which included draft KPIs.
3. Receives the Great South report on Quarter One Performance (A5624972).

Background

As a Council Controlled Organisation (CCO), Great South are required to include their KPIs in their Statement of Intent and Council is required to include these within their Long-term Plan. The final version of the KPIs were not ready at the time of the adoption of the Long-term Plan at the end of June and as a result there is a further set of KPIs which is different.

Legally, Council is required in our Annual Report to report for CCOs against what is in the Long-term Plan. Audit advice is that any change in performance measures either for Council or for CCOs following adoption of the Long-term Plan, would require a Long-term Plan amendment.

For efficiency, Great South have indicated that they will report against their Statement of intent KPIs on a quarterly basis. The Long-term Plan set KPIs will be reported on in the Annual Report as required.

Issues

Final Statement of Intent Performance Measures

For transparency, the table on the next page provides a comparison of the KPIs set in the Long-term Plan and how they have changed to those set in the Statement of Intent.

| LTP KEY PERFORMANCE INDICATORS | | STATEMENT OF INTENT KEY PERFORMANCE INDICATORS | |
|---|--|--|---|
| Description | KPI target 2024/25 | Description | KPI target 2024/25 |
| <p>Data and Insights Provide up-to-date and accurate data and insights to inform decision making via regional data dashboards and repository.</p> | <ul style="list-style-type: none"> Further develop regional data dashboards along with sustainability, housing and tourism dashboards. | <p>Data and Insights Provide up-to-date and accurate data and insights to inform decision making via regional data dashboards and repository.</p> | <ul style="list-style-type: none"> Launch DISH – Digital Insights Southland Hub including six dashboards, a website and a cloud-based processing system. Prepare a shared service proposal for Councils to use and support DISH. |
| <p>Develop and circulate regular data reports derived from the regional dashboards (Dashboards may include: housing, regional indicators, tourism and environmental / climate change data).</p> | <ul style="list-style-type: none"> Produce and distribute. Undertake gap analysis of further data needs. | | |
| <p>Advocacy and Submission Advocate for and/or prepare submissions regarding key issues including housing, telecommunications, skills development, roading and transport, carbon forestry.</p> | <ul style="list-style-type: none"> Hold bi-annual meetings with central government officials at MBIE, NZTE, MHUD, MfE, MPI etc. | <p>Advocacy and Submission Advocate for and/or prepare submissions and funding applications for issues of importance to the region.</p> | <ul style="list-style-type: none"> Hold bi-annual meetings with central government officials at MBIE, NZTE, MHUD, MfE, MPI etc. Prepare a minimum of two submissions on issues of regional significance. Support Councils and stakeholders to apply for RIF as applicable. |
| <p>Housing Build on regional housing planning undertaken in 2023/24 as part of Beyond 2025.</p> | <ul style="list-style-type: none"> Facilitate Implementation of the Regional Housing Action Plan, including any regional housing forums. Maintain Regional Digital Housing Portal and website. | <p>Housing Implement priorities from the Murihiku Southland Housing Action Plan.</p> | <ul style="list-style-type: none"> Deliver four projects from the Housing Action Plan. Support individual Councils with their housing planning considering current and future community and industry needs. |
| <p>Water Investigate current and future water resilience.</p> | <ul style="list-style-type: none"> Investigate development of a Water Resilience Plan in partnership with Environment Southland and wider industry. Advocate to secure Sky TEM airborne surveying for 2024/2025 (subject to external funding). | | |
| <p>Transport Data and insights provided to support decision making around regional transport network.</p> | <ul style="list-style-type: none"> Investigate development of a multi-mode Integrated Transport Plan. | | |
| <p>Economic Diversification Encourage regional economic diversification by providing data and supporting investigation.</p> | <ul style="list-style-type: none"> Create a Regional Industry Capability Profile. | | |

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| | | <p>Aquaculture Facilitate and develop a regional approach to realise the benefits of Aquaculture as a diversification opportunity.</p> | <ul style="list-style-type: none"> Facilitate development of a Regional Aquaculture Strategy. Support local and central government and Iwi, to provide enabling regulation and infrastructure to build an aquaculture industry in Southland. |
| Support agricultural sector land - use and support farmer decision making. | <ul style="list-style-type: none"> Prepare and implement project on how to share land-use data with farmers (externally funded). Update soils database and growing degree days seasonal breakdown analysis. Undertake ongoing analysis and monitoring of regional farming (livestock numbers, forestry growth, and water allocation). | <p>Agriculture Support agricultural sector land- use and support farmer decision making.</p> | <ul style="list-style-type: none"> Analysis of relevant agricultural sector data to feed into the Regional Emissions Report for 2025. |
| <p>Forestry Working with Councils, support further investigation of the impacts of unrestricted forestry in our region.</p> | <ul style="list-style-type: none"> Provide data and insights to support carbon forestry advocacy for regulatory certainty. | <p>Forestry Support further investigation of the impacts of unrestricted.</p> | <ul style="list-style-type: none"> Provide data and insights regarding changing land use and the impacts of carbon forestry. |
| <p>Regional Strategic Planning Facilitate and deliver regional strategies, feasibility assessments and plans as required by shareholders.</p> | <ul style="list-style-type: none"> Complete Regional Aquaculture Strategy. Complete Provenance and Branding Export Investigation. | | |
| <p>Digital Presence Great South website redesigned to ensure accurate and up-to-date information is provided to shareholders and wider communities.</p> | <ul style="list-style-type: none"> Redesign and launch website. 10% increase in visitors to the website from 2023/24 baseline. | | |
| | | <p>Connectivity Monitor digital connectivity in the region.</p> | <ul style="list-style-type: none"> Deliver the Digital Connectivity Report which tracks mobile phone coverage across the region. |
| <p>Building Capability in our Businesses Continue support for businesses via a range of services including Regional Business Partner (RBP), workshops, events, webinars, Callaghan Innovation Research and Development.</p> | <ul style="list-style-type: none"> Great South Business Consultations 150. Great South Business Engagements 250 (MBIE Contract ends 2024/25). | <p>Communications Continue to connect with businesses within the region to provide information on RBP and Callaghan Innovation opportunities.</p> | <ul style="list-style-type: none"> Publish Beyond Great – Great South’s Business Newsletter six times per year. Showcase six Southland businesses achieving success. |

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| | | <p>Business in Southland - A Regional Guide Resource document that outlines useful information for new and potential businesses to the region.</p> | <ul style="list-style-type: none"> Develop and publish a regional guide to support new businesses to Southland. |
| | | <p>Consumer Marketing Promote Murihiku Southland as a year-round destination for travellers from New Zealand, Australia and other key markets, resulting in more visitors.</p> | <ul style="list-style-type: none"> Ensure 85% of website traffic comes from key markets in NZ, Australia, North America, Europe, Asia. Three digital campaigns. |
| | | <p>Content Development Increase awareness and preference for Murihiku Southland as a year-round destination for travellers through improved marketing.</p> | <ul style="list-style-type: none"> Three Marketing collateral updated including Murihiku Visitor Guide, Murihiku Eats and Hike Fiordland. |
| <p>Content Focus on Web, Social, PR/Media and Partnerships (e.g., AirNZ)</p> | <ul style="list-style-type: none"> Ensure 85% of website traffic comes from key markets in NZ, Australia, North America, Europe, Asia. Five-eight media famils held. 45 media results achieved. | <p>Media Increase positive travel media coverage for Murihiku Southland, promoting the region's diverse activities and experiences and drive visitor numbers.</p> | <ul style="list-style-type: none"> Three media famils 15 media results. |
| <p>Showcasing Our Region Trade Events, Trade Famils and TRENZ.</p> | <ul style="list-style-type: none"> Attend five trade shows, two partnered famils, two Murihiku itineraries adopted from Milford Opportunities Project. Develop one new iwi experience. | <p>Showcasing Our Region Trade Events, Trade Famils and TRENZ.</p> | <ul style="list-style-type: none"> Attend five trade shows. Attend two partnered famils. Two Murihiku itineraries adopted from the Milford Opportunities Project. |
| | | <p>New Experiences</p> | <ul style="list-style-type: none"> Develop one new iwi experience. |
| <p>Business Events Deliver Business Events Strategy.</p> | <ul style="list-style-type: none"> Attend three conference events. Confirm four new conferences for the region. Host two famils in Murihiku. Deliver TECNZ conference. | <p>Business Events Develop Murihiku Southland as a Business Events destination.</p> | <ul style="list-style-type: none"> Attend three conference events. |
| <p>Destination Development Progress key projects from the Murihiku Southland Destination Strategy 2023 -2029.</p> | <ul style="list-style-type: none"> Progress at least five projects from the Murihiku Southland Destination Strategy 2023 - 2029. | <p>Destination Development Progress projects from the Murihiku Southland Destination Strategy (MSDS).</p> | <ul style="list-style-type: none"> Develop an Implementation Plan for MSDS. Progress three projects from MSDS which includes delivering the Murihiku Southland Sustainable Tourism programme. |

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| Murihiku Sustainable Southland tourism programme. | Two Murihiku Sustainable Tourism Programmes held. | | |
| Maintain website calendar listings for regional events. | <ul style="list-style-type: none"> 10% increase on number of events listed (baseline: 690). 10% increase on number of overall page views (baseline: 40,000). 15% increase on number of overall page views from within Southland (baseline: 14,000). | Regional Events Calendar Maintain southlandnz.com website calendar listings for regional events. | <ul style="list-style-type: none"> 10% increase on number of events listed (baseline: 690). 10% increase on number of overall page views (baseline: 40,000). 15% increase on number of overall page views from within Southland (baseline: 14,000). |
| Support Major Southland Events | <ul style="list-style-type: none"> Support delivery of Burt Munro Challenge. Deliver ILT Kidzone Festival. | Unmissable Regional Events | <ul style="list-style-type: none"> Support delivery of Burt Munro Challenge. Deliver ILT Kidzone Festival. |
| | | Regional Marketing of Events | <ul style="list-style-type: none"> Six cluster events. Four seasonal campaigns. Marketing of unmissable events. |
| Monitor Emissions Complete annual regional emissions reporting by source. | Produce annual emissions report. | Monitor Emissions Complete annual regional emissions reporting. | Produce the Regional Emissions Report for 2024. |
| | | Energy Planning Implement the Net Zero Southland Report. | Review and update the Net Zero Southland - Economic Mitigation Pathways Analysis to Net Zero Emissions for Southland Report (March 2021). |
| Deliver business decarbonisation outreach and public socialisation workshops. | Two information workshops and at least one Decarbonisation Workshop Series held. | | |
| Implement the Regional Energy Strategy | Prepare reports on 'biogenic capture and use' opportunities and 'woody mass' availability. | Implementation of the Regional Energy Strategy | <ul style="list-style-type: none"> Prepare an Action Plan to guide implementation of the Regional Energy Strategy. Prepare two technical reports to support the development 'biogenic methane capture and use' opportunities and 'woody bio-mass' market growth. Prepare a spatial plan identifying favourable locations for renewable energy generation. |
| Implement the Regional Energy Strategy | Prepare reports on 'biogenic capture and use' opportunities and 'woody mass' availability. | | |

Next Steps

A report on Great South performance will be provided on a quarterly basis to the Finance and Policy Committee.

Attachments

Attachment 1 - Great South Accountability Report for Invercargill City Council (A5624972).

A5624972



**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

| | | | |
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| SOI-2025-26 | | | |
| DISH - Launch Operate and Maintain DISH | | | |
| Regional Strategy | | | |
| Owner | Bobbi Brown | Old KPI ID | SOI 2425_32 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| Q1 Report Target Actual | | | |
| <p>Preparation for public launch of DISH on 12 Nov 2024 is underway with invites out and high number of RSVPs reflecting interest in the project.</p> <p>Socialisation and validation process with key stakeholders, suppliers of data and councils underway.</p> <p>A schedule of reports will be developed based on identified data and reporting needs from key stakeholders (engagement process planned in Q2).</p> <p>Report prepared for consideration detailing resource required to operate, maintain and enhance DISH. Resource has been subsequently allocated to deliver agreed enhancements.</p> | | | |

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|-----------------------------------|----------------|----------------|----------------|
| SOI-2025-27 | | | |
| DISH - Grow and Expand | | | |
| Regional Strategy | | | |
| Owner | Bobbi Brown | Old KPI ID | SOI 2425_33 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| Q1 Report Target Actual | | | |
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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

- Socialisation process underway with a focus on those who have supplied data on DISH, councils and central govt (Social Investment Agency and Regional Data Portal). This process is important as the basis for future partnerships and potential shared service agreements.
- Attend 2TEG council meeting to discuss alignment with 4 Councils
- Develop agreed data governance practices - Underway and will be a part of potential shared service agreements with Councils.
- Identify a list of key datasets and reports required by the region and all councils (e.g. demographic, economic, wellbeing, and housing) - Underway (see KPI1 above – duplication on reports).

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| SOI-2025-34 | | | |
| Regional Advocacy and Deals - Meetings with Central Government | | | |
| Regional Strategy | | | |
| Owner | Bobbi Brown | Old KPI ID | SOI 2425_34 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| Q1 Report | Target | Actual | |
| Meetings held with MBIE (Kānoa), Kainga Ora, MHUD, Te Whatu Ora, Social Investment Agency. | | | |

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| SOI-2025-36 | | | |
| Regional Advocacy and Deals - Submissions | | | |
| Regional Strategy | | | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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|--|----------------|----------------|----------------|
| Owner | Bobbi Brown | Old KPI ID | SOI 2425_36 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| <p>Q1 Report Target Actual</p> <p>Submission on proposed 'Granny Flat' or Minor Residential Unit legislation changes to the Resource Management Act and Building Act prepared and submitted, in consultation with Councils.</p> <p>Submission submitted on the 12th August 2024</p> | | | |

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| <p>SOI-2025-35</p> <p>Regional Advocacy and Deals - Funding Applications</p> <p>Regional Strategy</p> | | | |
| Owner | Bobbi Brown | Old KPI ID | SOI 2425_35 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| <p>Q1 Report Target Actual</p> <p>Hosted Kānoa officials on 23 & 24 July 2024 and facilitated meetings with SDC, ICC and GDC to discuss potential opportunities re the Regional Infrastructure Fund.</p> <p>Formal partnership with Kainga Ora re the Housing Development Ready project.</p> | | | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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|---|----------------|----------------|----------------|
| SOI-2025-37 | | | |
| Housing - Deliver 4 projects from the Housing Action Plan | | | |
| Regional Strategy | | | |
| Owner | Bobbi Brown | Old KPI ID | SOI 2425_37 |
| KPI Status | 02 In Progress | Quarter Status | 04 On Schedule |
| Q1 Report | | | |
| | Target | Actual | |
| <p>Summary Update: Q1: 1 project complete, 2 underway and 1 yet to start.</p> <p>Project 1: Prepare discussion document for regional leaders which outlines options for a regional housing framework and structure - Complete: Discussion document presented to GS JS Committee on 30th August following the Mayoral forum presentation on 2nd August.</p> <p>Project 2: Develop and maintain the Regional Digital Housing Portal / website - Yet to be started</p> <p>Project 3: Maintain the Housing Data Dashboard and produce associated reporting where reporting permits - Ongoing: Housing data dashboard will be formally launched as part of DISH on 12 Nov 2024. Review and socialisation will occur prior to this launch. Housing reporting as identified in DISH is underway.</p> <p>Project 4: A 'development ready' customer journey mapping exercise with each of the southland councils. This will show the experience of the consenting / house building process from the perspective of builders, homeowners, and developers, with the outcome being observations and recommendations to help the region. Underway and on schedule - Jointly funded project acknowledging significance of this project to enable housing aspirations. Project Group supporting Great South to deliver this project has been established with GMs/CEs from each Council. Consultants engaged and have completed Phase 2 of 3 in Q1. Project will be finished Q2, mid Nov and results presented to key partners including Councils.</p> | | | |

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| SOI-2025-41 | | | |
| Housing - Support Individual Councils | | | |
| Regional Strategy | | | |
| Owner | Bobbi Brown | Old KPI ID | SOI 2425_38 |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| <p>Q1 Report Target Actual</p> <p>Support provided to SDC to develop their Housing Action Plan including advice, technical support and data and insights.</p> <p>Connected Councils with central Govt agencies – Kainga Ora etc.</p> <p>Connected potential elderly housing developers with GDC, ICC and SDC.</p> <p>Support provided to SDC re the Luxmore Housing Subdivision, Stewart Island Senior Housing project and Otatau housing opportunities.</p> | | | |

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| <p>SOI-2025-31</p> <p>Aquaculture - Facilitate the Development of the Regional Aquaculture Strategy</p> <p>Regional Strategy</p> | | | |
| Owner | Bobbi Brown | Old KPI ID | SOI 2425_39 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| <p>Q1 Report Target Actual</p> <p>Scope the Aquaculture Strategy including the process to develop it and resource required - In partnership with Ngai Tahu, central and local government and key stakeholders, work is underway to scope the process to develop this Strategy. The need for the Strategy has been heightened and its role to connect various work and identify the pathway forward for the region. The process will align with recently announced aquaculture projects listed within the Fast Track Approvals Act. Conversations with Ministry of Primary Industries re alignment of the national revised aquaculture strategy with Southland’s planning.</p> | | | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

Development of the Aquaculture Strategy - Will be underway once the scoping phase has been completed. Note that this will include the identification of supply chain and new value-added opportunities.

SOI-2025-32

**Aquaculture - Support local and central government and Iwi
Regional Strategy**

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|------------|----------------|----------------|----------------|
| Owner | Bobbi Brown | Old KPI ID | SOI 2425_40 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |

Q1 Report Target Actual

Socialisation of aquaculture with Iwi and councils including connecting with private sector

- GS is providing key coordination between multiple stakeholders including private sector and local govt (2 meetings with ICC and SDC late Oct; support at Mayoral Forum for 3 aquaculture businesses; South Port partnership).
- Partnership with Kānoa to support aquaculture through the Regional Infrastructure Fund.
- Alignment of aquaculture with national strategy including data and metrics used to measure success and goals

Support Environment Southland with development and socialisation of the revised Regional Coastal Plan.

- Participated in an ES workshop on the Coastal Plan and provided insights on how aquaculture fits within this key piece of work.
- Conversations with Ministry of Primary Industries re regulation (existing and proposed) and implications on aquaculture in Southland.

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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|---|----------------|----------------|---------------------|
| SOI-2025-96 | | | |
| Analyse agricultural data and feed into the Regional Emissions Report for 2024 | | | |
| Strategic Projects | | | |
| Owner | Steve Canny | Old KPI ID | SOI 2425_24 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| Q1 Report | | | |
| | Target | Actual | |
| Livestock | 2018 | 2023 | Total Change |
| Sheep | 3,737,512 | 3,069,684 | - 667,828 less |
| Dairy Cows | 681,011 | 661,014 | - 19,997 less |
| Beef Cattle | 173,770 | 184,702 | + 10,932 inc' |
| Fertilizer | 253,133 | 194,876 | - 58,257 less |

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|---|----------------|----------------|----------------|
| SOI-2025-97 | | | |
| Forestry - Land use change data and insights | | | |
| Strategic Projects | | | |
| Owner | Steve Canny | Old KPI ID | SOI 2425_25 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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| <p>Q1 Report Target Actual</p> <p>We are waiting for the release of harvest and planting data from MPI to update the insights.</p> |
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| <p>SOI-2025-98</p> <p>Deliver the report which tracks mobile phone coverage across the region</p> <p>Strategic Projects</p> | | | |
| Owner | Steve Canny | Old KPI ID | SOI 2425_26 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| <p>Q1 Report Target Actual</p> <p>Coverage mapping update completed in September 2024. Across the region there are 14 areas with unreliable or no connectivity by any provider. Full report being compiled now.</p> | | | |

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| <p>SOI-2025-42</p> <p>Publish Beyond Great - Great South's Business Newsletter 6 times per year</p> <p>Business Support and Diversification</p> | | | |
| Owner | Chami Abeyasinghe | Old KPI ID | SOI 2425_21 |
| KPI Status | 02 In Progress | Quarter Status | 04 On Schedule |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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| <p>Q1 Report Target 2 Actual 2</p> <p>July newsletter sent 30/07/2024. September newsletter sent 30/09/2024.</p> |
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| <p>SOI-2025-61</p> <p>Showcase 6 Southland businesses achieving success</p> <p>Business Support and Diversification</p> | | | |
| Owner | Chami Abeysinghe | Old KPI ID | SOI 2425_22 |
| KPI Status | 02 In Progress | Quarter Status | 04 On Schedule |
| <p>Q1 Report Target 2 Actual 2</p> <p>Success stories have been shared across 2 newsletters. One business shared their success with commencing a sustainability programme and another shared their success with expanding into a new customer target market to diversify their business.</p> | | | |

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| <p>SOI-2025-62</p> <p>Businesses in Southland - guide to our region</p> <p>Business Support and Diversification</p> | | | |
| Owner | Chami Abeysinghe | Old KPI ID | SOI 2425_23 |
| KPI Status | 01 Pending | Quarter Status | 01 Pending |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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| Q1 Report | Target | Actual |
| Not started | | |

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|--|----------------|----------------|--------------------|
| SOI-2025-65 | | | |
| Ensure 85 Percent of website traffic comes from key markets | | | |
| Regional Promotion | | | |
| Owner | Mark Flood | Old KPI ID | SOI 2425_01 |
| KPI Status | 02 In Progress | Quarter Status | 09 Complete |
| Q1 Report | Target | 85 | Actual 85.5 |
| <p>Results for Website visitation as of 30 September:</p> <ul style="list-style-type: none"> - Southland NZ: 90% of total pageviews (245,563) come from our key markets (goal is 85%) - Fiordland NZ: 81% of total pageviews (73,937) come from our key markets (goal is 85%) <p>These results are directly related to our social media campaigns and partnerships with NZME, targeting key audiences while ensuring all organic social posts direct back to the site.</p> <p>Marketing Website: https://lookerstudio.google.com/u/0/reporting/5a134124-017b-46ca-8e95-7e0ea69a8da9/page/1M </p> | | | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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|---|----------------|----------------|-------------|
| SOI-2025-66 | | | |
| 3 Digital Campaigns | | | |
| Regional Promotion | | | |
| Owner | Mark Flood | Old KPI ID | SOI 2425_02 |
| KPI Status | 02 In Progress | Quarter Status | 09 Complete |
| <p>Q1 Report Target 1 Actual 4</p> <p>Completed:</p> <p>1. Spring Social Campaign The Spring Social campaign aims to promote Murihiku Southland as a destination for visitors during the spring season. The campaign highlights the region's events and experiences, encouraging travellers to explore our stunning landscapes, indulge in delicious cuisine, and try things unique to Southland. - "Events" are primarily focused on a local domestic audience, offering opportunities for community engagement and participation. - "Things to Do" focuses on both domestic and international audiences, highlighting a wider range of activities and attractions that appeal to visitors from various backgrounds.</p> <p>2. NZME - Australia Campaign The Australian Winter campaign generated awareness and consideration of travelling to Southland. During the July-August campaign window, it targeted people in Brisbane and Sydney interested in travel. The ads were seen over 204,000 times by nearly 83,000 unique people, which means people have seen this campaign 2-3 times on average. That motivated them to click through to your website to learn more 351 times.</p> <p>Currently Live:</p> <p>3. NZME - Always On Domestic The Always On campaign generated awareness and consideration of travelling to Southland. It targeted people in Auckland and Otago interested in travel, sustainability, food & beverage. Between July and October, the ads were seen over 805,000 times by 203,000 unique people, which means people have seen this campaign an average of 2-3 times. That motivated them to click through to your website to learn more 1,365 times.</p> | | | |

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GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL KPI REPORT 2024/25

4. Autumn Social Campaign

The Autumn Social campaign aims to promote Murihiku Southland as a destination for visitors during the autumn season. The campaign highlights the region's events and experiences, encouraging travellers to explore our stunning landscapes, indulge in delicious cuisine, and try things unique to Southland.

- "Events" are primarily focused on a local domestic audience, offering opportunities for community engagement and participation.
- "Things to Do" focuses on both domestic and international audiences, highlighting a wider range of activities and attractions that appeal to visitors from various backgrounds.

Results:

Spring Social Campaign:

Impressions: 81,625

Reach: 34,522

Clicks to Site: 1,529

Autumn Social Campaign:

Impressions: 83,836

Reach: 69,654

Clicks to Site: 2,218

NZME Australia Campaign

Impressions: 204,619

Reach: 82,844

Clicks to Site: 351

NZME Always On Campaign

Impressions: 805,510

Reach: 203,564

Clicks to Site: 1,365

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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|--|----------------|----------------|-------------|
| SOI-2025-67 | | | |
| Updated 3 Marketing Collateral Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_03 |
| KPI Status | Q2 In Progress | Quarter Status | 09 Complete |
| <p>Q1 Report Target 1 Actual 3</p> <p>Hike Fiordland: The Hiking Passport Guide - The 24/25 season update is nearing completion. - Final updates are being made and will be sent to the printer at the beginning of Q2.</p> <p>Murihiku Eats: The Murihiku Southland Food Guide - The guide has been updated to take out some closed places and include new eateries - The layout has been increased from A3 to A2 for the 24/25 season to allow for highlighting our heroes and for adding more places in the future - Final updates are being made and will be sent to the printer at the beginning of Q2.</p> <p>Murihiku Southland Visitor Guide and Map - A new regional visitor guide and map have been created for the 24/25 season. - Copy has been written, and design/layout has been created. - The map design is currently being developed in collaboration with Naked Creative. - Once finalised, the project will be sent to the printer in the middle of Q2.</p> | | | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

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|---|----------------|----------------|-------------|
| SOI-2025-68 | | | |
| 3 Famils | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_04 |
| KPI Status | 02 In Progress | Quarter Status | 09 Complete |
| Q1 Report Target 1 Actual 2 | | | |
| <p>July: TNZ (Tourism New Zealand) scoping famil in Doubtful Sound. The project is a secret but could result in massive online exposure worldwide.</p> <p>August: The TECNZ Conference and Famils were a big success, with agents experiencing all the region had to offer.</p> <p>Famils currently in the works:</p> <p>November: Opening of Hump Ridge Track & Stewart Island Famil with Aussie Journalist in partnership with TNZ</p> <p>December: Kia Ora: A food-focused family in Southland, with additional stories on Paddock-to-Plate and day trips from Invercargill (Gore, Stewart Island, The Catlins, etc.).</p> <p>November: TNZ Team & Board visit to Invercargill</p> | | | |

| | | | |
|---------------------------|----------------|----------------|-------------|
| SOI-2025-69 | | | |
| 15 Media Results | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_05 |
| KPI Status | 02 In Progress | Quarter Status | 09 Complete |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

| | | |
|---|---|--|
| <p>Q1 Report Target 4 Actual 13</p> <p>Visit Southland July: 1. Kia Ora: Southern Way Article 2. Kia Ora: Hokonui Fashion Event Feature</p> <p>Visit Southland August: 1. Kia Ora: Southern Way Ad</p> <p>Visit Southland September: 1. Wilderness Magazine: Hump Ridge</p> <p>Visit Fiordland July: 1. Kia Ora: Southern Way Article 2. Kia Ora: Hydro Event Feature 3. The Australian 4. NZ Today: Bare Kiwi</p> <p>Visit Fiordland August: 1. Kia Ora: Southern Way Ad</p> <p>Visit Fiordland September: 1. Kia Ora: Doubtful Sound Article 1. Wilderness Magazine: Hump Ridge</p> | | |
| <p>ICC Delivered: 2</p> | <p>SDC Delivered: 7</p> <p>1. Kia Ora: Southern Way Article 2. Kia Ora: Hydro 3. Kia Ora: Southern Way Ad</p> | <p>GDC Delivered: 1</p> <p>1. Kia Ora: Hokonui Fashion</p> |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

| | | |
|---|---|--|
| 1. Kia Ora: Southern Way Article 2. Kia Ora: Southern Way Ad | 4. Wilderness Magazine: Hump Ridge 5. Kia Ora: Doubtful Sound Article 6. Kia Ora: Hump Ridge Track Article 7. The Australian - Fiordland Discovery | |
|---|---|--|

| | | | |
|-----------------------------------|----------------|----------------|-------------|
| SOI-2025-70 | | | |
| Attend 5 trade shows | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_06 |
| KPI Status | 02 In Progress | Quarter Status | 01 Pending |
| Q1 Report Target Actual | | | |
| No Trade Shows for the Q1 | | | |

| | | | |
|----------------------------------|----------------|----------------|-------------|
| SOI-2025-71 | | | |
| Attend 2 partnered famils | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_07 |
| KPI Status | 02 In Progress | Quarter Status | 01 Pending |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

| | | |
|---|--------|--------|
| Q1 Report | Target | Actual |
| Famils scheduled for later in the year. | | |

| | | | |
|--|------------|----------------|-------------|
| SOI-2025-72 | | | |
| 2 Murihiku itineraries adopted from Milford Opportunities Project | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_08 |
| KPI Status | 01 Pending | Quarter Status | 01 Pending |
| Q1 Report | Target | Actual | |

| | | | |
|-------------------------------------|------------|----------------|-------------|
| SOI-2025-73 | | | |
| Develop 1 new iwi experience | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_09 |
| KPI Status | 01 Pending | Quarter Status | 01 Pending |
| Q1 Report | Target | Actual | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

| | | | |
|---|----------------|----------------|----------------|
| SOI-2025-64 | | | |
| Attend 3 conference events (Business Events) | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_12 |
| KPI Status | 02 In Progress | Quarter Status | 04 On Schedule |
| Q1 Report | Target | Actual | |
| Nil for Q1 | | | |

| | | | |
|---|----------------|----------------|----------------|
| SOI-2025-95 | | | |
| Murihiku Southland Destination Strategy - Implementation Plan Development | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_11 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| Q1 Report | Target | Actual | |
| Lead organisations/ entities for each project have been identified and suggested timeframes established. This now needs to be checked with our internal teams and external project leads. | | | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

| | | | |
|---|----------------|----------------|----------------|
| SOI-2025-94 | | | |
| Progress at least 3 projects from the Murihiku Southland Destination Strategy 2023-2029 | | | |
| Regional Promotion | | | |
| Owner | Mark Flood | Old KPI ID | SOI 2425_10 |
| KPI Status | 02 In Progress | Quarter Status | 02 In Progress |
| Q1 Report Target Actual | | | |
| <p>Dark Skies</p> <ul style="list-style-type: none"> * Visited Milford Sound to assess lighting compliance on all buildings in the area to support our application to Dark Sky International * Attended and presented at the Starlight Conference in Lake Tekapo. This was attended by the head of Dark Sky International and speakers from around the world. * Worked to share information and night sky storytelling with Tourism NZ <p>Te Taurapa o Te Waka - Motupōhue Bluff Visitor Experience</p> <ul style="list-style-type: none"> * Met with the project team and Awarua Rūnaka to plan our next steps for this project. This will include the development of an investment focussed presentation that can be used to approach local supporters who may want to help with the projects early stages i.e. planning assessment and digital storytelling. <p>Bluff Motupōhue Tourism Master Plan</p> <ul style="list-style-type: none"> * Continue to meet with and work alongside the Project Coordinator. A wider stakeholder hui is planned for the 6th November. <p>Tourism Sector Sustainability</p> <ul style="list-style-type: none"> * Climate Action Plan complete – this will be shared with the Board in a coming meeting. * Held a focus group with tourism operators in Fiordland on our sustainable tourism programme as registrations have been low. We will make some messaging changes and adjust the format for 2025, however continuing to run this programme will be resource dependent as delivery of this was a joint activity with the Sustainability Planner * Supporting the Fiordland community to set up a Responsible Fiordland group which will focus on moving towards single use plastic free, | | | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

similar to the SUCFree Wanaka initiative.

Southland Murihiku Food Tourism Strategy implementation

- * Planning for food focussed media famils, itineraries and a regional video is underway.
- * Held interviews and now working with a preferred candidate for the short-term project focussed on implementation of the Southland Murihiku Food Tourism Strategy

Other

- * Cycle tourism --presented to the Great South Joint Shareholders Committee on the proposed regional trails entity. A further report has been requested that will share what progress over a 5-year period could look like should this investment by made.

| | | | |
|---|----------------|----------------|----------------|
| SOI-2025-86 | | | |
| Increase on number of events listed on SouthlandNZ Calendar (Events) | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_13 |
| KPI Status | 02 In Progress | Quarter Status | 04 On Schedule |
| Q1 Report | Target | Actual | |
| Year to date: 152 | | | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

| | | | |
|--|----------------|----------------|-------------|
| SOI-2025-87 | | | |
| Increase overall page views on SouthlandNZ regional calendar (Events) | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_14 |
| KPI Status | 02 In Progress | Quarter Status | 09 Complete |
| Q1 Report | | | |
| | Target | Actual | |
| <p>1 July - 30 September pageview results:</p> <ul style="list-style-type: none"> • Arts Murihiku Events Calendar (/arts-murihiku-events-calendar/): 464 • Heritage South (/heritage-south/): 44 • ILT Stadium (/ilt-stadium-southland/): 168 • Active Southland (/active-southland-calendar/): 156 • Back your back your yard (/events/events-southland/): 8,453 • SouthlandNZ main events calendar (/events/): 6,482 • Spring campaign (/events/southland-event-guides/spring-event-guide/): 1,783 • Summer campaign (/events/southland-event-guides/summer-event-guide/): 202 • Winter campaign (/events/southland-event-guides/winter-event-guide/): 218 • Autumn campaign (/events/southland-event-guides/autumn-event-guide/): 311 | | | |

| | | | |
|--|------------|------------|-------------|
| SOI-2025-87 | | | |
| Increase overall page views on SouthlandNZ regional calendar (Events) | | | |
| Regional Promotion | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_14 |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

| | | | |
|--|----------------|----------------|-------------|
| KPI Status | 02 In Progress | Quarter Status | 09 Complete |
| <p>Q1 Report Target Actual</p> <p>1 July - 30 September pageview results:</p> <ul style="list-style-type: none"> • Arts Murihiku Events Calendar (/arts-murihiku-events-calendar/): 464 • Heritage South (/heritage-south/): 44 • ILT Stadium (/ilt-stadium-southland/): 168 • Active Southland (/active-southland-calendar/): 156 • Back your back your yard (/events/events-southland/): 8,453 • SouthlandNZ main events calendar (/events/): 6,482 • Spring campaign (/events/southland-event-guides/spring-event-guide/): 1,783 • Summer campaign (/events/southland-event-guides/summer-event-guide/): 202 • Winter campaign (/events/southland-event-guides/winter-event-guide/): 218 • Autumn campaign (/events/southland-event-guides/autumn-event-guide/): 311 | | | |

| | | | |
|--|----------------|----------------|----------------|
| <p>SOI-2025-89</p> <p>Support delivery of Burt Munro Challenge (Event Delivery)</p> <p>Regional Promotion</p> | | | |
| Owner | Mark Frood | Old KPI ID | SOI 2425_16 |
| KPI Status | 02 In Progress | Quarter Status | 04 On Schedule |
| <p>Q1 Report Target Actual</p> <p>Planning underway</p> | | | |

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**GREAT SOUTH ACCOUNTABILITY REPORT
FOR INVERCARGILL CITY COUNCIL
KPI REPORT 2024/25**

| | | | |
|--|----------------|----------------|--------------------|
| SOI-2025-90 | | | |
| Deliver ILT Kidzone Festival (Event Delivery) | | | |
| Regional Promotion | | | |
| Owner | Mark Flood | Old KPI ID | SOI 2425_17 |
| KPI Status | 02 In Progress | Quarter Status | 03 Behind Schedule |
| Q1 Report Target Actual | | | |
| No activity occurred | | | |

| | | | |
|---|----------------|----------------|-------------|
| SOI-2025-91 | | | |
| Regional Marketing Cluster Campaigns (Events) | | | |
| Regional Promotion | | | |
| Owner | Mark Flood | Old KPI ID | SOI 2425_18 |
| KPI Status | 02 In Progress | Quarter Status | 09 Complete |
| Q1 Report Target Actual | | | |
| Event marketing is done via seasonal social media campaigns through the Southland NZ Channel. For more information go to: SOI-2025-66 - 3 Digital Campaigns | | | |
| Completed: | | | |

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GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL KPI REPORT 2024/25

1. Spring Social Campaign

The Spring Social campaign aims to promote Murihiku Southland as a destination for visitors during the spring season. The campaign highlights the region's events and experiences, encouraging travellers to explore our stunning landscapes, indulge in delicious cuisine, and try things unique to Southland.

- "Events" are primarily focused on a local domestic audience, offering opportunities for community engagement and participation.
- "Things to Do" focuses on both domestic and international audiences, highlighting a wider range of activities and attractions that appeal to visitors from various backgrounds.

Currently Live:

4. Autumn Social Campaign

The Autumn Social campaign aims to promote Murihiku Southland as a destination for visitors during the autumn season. The campaign highlights the region's events and experiences, encouraging travellers to explore our stunning landscapes, indulge in delicious cuisine, and try things unique to Southland.

- "Events" are primarily focused on a local domestic audience, offering opportunities for community engagement and participation.
- "Things to Do" focuses on both domestic and international audiences, highlighting a wider range of activities and attractions that appeal to visitors from various backgrounds.

Results:

Spring Social Campaign:

Impressions: 81,625

Reach: 34,522

Clicks to Site: 1,529

Autumn Social Campaign:

Impressions: 83,836

Reach: 69,654

Clicks to Site: 2,218

FINANCIAL UPDATE – NOVEMBER 2024

| | |
|--------------------------------|---|
| To: | Finance and Policy Committee |
| Meeting Date: | Tuesday 19 November 2024 |
| From: | Jaimee Botting – Manager – Financial Planning Stephanie Roberts - Manager - Financial Services |
| Approved: | Patricia Christie – Group Manager Finance and Assurance |
| Approved Date: | Friday 8 November 2024 |
| Open Agenda: | Yes |
| Public Excluded Agenda: | No |

Purpose and Summary

The purpose of this report is to provide an update on Council's financial position including, level of debt owed to Council from rates and operations to September 2024.

Recommendations

That the Finance and Policy Committee:

1. Receives the report "Financial Update – November 2024".
2. Notes the current state of Council finances.
3. Notes the current net debt and treasury position.
4. Notes that it has reviewed the sensitive expenditure listing provided.

Background

This report provides the Committee with an update on key financial issues and areas for Council including the regular reporting of net debt of Council (Borrowings and Investments) and debt owed to Council (Debt Management).

Issues

Net debt and Treasury update

At 31 October 2024, Council had borrowings and other debt of \$150 million and cash investments of \$60 million. These generated a net debt balance of \$90 million. The highlights of Council's net debt position are provided below.

Net Debt Breakdown

| Borrowings & other debt | | | | Note |
|---|----------------------|----------------------|---------------|----------------------|
| Borrowings | | | | |
| <u>Party</u> | <u>Maturity date</u> | <u>Interest rate</u> | | |
| LGFA | 4/11/2024 | 5.74% Fixed | \$18,000,000 | ^C |
| LGFA | 29/01/2025 | 4.70% Fixed | \$20,000,000 | |
| LGFA | 15/04/2025 | 5.61% Fixed | \$9,140,000 | |
| LGFA | 15/04/2025 | 1.49% Fixed | \$15,000,000 | |
| LGFA | 15/10/2025 | 0.59% Fixed | \$8,500,000 | |
| LGFA | 15/04/2026 | 1.09% Fixed | \$10,000,000 | |
| LGFA | 29/04/2026 | 4.90% Floating | \$10,000,000 | |
| LGFA | 29/04/2026 | 4.97% Floating | \$10,000,000 | |
| LGFA | 27/06/2027 | 5.33% Fixed | \$10,256,410 | |
| LGFA | 29/04/2027 | 5.08% Floating | \$10,000,000 | |
| LGFA | 29/04/2027 | 2.62% Fixed | \$10,000,000 | |
| LGFA | 29/04/2028 | 5.09% Floating | \$10,000,000 | |
| LGFA | 15/05/2028 | 4.06% Fixed | \$10,000,000 | |
| Accrued interest payable | | | \$1,209,694 | |
| | | | Total | \$152,106,104 |
| Other debt | | | | |
| LGFA Borrower Notes | | | (\$2,278,910) | |
| Environment Southland -Clean Air Scheme | | | \$200,000 | |
| Financing Lease - Canon | | | \$112,073 | ^A |
| | | | Total | (\$1,966,837) |
| TOTAL BORROWINGS & OTHER DEBT | | | | \$150,139,266 |
| LESS: Cash & Cash Investments | | | | |
| Cash and cash equivalents | | | | Note |
| | | | | \$2,919,179 |
| Term Deposits | | | | |
| <u>Party</u> | <u>Maturity date</u> | <u>Interest rate</u> | | |
| Westpac | 3-Nov-24 | 5.70% | \$18,000,000 | ^C |
| SBS | 27-Jan-25 | 6.36% | \$4,467,146 | |
| SBS | 27-Jan-25 | 6.36% | \$132,649 | |
| Westpac | 24-Apr-25 | 5.30% | \$5,714,353 | |
| BNZ | 28-Apr-25 | 6.35% | \$4,556,864 | |
| SBS | 25-Jul-25 | 6.00% | \$4,593,103 | |
| Accrued interest receivable | | | \$774,079 | |
| | | | Total | \$38,238,194 |
| Other Investments | | | | |
| Share investments | | | \$1,022,960 | |
| Loan advances issued - Invercargill Central Limited | | | \$17,500,000 | ^B |
| Loan advances issued - Other | | | \$29,735 | |
| | | | Total | \$18,552,695 |
| TOTAL CASH & CASH INVESTMENTS | | | | \$59,710,068 |
| NET DEBT BALANCE | | | | \$90,429,198 |

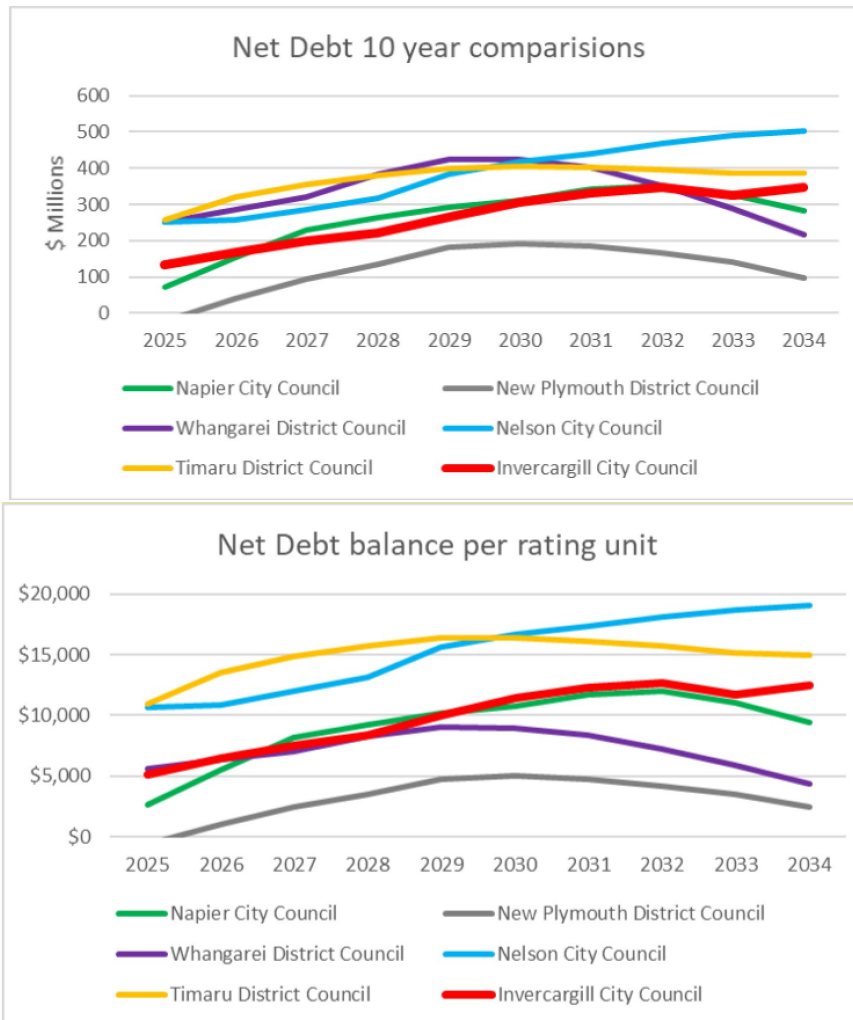
^A The Council entered into a 5 year finance lease agreement with Canon to supply copier machines

^B As of 31 October 2024, the outstanding loan balance advanced to ICL amounted to \$17.50 million. The current lending limit that ICC can extend to ICL is \$31.45 million. A total of \$1.64 million has been repaid to ICC between 1 July 2024 & 31 October 2024.

^C During July 2024, the advance to ICHL was repaid. Funds were placed onto Term deposit until associated borrowings matures in November 2024.

At the 17 September 2024 Committee meeting a paper was presented to show a comparison of net debt positions of Council with various other councils of similar size. Further information was requested to compare the net debt positions per rating unit. The graph below provides the information requested.

Please note the calculation of the other councils net debt is based on their Long-term Plan statement of financial position and may not match exactly the calculation used for Invercargill City Council. When comparing councils positions it is important to consider that each council is in a different situation and this is only a 10-year snapshot.



As illustrated, Invercargill City Council sits in the mid-range area over the ten years but has an increasing trend.

Most councils have a similar curved shaped profile per rating unit share when compared to the total net debt. The exception is Whangarei District Council which has a much larger rating unit base (44,000 vs 25,000 average for the others).

Fitch Credit Rating

Fitch Ratings released the results of its annual review of Council's credit rating on 6 November 2024.

Fitch Ratings reaffirmed Council's AA+ with stable outlook ratings. Council has held this rating for six years.

The full report is attached at Attachment 1.

The strength of the credit rating reflects Council's ability to rate together with the fiscal prudence that has been exercised and continue to do so. Examples of the fiscal prudence include:

- 180% of revenue debt cap.
- Maintaining \$20 million cash reserves.

Sensitive Expenditure

In accordance with Council's Sensitive Expenditure policy the list of sensitive expenditure for the Mayor, Councillors, Chief Executive and Executive Leadership Team is reported to the Finance and Policy Committee. The table below covers the period from 28 August to 29 October 2024.

Sensitive expenditure is broadly defined in the Sensitive Expenditure Policy and for the purpose of reporting sensitive expenditure is interpreted to include; travel, meals, training and hospitality for Mayor, Councillors, Chief Executive.

| Cost Centre | Period Expense Recorded | Transaction Amount | Who | Description | Supplier |
|------------------------|-------------------------|--------------------|-----------------------------|---|-------------------------------|
| Mayor | Oct-24 | 270.44 | Mayor Clark | Accommodation - LGNZ Zone 5 and 6, Central Otago | Scenic Hotel |
| Mayor | Oct-24 | 2,500.00 | Mayor Clark | General Expense - Mayoral advertising - Invers Ltd | Invers Limited |
| Mayor | Oct-24 | 71.74 | Mayor Clark | Staff Gifts - Bereavement Flowers - Reece MacDonald | Plaza Supervalve |
| Councillors | Oct-24 | 78.22 | Councillors | Staff Gifts - Bereavement Flowers - David Hall-Jones | BNZ CC Jul / Aug S Gage |
| Councillors | Sep-24 | 299.13 | Deputy Mayor Campbell | Airfares - LGNZ Conference, Wellington | Air New Zealand |
| Councillors | Sep-24 | 100.87 | Darren Ludlow | Airfares - LGNZ Conference, Wellington | Air New Zealand |
| Councillors | Sep-24 | 48.26 | Darren Ludlow | Taxis - LGNZ Conference, Wellington | Expense Claim |
| Councillors | Sep-24 | 256.52 | Deputy Mayor Campbell | Courses & Seminars - LGNZ Zone 5 and 6, Central Otago | LGNZ |
| Councillors | Sep-24 | 30.44 | Deputy Mayor Campbell | Event Costs - Breakfast with Minister Bayley | Southland Chamber of Commerce |
| Councillors | Sep-24 | 200.00 | Alex Crackett / Steve Broad | Courses & Seminars - YEM Hui Registration | LGNZ |
| Chief Executive Office | Oct-24 | 48.43 | Michael Day | Taxis - LGNZ Conference, Wellington | BNZ CC Jul / Aug M Day |
| Chief Executive Office | Oct-24 | 23.48 | Michael Day | Courses & Seminars - Ngai Tahu Meeting - 3 W Workshop, Christchurch | BNZ CC Jul / Aug M Day |

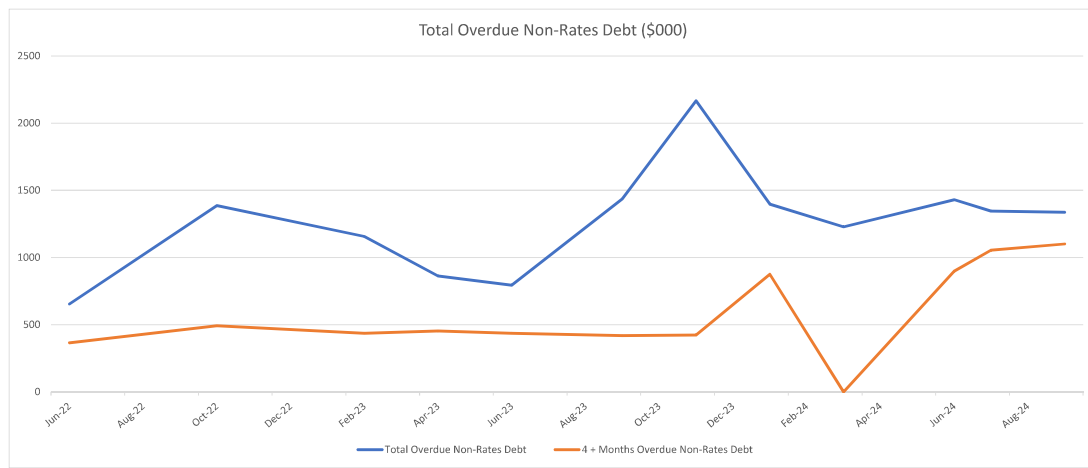
| Cost Centre | Period Expense Recorded | Transaction Amount | Who | Description | Supplier |
|------------------------|-------------------------|--------------------|-------------|---|-------------------------------|
| Chief Executive Office | Oct-24 | 108.47 | Michael Day | Courses & Seminars - Ngai Tahu Meeting - 3 W Workshop, Christchurch | BNZ CC Jul / Aug M Day |
| Chief Executive Office | Sep-24 | 338.26 | Michael Day | Airfares - LGNZ Conference, Wellington | Air New Zealand |
| Chief Executive Office | Sep-24 | 256.52 | Michael Day | Courses & Seminars - LGNZ Zone 5 and 6, Central Otago | LGNZ |
| Chief Executive Office | Sep-24 | 30.44 | Michael Day | Event Costs - Breakfast with Minister Bayley | Southland Chamber of Commerce |

Debt Management

Sundry (Non-rates) Debt

At 30 September 2024 the non-rates debtors outstanding was \$1.336 million a decrease of \$0.09 million on 31 July 2024. The decrease is a combination of the timing of invoices being processed and the invoicing of contributions to delivered capital projects.

The graph below shows the trend in total overdue non-rates debt for the period from June 2022 to September 2024, and non-rates debt over four months old for the same period.



The table below details the total Council debt and the age of the debt.

| | As at 30 September 2024 | | | | | As at 31 July 2024 | | | | |
|--------------------|-------------------------|------------------|------------------|---------------------|------------------|--------------------|------------------|------------------|---------------------|------------------|
| | 1 Month | 2 Months | 3 Months | 4 + Months | Total | 1 Month | 2 Months | 3 Months | 4 + Months | Total |
| Grand Total | 126,264.82 | 61,478.80 | 47,628.11 | 1,100,695.17 | 1,336,067 | 166,128.92 | 78,724.26 | 46,011.65 | 1,054,904.37 | 1,345,769 |

Of the above balance \$0.884 million (\$0.515 March 2024), relates to debtors with outstanding debts over \$5,000 and more than two months overdue.

Debt Write Off

There has been no debt written off since 1 July 2024. Debts are only written off following an extensive review of amounts which are two or more months overdue where it is not considered cost effective to be sent to our external debt collectors for debt recovery.

Rates Debtors

The table below summarises the rates arrears balance at 24 October. With the 2024-2025 rating year beginning on 1 July, any unpaid rates for the 2023-2024 year are now shown as arrears. Unpaid amounts for instalment 1 for the 2024-2025 rating year are not considered arrears until 1 July 2025.

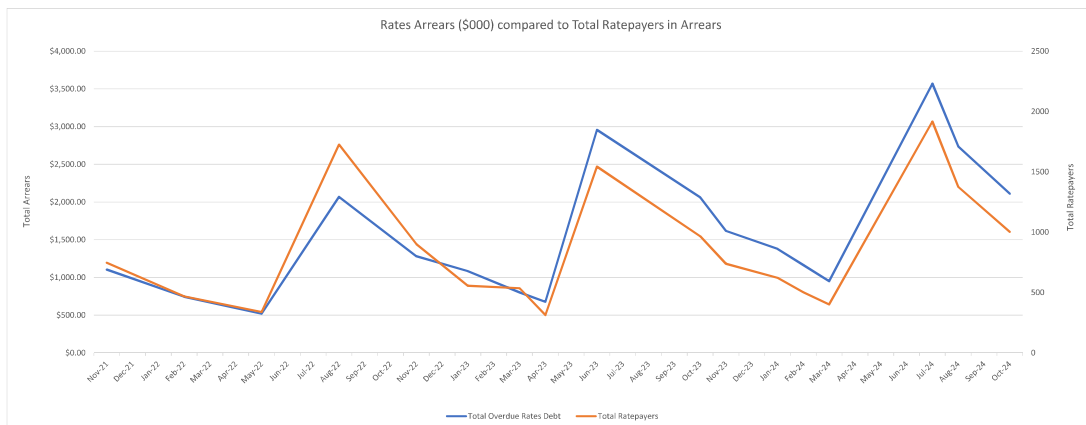
| | Rating Year | | | | | | Total |
|-------------------------------|-------------|-----------|-----------|-----------|-----------|--------------|-----------|
| | Period 1 | Period 2 | Period 3 | Period 4 | Period 5+ | 2018 & older | |
| Rates arrears per rating year | 2023-2024 | 2022-2023 | 2021-2022 | 2020-2021 | 2019-2020 | 2018 & older | Total |
| As at 24 October 2024 | 1,718,745 | 268,878 | 61,038 | 19,628 | 41,857 | | 2,110,146 |
| As at 27 August 2024 | 2,258,026 | 340,421 | 77,830 | 21,308 | 42,027 | | 2,739,613 |
| As at 15 July 2024 | 2,928,178 | 453,476 | 114,014 | 31,516 | 44,466 | | 3,571,650 |
| As at 31 March 2024 | | 697,052 | 165,114 | 43,003 | 15,011 | 30,995 | 951,175 |
| As at 23 February 2024 | | 874,336 | 194,229 | 47,319 | 16,930 | 30,995 | 1,163,809 |
| As at Jan 2024 | | 1,063,414 | 214,151 | 51,310 | 18,553 | 31,295 | 1,378,723 |
| As at Nov 2023 | | 1,259,037 | 248,786 | 58,694 | 19,565 | 31,556 | 1,617,638 |
| As at Oct 2023 | | 1,605,031 | 322,105 | 75,553 | 23,106 | 37,282 | 2,063,077 |
| As at June 2023 | | 2,378,364 | 418,819 | 97,435 | 24,235 | 38,100 | 2,956,953 |
| As at April 2023 | | 0 | 507,049 | 105,570 | 26,219 | 39,171 | 678,009 |
| As at March 2023 | | 0 | 603,591 | 120,899 | 34,960 | 41,407 | 800,857 |
| As at January 2023 | | 0 | 832,952 | 145,938 | 46,012 | 58,739 | 1,083,641 |
| As at November 2022 | | 0 | 1,055,366 | 161,968 | 4,939 | 59,619 | 1,281,892 |
| As at August 2022 | | 0 | 1,738,026 | 205,383 | 59,252 | 67,080 | 2,069,741 |

89.54% (91.99% July, 93.1% March, 91.9% February 2024, November 94%, October 94%, June 87%, April 92%) of Council's rates arrears by value are owed on 664 (July 873, March 292, February 343, November 514, October 643, June 897, April 222) properties with amounts greater than \$1,000 outstanding.

Council offers ratepayers who get behind in their rates the opportunity to enter into a payment plan arrangement. Those ratepayers who are in arrears with a payment plan are not charged rates penalties.

In those situations where there is no payment plan arranged (and followed), Council has a number of debt recovery methods available to it under the Rating Act. These include collection from the mortgage holder (where there is a mortgage) and court judgement. The final recovery method is a rating sale where Council obtains a court judgement to sell the property to recover the rates owed and the costs incurred.

The graph below shows total rates arrears (in thousands), together with total number of ratepayers that are in arrears for the period from November 2021 to March 2024.



Water Billing

Water billing relates to invoices raised quarterly to non-residential ratepayers who use more than a prescribed m³ of water. At present the threshold for charging is use above 249 m³ in the period from 1 July to 30 June.

The total value of water bills overdue at August 2024 \$9,516 (March \$14,464, February \$23,708, November 2023 \$20,956, October 2023 \$38,726). Relating to 45 (March 136, February 203, November 2023 107, October 107) the vast majority of these are for amounts under \$1,000, (\$5,285) 55.54% of the outstanding amount relates to three customers.

Note, water bills overdue at 31 October is currently unavailable due to a reporting issue. A verbal update will be given at the meeting.

Dog Registrations

The total value of dog registrations unpaid at 7 October \$87,986 (August \$103,458, July \$188,420, April \$51,260, February 2024 \$58,342, January 2024 \$60,414, December 2023 is \$64,154) relating to 896 animals (August 1062, July 2048, February 2024 is 627, January 2024 639, December 2023 627).

Total registrations to date are 9,049 dogs.

We do note that the current legislation prevents us from offering instalment payments for dog registrations.

Next Steps

Collection activities will continue on outstanding debtors and rates arrears.

Attachments

1. Fitch Affirms Invercargill City Council at 'AA+'; Outlook stable – 06 Nov 2024 [A5624924]

A5624924



06 NOV 2024

Fitch Affirms Invercargill City Council at 'AA+'; Outlook Stable

Fitch Ratings - Sydney - 06 Nov 2024: Fitch Ratings has affirmed Invercargill City Council's (ICC) Long-Term Local-Currency Issuer Default Rating (IDR) at 'AA+' with a Stable Outlook. Fitch has also affirmed the Short-Term Local-Currency IDR at 'F1+'.

The Long-Term IDR reflects ICC's Standalone Credit Profile (SCP) of 'aa+', which is based on a 'High Midrange' risk profile and a financial profile in the 'aa' category. The 'aa+' SCP reflects ICC's low leverage compared with that of peers.

We expect the council will maintain a 'High Midrange' risk profile. This is due to the stable funding structure anchored by property tax revenue, and the council's capacity to manage its expenditure, which we expect will gain support from easing inflationary pressures. A large capex schedule will drive debt higher over the medium term, but we believe this will be counterbalanced by a firmer operating performance to maintain debt at manageable levels.

KEY RATING DRIVERS

Risk Profile: 'High Midrange'

The 'High Midrange' risk profile indicates a low risk that the council's ability to cover its debt-service needs will unexpectedly weaken in the medium term. Our assessment reflects a combination of 'Stronger' key risk factors for revenue robustness, revenue adjustability, expenditure adjustability, and liabilities and liquidity robustness, and 'Midrange' key risk factors for expenditure sustainability and liabilities and liquidity flexibility.

Revenue Robustness: 'Stronger'

We believe ICC's steady economic performance and strong funding profile will lead to sustainable revenue growth. Property taxes (rates) increased at a 5.5% CAGR for the fiscal year ending June 2019 (FY19)-FY23, underpinning 5.2% growth in operating revenue. The council typically increases rates each year to meet operating expenditure needs. We believe property rates, which make up over 60% of operating revenue, are a highly stable form of revenue because they are linked to the city's robust property base.

Revenue Adjustability: 'Stronger'

Rates provide councils with a high degree of revenue flexibility, as there are minimal restrictions on year-to-year rate setting. Affordability can impose practical limits on rate hikes, but Fitch believes

A5624924

affordability restrictions are low compared to international peers, given rates represent a low portion of average household income - typically 3%-4% - and are supported by New Zealand's strong wealth levels.

Expenditure Sustainability: 'Midrange'

ICC's expenditure is typically predictable and not heavily influenced by economic cycles. Primary costs include water supply, waste management, road maintenance and local area development. Spending is generally well-planned and matched by rate adjustments. Capex can be more volatile, but mainly consists of planned investments and maintenance-focused activities. Expenditure growth generally aligns to revenue growth, which indicates a 'Midrange' assessment under our criteria.

Expenditure Adjustability: 'Stronger'

New Zealand's local government policy framework requires councils to balance annual operating budgets, effectively reducing the risk of large, unplanned budgetary deficits. We anticipate ICC will maintain a moderate exposure to mandatory expenditure, such as employee expenses, which were 20% of total expenditure in FY23. ICC has investment requirements for general services and core infrastructure, but we believe a portion of capex offers flexibility, such as delaying, reducing or cancelling capital projects. This leads to the 'Stronger' assessment.

Liabilities & Liquidity Robustness: 'Stronger'

ICC adheres to its own internal liability-management policies and prudent risk-management controls. The council's liability management ensures clear visibility on debt growth and it has no exposure to currency risk or high-risk derivatives. Some exposure to short-term debt often creates maturity concentration, but we believe the council's access to borrowing via the New Zealand Local Government Funding Agency Limited (LGFA) (AA+/Stable) ensures stable liquidity with low refinancing risk.

Liabilities & Liquidity Flexibility: 'Midrange'

ICC maintains large internal liquidity resources, held as cash or on term deposit with highly-rated counterparties. The LGFA borrowing structure further supports ICC's access to liquidity through short- and long-term options. LGFA borrowing includes financial covenants, such as a debt ceiling, but we do not expect these to restrict ICC's debt-capital requirements over the medium term. We believe ICC will maintain adequate sources of liquidity, which at FYE23 included NZD34 million in available cash and cash equivalents and a NZD10 million committed bank facility.

Financial Profile: 'aa category'

Fitch's assessment of ICC's financial profile is based on our rating-case scenario for FY24-FY28, which projects fiscal performance and debt levels through an economic cycle. We estimate the primary metric, the payback ratio (net adjusted debt/operating balance), to be 5.7x in FY28, higher than the 4.0x in FY23, as the council increases its borrowings to fund capex. The primary metric falls within the 'aa' category range of 5.0x-9.0x.

Secondary metrics include a debt-service cover ratio of 1.9x in FY28, and a fiscal debt burden (net adjusted debt/operating revenue) of 127%, both within the 'a' category. The combination of the primary metric at the stronger end of the 'aa' category and the secondary metrics leads to a financial profile at the stronger end of the 'aa' category after relevant peer comparison.

Derivation Summary

ICC's Long-Term IDR is driven by its 'aa+' SCP, which reflects a 'High Midrange' risk profile and strong debt metrics. The notch-specific SCP is derived from peer comparison across the key rating drivers and financial metrics.

Short-Term Ratings

The Short-Term IDR corresponds to a Long-Term IDR that lies between 'AAA' and 'AA-', based on the relevant criteria.

Key Assumptions

Risk Profile: 'High Midrange'

Revenue Robustness: 'Stronger'

Revenue Adjustability: 'Stronger'

Expenditure Sustainability: 'Midrange'

Expenditure Adjustability: 'Stronger'

Liabilities and Liquidity Robustness: 'Stronger'

Liabilities and Liquidity Flexibility: 'Midrange'

Financial Profile: 'aa'

Asymmetric Risk: 'N/A'

Support (Budget Loans): 'N/A'

Support (Ad Hoc): 'N/A'

Rating Cap (LT IDR): 'N/A'

Rating Cap (LT LC IDR) 'N/A'

Rating Floor: 'N/A'

Quantitative assumptions - Issuer Specific

Fitch's rating case is a through-the-cycle scenario, which incorporates a combination of revenue, cost and financial risk stresses. It is based on FY19-FY23 actual figures and FY24-FY28 projected ratios. The

key assumptions for the scenario include:

- operating revenue CAGR of 8.0% in FY24-FY28 (FY19-FY23: 5.2%) as the council increases its property rates to meet rising operating and capital expenditure;
- operating expenditure CAGR of 7.6% in FY24-FY28 (FY19-FY23: 6.3%), reflecting service demands, population growth and inflation impacts;
- net capex to average NZD49 million in FY24-FY28 (FY19-FY23: NZD27 million) for maintenance works, key cost areas of roads and water infrastructure, and discretionary spending on local facilities;
- cost of funds to average 3.8% in FY24-FY28 (FY23: 2.9% Fitch-estimated average cost of funds).

Issuer Profile

Invercargill is New Zealand's southernmost city, founded in the 1850s, and the regional capital and commercial centre of Southland. We estimate that the Southland region accounts for around 1% of the country's GDP.

Rating Sensitivities

Factors that Could, Individually or Collectively, Lead to Negative Rating Action/Downgrade

A downgrade of New Zealand's Long-Term Local-Currency IDR (AA+/Stable) or a weakening of ICC's SCP may lead to negative rating action. A weaker SCP could be caused by a negative reassessment of the council's risk profile to 'Midrange' or deterioration of the payback ratio to closer to 7.0x on a sustained basis in our rating-case scenario.

Factors that Could, Individually or Collectively, Lead to Positive Rating Action/Upgrade

An upgrade of New Zealand's Long-Term Local-Currency IDR and an upward revision of ICC's SCP could lead to positive rating action. ICC's SCP may be raised by a positive reassessment of its risk profile, a payback ratio sustainably below 5.0x, and firming of its debt-service coverage ratio to above 4.0x on a sustained basis in our rating-case assessment.

ESG Considerations

The highest level of ESG credit relevance is a score of '3', unless otherwise disclosed in this section. A score of '3' means ESG issues are credit-neutral or have only a minimal credit impact on the entity, either due to their nature or the way in which they are being managed by the entity. Fitch's ESG Relevance Scores are not inputs in the rating process; they are an observation on the relevance and materiality of ESG factors in the rating decision. For more information on Fitch's ESG Relevance Scores, visit <https://www.fitchratings.com/topics/esg/products#esg-relevance-scores>.

References for Substantially Material Source Cited as Key Driver Rating

The principal sources of information used in the analysis are described in the Applicable Criteria.

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Rating Actions

| ENTITY/DEBT | RATING | | RECOVERY | PRIOR |
|------------------------------|-----------|---|----------|---|
| Invercargill City Council | LC LT IDR | AA+  | Affirmed | AA+  |
| | LC ST IDR | F1+ | Affirmed | F1+ |

RATINGS KEY OUTLOOK WATCH

POSITIVE



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RATINGS KEY OUTLOOK WATCH

| | | |
|----------|---|---|
| NEGATIVE | ● | ◆ |
| EVOLVING | ◊ | ◆ |
| STABLE | ○ | |

Applicable Criteria

[International Local and Regional Governments Rating Criteria \(pub.16 Aug 2024\) \(including rating assumption sensitivity\)](#)

Additional Disclosures

[Solicitation Status](#)

Endorsement Status

Invercargill City Council EU Endorsed, UK Endorsed

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Southland CDEM Group Plan Review

November 2024

The Group Plan Review - Overview



- The Southland CDEM Group Plan is required to be reviewed every 5 years, as per the requirements of the CDEM Act 2002.
- The plan was last reviewed in 2017 and initial work has already been undertaken to review the regional hazard profile. Although dated 2017-2022, the current plan remains in effect until the new plan is adopted.
- The Group Plan sets the strategic direction of the CDEM Group for the next 5 years.
- The hope is to adopt a new Group Plan in 2025.
- The purpose of the presentation today is a high level overview of the review process and to identify where changes are required to existing content within the current plan



November 2024

The Group Plan Review – Key changes



- Update of the plan to ensure Goals and objectives are still relevant and achievable
- Inclusion of Māori / iwi engagement and response arrangements
- Alignment with current climate change policy and risk assessments
- Update of regional hazards and consequences to reflect recent events and new research
- Alignment of arrangements to CIMS 3rd Edition
- Update of terminology to match National Disaster Resilience Strategy (NDRS)



November 2024

The Group Plan Review – Process



- Current plan reviewed with Group Office staff to identify what has been achieved, what is still outstanding and what new activities may need to be included across the 4R's
- Consultation with all EM Group members (inc. Councils) to determine requirements of the new plan
- Draft plan structure, goals, objectives and required activities developed
- Draft plan consulted with EM Group member agencies, NEMA and Joint Committee
- Draft plan public consultation and hearings on submissions
- Plan updated and finalised following public consultation
- Plan approved by CEG / Joint Committee and sent to Minister Civil Defence for feedback
- 2025 – 2030 Group Plan adopted



November 2024

4R's of emergency management



Reduction

Identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impacts

Readiness

Developing operational systems and capabilities before a civil defence emergency happens; including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities and other agencies.

Response

Actions taken immediately before, during or directly after a civil defence emergency to save lives and protect property, and to help communities recover.

Recovery

The coordinated efforts and processes to bring about the immediate, medium-term and long-term holistic regeneration of a community following a civil defence emergency.

November 2024

The current Goals of the Group Plan



National Disaster Resilience Strategy
Working together to manage risk and build resilience

Our Vision
New Zealand is a disaster resilient nation that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders.

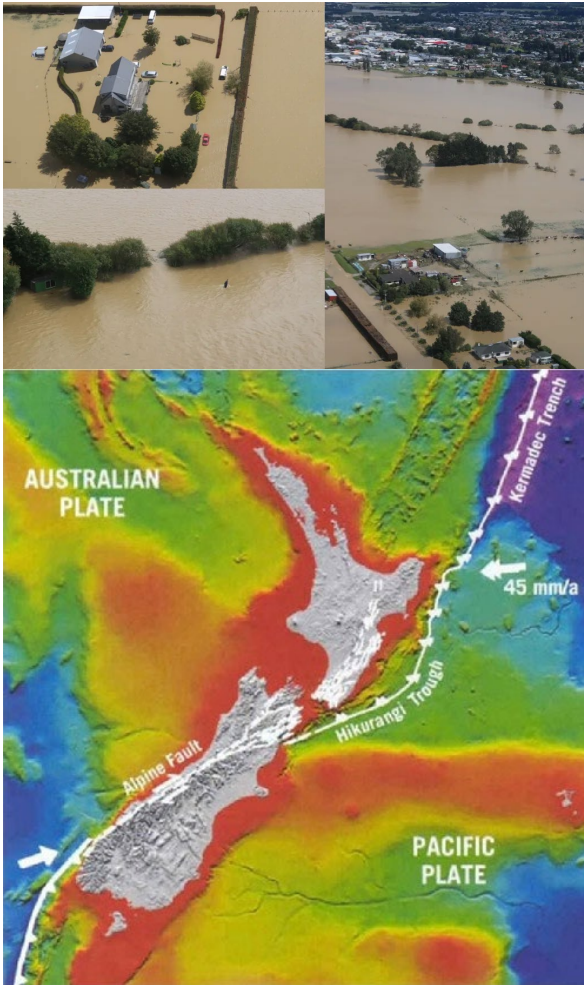
Our Goal
To strengthen the resilience of the nation by managing risks, being ready to respond to and recover from emergencies, and by enabling, empowering and supporting individuals, organisations, and communities to act for themselves and others, for the safety and wellbeing of all.

We will do this through:

- 1 Managing Risks
- 2 Effective Response to and Recovery from Emergencies
- 3 Enabling, Empowering, and Supporting Community Resilience

November 2024

Risks and Hazards



- Multi-agency risk assessment workshops used to determine high level risks and consequences for the region
- So far three hazards fully assessed at workshop in 2022; Tsunami and earthquake (Puysegur Trench)*, Regionwide flooding and animal disease
- Further workshops to be held to fully assess other major hazards before plan completion
- Risk survey utilised to determine initial level of risk from remaining hazards
- Results used to inform activities within the Group Plan

November 2024

Reduction



- Areas for consideration include;
 - Supporting, engaging and continuing hazard research projects that increase community resilience and preparedness including climate change
 - Ensuring preparedness across all Group members through business continuity planning
 - Development and sharing of hazard and response information through website, hazard portal to inform decision making at all levels
 - Working with communities to identify local risk and consequences from major hazards
 - Engaging with local authority planning to provide EM advice / input to major projects
 - Understanding the economic impacts of major events to the region

November 2024

Readiness



- Areas for consideration include:
 - Working with isolated communities to develop and enhance community-led response arrangements e.g .Fiordland
 - Developing existing, and identifying new emergency networks and partnerships to support response structures
 - Continuing multi-agency planning for catastrophic events, such as AF8 and flooding
 - Increasing resilience of communications networks
 - Ensuring continued development of response staff and governance across the region through regular training and exercising
 - Maintaining and developing appropriate region plans and procedures to manage major events at all levels
 - Working with lifeline providers to better understand and enhance the resilience of key regional infrastructure
 - Building partnerships with major regional businesses and commerce to support response

November 2024

Response



- Areas for consideration include:
 - Providing a clear concept of operations for the centralised response model
 - Ensuring appropriate staffing levels across all partners to provide effective response capability
 - Ensuring response facilities are appropriately resourced to deal with major events
 - Providing consistent resourcing to communities to enable initial response to occur in major events
 - Ensuring that tools and systems support the development of a common operating picture and the sharing of situational awareness
 - Ensuring clear and consistent communications to the public
 - Providing appropriate systems to support the identification and provision of needs to impacted communities
 - Utilising volunteer partners (e.g. Red Cross) to support response activities

November 2024

Recovery



- Areas for consideration include:
 - Working with key partners in Recovery to ensure arrangements are appropriate for potential impacts of major events
 - Ensuring Recovery environment leads are identified and and engaged across partner agencies
 - Ensuring Recovery roles and responsibilities are clearly defined across local authorities
 - Utilising Recovery lessons from previous events to inform Recovery pre-planning
 - Working with communities to identify local recovery issues and arrangements
 - Understanding requirements of industry and major regional employers to recover following a major event

November 2024

Inclusion of Māori / Iwi in the plan



- Initial hui to be held with representatives from Mana whenua, Ngāi Tahu and EM Southland in early December.
- Discussion around Mana whenua involvement across 4R's of emergency management
- Some potential areas for consideration include;
 - Development of the partnership with Ngāi Tahu to support work programme delivery and liaison
 - Provision of training to support Mana whenua response capability
 - Inclusion of appropriate Mana whenua representation at all levels of response
 - Identification of Mana whenua / iwi resources that support response and development of agreements for use
 - Support to Iwi / Mana whenua response planning and understanding of impacts of major regional hazards

November 2024

Other considerations



- Are the current arrangements of the Group appropriate? E.g. Funding arrangements, structure, staffing levels?
- Are there any specific projects / areas of work that you would like to be considered as part of the new plan?
- Are there any areas of concern in the way response have been managed in the past? What needs to be addressed to improve this?
- How would you like the activities of the EM Group reported to wider council outside of the formal committees (Coordinating Executive Group and Joint Committee)?

November 2024

Initial Consultation



- Opportunity to provide feedback on the current plan contents via online form or word document (sent out after meeting)
- Feedback will be collated to inform the draft plan
- Also be sent to wider supporting agencies (Lifelines members, Welfare organisations)

<https://forms.office.com/r/gfcknRDwf8>

November 2024