



Notice is hereby given that an Ordinary Meeting of Southland District Council will be held on:

Date: **Tuesday, 27 March 2018**
Time: **9am**
Meeting Room: **Council Chamber**
Venue: **Southland District Council**
15 Forth Street
Invercargill

Council Agenda

OPEN

MEMBERSHIP

Mayor	Mayor Gary Tong
Deputy Mayor	Paul Duffy
Councillors	Stuart Baird
	Brian Dillon
	John Douglas
	Bruce Ford
	Darren Frazer
	George Harpur
	Julie Keast
	Ebel Kremer
	Gavin Macpherson
	Neil Paterson
	Nick Perham

IN ATTENDANCE

Chief Executive	Steve Ruru
Committee Advisor	Fiona Dunlop

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Full agendas are available on Council's Website
www.southlanddc.govt.nz

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.

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PUBLIC EXCLUDED

Nil

1 Apologies

At the close of the agenda no apologies had been received.

2 Leave of absence

At the close of the agenda no requests for leave of absence had been received.

3 Conflict of Interest

Councillors are reminded of the need to be vigilant to stand aside from decision-making when a conflict arises between their role as a councillor and any private or other external interest they might have.

4 Public Forum

Notification to speak is required by 5pm at least two days before the meeting. Further information is available on www.southlanddc.govt.nz or phoning 0800 732 732.

5 Extraordinary/Urgent Items

To consider, and if thought fit, to pass a resolution to permit the Council to consider any further items which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded.

Such resolution is required to be made pursuant to Section 46A(7) of the Local Government Official Information and Meetings Act 1987, and the Chairperson must advise:

- (i) The reason why the item was not on the Agenda, and
- (ii) The reason why the discussion of this item cannot be delayed until a subsequent meeting.

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"Where an item is not on the agenda for a meeting,-

- (a) that item may be discussed at that meeting if-
 - (i) that item is a minor matter relating to the general business of the local authority; and
 - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
- (b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."

6 Confirmation of Council Minutes

- 6.1 Meeting minutes of Council, 27 February 2018

Management Report

Record No: R/18/3/5481
Author: Steve Ruru, Chief Executive
Approved by: Steve Ruru, Chief Executive

☐ Decision ☐ Recommendation ☒ Information

Chief Executive

Water Issues

- 1 As noted previously the Stage Two report from the Havelock North Water Inquiry, was released in December 2017 and identified a number of deficiencies with the way in which drinking water services are managed across the country.
- 2 Following release of the report Central Government have been progressing work to make an initial set of decisions about the changes to be made to the way in which the regulation and delivery of water services is managed. It is expected that a set of initial decisions will be made by Cabinet in the next month. These are expected to include the establishment of a water regulatory agency, whose mandate is likely to extend beyond just drinking water.
- 3 Given the 'connected' nature of the water system it can be expected that the Government will take a very broad systems approach to the issues involved. Hence, this is likely to include the water quality issues that currently fall within the scope of the Regional Councils as well as the water, wastewater and stormwater services that are currently managed by territorial local authorities.
- 4 The establishment of an independent regulatory agency will inevitably mean a 'raising of the standards' that will need to be met. In turn this will create a number of increased cost pressures which local authorities will need to manage.
- 5 While the cost implications of new water management standards for different communities will differ it is acknowledged that there are already a number of significant pressures on rates across the local government sector. These pressures may, particularly in high growth communities lead to models that allow for the introduction of new funding partners. This is already occurring through the Crown Infrastructure Partners model being used in the central North Island. The broad range of expenditure pressures and the options for addressing these will be reviewed through the proposed local government funding inquiry.
- 6 In response to the recommendations coming from the stage 2 report additional funding has been included in the draft 2018 Long Term Plan, to enhance current data recording systems and to install further disinfection at the Riverton Water Treatment Plant, following the abolition of the 'Secure Status' of all raw water sources.

Freedom Camping

- 7 Mayor Tong was one of 30 Mayors who met with Tourism Minister Kelvin Davis and senior officials to discuss freedom camping issues on 8 March. The discussions were wide ranging and highlighted the diversity of views that exist in relation to freedom camping and how it is best managed. The challenges facing different local authorities vary around the country.

- 8 The actions arising from the discussion include:
- The establishment of a working group before the end of March to assess the situation nationally. The group will include representation from local government, the Department of Conservation, Land Information NZ and commercial operators
 - A review of the relevant legislative and regulatory environment including the Freedom Camping Act and Camping Ground Act
 - A review of the potential to develop nationally consistent policy and other standards including signage, a warrant of fitness for self-contained vehicles and technology.
 - Consideration of the potential to have consistent regulatory approaches to managing the different types of land (eg conservation and local authority) where campers congregate.
 - A review of the options for funding the infrastructure and other services needed to support freedom camping.
- 9 There is a level of concern that if action is not taken to address the impacts that freedom camping is having in communities currently experiencing problems that it may begin to have an impact on the level of community support for tourism in general. Given that tourism is now NZ's biggest export earner it is clearly important that the industry be allowed to operate and with a strong 'social licence' or level of community support.
- 10 At a local level staff are continuing to monitor the situation and have work planned to look at developing a district wide management strategy once the direction of any national policy review work becomes clearer.

Climate Change

- 11 The Parliamentary Commissioner for the Environment released a report titled *A Zero Carbon Act for New Zealand: Revisiting Stepping stones to Paris and beyond*. A copy of the report is available on the Commissioner's website (www.pce.parliament.nz/publications/a-zero-carbon-act-for-new-zealand-revisiting-stepping-stones-to-paris-and-beyond).
- 12 In the report the Commissioner notes that New Zealand needs to move on from a 'stop/start' approach to managing the impacts of climate change. It also highlights the importance of having a structured approach to both mitigation and adaptation.
- 13 The recommendations included in the report, in relation to mitigation, include:
- Any emissions reduction target/s set out in legislation must be certain;
 - That it may be appropriate to introduce emissions reduction targets in a staged manner;
 - Separate targets for different major gases may be appropriate and would provide clarity about the need to make progress on all gases;
 - The Zero Carbon Act should specify the expertise required on the Climate Commission and a process that ensures some level of cross-party consensus in the appointment of the Commissioners;
 - The Climate Commission should have an advisory role, and the Government should have responsibility for developing budgets and implementing the policies needed to achieve the budget; and
 - That the Act should lay out explicit timeframes within which the Government must detail the policies it intends to implement in response to newly enacted carbon budgets.

- 14 In respect of adaptation, the report recommends that the proposed Zero Carbon Act should include a process for carrying out regular national-level risk assessments and national adaptation strategy planning. It will be important for this Council to do adaptation planning work at the district and community (eg Colac Bay and Stewart Island) level, particularly where there are significant risk issues to be managed.
- 15 The Climate Change Adaptation Technical Working Group is progressing work on its second report which will provide recommendations on how we should be adapting to climate change. It is expected that the Group's recommendations will include suggested actions in the following areas:
- The need for a planned approach to adaptation. It is important that there is a level of consistency to the planning and assessment of the adaptation risks arising from climate change ahead of it occurring
 - The development of greater information and assessment tools to assist local authorities and communities with their planning and adaptation work. The importance of developing more national guidance is highlighted by the wide variation in approaches that are currently being used in different communities across New Zealand. There is, for example, significant variability that different local authorities are making about the level of sea level rise that might occur over the next 100 years. Greater progress will be made if a consistent set of national standards on sea level could be set
 - The development of a standard national methodology and risk assessment tools to assist communities with quantifying the risk that they face and developing adaptation strategies
 - The development of greater capacity and capability across both central and local government to assist with adaptation work.

Civil Defence Review

- 16 The Minister of Civil Defence has been consulting widely on the recommendations made through the recent review of civil defence structures.
- 17 Through the consultation process it is clear that there has been a wide level of support for many of the recommendations made including the desire to 'raise the standards' expected and bring a more professional approach to the management of this area. This will have flow-on implications for all of the entities involved including local authorities and Emergency Management Southland.
- 18 One of the key issues, from a local perspective, was the recommendation to require a move to regional service delivery and funding models. While the regional service delivery model proposal is not an issue for Southland, given the existence of Emergency Management Southland, it would have significant implications for a number of other regions. It would also affect the current funding model used in Southland in that the funding responsibility would move to Environment Southland rather than being spread between the local authorities as occurs at present. As a result a strong message has been given by many across the local government sector about the need to have a degree of local decision making in each region as to what might constitute the most appropriate model.
- 19 The Minister will be developing a series of recommendations to go through to Cabinet in the next three months to enable the initial set of policy decisions to be made. It is expected that decisions on the future structure for the Ministry of Civil Defence and national operations centre will be deferred to be made at a later date.

Southland Regional Development Agency (SRDA)

- 20 In September 2017 the four Southland Councils released the statement of proposal relating to the formation of the SRDA as a council controlled organisation (CCO), to lead regional development activity.
- 21 There were some 105 submissions received which were considered by a Joint Committee consisting of two Councillors appointed from each of the four Southland Councils.
- 22 The Joint Committee has now completed its deliberations and is recommending that the Councils proceed with the formation of the new Agency as a CCO. There is a separate order paper item on the 27 March Council agenda dealing with this issue.
- 23 The Joint Committee has also made a number of other suggestions about the shareholding, constitution, transitional arrangements and operating framework for the SRDA. These are reflected in a series of propositions which will need to be considered further as work proceeds with establishment of the new Agency.

Tuawhenua – Provincial Growth Fund

- 24 The Provincial Growth Fund was launched by the Government in Gisborne on 23 February. All regions, apart from the metropolitan areas of Auckland, Wellington and Christchurch are able to access the fund. There are also five ‘surge’ regions, which do not include Southland, who will receive priority funding allocations to support their development.
- 25 The Fund aims to enhance economic development opportunities, create sustainable jobs, contribute to community well-being, lift the productivity potential of regions, and help meet New Zealand’s climate change targets.
- 26 The fund has been split into three main areas being:
- Regional Projects and Capability. This area is for regional economic projects including feasibility studies and capability building projects.
 - Sector investment. This covers investments in major sectors such as tourism and aquaculture. The Government’s 1 billion trees programme is also being funded from this pool.
 - Enabling Infrastructure projects where major investments are needed to enable growth in regional economies. A number of rail projects being promoted across the country will be funded from this pool.
- 27 There are a number of detailed criteria relating to how the fund might be accessed and prioritised. These include the requirement for all projects to have regional support before they are put forward. Other key points to note include:
- There are no set application rounds for the Fund;
 - An Independent Advisory Panel has been appointed to assist the decision-making of ministers and officials, supported by a new Regional Economic Development Unit within MBIE to work directly with regions;
 - There are different delegations in place based on the level of support being sought. While some decisions will be able to be made by senior officials and/or ministers the larger applications will need to go to Cabinet.

Te Anau Wastewater

- 28 Work is progressing with the implementation of the business case for the Kepler wastewater preferred option. This includes progressing the design work for the construction of a new reticulation system to transport treated wastewater from the treatment plant to the Kepler Block.
- 29 Initial conceptual design work is also underway for the development of a sub-surface drip irrigation (SDI) system. This work is needed to be able to develop a 'refined' design and cost estimate for an SDI system, as requested by Council. Ben Stratford, an engineer with experience in designing wastewater sub surface drip irrigation systems has been appointed as a peer reviewer to assist with this work.
- 30 Staff are also advancing discussions with Fiordland Sewage Options (FSO) about the potential for Council to employ Peter Riddell to provide comment on the proposed SDI solution. Employing Peter, will provide an opportunity to gain a wider range of technical input to Council's decision-making processes.

National Planning Standards

- 31 The Government is due to release the first set of the proposed new National Planning Standards (Standards) for consultation in April. The Standards have been introduced as part of the 2017 amendments to the Resource Management Act 1991 and are intended to standardise planning tools across New Zealand.
- 32 The aim of these standards is to improve consistency in plan and policy statement structure, format and content so they are easier to prepare, understand, compare and comply with. The Standards also support implementation of national policy statements and help people observe the procedural principles of the Resource Management Act 1991 (RMA).
- 33 The first set of Standards are expected to cover the following areas:
- District plan structure
 - Regional plan and policy statement structures
 - District and regional plan form
 - Zones and overlays
 - Definitions
 - Incorporation of national direction
 - Metrics
 - Administrative provisions
 - Mapping
 - Accessibility of plans online.

Ouvea Premix

- 34 There are approximately 22,000 tonnes of Ouvea premix in Southland, located at the former paper mill in Mataura, and at sites at Awarua and Invercargill. It was owned by Taha Asia Pacific, which went into liquidation in 2016.
- 35 In December 2017, the Taha liquidators EY formally disclaimed the premix, leaving its disposal to interested parties, including central and local government and the landlords of the storage sites. Ouvea premix, if mixed with water, can produce ammonia gas.

A funding package of \$4 million has been pulled together to have the premix removed and disposed of in an appropriate manner. The package involves a contribution from NZ Aluminium Smelter, central government, local government and the landlords.

Community and Futures Group

2018 Long Term Plan and Policies

- 36 The draft 2018 Long Term Plan consultation document and supporting information along with the draft Revenue and Financing Policy and draft Development and Financial Contributions Policy were adopted for consultation at the Council meeting on 27 February 2018. Audit NZ completed its review of the consultation document and the supporting documents and was present at the Council meeting to issue an unmodified audit opinion. A separate report is being prepared about the audit Management Report for the Finance and Audit Committee.
- 37 The consultation period opened on 7 March 2018 and runs through until 9.00am on Monday, 9 April 2018. The consultation document and the key policies are available on Council's website www.southlanddc.govt.nz/ltp2018 and hard copies are available at each of the Area Offices. Copies of the consultation document will also be distributed to mailboxes in Southland District in the first week of the consultation period. The communications team have also put together animated videos for each of the three key issues in the consultation document which are being used on facebook, on the website and within the consultation form.
- 38 Following the close of the consultation period, Council staff will collate all submissions into a submission booklet for the hearings meeting which is scheduled for 18/19 April 2018. Staff will then prepare a range of issues and options papers for consideration at the deliberations meeting on 2 May 2018. Audit NZ will also be onsite to audit the final LTP in late May, prior to Council adopting the final Long Term Plan on 20 June 2018.

MBIE Stewart Island Community Plan Update

- 39 In August 2017, the Ministry of Business, Innovation and Employment approached Council to lead a programme of development and consultation around opportunities and planning for the future of Stewart Island. The catalyst behind this was the Bonamia Ostreae parasite that terminated oyster farm production on Stewart Island. Council engaged Christchurch based independent consultant, Sandra James to undertake the work.
- 40 The purpose of the project was to determine the short, medium and long term community vision for the future sustainability and growth of Stewart Island Rakiura. It would also identify the infrastructure and social structure needed to support the achievement of the overall goals.
- 41 This engagement has now been completed, and the consultant has spoken with over 150 residents on the island around their views and aspirations around the future of the island. A community meeting was held on the Island on 5 March to present the overall findings and seek support in principle from the community to the proposed business cases to be put forward to government in relation to strategic leadership and wharves. The meeting was attended by representatives from MBIE, MPI, DOC, ES and Council who all provided an update on the work that they are currently undertaking on the Island. At this meeting a grant of \$100,000 to support the appointment of a Predator Free project manager was also announced.
- 42 The final report, being submitted to Council on 27 March 2018 has recommended some key themes for further investigation, and recommends to Council the development of investment proposals to MBIE.

Welcome Ambassador Project Update

- 43 The purpose of this project is to develop and deliver a pilot in Te Anau that has a focus of intentional welcoming, where being a welcoming community can significantly enhance the experience of residents, ratepayers, and visitors to the area. The pilot will be led and supported by Council's community partnership leader, and delivered by community development through Venture Southland.
- 44 A public meeting was held in Te Anau on 7 March 2018 and was attended by a small and interested group of the public. Following in-depth discussions it was agreed by the residents present to not pursue this further in Te Anau at this time, however they wanted to ensure that there may be opportunity further down the track to investigate the project. The residents who attended felt that there were already a number of things happening in Te Anau, and that in general the township already provided a welcoming environment.
- 45 It is the express intention of this project that Council and other agencies or organisations have only a supporting role, and that the level of engagement and on-going accomplishments of the group are identified, driven and led by volunteers in the community themselves. From here, staff will have further discussions around any other townships who might be approached for expressions of interest in the project.

Community Organisation and Volunteer Sector Shared Services Pilots

- 46 The purpose of this project is to develop and run two pilot projects around the concept of shared services and shared service delivery within community organisations and volunteer groups within the Southland District.
- 47 Shared services is a concept generally supported by Central Government funding agencies and philanthropic funding bodies, and where there is significant benefit to the efficiency and effectiveness of community organisations and volunteer groups, can work extremely well.
- 48 From the Community Organisation and Volunteer Sector Research undertaken in 2017, and anecdotal information here in Southland and across other areas in New Zealand, we know that many community organisations and groups have identified barriers in their administration, funding for operational and staffing issues, and attracting and retaining people in skilled governance roles, such as Chairs, Secretaries and Treasurers.
- 49 Council and community development staff, with the support of Community Board members in the areas, have identified Winton and Edendale-Wyndham to initiate these pilots. Both pilots will be run concurrently and will have an urban and rural point of difference. Community development staff will begin interviews and conversations with community organisations over the next few months to look at ways in which a shared service model around the roles of Chair, Secretary and Treasurer could be developed. Preliminary conversations have also been made with some funding agencies and has received a favourable response to speak with them further about this concept. The pilots will be run throughout the 2018 calendar year.

Policy and Bylaw Update

- 50 Currently, two draft policies are out for consultation as part of the Long Term Plan consultation process. These are the Development and Financial Contributions Policy and the Revenue and Financing Policy. Council are required to have these policies to provide predictability and certainty about sources and levels of funding. Submissions on these policies close on the 9th of April and hearings will be held on either 18 or 19 April 2018.

- 51 The draft Trade Waste Bylaw is also out for consultation. Although the Trade Waste Bylaw 2008 has been effective at controlling trade waste discharges, under section 159 of the Local Government Act 2002, the Trade Waste Bylaw 2008 is due to be reviewed in 2018. Largely the Bylaw is unchanged, but the draft Bylaw does propose to increase the maximum penalty for a breach of the Bylaw. Submissions close on 2 May, and it is proposed that hearings will be held on 16 May.
- 52 A draft Dangerous, Affected and Insanitary Buildings Policy 2018 has been developed and presented to the Regulatory and Consents Committee. If adopted, the draft policy would replace the current Earthquake-Prone, Dangerous and Insanitary Buildings Policy 2011. The current policy is due to be reviewed as new statutory provisions override the parts of Council's current Policy that relate to earthquake-prone buildings. The draft Policy will be presented to Council for its input and to approve the draft policy for consultation, later this year.
- 53 Council is currently in the process of reviewing the Stewart Island/Rakiura Visitor Levy Policy and Bylaw. Preliminary consultation has been undertaken, and staff are considering the feedback that has been received from internal and external stakeholders. Staff are in the process of identifying if any changes should be recommended. Possible changes to the Levy will be discussed with the Community and Policy Committee mid-year.

Council has resolved to review the Local Alcohol Policy with the Invercargill City Council (ICC) and the Gore District Council (GDC). As part of the review process, Council has also agreed to consult with, and to request information from, the Police and Inspectors and Medical Officers of Health. Feedback has been received from the Police that states the current Policy is working well, that it has been effective, and that it provides good guidelines for the alcohol industry and enforcement authorities. Staff are still waiting for feedback from the Inspectors and Medical Officers of Health, and when that feedback is received, staff will work with ICC and GDC to develop a draft policy.

Milford Opportunities Project

- 54 The Governance Group along with the project management team from the Opus/Xyst partnership visited Milford on 15 February so that everyone could experience the pressures of peak season, to better understand the visitor issues and opportunities and hear first-hand from some of the operators.
- 55 They will be looking to develop a plan that will ensure the Milford experience is outstanding for years to come and continues to create benefit for Fiordland National Park, the region and New Zealand. In the first phase of the project the Opus/Xyst team will be gathering information to understand what is currently known and what else is needed to better inform the project about the people, place, and experience.
- 56 They will work closely with agencies and stakeholders to gather relevant information and research reports, with this phase taking up to six months. As this phase finishes, any gaps in information will be filled through further research.
- 57 Ultimately, this information will feed the strategy and overall masterplan which will create a framework for the future of Milford Sound and the corridor to enhance it and the Fiordland National Park.

Te Anau Community Development Planning

- 58 The Te Anau Community Board is continuing to work through the suggestions that it received from the community consultation last year. The aim is to identify a range of medium to long term opportunities that the Board would like to invest in by including them in the Long Term Plan.
- 59 The intention is to then hold a workshop with a community focus group to discuss how and why those decisions were reached and to see whether there is a general agreement about where they have ended up. Cost estimates will then be sought for the projects which could lead to further prioritisation of the projects.

Tourism Infrastructure Fund Application

- 60 Work on the information needed to support the application for work at Waikawa, Monkey Island, Clifden Bridge, and Te Anau is underway in anticipation of the next funding round being announced before the middle of the year. Those sites were agreed by Council as the priority for this round and further planning work is expected to be undertaken for the district's open spaces in the coming year.

Representation Review

- 61 Since last reported in December 2017, Council, the Elected Representative Working Group and staff have been concluding the pre-consultation phase of the Representation Review and preparing concepts for discussion and feedback with members of community boards and community development area subcommittees.
- 62 Four feedback sessions were held in late February/early March. Following the feedback received Council considered and refined concepts which are currently being developed into what will become the Council's Initial Proposal that will go to Council in April for adoption for consultation. The Initial Proposal will then be open for submissions throughout May, with submissions closing on Wednesday 6 June. Hearings will be held in mid-June with Council adopting the Final Proposal in mid-July.
- 63 In order to inform and provide context for the Local Government Commission about the representation review and the community governance review a reference document, with information including an indicative terms of reference for community boards and information about how local groups will be supported in their local community and have a relationship with their community board, will be available.

Early Childhood Education (ECE) Network Meeting

- 64 Staff were invited to attend a recent meeting facilitated by the Ministry of Education with representatives from the Ministry, Te Kura, Plunket, Playcentre Federation, Southern REAP and Council.
- 65 The purpose was to establish a network and create an understanding of the key stakeholders working in the early childhood sector in Southland and an understanding of the issues they are currently facing. Those in attendance described their roles and programmes on offer to the community.
- 66 Discussions centred around upcoming events and information sharing between agencies to get a better understanding of whether ECE facilities are attracting local families or if the families are traveling further afield to access ECE.
- 67 Plunket described their work in conjunction with REAP to develop a mobile physical programme to take resources to rural areas. REAP explained the resources they provide to Playgroups and

Home-based carers in Southland and programmes they run with Sport Southland. Playcentre advised of the changes happening at a national level and of the new guidelines being developed for use by local Playcentres. Te Kura shared their new electronic learning platform and advised they can offer financial support for accessing laptops and broadband to enable children to take part in early childhood education even if they don't live near an ECE provider.

- 68 A further network meeting is scheduled for later in the year.

Balfour Plunket

- 69 The Balfour Plunket Group has moved out of their old building on Kruger Street and into the more modern Playcentre Building creating a great hub for young families in the District. Staff have attended meetings with local, regional and national Plunket representatives to discuss options for disposal of the building (owned by Plunket) and community consultation.

Environmental Services

Group Managers Update

- 70 Consent numbers have remained reasonably strong post-Christmas, particularly in the Building Solutions area. There had been some resignations in this area pre-Christmas and this has hence placed some additional pressures on remaining staff to ensure processing times are met and preferably that we can exceed processing times. Recruitment is being undertaken at present, with 2 of the 3 vacancies having been filled and new staff commencing shortly.
- 71 Councillors will recall that in early 2017 the Council's Building Solutions team successfully completed the International Accreditation New Zealand (IANZ) 2- yearly reaccreditation audit, to enable it to continue to issue building consents. One Corrective Action Required (known as a CAR) was identified, along with several strong recommendations for improvement, and these have been subsequently actioned.
- 72 While the next audit is not scheduled until March 2019, a project team has been formed to take a team approach to preparing for this audit in order to ensure that the Council is well-positioned early for the next audit process.
- 73 While primarily drawn from the Building Control team and with the GM Environmental Services also a team member, other members also include representatives from the Knowledge Management, Finance and Resource Management teams. This will assist with knowledge sharing and also creating some personal development opportunities, as compared to taking an approach where only 1 or 2 people undertake all the preparatory work for this very important audit process.
- 74 A part of this team's functions will be focusing on recent audits of other recent Building Control Authorities and ensuring issues highlighted by those are suitably addressed.
- 75 Julie Conradi commenced in the role of Quality Assurance (QA) Lead within the Environmental Services (ES) Group on 22nd February 2018. An initial review of the group has resulted in a recommendation for this role to complete the below activities simultaneously:
- Strategic Alignment – workshop with team leaders on the core functions of their teams to identify efficiencies and create business continuity. This will be achieved by simplifying cumbersome processes and aligning activities and roles. Focus will include integrated reporting and monitoring mechanisms for core business processes.

- Process Optimisation – document and optimise the lowest level of handpicked ‘key’ activities (where team leaders believe there is an opportunity for significant improvement) within each team.
- Documentation Review – Review the quality and consistency of documentation retained in Promapp and other formats, identifying gaps to ensure that intellectual property is retained across the group. This is a risk mitigation activity to minimise the impact of staff turnover in the future.

- 76 Consultation with Team Leaders for the above approach has commenced with a detailed plan and schedule for these activities to be generated in the coming weeks.
- 77 The QA Lead has begun to consult with team leaders outside of ES (such as technology support and customer support) and will operate in a transparent and consultative way with the organisation. This will ensure alignment to other projects and continuous improvement activities across the business.
- 78 It is anticipated that throughout these key activities the QA Lead will work closely with the Business Solutions and Knowledge Management teams to facilitate the commencement of data cleanse, process automation and technological advancement activities, informing and supporting the Core Systems Review Project.
- 79 While the QA Lead will be involved in key activities such as the re-accreditation interest group and a review of S17A audit recommendations, this role will not initially complete any internal auditing functions and will focus instead on process optimisation and quality of documentation.

Building Solutions

- 80 The value of consented work for the month of February 2018 is below February 2017 this is a reverse of an increase trend that started about 12 months ago. The number of consents that were issued were consistent with February 2017. The activity in farm building has rebounded on last month and is at a level similar to last year. The number of consents issued for the year is similar to last year for the same period, however there is a noted increase in the value of consented building work. There are currently 104 consents in the system 41 of these are on hold and 63 are actively progressing through the system. Appended to this report are the tables and graphs showing current consent statistics.

Dog Control

- 81 Staff have organised a dog amnesty from Monday 12 February 2018 until Friday 13 April 2018. As at 13 March, 53 dogs had been registered under the amnesty, none of which were menacing breeds.

Environmental Health

- 82 Two new freedom camping ranger services have been operating in the Catlins and in Lumsden. The Catlins service is a shared service with DOC and Clutha District Council, and is limited to daytime educational patrols. Two late night/early morning patrols by Council staff indicate high levels of compliance in the Catlins. In Lumsden, compliance is good thanks to a trial of having additional parks for non-self-contained, however some refinement of the service will be required prior to next season.

Resource Management

- 83 The team are in the process of redeveloping some internal process improvements to streamline some systems. The aim of the project is to improve how we input and extract data while aligning some of our systems with others in the Environmental Services group.
- 84 Council has joined Environment Southland, Invercargill City Council and Gore District Council to undertake some region wide studies on landscapes, biodiversity and climate change. The Planning Team will be inputting into these projects over the next few months.

Customer Support

- 85 For the month of February 2018, Customer Support received 4482 calls to 0800 732 732. There were 549 Request for Service (RFS) recorded from our customers with the top three matters related to roading, water supply and new wheelie bin requests. We had 10,518 visitors to our libraries across the District (excluding Stewart Island and the Bookbus as there are no door counters). We processed 17,438 payments from our customers, of the payments received, 76.6% came to us electronically through direct credit or direct debit, 1.9% cash, 8.6% eftpos and 12.8% via cheque.
- 86 We are upgrading the computer software we record our customer requests on so training for staff and contractors across the District has been completed over February and March.

Libraries

- 87 In a major upgrade of our management system SDC Libraries will be moving to the Kōtui Platform on 3 May 2018. The base system we are using won't show significant changes, particularly for members of the public, however the support underpinning this will be greatly enhanced for both Library staff and users.

Benefits:

- Shared skills and expertise with 37 other local authorities.
- Consistent, high quality, circulation and cataloguing processes adopted and training provided by experts.
- Leverage and support of collective knowledge through working parties, shared training and discussion groups.
- Shared and known costs for Councils and affordable added options to suit each user authority – large, small, urban or rural.
- Time efficiencies of shared cataloguing resources – with shared records provided by skilled and experienced cataloguers.
- Consistent look and feel for our customers across the country.
- Opportunities for shared access with other local authorities.

At the Library

- 88 At all branches Library staff will have had full training in the changed system by the end of April. On Tuesday and Wednesday, 1 and 2 May all branches will be open and delivering all services however printed receipts (those orange/yellow slips) will not be available with books taken out and the current catalogue will not be updated with transactions. Staff will be recording by pen

and paper. This will ensure all data can be checked and tested prior to launch day on Thursday 3 May. We want the transition to be as smooth as possible, particularly for members of the public.

- 89 Roslyn Gray is our primary trainer and, with lots of support, will ensure all staff have the knowledge and confidence to lead this change. Any questions can be phoned to 0800 732 542 or emailed to wintonlibrary@southlanddc.govt.nz

Services and Assets

Group Manager Services and Assets

- 90 Matt Russell, joined Southland District Council on 26 February 2018, taking up the role of Group Manager Services and Assets. Matt's focus initially will be getting to know the team, the communities and the asset network.
- 91 Ian Marshall, former Group Manager Services and Assets has now commenced in his new role of Senior Projects Manager (while assisting with Property matters in the absence of the Strategic Property Manager until he returns in mid-April).

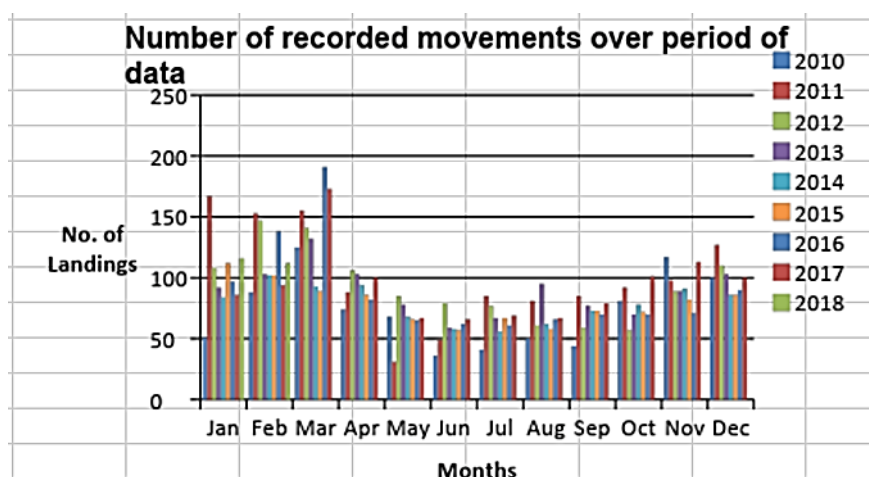
Forestry (IFS)

- 92 The main harvest program is now underway, with a crew currently logging in the Ohai Forest.
- 93 With a full year program of 46,000 tonnes, there remains 35,000 tonnes to be harvested in Ohai and Waikaia Forests by the end of 2017/18. Log prices are well up on budget, as both export and domestic demand continues.
- 94 The forest growing operations continue with pruning and thinning in all forests during this period. Land preparation is also well underway for planting during winter in Ohai.
- 95 The Southland District Council are now eligible to claim the ETS Post 89 units for the 2013-18 period with Ministry for Primary Industries; this will be done soon.

Te Anau Airport Manapouri

Operations

- 96 The summer season is beginning to wind down but a number of Tauck Tour passengers and a small number of other tour groups are continuing to use access the region via the airport. Growth is light but more importantly there is positive indications that not only Tauck are utilising the airport.



- 97 Passenger numbers are also on the increase again this year providing benefit to the community.
- 98 Passenger Numbers from Large Aircraft Movements

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
2010/2011	0	92	156	208	64	149	212	230	98	24	0	0	1233
2011/2012	0	43	90	175	160	120	252	143	66	26	0	0	1075
2012/2013	0	61	140	199	117	206	220	247	107	66	0	0	1363
2013/2014	35	39	185	218	111	242	237	282	123	78	0	0	1550
2014/2015	33	40	240	268	101	230	309	226	140	75	0	0	1662
2015/2016	19	37	253	266	93	400	344	331	69	0	0	0	1812
2016/2017	36	39	225	228	112	372	292	291	197	42	0	0	1834
2017/2018	0	76	291	244	136	332	256						1335

Assets

- 99 We have one client that wishes to build a hangar on the private non-serviced area which involves a slight change to the section and taxiway layout. Progress is slow but we are hoping resolution and building will happen soon.
- 100 The Skydive proposal is still on track but they require a hangar. An application from the airport management has been presented to consider a small hangar build on the apron land adjacent for a short term lease hangar.

Strategic Water and Waste

Land and Water Plan Implementation

- 101 Under the National Policy Statement for Freshwater Management (NPS-FM) water quality and quantity are to be maintained and improved, with any over allocation to be phased out over time. Environment Southland is required to set environmental limits by 2025, with all 'communities'

required to meet those limits in due course. They are progressing this work via their proposed Water and Land Plan.

- 102 To assist with addressing the impacts of these changes on local authority infrastructure, Environment Southland have formed a Three Waters Officer Working Group. The objectives of the group are to work through the implications of the new freshwater standards, develop an agreed approach to the re-consenting of local authority infrastructure and ensure that the organisational objectives are aligned.
- 103 Council staff and elected members from the three Southland Territorial Local Authorities, presented evidence to the hearing panel in September. Environment Southland will be releasing the decisions made by the commissioners on 4 April. Staff will be evaluating these decisions and considering what further action, if any, is needed once they are released.

Review of Solid Waste Contract Arrangements

- 104 The WasteNet Southland Waste Management Group recently notified contractors Bond Contracts and Southland Disability Enterprises Limited of its intention to begin negotiations, around rolling both contracts over. Both contracts are currently in year six of an initial eight year duration, with an ability to roll over for a further eight years. Negotiations are due to begin in April 2018 and will be led by an independent facilitator.

Strategic Roding

Alternative Coastal Route Seal Extension Project

- 105 This project is tracking slightly behind schedule but good progress is being made. The Roding Company have around 99% of the earthworks and drainage works completed on the Otara Haldane Road section. The first 3km along this section has now been sealed (Otara end) a further 3.5km has been fully constructed with sealing programmed for mid-March. The 2km of Otara sealing along the tidal section is programmed for late March, which then leaves approximately 5km of the main route to be completed during April.
- 106 The earthworks and drainage are still anticipated to start on the Waipapa section by mid to late March. Some fence relocation work has already been completed along this section.

Ramparts Road

- 107 Fulton Hogan have completed the Otara sealing of Ramparts Road to the look out. The first signs of the Otara seal are starting to come through. Temporary speed limit signs have been kept in place to assist curing; to help provide a good outcome and reduce the risk of issues such as corrugations occurring.

District-Wide Resurfacing Contract

- 108 Downer have completed the Eastern Area Contract and have 90% of the Western Area completed. At present there are no indication or concerns that the Western Area will not be completed by 30 March.

LED Streetlight Replacement Programme

- 109 All light fittings required as part of the retrofit project have been purchased at the accelerated Financial Assistance Rate (85%).
- 110 Network Electrical Services are in the process of establishing a third crew on the project and believe they will be able to complete at least 65% of the network by 30 June 2018.

- 111 Staff are having discussions with the New Zealand Transport Agency around extending the enhanced funding assistance rate beyond the 30 June deadline, for the installation of the lighting units. There was a significant delay in NZTA providing their approval for this work due to a change in their approval processes. The timing and resourcing issues around completing the retrofitting apply in a number of regions and have been discussed at a national level with a paper being presented to the NZTA Board in April.

Community Facilities and Housing Review

- 112 Morrison Low have recently completed a service delivery review, as required under section 17A of the Local Government Act 2002, for our community facilities and community housing services. The report was presented to the 27 March Council meeting and so a copy of the report is available on Council's website.
- 113 The report notes that Council currently has some 65 contracts in place for managing the delivery of its community facility services. It notes that there is an opportunity to streamline the current approach by looking to standardise and then consolidate a number of the current contracts. A work programme to look at how this might be achieved is to be developed and will be reported back to the Services and Assets Committee.
- 114 In relation to community housing Morrison Low recommend that Council proceed to develop a business case to review and evaluate in more depth the pros and cons of each of the delivery models that might be available for the delivery of this service. The range of options available obviously include a continuation of the current model or a change to having the service delivered by, for example, external non-profit community groups such as a health or social service trust or a complete exit from the service altogether. There is obviously a considerable amount of work to be done to fully evaluate the range of options that are available within Southland. As a result evaluation of these options will take some time.

People and Capability

- 115 Health and Safety continues to be a focus with work progressing well on the 2017/18 plan. Our goal is for our people to be bold and to actively think about their own and others safety and wellbeing so that we deliver safe and effective services to our community and that everyone gets home safe and well.
- 116 As part of the implementation of the plan a health and safety framework including procedures was approved and implemented. The health and safety framework contains procedures that enables a risk based approach to managing health and safety. The plan also requires staff to be trained in the procedures. A series of e-learning modules have been developed to do this. The training will support the Council from moving to a more proactive health and safety culture.
- 117 Leaders within Council attended a Collaborative Leadership workshop in February run by the Glasers, a husband and wife team specialising in communication. The programme supported our leaders in recognising the ingredients that make meetings great and gave them tools to allow individuals with very different opinions to achieve consensus from disagreement.

Finance

- 118 Council's insurance policies expire on 30 June. Staff are currently working with Council's insurance broker to progress the initial work needed for the upcoming insurance renewal programme.
- 119 The final insurance programme will be presented to the Finance and Audit Committee for their approval.

Recommendation

That Council:

- a) Receives the report titled "Management Report" dated 13 March 2018.**

Attachments

- A Building Solutions Commentary - February 2018 [↓](#)



Building Solutions Commentary

February 2018

The value of consented work for the month of February 2018 is below February 2017 this is a reverse of a trend that started about 12 months ago. The number of consents were consent with February 2017. The activity in farm building has rebounded on last month and is at a level similar to last year. The number of consents issued for the year is similar to last year for the same period, however there is a noted increase in the value of consented building work. There are currently 104 consents in the system 41 of these are on hold and 63 are actively progressing through the system.

Consents issued for month

	FISCAL YEAR			
	2016-2017		2017-2018	
APPLICATION TYPE	APPLICATION COUNT	APPLICATION VALUE	APPLICATION COUNT	APPLICATION VALUE
BRIDGE/PLATFORM/UNDERPASS	1	\$100,000		
COMMERCIAL/INDUSTRIAL	5	\$2,561,948	2	\$68,000
DWELLINGS ALTERATIONS/ADDITIONS – NOT RBW	2	\$26,250	1	\$112,000
FARM SHED, DAIRY SHED/SMALL INDUSTRIAL	15	\$1,825,225	19	\$1,371,000
GARAGES/CARPORTS	6	\$79,500	1	\$29,000
HEATING UNITS	10	\$41,500	11	\$42,150
MISC PLUMBING & DRAINAGE			2	\$12,000
RBW – DWELLINGS ALTERATIONS/ADDITIONS	9	\$435,000	11	\$782,600
RBW DWELLINGS NEW/RELOCATED/SLEEPOUTS	11	\$2,613,000	11	\$2,992,500
SLEEPOUTS ONLY AND STAGE DWELLINGS NEW/RELOCATED			1	\$15,000
TOTAL	59	\$7,682,423	59	\$5,424,250



Consents issued – year to date

	FISCAL YEAR			
	2016-2017		2017-2018	
APPLICATION TYPE	APPLICATION COUNT	APPLICATION VALUE	APPLICATION COUNT	APPLICATION VALUE
BRIDGE/PLATFORM/UNDERPASS	7	\$376,800	10	\$528,100
COMMERCIAL/INDUSTRIAL	68	\$9,128,810	56	\$10,787,831
DWELLINGS ALTERATIONS/ADDITIONS – NOT RBW	9	\$213,330	11	\$320,000
FARM SHED, DAIRY SHED/SMALL INDUSTRIAL	116	\$7,247,104	128	\$8,791,761
GARAGES/CARPORTS	58	\$1,226,730	52	\$1,077,175
HEATING UNITS	116	\$489,485	103	\$453,953
MISC PLUMBING & DRAINAGE	14	\$106,000	22	\$131,800
RBW – DWELLINGS ALTERATIONS/ADDITIONS	96	\$3,968,725	102	\$5,799,480
RBW DWELLINGS NEW/RELOCATED/SLEEPOUTS	129	\$26,570,370	151	\$37,824,584
SLEEPOUTS ONLY AND STAGE DWELLINGS NEW/RELOCATED	4	\$138,450	6	\$65,500
SWIMMING/SPA POOLS	1	\$35,000		
TOTAL	618	\$49,500,804	641	\$65,780,184



Number of building consents issued versus number of CCCs

DECISION COUNT	FISCAL YEAR	
	2017-2018	
APPLICATION TYPE	BUILDING CONSENT ISSUED	CCC ISSUED
BRIDGE/PLATFORM/UNDERPASS	10	3
COMMERCIAL/INDUSTRIAL	56	49
DWELLINGS ALTERATIONS/ADDITIONS - NOT RBW	11	36
FARM SHED/DAIRY SHED/SMALL INDUSTRIAL	128	99
GARAGES/CARPORTS	52	51
HEATING UNITS	103	145
MISC/PLUMBING & DRAINAGE	22	17
RBW - DWELLINGS ALTERATIONS/ADDITIONS	102	59
RBW - DWELLINGS NEW/RELOCATED/SLEEPOUTS	152	97
SLEEPOUTS ONLY AND STAGE DWELLINGS NEW/RELOCATED	6	22
SWIMMING/SPA POOLS		1
TOTAL	642	579



Building Consent Applications Received for the month 2017, 2018 and average for the previous three years

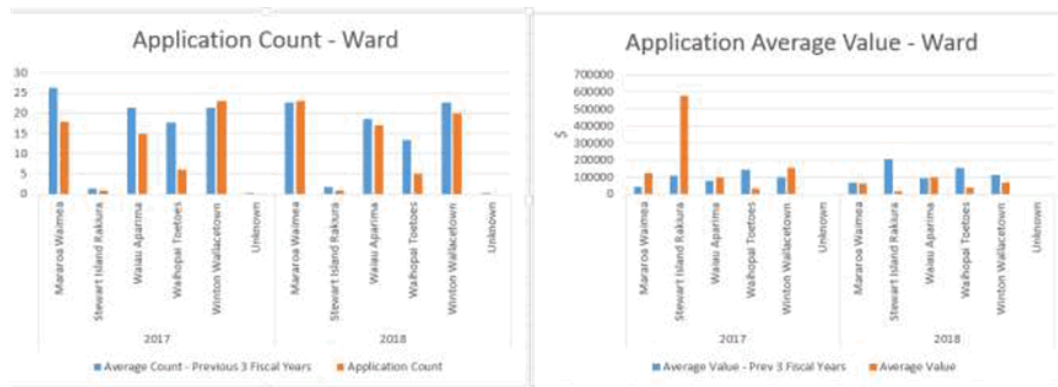
LODGE FISCAL YEAR END	PROPERTY WARD	AVERAGE COUNT - PREVIOUS 3 FISCAL YEARS	APPLICATION COUNT
2017	Mararoa Waimea	26.33333333	18
	Stewart Island Rakiura	1.333333333	1
	Waiau Aparima	21.33333333	15
	Waihopa Toetoes	17.66666667	6
	Winton Wallacetown	21.33333333	23
	Unknown	0.333333333	
2017 TOTAL		88.33333333	63
2018	Mararoa Waimea	22.66666667	23
	Stewart Island Rakiura	1.666666667	1
	Waiau Aparima	18.66666667	17
	Waihopa Toetoes	13.33333333	5
	Winton Wallacetown	22.66666667	20
	Unknown	0.333333333	
2018 TOTAL		79.33333333	66



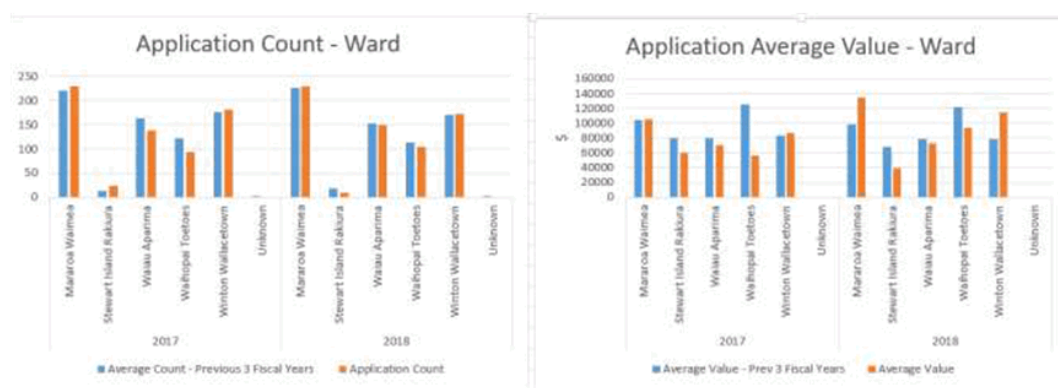
Applications received for 2017, 2018 and 3 year average for fiscal year to date

LODGE FISCAL YEAR END	LODGE FISCAL MONTH	AVERAGE COUNT - PREVIOUS 3 FISCAL YEARS	APPLICATION COUNT
2017	July	105	108
	August	90	95
	September	97	91
	October	94	103
	November	87	95
	December	83	71
	January	52.66666667	45
	February	88.33333333	63
2017 TOTAL		697	671
2018	July	103	118
	August	93.66666667	87
	September	101.6666667	95
	October	93	95
	November	89.66666667	81
	December	77.33333333	79
	January	47.33333333	47
	February	79.33333333	66
2018 TOTAL		685	668

Distribution of Consent application for the month



Distribution of Building Consent applications for fiscal year to date



Forecasted Financial Position for the year ending 30 June 2018

Record No: R/18/3/5990
Author: Kate Westenra, Graduate Accountant
Approved by: Anne Robson, Chief Financial Officer

☒ Decision

☐ Recommendation

☐ Information

Purpose

- 1 To inform and get approval from Council of the forecasted changes to the 2017/2018 Annual Plan budget.

Executive Summary

- 2 Forecasting the financial position for the year ended 30 June 2018 is intended to provide information about the projected final year end results. In considering the final position staff consider what they planned to do in the Annual Plan, the projects carried forward from 2016/17 that were approved by Council in September 2017, unbudgeted expenditure requests approved by Council during the year and the expected year end position as a result of operational decisions and information.
- 3 Forecasting enables the organisation to understand the anticipated year end position at all levels. It will also assist with decisions and priorities for spending across Council.
- 4 The budgeted expenditure included in the Annual Plan for the 2017/2018 year was adopted in June 2017. Forecasting allows a formal process to communicate to the Executive Leadership Team (ELT), Finance and Audit Committee and Council any known or expected changes. The net amount by business units is shown in Appendix A.
- 5 The effect of the forecast changes on the Statement of Comprehensive Revenue and Expenditure and Statement of Financial Position is shown in Appendix B and C.
- 6 As part of this report approval is also sought for unbudgeted expenditure that has not been advised to Council previously.
- 7 Additionally the report identifies a number of projects that are being proposed to be deferred to later years. The deferral process will require staff to advise Council as part of the submission process to the 2018-2028 Long Term Plan of planned changes for Councils consideration. A detailed list of these projects can be found in Appendix D.
- 8 This report has also been presented to the Finance and Audit Committee on the 26th March 2018. Council staff will update the Council on the comments made by the Finance and Audit Committee at the Council Meeting on the 27th March 2018.

Recommendation

That the Council:

- a) Receives the report titled "Forecasted Financial Position for the year ending 30 June 2018" dated 19 March 2018.
- b) Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.
- c) Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.
- d) Note the forecasted changes to Council's year-end financial performance and position as detailed in appendix B and C.
- e) Approves the changes as detailed in appendix A.
- f) Agrees to consider as part of the 2018-2028 Long Term Plan submission process the inclusion of projects being deferred from the current year as detailed in appendix D.
- g) Approves the following unbudgeted expenditure for the 2017/18 financial year:

Business Unit	Expense	Amount	Funding Source
Customer Service	Acquisition of ex roading vehicle	\$15,000	Loan
Financial Services	Increases in Council's valuation contract and legal fees	\$77,500	District Op Reserve
People and Capability	Uniform re-branding	\$24,196	Corporate Uniform reserve
People and Capability	Increased recruitment costs	\$58,425	District Op Reserve
Community Leadership	Training and associated costs	\$20,000	District Op Reserve
Community Leadership	Stewart Island/Rakiura Economic Study	\$40,000	Grant
Community Leadership	Purchasing two vehicles instead of leasing.	\$62,592	Loan
Chief Executive	Increased operational costs	\$133,504	District Ops reserve
Operations & Community Service	1 early replacement , 1 vehicle purchased instead of leased and 1 additional team leader vehicle	\$95,041	Loan & Reserve
Communications and Engagement	Increased operational costs	\$20,000	District Ops reserve

Building Regulation	Increased operational costs	\$35,023	District Ops reserve & unused budget
Building Regulation	Purchasing two vehicles instead of leasing.	\$72,258	Loan
Resource Planning/Policy	Increased district plan costs	\$30,000	District Ops reserve
Venture Southland - Grant	Budgeting error, Te Anau Destination Fiordland contribution	\$13,601	District Ops reserve
Buildings - Invercargill Office	Office refurbishments	\$13,337	Property Development reserve
Roading - Administration	One early replacement vehicle	\$45,204	Depreciation Motor Vehicle reserve
Roading - Special Purpose	Sealing of lower Hollyford Road	\$286,620	100% NZTA
Hall - Colac Bay	Urgent repairs to building	\$11,600	Colac Bay Com Centre reserve & unused budgets
SS Riversdale - Sludge Removal	Increase in sludge removal costs	\$84,014	Loan
Stormwater Drainage - Winton	Clyde/Eglington St SW Repairs	\$18,488	Winton General reserve
SIESA - Operations	Increased operational costs	\$103,489	SIESA Operations reserve
SIESA - Waste Recovery	Increased operational costs	\$18,000	SIESA Operations reserve
Water Services	Potential cost allowance for Havelock North drinking water implications	\$100,000	District Water Reserve
Water, Wastewater and Stormwater	Potential cost allowance for Water and Land plan appeals	\$100,000	District Water & Wastewater Reserves and Local reserves

Background

- 9 Forecasting enables transparency and Council to be informed of the anticipated year-end financial result. Forecasting is not intended to involve the time and effort undertaken in the annual budgeting process.
- 10 This is the second round of forecasting for the financial year with the first completed in November 2017.

- 11 Budget managers were requested to undertake forecasts for their business units where the expected overall outcome would vary from the budget in the Annual Plan by specified tolerance levels. These net levels are set at:
- \$1,000 for Council-owned halls;
 - \$1,000 to \$10,000 for townships depending on their operational expenditure in the current year;
 - \$10,000 for all District business units. The maximum limit of \$10,000 was set in line with the delegation held by the Chief Executive in relation to him approving unbudgeted expenditure.
- 12 No changes have been made to depreciation or the revaluation of fixed assets.
- 13 Changes due to forecasting have been included in the attachments as follows.
- Attachment A provides details of changes to revenue and operating expenditure and capital expenditure for each business unit with commentary from the budget manager.
 - Attachment B shows the net effect of the changes to the Statement of Comprehensive Revenue and Expenditure for the year ended 30 June 2018.
 - Attachment C shows the effect of changes to the Statement of Financial Position for the year ending 30 June 2018.
 - Attachment D provides details of the specific projects being deferred to future years as part of the Long Term Plan. The recommendation to Council is that these planned deferrals be included in the 2018-2028 Long Term Plan and be considered as part of the Long Term Plan submission consideration process.
- 14 A breakdown of the movement of capital projects as a result of carry forwards and forecasting for the 2017/2018 year is as follows:

<i>Financial Activity</i>	<i>Amount</i>
Capital projects as per the 2017/2018 Annual Plan	\$35,040,465
Carried forward from 2016/2017	\$6,135,386
October Forecasting movement	(\$3,543,468)
February Forecasting movement	(\$4,140,911)
Expected project costs for 2017/18	\$33,491,472

- 15 Major changes due to forecasting are shown below. Details can be found in Appendix A. Changes in revenue from the budget has increased by \$1M (Appendix B). Major changes are:
- Inclusion of grant income for the Milford opportunities project \$250k
 - Proceeds from the Edendale hall & potential road stoppings \$250k

- Recognition of MBIE funding for Lumsden \$302k
- Increase in revenue from gravel extraction at Mairs Pit \$200k
- \$287k from NZTA for sealing of Hollyford Road
- Reduction of \$200k in Stewart Is streetworks income as a result of the loss of development contributions \$94k and the movement of a project to 18-19.

- 16 The forecast operating expenditure has decreased from the budget by \$14K overall however as Appendix A shows there are considerable increases offset by decreases. Major changes were:
- District Sewerage – \$500k for the Project Consultant has been decreased to \$150K this was for work for Te Anau sewerage investigation/monitoring/consent.
 - Interest on loans for sewerage and water schemes has been decreased \$238k due to less loans than previously budgeted for the year
 - Reduction in Resource Planning/policy costs of \$110k due to cost sharing on the landscape and biodiversity assessments
 - Inclusion of \$146k of costs for the Lumsden toilets
 - Finance costs are forecast to be \$74k above budget, due to increased valuation contract costs and legal fees.
 - Gravel pit costs are forecast to be \$70k higher due to increased royalties due and maintenance.
 - Information management costs are forecast to increase \$210k however \$200k of this is a transfer from a capital cost line to a P&L line due to initial costs in regards to cores systems being classified as an annual expense.
 - Inclusion of \$250k in relation to the Milford Opportunities project.
- 17 The forecast capital expenditure has decreased by \$4.1M. \$2.3M is capital projects being deferred to the LTP.
- 18 The total forecast net surplus for the year is \$2.8M which is \$1.4M more than the original Annual Plan budget.
- 19 Projects for this year which are forecast to be carried forward to the 2018-2028 Long Term Plan amount to \$2.5M.

Issues

- 20 The roading team indicated that the LED lights might not be completed by the end of June, due to delays with NZTA approving the programme. A number of Councils have experienced this and all are working with NZTA to ensure that any work not completed is able to be moved forward to 2018-2019. Staff will keep Council informed. No forecast changes have been made for this, with any changes to form part of the carry forward if needed.
- 21 The roading team also indicated that they were still planning to achieve the three year programme by year end. However the end result may be slightly under due to weather conditions, contractor resource etc. To ensure they are as close as they can be the team meets the first Friday after every month end to discuss where they are at and what adjustments need to be made.

- 22 Forecasting is part of the ongoing process to encourage better financial behaviours across the organisation. This includes earlier identification of projects that will not be completed by the end of the current financial year. The intention is that where projects will not be completed this year, there will be sufficient time to include them in the Annual Plan budgets for the following year as opposed to a Carried Forward report to Council. The Carried Forward report is provided to Council after the end of a financial year to request that the work not completed during a year is carried into the next financial year's budget.
- 23 Forecasting also provides an opportunity to approve anticipated unbudgeted expenditure during the year. This should reduce the number of individual requests needed to be handled by Council. Council will still need to approve some expenditure items separately where the expenditure is large enough to require individual approval or where unbudgeted expenditure has been identified between the two rounds of forecasting.
- 24 It is expected that forecasting will improve as the process is refined and it becomes part of the yearly process. In 2016/17, \$6.3M of projects were moved to 2017/18 as part of the Annual Plan consultation process. An additional \$6.1M was carried forward into 2017/18 at year end as a carry forward. This year \$2.5M is proposed to be deferred to the 2018-2028 Long Term Plan as part of the Long Term Plan submission process (Appendix D). As part of the year end process Council finance staff will be checking if any carry forwards are required. These will be reported to Council in September 2018.
- 25 Budget managers were asked if projects being deferred would impact on delivery of the currently planned 2018-19 projects. The response was mixed. The manager of Water and Waste indicated he would know better around the time Council is hearing the 2018-2028 Long Term plan submissions, as it is expected that more detail about the implications of the Havelock North inquiry will be known but it also depends on happens with Te Anau wastewater. The community engineers did not indicate any issues.
- 26 It is expected that forecasting will improve as the process is refined and it becomes part of the yearly process.

Factors to Consider

Legal and Statutory Requirements

- 27 There are no legal or statutory requirements in regards to forecasting Council's end of year position.

Community Views

- 28 Consultation was held with the community for the expenditure included in the 2017/2018 budget as part of the Annual Plan process and estimates meetings.
- 29 Changes proposed to capital and operational expenditure for townships will be have been or will be reported to the relevant Community Board or Community Development Area Subcommittee.
- 30 Where increased expenditure is expected to continue into the 2018/2019 financial year, Council will be advised through the Long term Plan consultation process which will be subject to Councils approval.

Costs and Funding

- 31 Forecasting completed shows that overall net operating income and expenditure is expected to increase by \$1,079,981. This is shown by business unit in Attachment A.
- 32 Overall net Capital Expenditure is expected to reduce by \$4,140,911 with the main items being cost removal for the Invercargill building projects, the Core Systems review, Riversdale Sewerage Scheme, SIESA projects, Riverton Water Supply and Eastern Bush Water Supply being proposed to be deferred to 2018/19 and beyond or funds that are no longer required. Council is requested to approve the expenditure, not included in resolutions, shown in Attachment A.
- 33 The impact on the budgeted Statement of Comprehensive Revenue and Expenditure for the 2017/2018 is a \$1.4M increase from the original Annual Plan. This is shown in Attachment B and includes \$236 thousand of approved carried forward amounts less \$564 thousand (October forecast) and \$1.1 million (February forecast).

Policy Implications

- 34 Council staff must ensure that all expenditure is carried out within approved delegations. The current financial delegations only allow the Chief Executive to approve unbudgeted expenditure up to \$10,000.

Analysis of Options

The options are to approve or not to approve, in full or part, the forecasted adjustments to the expenditure in the Annual Plan.

Option 1 - Approve the changes in income and expenditure in Attachment A

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Council is informed of anticipated changes from the Annual Plan for 2017/2018.• Council has had the opportunity to prioritise expenditure to be incurred in the current financial year.• Council staff are able to purchase services as required to provide services to the community in the most appropriate manner.	<ul style="list-style-type: none">• Deferral of projects which are going to be completed later or costing more than previously indicated.

Option 2 - Approve the forecast changes recommended

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Council is informed of anticipated changes from the Annual Plan for 2017/2018.• Council has had the opportunity to prioritise expenditure to be incurred in the current financial year• Council considers that the additional expenditure is not a current priority and does not need to be incurred.	<ul style="list-style-type: none">• Processes may be delayed where further approval needs to be sought from Council before committing to additional expenditure.

Option 3 - Do not approve, in part or in full, the forecast changes recommended

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Council is informed of anticipated changes from the Annual Plan for 2017/2018.• Council has had the opportunity to prioritise expenditure to be incurred in the current financial year	<ul style="list-style-type: none">• Processes may be delayed where further approval needs to be sought from Council before committing to additional expenditure.

Assessment of Significance

- 35 The content of this report is not deemed significant under the Significance and Engagement Policy. The two projects which are of significant value are the deferral to future years of the Invercargill Office which is under investigation and the Core Systems. These projects were included in the 2017/18 Annual Plan which was consulted on. The likely impact and consequences on Councils finances will not significantly alter from that already consulted on.

Recommended Option

- 36 Option 1 to receive the forecasted adjustments to the financial statements and approve the expenditure in Attachment A not included in the Annual Plan for 2017/2018.

Next Steps

- 37 To advise managers of the approval of unbudgeted expenditure for the 2017/2018 financial year.
- 38 Ensure that deferred projects are included in the proposed 2018-28 Long Term Plan.

Attachments

- A Forecasting Financial Report - March 2018 - Attachment A: Forecast net adjustments to revenue, operating expenditure and capital expenditure by business unit [↓](#)
- B Forecasting Financial Report - March 2018 - Attachment B: Statement of Comprehensive Revenue and Expenditure [↓](#)
- C Forecasting Financial Report - March 2018 - Attachment C: Statement of Financial Performance [↓](#)
- D Forecasting Financial Report - March 2018 - Attachment D: Projects planned to be deferred to the 2018-28 Long Term Plan [↓](#)

APPENDIX A: Forecast adjustments to revenue, operating expenditure and capital expenditure by business unit

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Income				
Building Regulation	(\$5,862)	\$1,043,580	(Decrease)	Forecasting current trends, Increase Building Charges, Decrease Code Compliance, Increase Building Inspections, till end of Jan '18, to continue for the remainder of the year. Plus increase Internal Vehicle Hire. Overall decrease to business unit.
Community Leadership	\$70,000	\$724,014	Increase	\$40K government grant for SI Economic Study, sale of one vehicle not previously forecast, internal O/heads to fund new role and the associated costs
Customer Service	\$10,916	\$1,203,279	Increase	The nature of Cemetery Interment fees makes it difficult to budget - increase our forecasting income to be more in line with the current trend.
District Library	\$8,000	\$8,000	Increase	Share of the cost of book bus already received for the year – not included in the budget.
District Water	(\$48,351)	\$250,000	(Decrease)	Water volume invoicing in first two rounds significantly lower than previous years. Work being completed advising customers of unusual usage is reducing volume of water being required.
Engineering Administration	(\$9,473)	\$0	(Decrease)	Proceeds on sale of vehicle being deferred as the Vehicle is being kept until Dec 2018
Environment & Com Dev Admin	(\$8,688)	\$0	(Decrease)	Proceeds on sale of vehicle being deferred due to vehicle replacement being deferred
Gravel Pits	\$192,807	\$210,000	Increase	Revenue from metal extraction at Mairs pit.
Financial Services	\$74,000	\$1,663,904	Increase	To fund increase in operational expenditure
Hall - Edendale	\$50,000	\$0	Increase	Funds moving from the Hall reserve to the Edendale Wyndham General Reserve for the footpath project.
Knowledge Management	(\$48,006)	\$625,297	(Decrease)	Being to adjust for wages transferred to digitisation project .
Motor Vehicle Pool	\$7,500	\$7,500	Increase	Sale of pool vehicle
Museum Services	\$2,306	\$2,306	Increase	Actual proceeds received from Sale of vehicle
Ohai Forest	(\$272,193)	\$1,905,517	(Decrease)	Forecast includes actuals for July/ Aug 9,546.54t at \$106.86/t = \$1,020,135. Remaining for Year 11,509t at \$100.58 = \$1,157,631. Forecast revised during February based on 16.95 ha returning 8,729 t (p.rad/d.fir)
Operations & Community Service	\$5,000	\$38,654	Increase	Proceeds on sale of vehicle increase due to one vehicle sold earlier than expected due to high kms and increased maintenance costs
Parks & Reserves General - Te Anau	\$8,000	\$8,000	Increase	\$8K Lions funding for Playground equipment

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Income				
Property Administration	(\$26,291)	\$0	(Decrease)	Being charged through Internal Property Management Services code as a monthly internal charge.
Property Sales	\$240,005	\$250,000	Increase	For road stoppings and Edenadale hall disposals.
Resource Consent Processing	(\$49,616)	\$24,000	(Decrease)	Volume of limited notified consents lower than originally anticipated. No publicly notified consents anticipated in the next few months.
Roading - Administration	\$8,986	\$19,873	Increase	Additional vehicle sale (x1) to Customer Support
Venture Southland	(\$30,015)	\$0	(Decrease)	All vehicles leased
Waikaia Forest	\$149,480	\$2,991,206	Increase	27,967t x \$101.61 = \$2,841,725. Additional income expected in Feb round based on 52 Ha returning 27,820 tonne (p.rad)
Water Supply Five Rivers	(\$11,359)	\$6,791	(Decrease)	Reduced income reflecting reduced cost of Project RW106
Work Scheme Programme	(\$12,000)	\$20,000	(Decrease)	Application to Department of Corrections for \$20K went through last year, however we are still waiting on a response. It was indicated that the grant would be less than \$20K, but could be anything up to \$20K.
Subtotal Other Revenue	\$305,145		Increase	
Roading - Special Purpose	\$286,620	\$473,064	Increase	Hollyford sealing NZTA funded 100%.
Subtotal NZTA	\$286,620		Increase	
Around the Mountains Cycle Tra	\$53,760	\$53,760	Increase	MBIE funding for the Priority project, refer R/17/9/22143. 50% 17/18 and 50% 18/19.
Beautification - Mossburn	\$4,000	\$4,000	Increase	Ward Councillor agreed to fund \$4,000 for contractor to do styles and add rails on the walking track
Hall - Manapouri	\$12,000	\$12,000	Increase	CTOS grant for prior year project.
Hall - Nightcaps	(\$1,488)	\$30,000	(Decrease)	DOC approved \$30K towards repaint project from the McGregor Park reserve, reducing original budget.
Hall - Orawia	\$10,000	\$10,000	Increase	Donation from the Orawia Fire Brigade.
Milford Opportunities Project	\$250,000	\$250,000	Increase	MBIE funding to undertake initial implementation of the Milford Opportunities Project
Street Works - Lumsden	\$301,737	\$371,737	Increase	MBIE funding 50% (\$220,566) of Lumsden Railway Heritage project. Lumsden Toilets funding \$146,171. Ward funding \$5,000 refer R/17/8/18630.
Street Works - Stewart Island	(\$105,165)	\$41,000	(Decrease)	Project this year expected to be only \$41K, balance to 18/19
Subtotal Grant and Subsidies	\$524,844		Increase	

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Income				
Cemetery - Winton	(\$15,744)	\$0	(Decrease)	Project CE0011-A Information Kiosk deferred to 18/19
Parks & Reserves General - Te Anau	(\$30,000)	\$0	(Decrease)	\$30K Water Park project moved to 18/19
Street Works - Stewart Island	(\$94,649)	\$0	(Decrease)	Project moved to 18/19 once finalised with Roding.
Subtotal Dev. and Financial Cont.	(\$140,393)		(Decrease)	
Total Revenue adjustment	\$976,216		Increase	
Employee Benefit Expense				
Chief Executive	\$69,925	\$500,000	Increase	Forecast in-line with YTD actual cost incurred.
Dog and Animal Control	(\$49,000)	\$229,326	(Decrease)	Animal Control BU down 1 FTE, contractors used to support the function. Additional spending to be offset against ordinary time savings.□
Information Management	(\$52,000)	\$609,158	(Decrease)	Result of vacancy in business solution analyst. \$12,000 to transfer to 10080 to cover costs of position changes in that business unit.
Knowledge Management	(\$48,006)	\$214,295	(Decrease)	Being to adjust for wages transferred to digitisation project .
Property & Spatial Services	\$12,000	\$201,537	Increase	Being to reflect adjusted positions within team. Funds transferred from underspend in Information Management business unit.
Resource Consent Processing	(\$50,000)	\$490,348	(Decrease)	Saving YTD not to be spent – expect remainder of year to be in line with budget.
Total adjustment	(\$117,081)		(Decrease)	
Operational Expenditure				
Administration - Gorge Road	(\$10,000)	\$2,040	(Decrease)	War memorial Bell project deferred to 18/19, as CDA still discussing.
Administration - Te Anau	\$20,000	\$34,000	Increase	\$20K Council approved GodZone event refer R/17/11/28063 on 23/11/17
Area Office - Otautau	\$3,643	\$14,500	Increase	Cleaning costs have increased with movement to a contract based approach however efficiencies have been realized in staff no longer having to complete admin or manage cleaning supplies.
Area Office - Winton	\$8,600	\$8,600	Increase	Cleaning costs have increased with movement to a contract based approach however efficiencies have been realized in staff no longer having to complete admin or manage cleaning supplies.
Beautification - Mossburn	\$5,263	\$8,103	Increase	Contractor to do styles and add rails on the walking track, Ward Councillor agreed to funds \$4,000, remaining to be funded by Mossburn General reserves.
Beautification - Riversdale	\$9,673	\$10,830	Increase	CDA approved the additional funds for this Main street gardening work.

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Operational Expenditure				
Beautification -Athol	(\$25,000)	\$4,802	(Decrease)	PR0023-A Athol Railway project awaiting land purchase, deferred to 18/19.
Building - Library	(\$4,500)	\$3,897	(Decrease)	External repaint project completed under budget.
Building Regulation	(\$22,436)	\$138,438	(Decrease)	\$27K decrease due to accreditation process every second year. Due to the significant cost of this, funding is collected over two years. Decrease in demolition costs for YTD as nothing spent. \$35K consultants increase following current trend. \$5K increase to training budget due to four new staff members.
Buildings - Invercargill Offic	(\$37,079)	\$100,236	(Decrease)	Increased planned maint \$13K for reception and knowledge refurbishment. Increased in Cleaning and Security costs. Exterior paint project deferred pending outcome of LTP regarding funding for new building.
Buildings - Te Anau Library	(\$33,587)	\$0	(Decrease)	Internal Paint project deferred, project on hold at this point in time.
Campervan Dump Stn - Manapouri	(\$5,889)	\$0	(Decrease)	PC0010-A Manapouri Hillside Road Dump Station project deleted due to work being completed using outside funding.
Cemetery - Stewart Island	(\$1,578)	\$8,000	(Decrease)	CE0006-A New Ashes Beam project deleted, no longer required.
Chief Executive	\$57,882	\$212,000	Increase	Forecast subscriptions, training, travel, consultants and legal costs in-line with YTD actual cost incurred.
Clifden Recreation Reserve Com	\$29,000	\$29,000	Increase	Council approved funding towards automated irrigation system at the Tuatapere Golf Course. Funded from Clifden Recreation reserve.
Communications and Engagement	\$20,000	\$44,108	Increase	Increase due to the change in approach to advertising
Community Leadership	\$60,000	\$99,000	Increase	\$40K SI Economic Study grant funded, training increase for new role and the associated costs
Customer Service	(\$26,917)	\$347,500	(Decrease)	Decrease mainly due to reception area upgrade put on hold till decision is made what is going to happen with the building. Increases in mileage due to additioanl training required on new library systems.
District Sewerage	(\$463,759)	\$169,491	(Decrease)	Budget allowed for investigation/monitoring/additional consent application re Kepler. Funds allowed for the investigation/design required around the SDI option. Note this was intended to have a short loan period (eg 5 years rather than the standard 30). Also decrease reflecting actual interest charges.

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Operational Expenditure				
District Water	(\$210,116)	\$728,584	(Decrease)	Decreasing Material Damage Insurnace, Electricity & Internal Loan interest to reflect atctual charges for the year.
Dog and Animal Control	\$49,000	\$49,000	Increase	Animal Control BU down 1 FTE, contractors used to support the function. Additional spending to be offset against ordinary time savings.
Environmental Health	(\$4,999)	\$40,100	(Decrease)	Decrease to Mileage claims due to Te Anau Ranger now using an SDC ute. Community Pool testing budget is being removed. Increase to Freedom Camping Contractors due to a new Catlins freedom camping service with DOC and CDC.
Financial Services	\$74,000	\$362,876	Increase	Increase to Valuation Roll Maint for QV contract and VG fees. Increase in legal costs for High Court claim and water/sewerage recalculation advice. Decrease to Insurance Broker fee based on actual costs.
Gravel Pits	\$70,000	\$75,784	Increase	Royalties on rock extraction at Mairs pit. Fencing also required at Mairs Pit in relation to Health and Safety.
Hall - Browns	(\$3,827)	\$11,173	(Decrease)	Hall upgrade completed less than budget.
Hall - Clifden	(\$10,445)	\$0	(Decrease)	CC029-A Hall repaint project to be deferred to 18/19
Hall - Colac Bay	\$10,000	\$16,723	Increase	Urgent repairs to roof and ridge cap, CDA approved work on 24 October 2017. \$10K funded from reserve, \$1,600 funded from unused expenditure accounts.
Hall - Fortrose	\$1,200	\$2,339	Increase	Additional budget to fund the painting of the hall, painting was organised locally by the Fortrose Domain Board. Reserve funded.
Hall - Mokoreta/Redan	(\$15,744)	\$0	(Decrease)	Exterior repaint project deferred.
Hall - Nightcaps	(\$1,488)	\$30,000	(Decrease)	Repaint exterior, quote plus contingency. Funded from McGregor Park reserve, approved by DOC.
Hall - Tuatapere	\$9,020	\$9,020	Increase	CB approved funds to upgrade the RSA rooms at the Tuatapere Hall
Harbour	(\$21,033)	\$20,000	(Decrease)	Portion of project to be completed this year with balance to 18/19
Information Management	\$200,822	\$399,469	Increase	\$41,719 unbudgeted expenditure approved by Council on 18/10/17 for changes to Fulcrum Budget Application. \$200K transferred from Software to cover Core system costs being incurred in consulting lines. \$26K video conferencing decrease due to no costs anymore.

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Operational Expenditure				
Manapouri Airport	(\$65,000)	\$0	(Decrease)	Project to be moved to 18/19. Program of works still to be completed
McGregor Park	\$30,000	\$30,000	Increase	Grant to Nightcaps hall for repaint project, approved by DOC.
Milford Opportunities Project	\$250,000	\$250,000	Increase	MBIE funding to undertake initial implementation of the Milford Opportunities Project
Ohai Forest	(\$146,404)	\$842,070	(Decrease)	Lower harvest, decreasing the associated costs
Operating Costs - WaiauAparima	\$10,000	\$10,000	Increase	Approved unbudgeted grant to the Waiau Star Rugby Club for lawnmower refer R/17/6/13752 dated 10 July 2017.
Operating Costs - Winton Wallacetow	\$10,000	\$10,000	Increase	Ward Committee approved grant to the Central Southland swimming pool
People and Capability	\$76,071	\$174,196	Increase	Recruitment increase due to staff turnover in senior roles. Corporate Uniform increase, funded from the uniform reserve.
Recreation Reserve -Gorge Road	(\$5,000)	\$5,000	(Decrease)	Completion of the Gorge Road loop track planting, bark, signage and removal of hedge over drain from Reserves. Now expected to only incur \$5k with \$5k to carry forward, CDA still discussing options.
Resource Consent Processing	(\$4,486)	\$17,959	(Decrease)	Allow for additional consultants to be use. Decrease to Doubtful Debts reflecting actual recovery YTD.
Resource Planning/Policy	(\$109,482)	\$150,517	(Decrease)	Decrease to General Projects based on the landscape and biodiversity assessments - cost-shares. Increase legal costs due to legal fees incurred to finalise the District Plan.
SIESA - Operations	\$112,320	\$480,542	Increase	Increase Consultants \$20K for review and renewal of management contract required. Management Fee increase based on actual cost of historic inflation on contract not previously paid, Minor adjustment to scope of contract. Other movements on insurances and General projects are based on actual costs incurred.
SIESA - Waste Recovery	\$23,727	\$23,727	Increase	Increase to travel based on actual costs incurred, Consultants for the share of contractor on the Island and Internal Work schemes service for recovery of costs for staff member transitioning roles.
Stewart Island Jetties	\$6,624	\$25,370	Increase	Golden Bay Maint \$15K as agreed with the SIVL Allocations Committee.Report and repairs on Millars Beach jetty (Port Maintenance)
Stormwater Drainage - Winton	\$18,488	\$95,056	Increase	Clyde/Eglington St SW Repairs - Total quote of \$34K including 15% contingency, forecasting additional budget required.

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Operational Expenditure				
Street Works - Mossburn	\$7,000	\$18,568	Increase	Additional refuse collections due to the increased tourism, to be funded by General reserves.
Toilets - Lumsden	\$146,171	\$146,171	Increase	Council funding for the toilet aspect of the Lumsden Railway Heritage project refer R/17/5/18630. MBIE funding other 50%.
Toilets - Tokanui	(\$3,149)	\$7,347	(Decrease)	\$10496 project, of which \$7347 budget to be spent in 17/18 with balance to 18/19
Toilets - Waikawa	(\$2,198)	\$2,000	(Decrease)	Project now expected to only cost \$2K
Venture Southland - Grant	\$13,601	\$1,768,800	Increase	Grant not adjusted with extra contribution from Te Anau getting paid out. Budgeting error.
Waikaia Forest	(\$79,523)	\$0	(Decrease)	No longer required Access road and Silviculture Pruning budgets
Winton Maternity Centre	(\$5,150)	\$3,850	(Decrease)	Project CB0028-A was completed under budget
Total adjustment	\$13,316		Increase	
Capital Expenditure				
Around the Mountains Cycle Tra	\$83,760	\$332,760	Increase	50% of the Priority Improvements Projects (\$107,519) approved by Council 20 September 2017 subject to MBIE agreeing to fund 100% of the project, 50% to be deferred to 18/19. Plus Centre Hill Improvement (\$30K) refer R/17/9/22143.
Beautification - Manapouri	(\$25,000)	\$0	(Decrease)	Moved to 18/19. CDA looking at various options including flying fox in Frasers beach.
Beautification - Te Anau	(\$20,992)	\$0	(Decrease)	Project Town Entrance Signs \$41K forecast out to 18/19, this is in relation to electronic noticeboard planned outside the events centre.
Building Regulation	\$72,258	\$106,398	Increase	Replace 3 vehicles, 1 budgeted and 2 previously leased vehicles replaced with owned vehicles
Buildings - Invercargill Offic	(\$438,092)	\$0	(Decrease)	Building upgrade projects deferred pending outcome of LTP regarding funding for new building.□
Chief Executive	(\$3,755)	\$55,611	(Decrease)	Actual cost of replacement vehicle
Community Leadership	\$62,592	\$93,888	Increase	Replace 3 vehicles, 1 budgeted and 2 previously leased vehicles replaced with owned vehicles
Customer Service	\$15,000	\$15,000	Increase	Acquisition of ex roading vehicle

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Capital Expenditure				
District Library	\$55,000	\$175,940	Increase	Kotui Implementation: Licence Fee - once-off \$30K, Data migration - \$25K, IT Network & cabling \$10K. \$10K decrease to Library Book Acq budget.
District Sewerage	(\$36,018)	\$0	(Decrease)	An amount allowed for Staff Costs during 15-25 LTP preparation to ensure there was funds in capital to cover SDC time, but has only been required in a limited way in the last two years
District Water	(\$137,098)	\$0	(Decrease)	An amount allowed for Staff Costs during 15-25 LTP preparation to ensure there was funds in capital to cover SDC time, but has only been required in a limited way in the last two years
Engineering Administration	\$9,167	\$49,494	Increase	Actual cost of replacement vehicle
Environment & Com Dev Admin	(\$36,986)	(\$36,986)	(Decrease)	Vehicle replacement being deferred to 18/19
Frasers Beach	(\$4,939)	\$45,736	(Decrease)	\$15K project now budgeted to be completed for \$10K, Otta sealing budgeted to cost \$30K actually cost \$25K, Commemorative Rock project was \$6K however the turbine was included in this project so added costs make total project \$11K.
Hall - Ohai	(\$26,000)	\$0	(Decrease)	Replacing Windows and Painting project deferred, awaiting assessment of options.
Hall - Thornbury	\$5,181	\$9,277	Increase	Heating system project, unexpected work arose once project began resulting in the overspend.
Holt Park Camping Ground	(\$169,305)	\$50,000	(Decrease)	Scope of the Holt Park camping ground project has changed significantly (\$100K required), 50% of work to be completed in the 17/18, remaining 50% deferred to 18/19.
Holt Park Extension	(\$12,112)	\$0	(Decrease)	Sealing of car park at sports complex at Holt Park. Budgeted at \$18K in 16/17 to come from reserves. Removed as now undertaken as part of the roading programme
Information Management	(\$200,000)	\$50,000	(Decrease)	\$200K transferred to consultants to cover costs actually being incurred; project still projected to spend \$250,000 in 17/18.
Motor Vehicle Pool	(\$10,780)	\$30,000	(Decrease)	Indicative price of replacement vehicle
Operations & Community Service	\$95,041	\$245,000	Increase	7 vehicles in total being replaced, 4 budgeted and 3 additional vehicles to be replaced. 1 vehicle previously leased replaced with owned vehicle, 1 vehicle replaced early due to high kilometres and excess maintenance charges, and addition of team leader vehicle.

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Capital Expenditure				
Parks & Reserves General - Te Anau	(\$27,600)	\$22,400	(Decrease)	Project 842-A budget to cost \$20K actual cost \$22,400, \$30K project moved to 18/19 as waiting for MOU over DOC land.
Roading - Administration	\$45,204	\$118,718	Increase	3 vehicles being replaced, 2 budgeted and 1 due to it not being fit for purpose.
Roading - District Wide	\$0	\$1,200,000	Increase	LED renewal project
Roading - Special Purpose	\$286,620	\$286,620	Increase	Sealing of lower Hollyford down to Marion falls - NZTA
Sewerage Scheme Manapouri	(\$145,094)	\$20,000	(Decrease)	WW220 - when tressels where inspected significantly less work was required to be completed; will need to be checked in a number of years to confirm if additional work needed. WW179 carried forward in error from 16/17
Sewerage Scheme Ohai	(\$64,148)	\$0	(Decrease)	Project WW336 deferred to 18/19 as additional consent required
Sewerage Scheme Riversdale	(\$300,000)	\$0	(Decrease)	Project WW509 deferred to 18/19. Land purchase is unlikely to occur this year.
Sewerage Scheme Stewart Island	(\$109,255)	\$101,071	(Decrease)	WW355 to be completed for \$28,246 in current year. PLW150A to have \$51,754 (budget \$103,468) in current year, WW363 to be completed in 18/19, difficulty getting contractors and physical work is being completed primarily by SDC staff.
Sewerage Scheme Te Anau	(\$287,902)	\$685,082	(Decrease)	Project WW1718_1 money saved by sourcing aerator directly from supplier. WW634 forecasting for current costs and an estimate of \$200,000 for work in relation to consented option (additional costs mainly re pipeline design and requirements).
Sewerage Scheme Tokanui	\$65,000	\$107,766	Increase	Project WW687 still with intended budget of \$42,766, Project WW688 approved by Council (27 September 2017) for \$90,678 (including contingency); only \$65,000 required with no flow meter.
Sewerage Scheme Winton	\$2,674	\$52,674	Increase	WW1718_2 reflects actual cost of aerator and installation
SIESA - Operations	(\$466,000)	\$65,000	(Decrease)	7 of 9 projects to be deferred to 18/19. 1 project being deleted and 1 complete.
SIESA - Staff House	\$6,515	\$6,515	Increase	Actual costs incurred to furnish staff house
SS Riversdale - Sludge Removal	\$84,014	\$200,000	Increase	Project 26173 - To reflect expected cost for sludge removal and disposal directly to landfill (rather than leaving on site to dry). Using surplus funds not required for 29491d
SS Winton Treatment Upgrade D	(\$260,441)	\$200,000	(Decrease)	Project 29491 funds carried forward in relation to desludging required. Winton will not require funds for a number of years when the sludge is disposed of. Funds being used to cover additional required at Riversdale and one extra site of \$200,000

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Capital Expenditure				
Street Works - Colac Bay	(\$5,000)	\$0	(Decrease)	Information Board to be moved to 18/19 as CDA still to contact communications team.
Street Works - Lumsden	\$212,905	\$352,905	Increase	65173 - MBIE funding 50% (\$220,566) of Lumsden Railway Heritage project. Lumsden Toilets funding \$146,171. CDA and Ward funding \$74,395 refer R/17/8/18630. Project scope has changed since last forecast round, moved capital codes. 20% of funds being deferred to 18/19.
Street Works - Manapouri	(\$16,620)	\$14,413	(Decrease)	Project was budgeted at \$10K but the turbine part of this project was moved into Frasers Beach. Lighting Project Budgeted at \$21K, cost \$10K.
Street Works - Riverton	(\$155,256)	\$80,628	(Decrease)	Community contribution to walker street is estimated to be \$70,628. This is based on actual costs to date with only \$2,000 potentially outstanding. Havelock St project \$120K to be moved to 18/19 as still in investigation.
Street Works - Stewart Island	(\$199,814)	\$41,000	(Decrease)	Original component of project in 16/17 funded by SIVL, remainder to go to 18/19. Peterson Hill project to move to 18/19 once finalised with Roding.
Street Works - Te Anau	(\$16,985)	\$51,723	(Decrease)	Community board still considering options for \$20K project on Wong Way, deferred to 18/19. Reverse negative \$4061 for Kerb & Channel Roding renewals from 16/17 carried forward staff submission 1325A. Amend 769-A to \$44548 from \$41533 as quote just in, still to be discussed with board.
Street Works - Winton	(\$138,770)	\$0	(Decrease)	837-A Florence Road sealing, kerb and channelling project has been funded by the Roding dept. 720-A Concrete Kerb Project deferred to 18/19
Venture Southland	(\$123,420)	\$0	(Decrease)	All vehicles leased
Water Supply - Eastern Bush	(\$1,157,180)	\$100,000	(Decrease)	Deferral of WAT59, WAT60 & WAT62 to 2018/19. Projects will be completed together as part of the upgrade. Tenders previously received with a preferred tender determined, was put on hold pending Havelock North report. Consultants have been asked to review the design and tender received to ensure that it is still feasible post Havelock North report and to negotiate with preferred tender. Costs this year will only be for the consultant with construction in 18/19.
Water Supply Five Rivers	(\$11,359)	\$5,500	(Decrease)	Project RW106 Resource Consent was budgeted to be completed by external consultant; however work has been completed in house.

Business Unit Name	February Forecast Adjustment	Forecast Balance at 30 June 2018	Increase or (Decrease)	Comment
Capital Expenditure				
Water Supply Kakapo	(\$72,587)	\$173,907	(Decrease)	RW136 still to be completed for \$85,000 per AP. RW1617_100 will be completed for \$88,907, the budget carried forward from 16/17 has approval from Council to be used against a new project in current year RW1617_103; also tender received for RW1617_100 lower than expected.
Water Supply Manapouri	(\$160,371)	\$0	(Decrease)	Project WAT241 deferred to 18/19. Extension of tank farm is designed but required a specific tank that only one company produces. Company cannot provide until 18/19 financial year.
Water Supply Mossburn	(\$106,914)	\$0	(Decrease)	WAT291 no longer required post investigation
Water Supply Ramparts	(\$25,060)	\$39,044	(Decrease)	RW1617_101 tender received for RW1617_101 lower than expected; Council to be used against a new project in current year RW1617_103;
Water Supply Riverton	(\$57,342)	\$56,880	(Decrease)	Project WAT561 (Carried forward from 16/17) & WAT563 (Annual Plan) still to be completed. Project PL163A carried forward funds no longer required. Funds carried forward in case of additional costs post commissioning plant. Project WAT576 - Advised that job has been completed although no costs specifically assigned. It is likely that the costs have been included as part of the upgrade costs over the last few years.
Water Supply Takitimu	\$93,275	\$198,801	Increase	Tender received for RW1617_102, lower than budgeted; Council to be used against a new project in current year RW1617_103. Council approved \$156K for project RW1617_103, however expected to be completed for \$140K. Overall increase due to 103 project.
Water Supply Te Anau	(\$98,711)	\$400,000	(Decrease)	Project WAT650 deleted as no longer required. Project WAT1718_4 lower tender price received than budgeted (now \$400,000 original budget \$427,656)
Winton Maternity Centre	(\$1,963)	\$14,037	(Decrease)	CB0029-A Project was completed under budget
WS Riverton Scheme Improvement	(\$206,247)	\$50,000	(Decrease)	Project 26362A carried forward funds only partially required. Funds carried forward in case of additional costs post commissioning plant.
Total adjustment	(\$4,140,911)		(Decrease)	

SEE PAGE 59 OF THE ANNUAL PLAN 2017-2018 FOR OPENING FIGURES
REFER TO PROJECTS CARRIED FORWARD IN THE APPROVED C/F REPORT RM8 R/17/7/15285

APPENDIX B:

FORECAST STATEMENT OF COMPREHENSIVE REVENUE AND EXPENDITURE (DISTRICT AND LOCAL)

	Note	Annual Plan 2017-2018 (adopted in June 2017) (\$000)	Amounts Carried Forward from 2016-2017 (\$000)	Forecast Changes from October 2017 (\$000)	Forecast Changes from February 2018 (\$000)	Forecasted Result for 2017- 2018(\$000)
Revenue						
Rates		45,122	-	-	-	45,122
Other revenue	3	9,890	43	981	305	11,219
Interest and Dividends		29	-	-	-	29
NZTA	3	17,386	-	-	287	17,673
Grants and Subsidies		1,475	-	240	525	2,240
Other Gains/(Losses)		70	-	-	-	70
Vested Assets		-	-	-	-	-
Development and Financial Contributions	3	110	30	-	(140)	0
		74,082	73	1,221	976	76,352
Expenditure						-
Employee Benefit Expenses	3	11,698	-	-	(117)	11,581
Depreciation and Amortisation	2	22,658	-	-	-	22,658
Finance Costs		20	-	-	-	20
Other Council Expenditure	2 & 3	38,324	308	657	13	39,302
		72,700	308	657	(104)	73,561
OPERATING SURPLUS/(DEFICIT)		1,382	(236)	564	1,080	2,791
Share of Associate Surplus/(Deficit)		-	-	-	-	-
SURPLUS/(DEFICIT) BEFORE TAX		1,382	(236)	564	1,080	2,791
Income Tax Benefit		-	-	-	-	-
SURPLUS/(DEFICIT) AFTER TAX		1,382	(236)	564	1,080	2,791
Gain/(Loss) on Property, Plant and Equipment Revaluations	2	30,067	-	-	-	30,067
TOTAL COMPREHENSIVE REVENUE AND EXPENSE		31,449	(236)	564	1,080	32,858

Note:

- 1) The Annual Plan for 2017-2018 is the consolidated result of Council, Venture and SIESA. This includes any adjustments to the 10 year plan which have been approved by Council up to 30 June 2017.
- 2) No adjustment has been made to the budgeted amount in the 10 Year Plan for depreciation, revaluation of infrastructure assets and re-valuation of forestry assets in the forecasting process.
- 3) Further details of the revenue or expenditure is provided in Attachment A for the February 2018 round of Forecasting.

ATTACHMENT C:

**SOUTHLAND DISTRICT COUNCIL
FORECAST STATEMENT OF FINANCIAL POSITION
30 JUNE 2018**

		Forecast 2017/2018 '000	Consolidated Annual Plan 2017/2018 '000
Equity			
Retained Earnings		729,645	730,314
Asset Revaluation Reserves		753,590	679,900
Fair Value Reserves		1,916	1,980
Other Reserves		34,241	28,649
		1,519,392	1,440,843
Current Assets			
Cash and Cash Equivalents		10,582	(2,128)
Trade and Other Receivables		11,604	5,820
Inventories		95	83
Work in Progress		-	-
Other Financial Assets		334	4,600
		22,614	8,375
Non Current Assets			
Property, Plant and Equipment		1,493,248	1,425,744
Intangible Assets		2,453	4,770
Forestry Assets		13,724	12,951
Internal Loans		25,510	-
Investments in Associates		822	-
Other Financial Assets		4	4
		1,535,761	1,443,469
TOTAL ASSETS		1,558,375	1,451,844
Current Liabilities			
Trade and Other Payables		10,138	7,543
Contract Retentions and Deposits		(51)	(19)
Employee Benefit Liabilities		1,452	1,393
Development and Financial Contributions		1,867	1,854
Provision for Decommissioning		7	58
		13,414	10,829
Non-Current Liabilities			
Employee Benefit Liabilities		67	154
Provision for Decommissioning		20	18
Internal Loans - Liability		25,510	-
		25,597	172
TOTAL LIABILITIES		39,011	11,001
NET ASSETS		1,519,363	1,440,843

ATTACHMENT D: Projects planned to be deferred to the 2018-28 Long Term Plan

Town	Project Name	Financial Year	Funded From	Total 17/18 Budget	LTP Submission \$ to be carried forward	Status	Report period 2 - 1 November 2017 to 28 Feb 2018 comment
Airport	Manapouri Airport	2016/2017	Loan & Reserves	65,000	65,000	Not started	We have flown the drone to establish the repair extent of cracking ,a program of works is to be planned
Athol	Railway Project	2016/2017	Reserves	25,000	20,000	Not started	Still waiting on land purchase, \$5K is in 19/20 year, \$20K deferred to 18/19 year
Clifden	Hall repaint	2016/2017	Reserves	10,445	10,445	Deferred	Deferred, hall committee still in discussion
Colac Bay	Information Board	2016/2017	Reserves	5,000	5,000	In progress - Investigation	CDA working with SDC communications team.
Colac Bay	Colac Bay Playground Toilets	2016/2017	Loan	126,976	126,976	Deferred	Deferred to 18/19
Finance & Admin	Refurbishment of reception and telephonist area	2016/2017	Reserves	32,000	31,000	Not started	Deferred pending outcome of LTP regarding funding for new building
Finance & Admin	Project 3.3 Complaints & Compliments	2016/2017	Rates/Reserves	2,000	2,000	Not started	Project will need to be deferred to 18/19 as Smart Client upgrade is the priority for 17/18.
Gorge Road	Install bell at war memorial	2017/2018	Reserves	10,000	10,000	Not started	To be discussed in March CDA meeting
Gorge Road	Loop track	2017/2018	Reserves	10,000	5,000	Not started	To be discussed in March CDA meeting
Invercargill	Invercargill Office External repaint	2016/2017	Reserves	60,416	60,416	Deferred	Deferred pending outcome of LTP regarding funding for new building
Invercargill	Invercargill Office Reception upgrade	Multi-year 16/17	Reserves	93,312	93,312	Deferred	Deferred pending outcome of LTP regarding funding for new building
Invercargill	Invercargill Office Re roof tower block	2016/2017	Reserves	41,500	41,500	Deferred	Deferred pending outcome of LTP regarding funding for new building
Invercargill	Invercargill Office External cladding replacement.	2016/2017	Reserves	122,880	122,880	Deferred	Deferred pending outcome of LTP regarding funding for new building
Invercargill	Invercargill Office - Seismic upgrade for roof portion of original block.	2016/2017	Reserves	174,080	174,080	Deferred	Deferred pending outcome of LTP regarding funding for new building
Invercargill	Invercargill Office - Upgrade fire and accessibility requirements to current standards.	2016/2017	Reserves	6,320	6,320	Deferred	Deferred pending outcome of LTP regarding funding for new building
Lumsden	Upgrade Railway Heritage Area	2017/2018	Grant & Reserves	441,132	88,226	Not started	Awaiting MBIE contract.
Manapouri	Playground Equipment	2017/2018	Reserves	25,000	25,000	In progress - Investigation	Awaiting decision on equipment options from CDA

Town	Project Name	Financial Year	Funded From	Total 17/18 Budget	LTP Submission \$ to be carried forward	Status	Report period 2 - 1 November 2017 to 28 Feb 2018 comment
Manapouri	Extend Water Treatment Plant for pH correction system	2017/2018	District Funding	160,371	160,371	In progress - Construction	Survey completed - Design work continues; Tanks unable to be provided by supplier in current year
Mokoreta/Redan	Hall repaint (not roof)	2017/2018	Loan & Reserves	15,744	15,744	Deferred	Awaiting status of ownership and project from hall committee.
Mossburn	Extend Water Treatment Plant for pH correction system	2020/2021	District Funding	160,371	- 100,000	Deleted	Project to be deleted given the demand is no longer needed. As such we will put in a - \$100k project in the staff submission to remove in the LTP 20/21.
Ohai	Hall Replacing Windows & painting	2016/2017	Reserves	26,000	26,000	Deferred	Awaiting assesment of options
Otautau	Upgrade camping ground	2015/2016	Reserves	219,305	50,000	Not started	Change to the Project scope, only require \$100K. \$50K 17/18 and \$50K 18/19
Riverton Harbour	SDC wharves upgrade	Multi-year 16/17	Reserves	41,033	21,033	In progress - Construction	Some minor work has been done
Riverton/ Aparima	Scheme Improvements	2012/2013	Reserves	256,247	206,247	In progress - Construction	In progress
Riverton/ Aparima	Kerb work on Havelock Street	2015/2016	Loan	130,000	120,000	In progress - Investigation	OPUS scoping project
SIESA	Replacement Generator/Turbine	2017/2018	Reserves	110,000	110,000	Not started	Prices obtained from Goughs. Need direction from Powernet. Defer to 18/19
SIESA	Replace circuit breakers on 400V Main switchboard	2017/2018	Reserves	80,000	80,000	Not started	Not high priority; will be carried out when coordination with other works creates an ideal opportunity. Defer to 18/19
SIESA	Fuel tanks (2x20,000L) replacement	2015/2016	Reserves	85,000	85,000	In progress - Investigation	In discussion with Allied Petrollium regarding tank supply. Defer to 18/19
SIESA	Exhaust System renewal/service	2016/2017	Reserves	20,000	20,000	Not started	Coordinate with Replace Generator. Defer to 18/19
SIESA	Replacement of one transformer/switch yard	2016/2017	Reserves	35,000	35,000	Not started	Need input from Powernet. Defer to 18/19
SIESA	Ringfeed Project - Stage 3	2016/2017	Reserves	46,000	46,000	In progress - Investigation	Defer to 18/19 and combine with stage 4 to gain effeciencies
SIESA	Upgrade for Power Station	2016/2017	Reserves	30,000	30,000	Not started	Defer to 18/19. No plans or scope developed at present

Town	Project Name	Financial Year	Funded From	Total 17/18 Budget	LTP Submission \$ to be carried forward	Status	Report period 2 - 1 November 2017 to 28 Feb 2018 comment
Stewart Island	New footpath - Rankin St to end of Fushia Walkway	Multi-year 16/17	Grants	146,165	105,165	In progress - Construction	First section completed. Awaiting development of large project possibly funded by TIF for a parking area at the top of Golden Bay. This may change the end point for the footpath.
Stewart Island	New footpath - Elgin Terrace	2017/2018	Dev Cont	94,649	94,649	In progress - Design	Has been scoped. Being priced by contractors now
Stewart Island	Pumps to stage 1 sewer pump stations	2017/2018	District Funding	78,612	57,541	In progress - Construction	Onsite work being carried out by SDC
Stewart Island	Scheme Capacity Upgrade	2012/2013	District Funding	103,468	51,714	In progress - Construction	Onsite work being carried out by SDC
Te Anau	Town Entrance Signs	Multi-year 16/17	Rates & Reserves	20,992	20,992	Not started	This is for an electronic sign most likely in front of the events centre.
Te Anau	Te Anau Library - Internal repaint	2017/2018	Reserves	33,587	33,587	Deferred	On hold at this point in time.
Te Anau	Streetlights on Wong Way	2017/2018	Rates	20,000	20,000	In progress - Investigation	Light options being investigated
Te Anau	Oxidation Pond	2015/2016	District Funding	622,984	247,902	In progress - Investigation	This project subject to finalisation of Treatment and Disposal project.
Te Anau	Water Park - New Track	2015/2016		30,000	30,000	Not started	Awaiting MOU for access over DOC land
Tokanui	Tokanui Toilets	2017/2018	Loan	10,496	3,149	Not started	Seeking pricing for toilet upgrade including, water bore, electrical supply and facility improvement
Winton	Concrete kerbs	Multi-year 15/16	Rates	8,770	8,770	Deferred	Grange Street identified for resal 18/19. \$ to be added to 18/19 budget to be more cost effective.
Winton	New Information Kiosk at East Winton Cemetery	2017/2018	Dev Cont	-	15,744	Deferred	Project will be done in next financial year as this part of project is progressed by Communications Team. Project budget of \$15,744 was removed on October forecast round but wasn't put into the LTP.
				3,835,855	2,481,763		

Stewart Island Rakiura Community Planning Final Report

Record No: R/18/2/4237
Author: Michelle Stevenson, Community Partnership Leader
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision ☐ Recommendation ☐ Information

Purpose

- 1 The purpose of this report is to present to Council the Stewart Island Rakiura Community Planning final report, commissioned by Council with support from the Ministry of Business, Innovation and Employment (MBIE) and delivered by Christchurch based external consultant Ms Sandra James.
- 2 This report seeks the support of Council to develop investment proposals to source central government investment to support the development and delivery for key issues identified in this report.
- 3 This report seeks Council endorsement for the development of investment proposals to be made to MBIE for community leadership and wharf infrastructure projects identified as community development priorities in relation to outcomes from this process.

Executive Summary

- 4 The purpose of the community planning project was to determine the short, medium and long term community vision for the future sustainability and growth of Stewart Island Rakiura. With the Bonamia Ostreae parasite terminating oyster farm production on Stewart Island Rakiura, the Ministry of Business, Innovation and Employment approached Council to lead a programme of development and consultation around opportunities and planning for future opportunities for the Island.
- 5 For the past 5 months, independent consultant Ms Sandra James has been engaging the community in a future focused project, and has spoken with over 150 people on the island, spanning a diverse range of people including children from the local school, business owners, seasonal workers and retirees.
- 6 Ms James identified some significant issues for the island community, including a lack of strategic leadership that may leave the island vulnerable in social, cultural, economic and environmental activities, a desire from the wider community to develop meaningful partnerships with external agencies and an opportunity to do things differently, and a feeling of isolation from the rest of Southland.
- 7 The consultant also identified little or no connection between the many varying groups on the island which often led to a siloed approach with no prioritisation around community projects or aspirations. There was a strong desire to develop greater strategic leadership that would help the island community identify opportunities, priorities, issues and risks.

- 8 The consultant identified from the community the strong sense of retaining the unique way of life on the island, while acknowledging that tourism was now the main source of economic activity. She identified the opportunity for Stewart Island Rakiura to find its 'niche' market and work towards the sustainability of Stewart Island in the years to come.
- 9 Throughout the consultant's report, there are four key issues that were identified by the Stewart Island Rakiura community during this process; electricity, Predator Free Rakiura, wharves and strategic leadership.
- 10 This report recommends further investigation into two of those issues - specifically with regard to wharfing provision and strategic leadership.
- 11 Following an announcement in early March by the Ministry of Business, Innovation and Employment that the Predator Free Rakiura project has been successful in obtaining \$100,000 towards a project manager to initiate this project, it is anticipated this project will continue to be advanced outside of this process. Council has been approached to act as the lead agency for the Predator Free Rakiura project funding agreement which provides a common link with any future investment opportunities identified.
- 12 Council and the Stewart Island Rakiura community support the partnership process being taken by the Department of Conservation around this project, and staff will continue to work closely in a supporting and partnership capacity for this venture.
- 13 Electricity supply was identified by the community and recognised by the consultant as an issue of significance for the community. Following a number of reports around the future opportunities for electricity supply and generation on the island, Council staff and the Stewart Island Rakiura community support the view that until new technology is available there is no clear path to a solution at this time.
- 14 There is benefit in seeking the support of Central Government to revisit the opportunities around sustainable and affordable electricity supply and generation for Stewart Island Rakiura when a more suitable solution becomes available.
- 15 There are various recommendations made in this report, seeking Council support and endorsement for the preparation of investment proposals to the Ministry of Business, Innovation and Employment.
- 16 Staff recommend supporting the preparation of two proposals to the Ministry of Business, Innovation and Employment. These include investment proposals for Stewart Island Rakiura wharfing provision project and a Stewart Island Opportunities Project Leader project.

Recommendation

That the Council:

- a) **Receives the report titled “Stewart Island Rakiura Community Planning Final Report” dated 21 March 2018.**
- b) **Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) **Receives the recommendations in the final report titled Stewart Island/Rakiura Community Planning.**
- e) **Endorses the preparation of an investment proposal requesting Ministry of Business, Innovation and Employment support for a financial contribution towards new fit-for-purpose wharves and visitor experience at Ulva Island wharf, Golden Bay wharf and expansion of Halfmoon Bay wharf to meet future community needs.**
- f) **Endorses the preparation of an investment proposal requesting Ministry of Business, Innovation and Employment support for a financial contribution towards a Stewart Island Opportunities Project Leader project.**

Background

- 17 In August 2017, the Ministry of Business, Innovation and Employment approached Council to lead a programme of development and consultation around opportunities and planning for the future of Stewart Island Rakiura. The catalyst behind this was the Bonamia Ostreae parasite that terminated oyster farm production on Stewart Island.
- 18 Council engaged independent consultant Sandra James from Christchurch to undertake this work.
- 19 The purpose of the community planning project was to determine the short, medium and long term community vision for the future sustainability and growth of Stewart Island Rakiura. It would also identify the priorities identified to support development opportunities for the community.
- 20 The consultant has made numerous trips to the island and has spoken with over 150 people residing there. This is a significant proportion of residents on the island and included a wide cross section of the community including school children, young workers, business owners and operators, community organisations, retirees and agency workers.

- 21 An interim report was requested from and submitted by Ms James in February 2018 which identified significant messages to be considered around the social, economic, environmental and cultural future and opportunities for the island.
- 22 On 5 March 2018 a public meeting was held on the island to give feedback around the process, outcomes and next steps for this process. The public meeting was hosted by Mayor Tong and attended by Senior Southland District Council staff, the Ministry of Business, Innovation, and Employment, Department of Conservation, Ministry of Primary Industries, and Environment Southland.

Issues

- 23 Stewart Island Rakiura has a number of significant issues that need further discussion and consideration. These relate to both physical infrastructure projects and social infrastructure projects on the island.
- 24 The independent consultant, employed to initiate and complete a Community Leadership Plan for Stewart Island Rakiura has determined that the community are not currently in a position to develop, adopt and implement a Community Plan at this time.
- 25 The consultant has identified the need for greater strategic leadership to be developed on the island before a Community Leadership Plan should be considered. Ms James identified opportunities to strengthen leadership on the island across all sectors including; Governance, tourism, economic development, community development, strategic thinking and greater relationships and partnering with external agencies and organisations.
- 26 The consultant identified that as a result of the current lack of strategic leadership on the Island, there is a need to invest in community leadership resource to support economic, social, cultural and environmental development.
- 27 Throughout this process, the consultant identified that tourism is now the main source of economic activity for Stewart Island Rakiura. This change over time from fishing to tourism has placed significant demands on the islands' infrastructure, and the seasonal nature of tourism for the island has highlighted the challenges in making a consistent income.
- 28 Stewart Island Rakiura is a significant 'brand', to Southland, New Zealand and on the international stage. It is an iconic brand that has opportunity to develop its niche and economic, social, cultural and environmental potential within the district, regionally, nationally, and internationally.
- 29 The small residential population of 380 people on Stewart Island Rakiura creates significant limitations in what can be realistically expected without assistance from external agencies and organisations.
- 30 Stewart Island Rakiura, in the opinion of the consultant, has yet to find its 'niche' market, and therefore has significant opportunities in working towards enhancing the visitor experience while retaining the way of life that is currently highly valued.
- 31 The consultant identified that many on the island do not feel part of the wider Southland district, and struggle to see the benefits and connection of thinking and planning together as a region.

- 32 This again may leave the Island vulnerable in both geographical and strategic isolation from wider connections with Southland district and region. The consultant identified an overall desire by many who took part in this process to move away from the ‘us and them’ mentality that currently exists, and to seek opportunities that would partner with external agencies and groups and strengthen the future sustainability of life on the island.

Factors to Consider

Legal and Statutory Requirements

- 33 There are some legal considerations in relation to the ownership of Golden Bay wharf. Currently Golden Bay wharf is owned by Southport NZ who wish to divest themselves of the wharf, and who are in negotiations with Southland District Council around future ownership.
- 34 One of the recommendations in this report relies on Golden Bay wharf becoming a public asset, and ownership being transferred to Southland District Council.

Community Views

- 35 There have been extensive community views sought throughout this process. The four investment proposal themes identified have been acknowledged by the Stewart Island Rakiura community, and considered by Council staff and stakeholder agencies through a public workshop on the island 5 March 2018.
- 36 The consultant undertaking this work has spoken with over 150 community members, equating to over 35% of the island population. This is a considerable achievement, and the consultation spanned all ages and backgrounds from school children to retirees, business owners and seasonal workers.
- 37 It is the view of staff that significant community consultation has been undertaken throughout this work, and that no further community views are required prior to any decision that may endorse the next steps in this process.
- 38 It is the view of staff that the four main areas of importance identified by the community as sustainable affordable electricity supply, Predator Free Rakiura, wharves, and strategic leadership are supported in principal by the wider community on the island.

Costs and Funding

- 39 Costs associated with these recommendations will be initially through applications made to the Ministry of Business, Innovation and Employment. Any on-going costs associated with these projects will be identified and reported to Council following any successful proposals made to Central Government.

Policy Implications

- 40 There are no policy implications at this time.

Analysis

Options Considered

- 41 There are three options to be considered in this report.

Analysis of Options

Option 1 – Endorse in full the preparation of two proposals to the Ministry of Business, Innovation and Employment for Stewart Island Rakiura wharfing provision and Strategic Leadership project

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Funding from central government will ease the significant burden of funding what is required on the island from a small local rating base.• With investment in the replacement of the wharves and strategic leadership, the Stewart Island Visitor Levy can be reviewed with more strategic vision and benefit to the island and district.• If successful, strategic assets in wharfing infrastructure will receive significant investment and overall enhanced visitor experience to Stewart Island Rakiura.• If successful, the strategic leadership opportunities for the island could be significant in leading Stewart Island Rakiura within the district for community leadership and strategic outcomes in tourism, economic growth, social infrastructure and environmental progress.	<ul style="list-style-type: none">• Expectations from the Stewart Island Rakiura community may be raised around central Government fixing issues for the island.• At the conclusion of the funding for strategic leadership, Council or other entity may need to consider on-going support if this is need and has not been obtained throughout the 5 year period.

Option 2 – Endorse in part the preparation of proposals to the Ministry of Business, Innovation and Employment for Stewart Island Rakiura wharfing provision and Strategic Leadership

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Funding contribution from central government will assist in paying towards what is required on the island.• With investment in the replacement of the wharves and strategic leadership, the Stewart Island Visitor Levy can be reviewed with more strategic vision and benefit to the island and district.• If successful, strategic assets in wharfing infrastructure will received some financial investment and overall enhanced visitor experience to Stewart Island Rakiura.• If successful, the strategic leadership opportunities for the island could be significant in leading Stewart Island Rakiura within the district for community leadership and strategic outcomes in tourism, economic growth, social infrastructure and environmental progress.	<ul style="list-style-type: none">• The level of investment for the wharves may be less if full support from central government is not sought. This may impact on the outcome and level of investment that Council is then able to make.• Strategic leadership on the island has been identified as a critical element in this process. Limitations to this may not yield the level of outcomes required to make significant impact.

Option 3 – Do not endorse the preparation of proposals to the Ministry of Business, Innovation and Employment for Stewart Island Rakiura wharfing provision and Strategic Leadership

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• There are no advantages identified.	<ul style="list-style-type: none">• Should Golden Bay wharf become a public asset, funding of this strategic asset, and remainder of funding towards the replacement of Ulva Island wharf and enhanced visitor experience will need to be sourced from alternative means.• The island may be left vulnerable economically, socially, culturally and environmentally with an identified lack of strategic leadership present on the Island.• The process undertaken by Council, through the independent consultant may be perceived as a waste of time by residents on the island. This may make an already challenging process of engagement even more so in the future.

Assessment of Significance

- 42 This report is asking Council to support the preparation of investment proposals requesting MBIE support for financial contributions. As a further report will be presented to Council seeking approval to submit investment proposals to MBIE, it is therefore not considered significant.

Recommended Option

- 43 Staff recommend Option 1 to Council. The extensive process undertaken by the consultant has clearly identified the need for significant investment in strategic leadership on the island, to progress and protect this important community to the district, New Zealand and internationally.
- 44 The consultant has also identified the need for significant investment in capital works around strategic wharves on the island to ensure that the long term prosperity of the island is sustained. The growing demand for tourism and the increase in the cruise industry expected highlights the importance of investigating and investing in an enhanced visitor experience to the island.

Next Steps

- 45 Staff will proceed with next steps as directed by Council following the outcome of the recommendations in this report.

Attachments

- A Final Stewart Island / Rakiura Community Planning Report [↗](#)
B Stewart Island Community Survey [↗](#)
C Stewart Island Stakeholder Survey [↗](#)

Stewart Island/Rakiura Community Planning



FINAL REPORT

13th March 2018

***Coming together is a beginning,
Keeping together is progress,
Working together is success***

Henry Ford



PREPARED FOR: SOUTHLAND DISTRICT COUNCIL

PREPARED BY: SANDRA JAMES, CONNECTING PEOPLE

The author would like to thank those who freely gave their time, ideas, passion and enthusiasm during this consultation process.

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1. Introduction

The Southland District Council (SDC) is embarking on a district wide project to support communities to determine short, medium and long term visions that will identify opportunities for the sustainability and development of the districts island, towns and villages – this is called community leadership planning.

They are keen to foster community leadership so that communities can work together to determine their own futures, in partnership with government, local government and other agencies.

They're doing this to give people more opportunity to be involved in how they'd like their communities to be in 3, 10 and 30 years. They're also wanting communities to look outside their immediate town, village or island to maximise opportunities for working together for a more sustainable and vibrant Southland.

In addition The Ministry of Business, Innovation and Employment (MBIE) have joined forces with the Southland District Council, to foster economic sustainability on Stewart Island, following the discovery of the Bonamia parasite recently found in oysters, acknowledging the significant impact this has had on the Stewart Island community.

In September 2017 SDC engaged Connecting People Ltd to carry out a community leadership planning process to engage the Stewart Island community in a discussion about its future and to develop a plan as well as identifying priorities for MBIE consideration. This document reports on the findings from that engagement as well as recommendations.

This process involved face-to-face meetings with key stakeholders, a community engagement fete, drop-in sessions, community workshops, a meeting with young people, and a session with a group of students at the school, attendance at a Stewart Island Promotions Association (SIPA) meeting as well as a community and stakeholder survey. There were 148 participants in the individual/group consultation methods and 34 respondents completed the surveys. Some people were involved in 1 or more sessions.

Connecting People was contracted to work with the community to develop a community plan that captured Stewart Islander's vision for 3, 10 and 30 years. This did not happen for a combination of reasons including timing of the process (summer is an extremely busy time on the Island), short time frame, multiple consultation processes taking place at the same time, and Islanders views that there was a lack of strategic leadership to lead the implementation of the plan.

This is not the first time these issues have been discussed on Stewart Island. Community planning processes have taken place in 1994 and 2011 with wide community buy-in and plans developed. The resulting implementation has been difficult to maintain with such a small population, that has huge seasonal demands on it. Therefore there was some hesitancy to repeat this process unless there was a different, more sustainable approach with a supported governance mechanism and paid strategic worker based on the Island to lead this work and establish a more detailed plan with actions and outcomes, in conjunction with the community and stakeholders.

2. Executive Summary

As in any small community, there are differing views and opinions about priorities and how these should be managed for the future sustainability of Stewart Island. However almost everyone said Stewart Island is a **special and unique place** and that the relaxed lifestyle and way of life that the Island offers is highly valued. **Preserving the natural environment and landscapes now and for future generations** is seen as extremely important to the Islanders.

It was acknowledged that **tourism is now the main source of economic activity** for the island. The economic base on Stewart Island has changed over the past 25 years from fishing to tourism. This economic change increasingly makes it difficult from some to make a living on the Island year round. There are opportunities for **Stewart Island to find its 'niche' market** and work collectively towards enhancing the visitor experience.

Respondents thought that tourism that is compatible with the environment should be fostered and that there were opportunities for **extending the season** to ensure the sustainability of Stewart Island. Most people agreed that 'change was inevitable' but **many did not think that Stewart Island was proactively working to manage its future so that growth is managed and sustainable**, one example given was that the Stewart Island Tourism Strategy is 3 years out of date with no current plan in place to update it.

This is a community that has long put value into **self-determination** and the fact that there are 70 community groups shows that Stewart Islanders care about their community, and when focused on a common goal, are willing to work together to find community solutions. (Community Centre, Heritage Centre, School). The challenge is that there is no overview or connection between the various groups leading to a **siloed approach and no prioritisation of community projects**.

People talked of being overloaded with voluntary work and projects, and that there could be opportunities to **evaluate the effectiveness of some of the groups and consolidate efforts**.

Many people identified the same issues/concerns/potential projects but there was **no leadership or oversight to progress opportunities, priorities, issues or risks**. For example, how the issue of accommodation for permanent or temporary seasonal staff is being progressed if workers are needed to base themselves on the Island for Predator free Rakiura or Dark Skies.

While there is a lot of activity on Stewart Island a **lack of strategic leadership** was mentioned numerous times throughout the consultation.

Some questioned if this was the role of the Community Board and thought it should be as they had been elected by the Community. However, many more saw it as a role that sat outside of the Council structure so that it **could be community owned and driven**. In addition some members of the Community Board did not fully engage or promote this process indicating that they did not see it as their role to lead future thinking and planning for the Island.

There is a lack of clarity about roles and responsibilities, reporting lines and expectations with **current structures and mechanisms** in place to provide governance and/or engage a local view point. For example, ownership of the wharves and electricity scheme, are seen by some as ‘owned by the community’ when in fact they are a Council asset, as are many community amenities including roads, reserves etc.

Many talked of a leadership /structure mechanism – either a Trust or Residents Association or such like that could **lead local ownership of strategic thinking and action** for the Island, and encourage a more **connected, cohesive community and form more trusted and productive relationships/partnerships with external agencies and organisations**. The role of the group would be one of **connector, catalyser and advocate** for Stewart Island.

The Milford Opportunities Model was seen as a good example of a proactive and dynamic partnership approach that brought together local and external expertise and knowledge to progress future development. Most saw the merit in this approach and the opportunity to involve more Islanders in more conversations on an ongoing basis. A small number were unsure if this approach would work and supported the status quo. It will be important to establish a **Stewart Island Opportunities Governance Group** to lead this work and to define the role of this group at the outset, with the Southland District Council and the community, to maximise effectiveness. Leading a **community planning process should be a priority** for this group.

Communication with the community at large was seen as poor with often conflicting messages/updates coming from the Council and the Community Board or other Council sub-committees especially around key community projects (e.g. follow up from the Wharves report, Electricity). In addition more regular updates and opportunities to engage face to face with central and regional and local government agencies earlier in discussions regarding Stewart Island projects and development would be welcomed.

Consulting with the community is a challenge, as was evidenced, with the Pegasus Bay Aquaculture project. It is currently difficult for outside organisations to find the ‘right’ group that effectively represents the community. Again residents felt they would have had a much better outcome if there had been a **central strategic organisation** that had been the point of contact initially.

‘Ownership’ and ‘total island management’ of strategic assets was the desire of some Islanders but most believed that would be a difficult ‘path to tread’ and would leave Stewart Island vulnerable and questioned whether there was the capacity or capability to manage this task effectively and efficiently on the Island currently.

Generally the Island wants to be seen in a more positive light – they don’t particularly like the perception of always ‘wanting something’, or being negative. They see the need to stop the ‘them vs us’ mentality that currently prevails and **work together more proactively with each other and in partnership with external organisations and agencies to pursue opportunities for the Island**.

Many Stewart Islanders **do not feel part of the wider Southland District** and do not see the benefits of thinking, planning and acting together as a region.

The following list highlights some of the **key opportunities** the community sees for itself:-

- Stewart Island/Rakiura being a healthy and thriving community leading the way in ecotourism, conservation and sustainability
- There are ideas for unique marine farming ventures such as the capture of spare rock lobster puerulus and on growing and a local hatchery for production of mussel spat among other species which would benefit from wider community and SORDS/Local and Central Government discussion
- Sustainable businesses and jobs with career paths that will encourage young people to the Island (especially families)
- Establishment of Night Sky Aurora watch
- Building and promoting an Education Centre for visiting schools and other groups
- Increased year round activities for tourists e.g. mountain biking tracks, diving, kayaking school, southern circuit track

The following list highlights some of the **key challenges** the community sees for itself:-

- it is very difficult to 'change' the way things are done on Stewart Island and to get views heard
- it's very difficult for young people to get involved and to be taken seriously
- strategic leadership is lacking on Stewart Island – there were no forward looking plans, or ways to bring together the 'big conversations' that are needed, leading to a siloed approach to development on the Island
- relationships and partnerships with agencies/authorities off the Island were often difficult to maintain and problematic
- leadership development– the high number of men and older people involved in leadership positions on the Island wasn't seen as representative of the diverse population on Stewart Island
- permanent accommodation for seasonal and permanent workers on the island
- the cost of living on Stewart Island especially electricity, transport and freight, secondary education
- a community that was at times not well connected or cohesive and personality differences led to divisions

All of the information collected to date from this project would provide useful community views and aspirations that would **assist with the advancement of a community plan** that would capture Stewart Island resident's goals and objectives for the social, economic, environmental and cultural development on the Island. A partnership approach with council, regional and central Government so priorities can be aligned with long term and strategic plans, would provide Stewart Island with the best opportunity.

If there is a desire for greater community leadership of local issues and solutions there needs to be a more detailed understanding of how relationships and arrangements will work with local and central government agencies and clarity about management and governance arrangements – this will likely require shifts in thinking and current ways of doing things from all parties. The Stewart Island Opportunities Governance group should continue this discussion with the community and local and central government agencies.

This work is the beginning of a process that should focus on engaging the diverse Stewart Island community (including those who own property but live off the island) widely with local, regional and central government agencies to plan for, and manage future development on Stewart Island.

3. Investment proposal priorities

These four investment proposal priorities were identified through the information collected during the community consultation process, including the community fete, workshops, drop-ins, one on ones and the surveys. Over 180 people contributed throughout the process. They are listed in order of community preference. Following identification of the issues, further discussions were had with the community, Community Board, Jetties Sub-Committee, Predator Free Rakiura representatives and Southland District Council to develop recommendations for Council consideration. These are highlighted in red.

A community meeting was held on 5th March 2018 to outline the results and recommendations, which was attended by 50 residents. At that meeting a diverse range of views were communicated and these have been reflected in this report.

Sustainable, affordable electricity
<p>Electricity was seen as the number one issue Stewart Island is facing by residents. It was seen as a major issue by almost everyone participating in the consultation process with most citing that power was too expensive, and the belief that long term use was unsustainable and had a limited life span. Many felt it was a barrier for attracting new businesses to Stewart Island.</p> <p>There seemed to be a lack of understanding amongst most residents about what the best solution may be despite numerous reports being produced over recent years, and various solutions were suggested from wind, to hydro, to a cable. Some desired a more 'green' approach to be considered.</p> <p>That the Southland District Council endorses the community view that until new technology for an enhanced electricity system on Stewart island is found no clear solution is evident currently. It would be useful to seek support from Government when an acceptable solution becomes available.</p>
Predator Free Rakiura
<p>Predator Free Rakiura was seen as an important project for Stewart Island and there was wide support for this to be progressed from people who participated in the consultation process. It was seen as a vital attraction for tourism going forward and something that would add value, not just to Stewart Island, but also to Southland and New Zealand Inc. It would bring employment to the Island and increase resident numbers and assist with things like keeping the school roll buoyant. The partnership approach between the community, local and central government and other organisations was seen as an excellent model that gave the community a strong voice along with support and resources to progress this project. The Predator Free Rakiura group has been planning next steps, and has made their own approaches to MBIE, outside of this process, for funding for a Predator Free Rakiura Project Manager for 1 year. This process was able to confirm that Predator Free Rakiura was a priority during this consultation.</p> <p>That the Southland District Council confirm to MBIE that the community supported the Predator Free Rakiura project next steps.</p>

Wharves
<p>The wharves were seen as essential for Stewart Island confirming findings from an earlier consultation report. Key stakeholders confirmed that wharves were critical for doing business, working and living on Stewart Island.</p> <p>It was identified that there was an urgent need for the Golden Bay and Ulva Island wharves to be replaced as soon as practicable and an ongoing maintenance schedule and funding solution to be put in place for all remaining wharves.</p> <p>There was frustration in the community that the Council (either itself or through its Jetties sub-committee) had not communicated progress (if in fact there had been any) from the Wharves report produced in July. In addition there is ongoing confusion about ownership of wharves and roles and responsibilities for funding and maintaining the wharves.</p> <p>Southland District Council progress better business case proposals to Ministry of Business, Innovation and Employment for:-</p> <ul style="list-style-type: none"> a) a financial contribution towards Ulva island fit for purpose wharf and enhanced visitor experience b) new fit for purpose wharf and enhanced visitor experience to replace Golden Bay wharf, if it becomes a public asset c) expansion of the Oban wharf so that it meets future community needs
Strategic Leadership
<p>Looking forward, and planning for the future of Stewart Island was seen as important by many to protect the community values and to progress appropriate development. A funded role with a strategic development focus, guided and supported by a strategic governance board was important to ensure that this work progressed at the right level. A 5 year time frame was supported to secure long term community buy-in, partnership development and sustainable outcomes.</p> <p>Southland District Council progress a better business case proposal to Ministry of Business, Innovation and Employment for a Stewart Island Opportunities Project (\$250k pa x 5 years) (\$1,250,000)</p>

4. Recommendations

1.	That the Southland District Council endorses the community view that until new technology for an enhanced electricity system on Stewart Island is found, that no clear solution is evident currently. It would be useful to seek support from Government when an acceptable solution becomes available.
2.	That the Southland District Council confirm to the Ministry of Business Innovation and Employment that the community supported the Predator Free Rakiura project next steps.
3.	Southland District Council progress better business case proposals to the Ministry of Business, Innovation and Employment for <ul style="list-style-type: none"> a) Final contribution towards Ulva island fit for purpose wharf and enhanced facilities b) Fit for purpose wharf and enhanced facilities to replace Golden Bay wharf, if it becomes a public asset c) Expansion of the Oban wharf so that it meets future community needs d) Stewart Island Opportunities Project (\$250k pa x 5 years) (\$1,250,000)
4.	Southland District Council agree to work with the community, in partnership, to progress the better business case proposals
5.	That the Southland District Council, in conjunction with the community:- <ul style="list-style-type: none"> • develop the Terms of Reference for a Stewart Island Opportunities Governance Group • establish the Stewart Island Opportunities Governance Group
6.	That the Southland District Council review the community board's performance using the Local Government New Zealand Community ¹ Board self-assessment tool, and use the findings to support the Board in further defining its role and developing the contribution it makes to the Island.
7.	Southland District Council hold a workshop with the Community Board and Jetties sub-Committee to review and clarify roles, responsibilities and delegations in line with the Council's Terms of Reference.

¹ The Good Governance Guide for Community Boards, Local Government New Zealand, December 2016

8.	Put in place communication mechanisms to disseminate decisions made by the Community Board and Council to the wider community on a more regular basis
9.	<p>Review the delivery of the Community Development function on Stewart Island to focus on:-</p> <ul style="list-style-type: none">• supporting the building of community leadership on the island including the strategic leadership role• reviewing and rationalising duplication of activity on the Island• building community cohesiveness• supporting the community and community groups to become more self-sufficient• assisting community groups to progress important community projects
10.	Be prepared to review and reconsider decision-making and leadership structures, including the Community Board and Council committees as this process progresses.
11.	Southland District Council appoint one staff member to be the 'Electricity' lead and point of contact for the community
12.	That Council and Community Board develop a plan to proactively build links between Stewart Island and the rest of Southland to maximise opportunities

5. Community Engagement Plan

What	How	When	How many attended
Meet and greet key stakeholders on Island to socialise process	Key employers & business owners DOC Community Board One on one interviews	September/October/ November 2017	23
Community Drop-In	Pavilion	15 th November 2017	10
Community Fete – to gather ideas on <ul style="list-style-type: none"> Vision Aspirations for 3,10, 30 years Suggested Actions 	Fete – series of interactive stalls (in conjunction with others wanting to engage with locals o:- Open spaces, SI Visitor Levy Review, Predator Free Rakiura, Governance Review, Access SI Roads and footpaths incl seal extension, Dark Sky Project)	16 th November 2017	29
Our future – Rakiura/Stewart island Surveys	Community Survey Stakeholder Survey	November/December 2017	34
Community workshop 1 <ul style="list-style-type: none"> targeted workshops on key topics identify and discuss investment proposal priorities 	Community Workshop	28 November 2017	11

Youth workshop	Meet with youth to discuss their hopes and dreams for the future of the Island, and priorities for investment proposals	29 th November 2017	5
SIPA Meeting	Attend SIPA meeting to seek feedback on and discuss investment proposal ideas collected to date and process going forward	29 th November 2017	10
School Workshop	Workshop with year 4,5,6 students to ask them about their future hopes and dreams for Stewart Island	1 st December 2017	12
Collect ideas for community vision for Stewart Island	Suggestion Box Noticeboards	November 2017	10
Community Board	Socialise project, seek input and support, provide feedback	November, February and March 2018	7/7/4
Jetties Sub-Committee	Seek input and support, provide feedback	February 2018	5
One on one appointments, Drop in Session	Feedback loop with community clarifying results and seeking feedback	February 2018	15
Community workshop 2	Feedback of results to date and proposed investment proposals Questions and Answers, discussion Updates on current and planned work from local, regional and central government Next steps outlined by Southland District Council	5 th March 2018	50

Report to Southland District Council including finalised plan		27 March 2018	
TOTAL # residents and stakeholders engaged			232

6. Current state assessment

6.1 Community beliefs and values

Stewart Islanders value the special and unique place that Stewart Island is and everyone, including the youngest citizens, mentioned the relaxed lifestyle and way of life as being important. Many talked passionately about seeing it was their responsibility to preserve the natural environment and landscapes now, and for future generations, and to manage sustainable growth.

Most believed there were opportunities for Stewart Island's growth and expansion but they weren't clear about the mechanisms for these to be prioritised or progressed.

Most acknowledged that change was inevitable, and in fact, Stewart Island had seen much change over the years with its economic base changing, most recently, from fishing quotas to tourism. Many believed there were opportunities for the 'season' to extend and for more diverse activities to be offered for tourists.

Some think that Stewart Island would be better served if it owned and managed its own assets while others thought this was an extremely short sighted view. There was a desire, especially among the younger residents for a more collaborative approach with off island agencies especially those with decision making power such as the Southland District Council. There was a belief that often Stewart Island's voice wasn't being effectively heard.

Strategic leadership was seen as the way to progress future opportunities and challenges, with some consolidation of current groups and roles. Capacity on the Island was an issue with over 70 community groups, many people had a full time job being a volunteer.

Diversity in views and opinions is part of life on Stewart Island and this has led to some people being polarised leading to divisions in the community.

Residents believed that communication was poor between groups on the island and agencies off the Island.

Some had the 'perception' that living on Stewart Island was very expensive, with most agreeing that electricity was expensive. However others noted that other aspects of living on Stewart Island balanced this cost, for example the cost of buying a house, food that was freely shared at no cost, 'commuting costs', no need for 'flash' clothes. The cost of secondary education was a major issue for families living on the Island, and was seen as a barrier for keeping families on the Island. In addition for 'workers' in the tourism industry, surviving year round on the Island was a challenge with a very quiet winter season.

Accommodation was an issue for both permanent and temporary workers. Some believed the number of short term private rentals to the market put additional pressure on services and led to unfair charges for those who offered serviced accommodation.

Many saw Stewart Island had the opportunity to showcase ecotourism and sustainability practices for New Zealand and the world.

Many residents did not feel part of the wider Southland District.

6.2 2013 Census Results

Stewart Islands population is falling and has been for 10 years +

- 17.3% of the population are aged 65 years and over, compared with 13.6% of the total Southland District population
- 15% of the population are aged under 15 years in Stewart Island, compared with 22.1 percent for all of Southland District
- Couples with children make up 32.3 percent of all families on Stewart Island, while couples without children make up 67.7 percent of all families
- In Southland District, couples with children make up 44.1 percent of all families, while couples without children make up 47.9 percent of all families
- 25.5% of people aged 15 years and over in Stewart Island have an annual income of \$20,000 or less, compared with 31.0% of people for Southland District as a whole
- For people aged 15 years and over, the median income (half earn more, and half earn less, than this amount) in Stewart Island is \$29,900. This compares with a median of \$33,900 for all of Southland District
- Like many small islands infrastructure is limited and expensive to develop and maintain – affordability of infrastructure is a real issue for residents and for Southland District Council, the bulk of whose ratepayers reside in rural communities off Stewart Island. Stewart Island has 1.3 percent of Southland District's population
- Electricity on the island is nearly three times the cost of the main land
- Some of the wharfing infrastructure is run down and in need of urgent repair or replacement
- There are 97 business located on Stewart island – a 17.1% decrease from the last census in 2013
- There were 180 paid employees in Stewart Island – a 10% decrease from the last census in 2013
- There is a population of just under 400 people and 70 community groups – for every 5 people there is a community group

Some of these stats are not dissimilar to other regional areas of NZ that show:-

- Declining population
- Declining youth population

- Declining employment opportunities
- Ageing population
- Increased numbers of people living on low incomes
- Ageing infrastructure

What this may mean:-

- Reduced access to services through reduced rate take
- Reduced access to funding for social services such as healthcare
- Failure to grow opportunities for sustainability, employment and growth
- Inability to retain or attract investment
- Loss of market share due to inadequate infrastructure



7. Summary of findings

7.1 Community Engagement Fete, Drop-In, One on One conversations, SIPA, Suggestion boxes, Community Board, Jetties Sub Committee

Q1 What do you love about Stewart Island?

• The community spirit	• It's a loving community with caring people	• Sense of being part of a unique community
• The beaches	• Community spirit	• Caring big family
• The peacefulness	• Beauty and the people, it's size is its charm	• The community and the environment
• Community and environment	• Our beautiful environment and want to keep it	• Resilience – broad community
• Natural environment – small community feel not being overrun by big tourist groups	• Community values	• Birds, sea lions, environment – flora and fauna
• Motivated by peoples (visitors) inspiration	• Great place to grow up	• No Litter



Q 2 What community challenges do we face?

<ul style="list-style-type: none"> Challenges – schooling and financial burden Places for elderly so not having to move elsewhere 	<ul style="list-style-type: none"> Power Leadership and future plans 	<ul style="list-style-type: none"> Lack of housing Age care – retirement home needed
<ul style="list-style-type: none"> Keeping our great living standards attainable for all especially young families and elderly 	<ul style="list-style-type: none"> Groups need to co-operate and work together more 	<ul style="list-style-type: none"> Ageing population – danger of only young workers being transient
<ul style="list-style-type: none"> Community leadership 	<ul style="list-style-type: none"> Boarding schools fees 	<ul style="list-style-type: none"> Do more up-cycling of waste
<ul style="list-style-type: none"> Too much reliance on volunteer time to get things done. Burn out 	<ul style="list-style-type: none"> Long term future plan for Stewart Island 	<ul style="list-style-type: none"> Roading, parking, pedestrians
<ul style="list-style-type: none"> Families can't afford to stay due to boarding fees for secondary education (correspondence not great as demographic missing) 	<ul style="list-style-type: none"> Caring for elderly, need for retirement village 	<ul style="list-style-type: none"> Energy cost
<ul style="list-style-type: none"> Parking 	<ul style="list-style-type: none"> Nursing needs to increase to 2 x full 	<ul style="list-style-type: none"> Time
<ul style="list-style-type: none"> High costs – freight, power and health 	<ul style="list-style-type: none"> Transport costs to medical appointments 	<ul style="list-style-type: none"> Predators

<ul style="list-style-type: none"> • Mice and mustelids 	<ul style="list-style-type: none"> • Lack of leadership 	<ul style="list-style-type: none"> • No purpose built facility for services such as hair dresser, podiatry, massage, physio etc.
<ul style="list-style-type: none"> • Age balance within the community 	<ul style="list-style-type: none"> • Accommodation 	<ul style="list-style-type: none"> • Being able to grow a little without taking away why people live and visit here
<ul style="list-style-type: none"> • Whole of community approach to issues 	<ul style="list-style-type: none"> • Infrastructure, roads, footpaths, walking tracks, cost of power 	<ul style="list-style-type: none"> • Boarding school or move away?
<ul style="list-style-type: none"> • Financial considerations 	<ul style="list-style-type: none"> • Vicious cycle – more \$\$ in short term accommodation – no long term rental accommodation – no workers for small businesses – lose 	<ul style="list-style-type: none"> • Community feel
<ul style="list-style-type: none"> • For every car/truck that comes onto the Island – a similar cc car/truck should have to go off – that would help with parking 		

Q 3 What business challenges do we face?

<ul style="list-style-type: none"> Accommodation for families, owner/occupiers 	<ul style="list-style-type: none"> Increasing compliance costs 	<ul style="list-style-type: none"> Diesel generated power
<ul style="list-style-type: none"> Increasing compliance costs 	<ul style="list-style-type: none"> Cost of power 	<ul style="list-style-type: none"> Casual employee accommodation
<ul style="list-style-type: none"> Permanent employee's rental properties 	<ul style="list-style-type: none"> Employment that is diverse and not seasonal. Also jobs that are well paid, challenging, skilled etc. 	<ul style="list-style-type: none"> Keeping core businesses on the island
<ul style="list-style-type: none"> Fuel prices 	<ul style="list-style-type: none"> business and develop diversity – not only tourism 	<ul style="list-style-type: none"> Cost of establishing product/businesses. Could subsidies help?
<ul style="list-style-type: none"> Maintenance of wharves 	<ul style="list-style-type: none"> Inability for township to grow – houses just for holiday houses – unable to subdivide land in Fiordland/Rakiura zone 	<ul style="list-style-type: none"> Business shortage e.g. eatery place in summer

Q 4 What don't you like about Stewart Island/Rakiura? What would you change?

<ul style="list-style-type: none"> • Too much negativity amongst the people especially for new businesses 	<ul style="list-style-type: none"> • Zoning changes without proper consultation 	<ul style="list-style-type: none"> • Lack of alternative power sources
<ul style="list-style-type: none"> • Shortage of housing 	<ul style="list-style-type: none"> • Lack of alternative power 	<ul style="list-style-type: none"> • Non-recyclable packaging – coffee cups, Styrofoam etc.
<ul style="list-style-type: none"> • Diesel power – expensive and not sustainable 	<ul style="list-style-type: none"> • Weeds 	<ul style="list-style-type: none"> • Lack of eradication efforts
<ul style="list-style-type: none"> • Better communication about what's happening 	<ul style="list-style-type: none"> • Better promotion of events 	<ul style="list-style-type: none"> • Too many volunteer committees – amalgamate some
<ul style="list-style-type: none"> • Big key things like fishing challenges etc. 	<ul style="list-style-type: none"> • Lack of footpaths/narrow road out to Ackers point – getting more dangerous with increased foot/cycle/vehicle traffic 	<ul style="list-style-type: none"> • Need community to stop in-fighting and appreciate what we have
<ul style="list-style-type: none"> • Don't need more parking – just have less vehicles! 	<ul style="list-style-type: none"> • Cost of power too expensive for residential and business 	<ul style="list-style-type: none"> • Pests and weeds
<ul style="list-style-type: none"> • Lack of facility for 'pop up businesses 	<ul style="list-style-type: none"> • Greater commitment to zero waste 	<ul style="list-style-type: none"> • The way decisions are made
<ul style="list-style-type: none"> • More community input into decisions 	<ul style="list-style-type: none"> • Protect the environment – zero use of poisons i.e. 1080 – seek other means of pest eradication 	<ul style="list-style-type: none"> • Younger people involved in decision making
<ul style="list-style-type: none"> • Cost of power 	<ul style="list-style-type: none"> • More networking between everyone 	<ul style="list-style-type: none"> • Real Journeys swallowing tourism whole
<ul style="list-style-type: none"> • We are told to be part of Southland until we need something 	<ul style="list-style-type: none"> • Accessibility around the bay 	<ul style="list-style-type: none"> • More acceptance of DOC workers
<ul style="list-style-type: none"> • Long term plan for Stewart Island 	<ul style="list-style-type: none"> • Set up a Trust/Residents Association to provide leadership 	<ul style="list-style-type: none"> • Shortage of housing

<ul style="list-style-type: none">• Difficulty accessing health services e.g. physio	<ul style="list-style-type: none">• Business competition	<ul style="list-style-type: none">• Closer working together of local businesses
<ul style="list-style-type: none">• More local home ownership	<ul style="list-style-type: none">• Need a stronger sense of community	<ul style="list-style-type: none">• Better relationship with Council and others

Q 5 What do you see for the future of Stewart Island?

	3 years	10 years	30 years
Economic	<ul style="list-style-type: none"> Retention of trade skills which are essential Feasibility study of a mussel hatchery on the Island Economic feasibility for the catching of large number so frock lobster puerulus, farming and growing – foster as a community owned project – partner with Otago University Affordable housing Sustainable jobs/eco-businesses Money staying within community Work more closely with big companies working on the island – how can they be more involved in community (3) Locally owned and operated Night sky Aurora watch 	<ul style="list-style-type: none"> Micro culture which sustains year round Base salary for residential home owners, paid to live here, not just to work here More businesses, bigger shoulder season 	<ul style="list-style-type: none"> It has to feel like the island!

	<p>Setting up a co-op in the current museum building after the museum has moved– business opportunity</p> <p>A strategy that manages growth sustainably for the Island</p> <p>Stewart island market for the cruise ships</p> <p>More food outlets</p> <p>Seaweed harvesting, marketing, selling</p> <p>Salt</p> <p>Wild food gathering, preparation of and harvesting</p>		
Environment	<p>Recognise a marine World Heritage site</p> <p>Recognise world class skies</p> <p>Adequate funding for conservation</p> <p>Stewart island leading the way in ecotourism and sustainability</p> <p>Work towards Predator Free</p> <p>Art Sculptures on the waterfront</p> <p>Do up the Traill Park building with heating and commercial kitchen</p>	<p>Island running off renewable energy – completely (4)</p> <p>Several invasive weeds eradicated Darwin's Barberry</p> <p>World leaders in biodiversity and species protection</p> <p>Electric Cars</p> <p>Alternative power(7)</p> <p>That the Southern Circuit track continue to be an option due to excessive numbers being reached on the Rakiura/north West circuit</p>	Predator Free x 11

	<p>Opportunities for visitors to engage in environmental projects – planting/weeding</p> <p>Marine Guardians Group(2)</p> <p>Ask RJs to have a policy for dogs. They need a kiwi Aversion Certificate</p> <p>Boomerang Bags ongoing</p> <p>Regular Beach clean ups</p> <p>Water fountain in Bay</p> <p>No plastic straws</p> <p>Reduction of takeaways cups</p> <p>More awareness of recycling</p> <p>Appropriate disposal of cigarette butts</p>		
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Infrastructure	<p>Ulva Island/Golden Bay wharves replaced (5)</p> <p>Explore funding opportunities for capital expenditure and maintenance (e.g. cruise ship levy, marine fee) – set them up for the future, get the ownership sorted</p> <p>More accurate information is needed to inform decision making</p> <p>Sewage systems</p> <p>Art Gallery</p> <p>Power poles underground</p> <p>Wharves upgraded</p> <p>Wharves fit for purpose – Ulva Island/Golden Bay replaced, funding for maintenance established</p> <p>Coastline roads strengthened</p> <p>More footpaths</p> <p>More accommodation generally</p> <p>Review rules around subdivisions and number of dwellings in Fiordland/Rakiura zone allowing for appropriate development (2)</p> <p>Subdivide Council land and ballot it to create homes for families on the Island</p>	<p>Community ownership of major assets and businesses</p> <p>Sustainable energy/power (3)</p> <p>Renewable energy only being used (4)</p> <p>Solar power more plentiful and economic</p> <p>Mountain biking</p> <p>Alternative power facilities (3)</p> <p>Outdoor Education Centre – draw in groups, conferences, schools, tourists</p> <p>Some form of renewable energy – hydro or wind</p> <p>Visiting schools accommodation – i.e. Education facility, research (2)</p>	<p>Year round swimming pool (4)</p> <p>Better electricity system – cheaper, green and sustainable</p>

	<p>Portable wet weather venue for wedding, events etc.</p> <p>Cycling option from freshwater to Masons Bay</p>		
Social	<p>Community cohesion</p> <p>Community activities and events – some that include tourists</p> <p>Equal focus on locals and visitors needs</p> <p>Community calendar/events</p> <p>Community Hub</p> <p>Guidance and training and support for young people to step up</p> <p>Better connection and communication from Community Board and Council(4)</p>	<p>Community and events based on joy and strengthening relationships</p>	<p>Strong community</p> <p>Resilient</p> <p>Controlling our destiny and the things that are important to us</p> <p>Still the same great community</p> <p>Better living conditions for all</p>

	<p>Overarching Group/Trust – with a focus on promotions/Environmental/Tourism/Recreation/Health and Education/Strategic Planning (7)</p> <p>Better understanding of Rakiura history and heritage – what stories do we want to tell? How do we tell them?</p> <p>Fishing/Dive Competition & cooking the food afterwards</p> <p>Toy Library</p> <p>More medical help for our paramedics</p> <p>Overarching group/trust that can handle administration/grants for all community groups</p> <p>The Cribbies group is an untapped resource – there would be ‘gifts and gains’</p> <p>Publicity and information could be much improved – use the back page of the power bill to publicise meetings, and plans</p> <p>Work more with the experts – e.g. Otago School Marine Science – Stewart island has many friends</p>		
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7.2 Young People's Workshop

Number of people who attended: 5

The workshop invited people to sit together in groups and consider a number of questions.

Q 1. Southland District Council are rolling out a Community Leadership Planning process across the district – it's about people and organisations working together to create and achieve community goals and developing a plan for the future of Stewart island/Rakiura. Is this a good idea?		
<ul style="list-style-type: none">• Yes if people participate	<ul style="list-style-type: none">• Yes	
Q 2. What are the barriers to this working?		
<ul style="list-style-type: none">• People not being involved	<ul style="list-style-type: none">• Getting disillusioned – pace, involvement, traditional mentality, consensus, resistance	
Q 3. What would make it work?		
<ul style="list-style-type: none">• Showing local people that we have some power to make positive change	<ul style="list-style-type: none">• People feeling like they have ownership	<ul style="list-style-type: none">• If we own it we care
Q 4. What key infrastructure/development would diversity the regional economy and strengthen local businesses?		
<ul style="list-style-type: none">• Sustainable power• Upgraded sewerage system• Invest in winter activities• Dark Sky Sanctuary – changing lighting both private and commercial to focused lighting/led – extending season	<ul style="list-style-type: none">• Renewable Energy focus – subsidies for people wanting to go green• NCEA accredited courses and apprenticeships on Stewart Island to retain trade skills and diversity employment options• Moving forward community ownership of key assets	

Q 5. Why are they important?		
<ul style="list-style-type: none">• Bring down the cost of living	<ul style="list-style-type: none">• Improve facilities for locals and tourists	<ul style="list-style-type: none">• Spread the 'load' of tourists
Q 6. What do you love about Stewart Island?		
<ul style="list-style-type: none">• That Stewart Island is an actual community. "You know your neighbour"• Lots of outdoor activities• There is no obvious 'class' barriers. Lots of wealth but you wouldn't know it• The people• Uniqueness• Community• Safety• Birds, sea lions – flora and fauna• Environment• Primary school – great place to grow up	<ul style="list-style-type: none">• Starfish/Scouts• Pace of life• Just walk into bush• No litter• FREEDOM• Tramping• People are mindful – de commercialised• Motivated by peoples (visitors) inspiration• Gratefulness to live here• The ocean is part of our lives. Understanding rhythms and cycles	
Q 7. What would you change, modify or get rid of?		
<ul style="list-style-type: none">• Negative people• Look to make the Island more sustainable	<ul style="list-style-type: none">• Houses owned by people who aren't here.... – the islanders need to own accommodation• Real Journeys swallowing tourism whole	

<ul style="list-style-type: none">• More community activity days (Group set up to facilitate this, not just one or two people)• Alcoholism• Ducks• Change travel costs – make it cheaper• More music concerts	<ul style="list-style-type: none">• Closer working together of local businesses• More house parties for locals/less at the pub... in moderation so that's there's a stronger sense of community• Less political feuding• Business competition driven apartheid• Less ostracization of DOC workers		
Q 8. What challenges do we face?			
<ul style="list-style-type: none">• Less people living here (community)	<ul style="list-style-type: none">• Short busy season (business)		
Q 9. What do you see for the future of Stewart Island?			
	3 years	10 years	30 years
Economic	Money staying within community Locally owned and operated		
	Retention of trade skills which are essential to life here Affordable housing	Micro culture which sustains year round Base salary for residential home-owners paid to live here, not just to work here	It has to feel like the island Selling Island specific items
Environment	Work towards predator free		

	Recognised marine world heritage site	Island running off renewable energies (completely)	Predator Free (maybe some deer??)
	Recognised world class skies	World leaders in biodiversity and species protection	All boats on electric engines
Infrastructure	Good wharves Footpaths everywhere Some roading upgrades Wharves upgraded Coastline strengthened (roads) Sewage systems	Community ownership of major assets and businesses	
Social	Community events that can also involve loopies		
	Community cohesion based activities Better understanding of Rakiura history and heritage - what stories do we want to tell? How do we tell them? Use the Rugby field	Community and events based on joy and strengthening relationships	Birdman

7.3 Community workshop

Number of people who attended: 15

The workshop invited people to sit together in groups and consider a number of questions.

Q 1. Southland District Council are rolling out a Community Leadership Planning process across the district – it's about people and organisations working together to create and achieve community goals and developing a plan for the future of Stewart island/Rakiura. Is this a good idea?	
<ul style="list-style-type: none"> • Yes – so community driven 'trust' or vision group helps us become more self-governing and forward focused • What sustainable leadership models are out there and how do we implement them? 	<ul style="list-style-type: none"> • Yes – focus the majority. Helps prioritise needs on a local scale.
Q 2. Is it something that the community sees value in and wants to pursue?	
<ul style="list-style-type: none"> • Strong yes • "Inspiring Communities" 	<ul style="list-style-type: none"> • Sustainable long term practices in communication • Yes a collective voice is more effective
Q 3. What are the barriers to this working?	
<ul style="list-style-type: none"> • Lack of community unity at times • Requires appropriate leadership • Cohesion required • Possibly limited skill sets locally • Over commitment 	<ul style="list-style-type: none"> • Fear of change • \$ Money • Collective vision • Resistance to give up individual ownership or autonomy • How to bridge gaps –work with everyone
Q 4. What can we do about that?	

<ul style="list-style-type: none"> • Investigate skill register • Sustainable community well being • Unity for a common goal • Agree on priorities • Utilise wider Stewart Island Community e.g. cribbies 	<ul style="list-style-type: none"> • Levy – Community Trust? • Understand what other communities have done – learn from them • Self-Sustaining Trust • Clear lines of communication – who wants to involve themselves?
Q 5. What would enhance the process?	
<ul style="list-style-type: none"> • Paid skilled co-ordinator with community buy in • Value diversity, increase inclusiveness 	<ul style="list-style-type: none"> • Radio Station/ PO Box Spam
Q 6. Ideas for the future?	
<ul style="list-style-type: none"> • More progression of local businesses and trades so that families can settle and find/develop jobs which are meaning to them • Rental housing that is available for full time islanders/people wanting to make a home on the Island • Committed to Rakiura supporting a micro culture which is sustainable year round • Sustainable future – why do people come to Stewart Island? 	<ul style="list-style-type: none"> • Active community with more opportunities for children – cheaper travel • Pest Free Rakiura? How to make more of the opportunities we have, deer hunting, sites of historical significance, museum, heritage sites – on-line presence – how does that get shared with visitors and people who can't travel here? • SIT running NCEA accredited courses and apprenticeships on Stewart Island
Q 7. What would an investment proposal ask for?	
<p>Group 1</p> <ul style="list-style-type: none"> • \$\$\$ to complete hydro study and implement it 	

<ul style="list-style-type: none"> Look at big picture to show case alternative energy on Stewart Island (as a potential national model) 	
Q 7 a What benefit would it bring the Island?	
<ul style="list-style-type: none"> Huge economic benefit to every sector on Stewart Island Help sustain community businesses Improved health and standard of living Huge reduction in emissions (raised green profile) 	<ul style="list-style-type: none"> Encourage new business through lower costs Prepare carbon baseline so we can monetarise in future Encourage energy efficient homes and businesses to be created
Q 8. What would an investment proposal ask for?	
<p>Group 2</p> <ul style="list-style-type: none"> To partner with other sponsors/funders to realise predator free Rakiura <p>*Project Manager for initial feasibility sourced elsewhere</p>	
Q 8a What benefit would it bring?	
<ul style="list-style-type: none"> More employment – tourism, initial work, ongoing work Encourage investment 	<ul style="list-style-type: none"> Better quality of life for community members Improved biodiversity

7.4 School workshop

A workshop was held with year 3, 4, 5 and 6 students at the Halfmoon Bay School.

Q 1. What do you love about Stewart Island?		
<ul style="list-style-type: none"> • The community(2) • Nature (2) • Fishing (3) • Sunsets (2) • The boat from Bluff • Camps on the island • The views • Clouds • The Rakiura track/every track • How we all care for each other • Snorkelling 	<ul style="list-style-type: none"> • Mill Creek • The Adventure • Auroras • Knowing pretty much everyone • Beaches (5) and bush walks • School (2) • My house (2) • Frogs • Bush (4) • Wildlife (10) 	<ul style="list-style-type: none"> • The birds (3) and hearing them sing • The sea (4) • Going hunting • My guinea pigs and cat • Wonderful people • Being able to have fun outside • I love the trees • Wind and the names • How small it is
Q2. What would you like to see happening on Stewart Island in 2020 (3 years)?		
<ul style="list-style-type: none"> • No war • Mountain biking track • Still wildlife 	<ul style="list-style-type: none"> • All the trees still standing • Lego shop (2) • Better playground 	<ul style="list-style-type: none"> • A see saw • KFC • Paint balling ring (2)

<ul style="list-style-type: none"> • Theme park 		
Q 3. What would you like to see happening on Stewart Island in 2027 (10 Years)?		
<ul style="list-style-type: none"> • More horse paddocks • More fund raising • More books at schools • Heated swimming pool 	<ul style="list-style-type: none"> • Mitre 10 • A bike repair shop • Hunting and fishing shop • Pet shop 	<ul style="list-style-type: none"> • More land to build on • Bush still here • Hovercraft • Better weather
Q 4. What would you like to see happening on Stewart Island in 2050 (30 years)?		
<ul style="list-style-type: none"> • More electric bikes • No burger king or McDonalds (2) • Bigger shop with more supplies • Pest free • Lots of birdlife • Candy shop • Flying cars • High school • Camera shops 	<ul style="list-style-type: none"> • Sky scrapers • A zoo • Crop farming • The museum built • Hospital (3) • Old peoples home • 41 story tree houses • No KFC • Farming 	<ul style="list-style-type: none"> • NASA take off station • Horse riding course • Film making clubs • Massive airport • A jet pack race • Better plans • More than 80% still bush and wildlife • More shops

7.5 Surveys

7.5.1. Community Survey

The community survey was conducted via a link from the Councils website and Facebook page to Survey Monkey. The survey was open from Thursday 30 November 2017 to Friday 15 January 2018 so the timeframe to respond was seven weeks. The number of responses received was 24.

The questionnaire consisted of 17 questions and took on average of 14 minutes to complete.

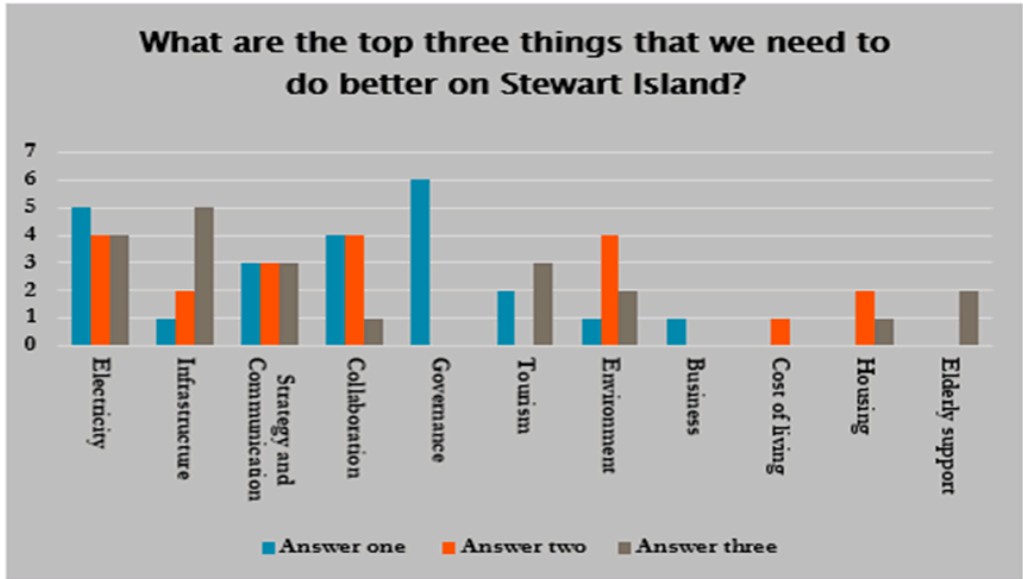
The purpose of the survey is to get Stewart Island residents involved with a community-led planning process that will result in a community plan outlining the Stewart Island communities' hopes and dreams for the future of Stewart Island and future opportunities for Southland. The survey is part of a wider engagement exercise to develop the draft community plans.

The full survey results are attached in Appendices A. Below are key results of interest.

Question 5 – What are the top three things that we need to do better on Stewart Island?

All respondents answered this question. Comments centred on infrastructure particularly transport related, electricity, governance and collaboration.

The top category for answer one was governance followed by electricity, for answer two it was electricity, collaboration and environment, for answer three it was infrastructure.

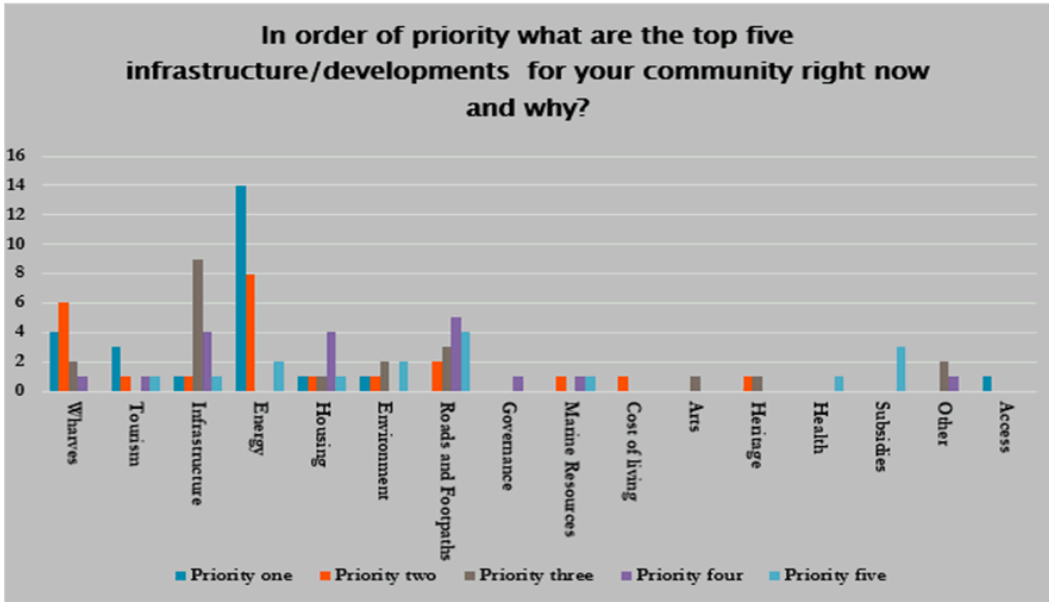


Question 7 - In order of priority what are the top five infrastructure/developments for your community right now and why?

All respondents answered the question for priority one, 23 for priority two, 22 for priority three, 19 for priority four and 15 for priority five.

Comments centred on energy, infrastructure, wharves and roads & footpaths.

The top category for priority one was energy followed by wharves, priority two was wharves, priority three was infrastructure, priority four was infrastructure and housing and priority five was roads and footpaths.

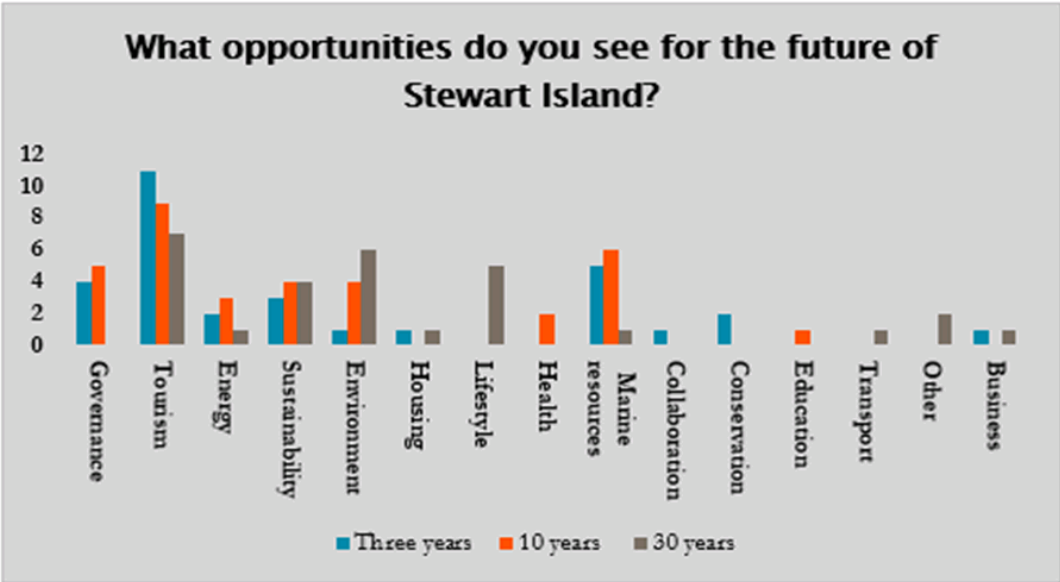


Question 8 - What opportunities do you see for the future of Stewart Island?

Twenty three respondents who answered for in three years, 21 for 10 years and 21 for 30 years.

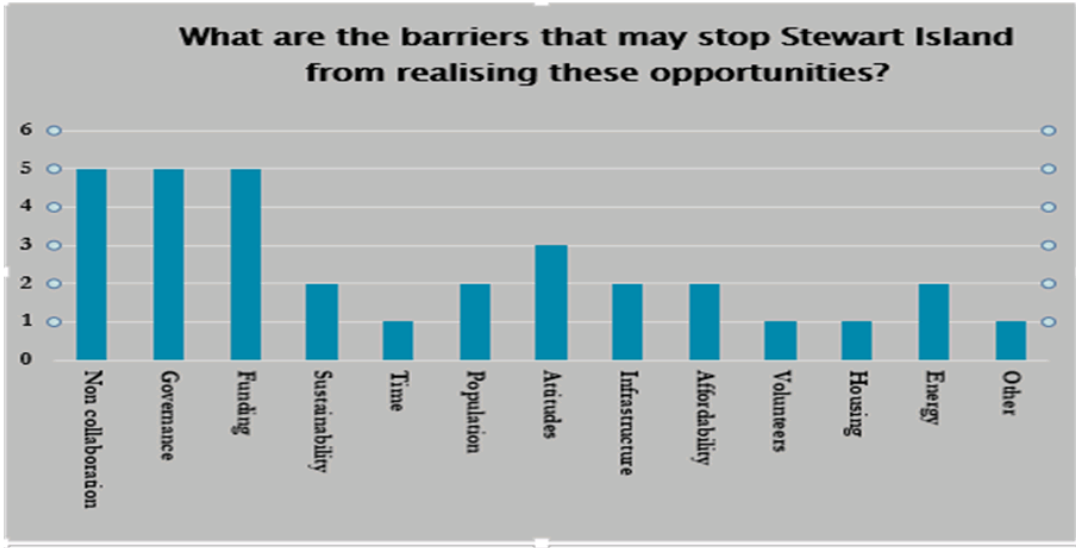
Comments centred on tourism, marine resources, environment and lifestyle.

The top category for in three years, 10 years and 30 years respectively is tourism.



Question 9 - What are the barriers that may stop Stewart Island from realising these opportunities?

All respondents answered the question. Comments centred on non-collaboration, governance and funding issues and attitudes as barriers. Responses were categorised into 13 broad categories (refer to Table 9 below). Respondent’s answers can belong to multiple categories. The top categories were non-collaboration, governance and funding.



7.5.2. Stakeholder Survey

The survey was conducted from an email invitation with a link to the survey in Survey Monkey, sent Monday 11 December 2017. The survey closed on Friday 15 December 2017, so the timeframe to respond was one week. The email invitation was sent to 82 stakeholders from the Community Partnership Leader. Ten responses were received by the closing date giving a response rate of 12%. The questionnaire consisted of 22 questions and took on average of 40 minutes to complete.

Full survey results can be found in Appendices (p134)

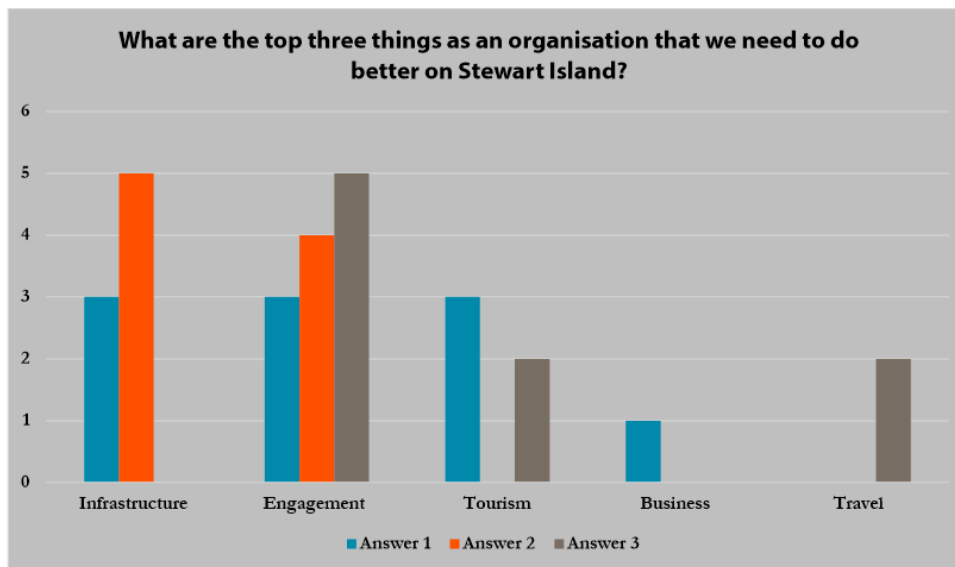
Question 6 - What are the top three things as an organisation we need to do better on Stewart Island?

All respondents answered what are the three top things that you are most proud of about Stewart Island. Nine answered for the second top thing, and nine answered for the third top thing respectively.

Responses were categorised into five broad categories (refer to Table 6 below).

The top categories for answer one were infrastructure, engagement and tourism, for answer two it was infrastructure and for answer three it was engagement.

Graph 6



Question 7 - What is important to your organisation right now?

Ten respondents answered the question. Health and Safety was mentioned twice, tourism pressures, conservation and partnerships, natural environment, pest eradication, supporting members, cheaper power, employment opportunities, housing, support from government, rejuvenate the mussel farm and freight consistency.

Responses were categorised into nine broad categories (refer to Table 7 below). Respondents can belong to multiple categories. Whilst the stakeholders come from different sectors there are some key categories including Health and safety, tourism, employment, environment, business partnering, and business.

Graph 7



Question 9 - What will the focus of your organisation be?

All respondents answered the question what will the focus of your organisation be in three years’ time but only nine answered for 10 years’ time or 30 years’ time respectively. Responses were categorised into eleven broad categories (refer to Table 9 below). Respondents can belong to multiple categories.

The highest category for the focus in 30 years’ time was business. The highest category for the focus in 10 years’ time was environment. The highest category for the focus in 30 years’ time was community development and environment.

Graph 9



7.6 Community Workshop 5th March 2018

All residents were invited to a Community workshop at the Community Centre on the 5th March 2018 at 7.30 pm to:-

- hear the results from the Community consultation process, and have the opportunity to answer questions and clarify details
- understand the Investment Priority Proposal going forward to Southland District Council for consideration
- understand next steps in the Investment Priority Proposal process
- receive an update on current and planned work on Stewart Island from local, regional and central Government agencies

Invitations were circulated with Electricity accounts, in the Stewart Island News, posters were put up around Halfmoon Bay and email reminders were sent out via available email lists. Approximately 50 residents attended.

Also in attendance were:-

Southland District Council	Mayor Chief Executive Officer Group Manager Community and Futures Community Partnership Leader	Gary Tong Steve Ruru Rex Capil Michelle Stevenson
Ministry Business Innovation and Employment	Regional Economic Development	Abby Cheeseman
Ministry of Primary Industries	Senior Aquaculture Analyst	Paul Cresswell
Department of Conservation	Community Ranger, Stewart Island Acting Operations Manager	Jennifer Ross Ren Leppins

	Director, Partnerships	Barry Hanson
Environment Southland	Director Policy Planning and Regulatory Services	Vin Smith
Connecting People	Community Facilitator	Sandra James

Community members Bruce Ford, Dale Chittenden and Jill Skerrett spoke as community members providing background information and updates on suggested key investment priority proposals.

Ideas, comments and feedback from this meeting has been included in this report.

7.7 MBIE Biodiversity Ark consultation

We asked residents to prioritise ideas that would stimulate economic growth on Stewart Island that were aligned with the Southland Regional Development Strategy priorities (grow the population, diversify the regional economy, and strengthen local business).

Below are the top 4 ideas that were identified through the consultation. A further round of discussions/consultations was held with the Community and Council management to firm up realistic investment proposals for consideration by the Southland District Council, and the recommendations recorded earlier in this report reflect final

<u>Topic (what would the investment proposal fund)</u>	<u>Benefit</u>
<u>Electricity (30)</u>	
No further information is available at present to progress Electricity A further study is being carried out (pro bono) to further investigate hydro options.	Huge economic benefit to every sector on Stewart Island Help sustain community businesses Improved health and standard of living Huge reduction in emission (raised green profile) Encourage new business through lower costs Prepare carbon base line so we can monetarise in future Encourage energy efficient homes and businesses to be created.
<u>Predator Free Rakiura (25)</u>	
Support for Predator Free Rakiura next steps i.e. employment of Project manager for initial feasibility and in depth community engagement	More employment, tourism, initial work, ongoing work Encourage investment

	<p>Community identity</p> <p>Better quality of life for community members</p> <p>Improved biodiversity</p>
<u>Wharves (15)</u>	
<p>Critical for Stewart Island business, transport and accessibility for both local and tourists including cruise ships</p> <p>Replacement of Golden Bay and Ulva Island wharves is critical and urgent</p> <p>Maintenance plan and schedule for all publicly owned wharves</p>	<p>Tourism sustainability</p> <p>Access for living and working on the Island</p> <p>Cruise ship visits</p>
<u>Future Stewart Island – Trust/Community hub/Strategic Future focused Worker (14)</u>	
<p>Funding for establishment of a Stewart Island Opportunities project including a Governance Board and Stewart Island Opportunities Project Manager who would be responsible for developing future focused strategic and implementation plans, and developing strong relationships on and off the Island to ensure sustainable, managed growth on Stewart Island</p>	<p>Able to grow leadership on the Island for a more co-ordinated, united community that knows what it wants and has a plan to get there</p> <p>Able to foster opportunities for wider strategic view i.e. Southland wide</p>

Other priorities

Other priorities (in order of preference) are noted for future reference. No further thinking or discussion took place to better understand next steps.

<u>Accommodation (permanent and short term) (10)</u>
Significant barrier for business expansion on the Island
Seen as a 'bigger' problem than just Stewart Island
<u>Sustainable community (10)</u>
Longer term united view would be beneficial for future focused Stewart Island
Industry has changed, need to think differently (fishing to tourism) – may need to extend season for workers to survive
<u>Tourism expansion (8)</u>
Important but other things might need to happen first e.g. electricity, accommodation, extended season
<u>Industry diversification (7)</u>
Important but attracting investors is difficult for a variety of reasons including high costs and isolation
<u>Transport & freight subsidies (5)</u>
Easier and more affordable to do business and live on the Island
<u>Environmental sustainability (5)</u>
Could be a point of differenced for Stewart Island

A real opportunity for Stewart Island
<u>Dark Skies(3)</u>
Great opportunity to extend the summer season
Big opportunity to put Stewart Island on the map globally
<u>Outdoor Education Hub (3)</u>
A financially viable opportunity given what is on the doorstep – could partner with SIT
Real opportunity to get more students, accommodation and residents

8. Risks

This community is over consulted

- There is a lot of consultation on the Island currently – (Governance, Dark Sky, Predator Free Rakiura, Visitor Levy, Community Led process, MBIE Investment proposal) – hard for people to commit to these conversations in a meaningful way in a short time frame

Timeframe

- Time of year is a risk – people are very busy on the Island over summer so have limited capacity to be involved
- Short time frame for the consultation did not allow in depth discussions and community ownership – this process must be seen as the beginning of a much longer process

Strategic Leadership at the community level

- It would appear that the Community Board are 'infrastructure' focused, and the 70 community groups are operationally focused leaving a 'future focused' gap in thinking

Politics and power dynamics on the Island

- Traditional consultation methods do not effectively address these dynamics. Going forward it will be important to engage widely and focus the passion and enthusiasm of all Stewart Islanders on the Islands future

Capacity and capability on Stewart Island for Strategic Leadership

- There was unanimous support for the Strategic Leadership idea from those who have attended consultation events – however people are reluctant to put their hand up to be involved unless resource/support is guaranteed for the long term ... they've been here before and know how much time it can take
- Many of the 'older' community champions are wanting to step back – younger people need to be encouraged and supported to step up
- Volunteers on the Island are already stretched – it would be a big ask to expect them to get this off the ground without significant support – the best option would be to have a paid worker on the Island

- Finding effective champions (groups or individuals) of the plan to ensure it is progressed would be beneficial
- It is well documented that these processes can take up to 2 years to get established – a long term commitment (5 years) is needed for the best outcomes

Community development

- There are many diverse views and opinions on Stewart Island at times leading to conflict – community development work around building a strong and connected community would help to develop healthy relationships
- Community leadership development should be a priority to ensure future focused succession planning
- An audit of the purpose and function of the 70 community groups and exploration of opportunities to reduce duplication would be useful

Next steps

- There will need to be communication and clarity about how decisions or recommendations as a result of the process might be put into effect as Trust between the community and ‘outsiders’ is generally low
- There will need to be clarity about how actions or recommendations might fit within the Council’s and/or Governments ongoing planning and policy development and implementation

9. Conclusion

The discussions and analysis of next steps has been a useful process for community understanding of issues and options.

Whilst Electricity was seen as a major issue for the Island, there is understanding that, at this time until there is further conclusive evidence, it is not possible to progress this issue. Progression of the Wharfing infrastructure was seen as vital and important for all aspects of life on Stewart Island. Any assistance to get the wharves to a better condition would place the community in a good position going forward. Some thinking and action about ongoing maintenance is essential to manage these assets well into the future.

The clarification that Predator Free Rakiura (PFR) was a priority for the community was able to confirm to MBIE, throughout this process, that a separate funding application had community backing to progress. The announcement of funding for a PFR Project Manager at the final workshop was welcome news for the next steps in engaging the community further in thinking and planning for a Predator Free future.

There would be benefits in wider, longer term thinking and planning being facilitated along with the development of positive forward looking relationships with local, regional and central government agencies to maximise opportunities for Stewart Island.

Strategic Leadership is critical. In addition there needs to be a long term process with the community to enable them to be fully engaged in this process. Some external innovative thinking, in line with Island values and principles, knowledge and expertise would be a powerful combination for future development.

There are opportunities for the following to be progressed:-

- Tourism development - support, opportunities and managed growth including exploring extending the season
- Environmental uniqueness – supporting and developing and protecting what is special and unique about Stewart Island
- Sustainability – job creation, schooling, transport, accommodation, linking to the wider Southland District and New Zealand
- Resilience – Infrastructure including electricity and wharves, industry/economic expansion and diversification
- Social Inclusion – community leadership, community connectedness, recognising diversity

This is a community that cares passionately about its environment and future and with the right conduit to capture that passion and drive appropriate and sustainable development is possible. Sustainable future focused planning will deliver the best outcome for the Stewart Island Community and the wider Southland District.

The Stewart Island Opportunities Governance Group (with both external and internal visionary thinking) would provide the mechanism for engaging the community and off the island stakeholders in discussions and building strong, trusted relationships. There is evidence that communities who can do this, such as the Chatham Islands, can effectively work to seek the future they desire.

Engaging the community results² in:-

- better targeting of resources
- Addressing local needs more effectively
- People taking greater responsibility for what is going on in their area
- More lasting change

For organisations, engagement:

- Informs policy-making at a local level
- Informs service planning
- Improves effectiveness of services
- Helps to build community ownership

For the community, engagement:

- Reaches out to isolated people ensuring that everyone has a voice
- Identifies the real needs
- Empowers them to take responsibility in developing solutions for local issues
- Builds community spirit

² Flaxroots Community Planning, community planning approaches and models – a resource document. North Shore Community and Social Services www.flaxroots.org.nz

When people are involved in shaping their communities, it results in:

- Better decisions – communities are the best source of knowledge about their surroundings
- Community building – working and planning together creates a sense of community
- Democratic credibility-community-led planning enhances people's right to participate in decisions that affect their lives
- Easier fundraising – well researched action plans and data are often required by funders
- More relevant results – services are more likely to be in tune with what is needed and wanted
- Faster development – people gain a better understanding of options available and start to think positively rather than negatively
- Sustainability – people are more likely to continue participation and have a sense of ownership

Stewart Islanders identified the keys to success as:-

- A strong Governance Board – made up of on and off island visionary, innovative thinkers – who would be inclusive and able to both lead the community in a forward thinking conversation and challenge perceptions if needed. In addition their role would be to harness external support to further goals for Stewart Island's future. This could develop into a Trust/Residents Association as the project develops over time.
- Appointment of a partisan Governance Chair would be important, to work with the dynamics/politics on the island
- Close links with the Community Board, SIRCT, SIPA, Predator Free Rakiura and other organisations on the Island
- Choice of person(s) for the role (could be shared) is vitally important, must be able to talk to people, be a self-starter, a thinker, a planner, and have the ability to get the community involved long term
- Ability to build strong relationship with external agencies to maximise opportunities for Stewart island – fostering co-operation and collaboration and managing conflict/diversity
- A long-term approach to ensure that the project has time to develop with a step by step process that enables every citizen to participate in, and contribute to improving the social, economic, environmental and cultural well-being on Stewart Island. There was preference for a 5 year timeframe to fully establish the project.



Stewart Island Community Survey

Author: Strategy and Policy

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Document Revision

Date	Amendment	Amended by	Approved by	Approval date
2/2/18	Initial draft	Shannon Oliver	Averil Rodgers	
9/2/18	Final version	Shannon Oliver	Averil Rodgers	9/2/18

Methodology

Community survey

The survey was conducted via a link from the Council's website and Facebook page to Survey Monkey. The survey was open from Thursday 30 November 2017 to Friday 15 January 2018 so the timeframe to respond was seven weeks. The number of responses received was 24.

The questionnaire consisted of 17 questions and took on average of 14 minutes to complete.

Survey Purpose

The purpose of the survey is to get Stewart Island residents involved with a community-led planning process that will result in a community plan outlining the Stewart Island communities' hopes and dreams for the future of Stewart Island and future opportunities for Southland. The survey is part of a wider engagement exercise to develop the draft community plans.

Question 1 – What is your age

The age group with the highest percentage was the 65-74 year old category. Nine people (38%) were from this category.

Graph 1

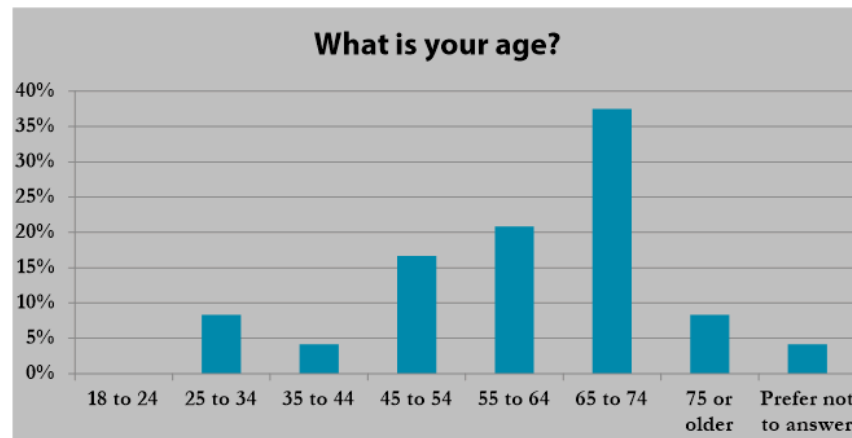


Table 1 - What is your age?

Answer Choices	Percentage	Number
18 to 24	0%	0
25 to 34	8%	2
35 to 44	4%	1
45 to 54	17%	4
55 to 64	21%	5
65 to 74	38%	9
75 or older	8%	2
Prefer not to answer	4%	1
Total	100%	24

Question 2 – What is your gender?

Over half the respondents (58%) were female, 38% were male and 8% were gender diverse.

Graph 2

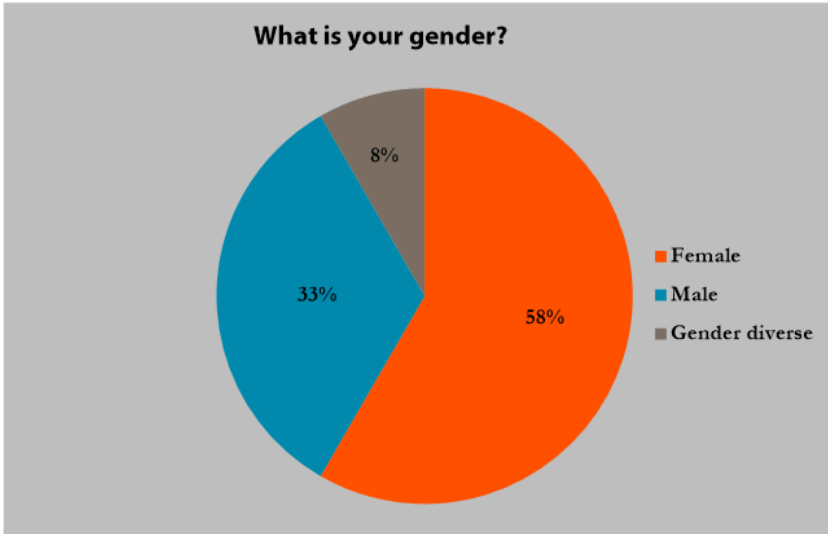


Table 2 - What is your gender?		
Answer Choices	Percentage	Number
Female	58%	14
Male	33%	8
Gender diverse	8%	2
Total	100%	24

Question 3 - What are the top three things that you're most proud of on Stewart Island?

All respondents answered for answer one and two and 23 answered for answer three. Respondent's answers can belong to multiple categories. The majority of comments were about the unique environment of Stewart Island, the local community and the lifestyle it offers.

Responses were categorised into seven broad categories (refer to Table 3 below).

The top category for answer one was environment. The top category for answer two was environment and for answer three it was local community and environment.

Graph 3

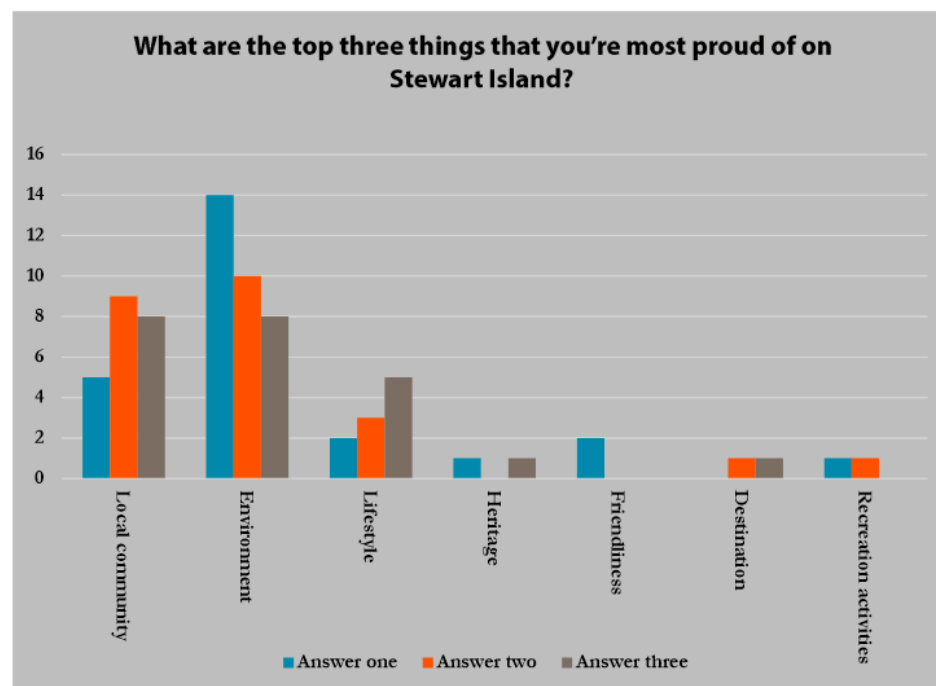


Table 3 – What are the top three things that you're most proud of on Stewart Island?

No.	Answer one	Category	Answer two	Category	Answer three	Category
1	The friendly and helpful community	Friendliness	The good presentation of township to visitors	Local community	Community versatility and resilience - can do abilities of locals	Local community
2	Hunting access	Recreation activities	Fishing Access	Recreation activities	Unpolluted sea	Environment
3	Friendliness towards visitors - often missing in tourist destinations	Friendliness	When we get fed up we do it ourselves - community centre, bowling green, swimming pool, Heritage Centre, Seniors accommodation	Local community	No response provided	N/A
4	Good community	Local community	Local facilities	Local community	Pollution free environment	Environment
5	The smallness of the town, not over developed	Lifestyle	The beaches	Environment	The bush/walks	Environment
6	Nature, the bush	Environment	The oceans and beaches	Environment	It hasn't changed too much over the years eg become too built up	Lifestyle
7	History of my family	Heritage	Scenery	Environment	Community	Local community
8	The scenery and environment	Environment	The people	Local community	The birds	Environment
9	The love and care of the community	Local community	It's beautiful nature, plants, birds and sea	Environment	Its rich history	Heritage
10	Environment - natural and man-made	Environment	Community values	Local community	Lifestyle/sense of who we are	Lifestyle
11	Birdlife	Environment	Native bush	Environment	Dark Skies	Environment
12	Our beautiful national park, flora, fauna	Environment	Not the rat race, Medical Centre	Lifestyle Health	Safe and secure to live	Lifestyle
13	Our amazing natural beauty and serenity	Environment	Our identity as special within NZ and worldwide	Destination	A dynamic community with opportunities to changes	Local community
14	Nature and Beauty	Environment	To be the one of the three constituent islands of NZ	Environment	The chance for change	Local community
15	Nature	Environment	Community	Local community	What we offer as a destination	Destination

Table 3 – What are the top three things that you're most proud of on Stewart Island?						
No.	Answer one	Category	Answer two	Category	Answer three	Category
16	Natural environment	Environment	Being able to see animals in the wild	Environment	Birds	Environment
17	People	Local community	Freedom	Lifestyle	Unspoiled environment	Environment
18	Nature - everything about it is so special	Environment	Tranquillity	Lifestyle	The community and #4 The school	Local community
19	National park	Environment	Marine environment	Environment	Undeveloped remoteness	Lifestyle
20	Wildlife, pristine forest, clean air and ocean	Environment	Imaginative n supportive community	Local community	Commitment to protecting above	Environment
21	The 'care' that the community has for one another; the environment; their community.	Local community Environment	The natural attributes of the physical surroundings.	Environment	The ability of a relatively small number of people to service comparatively high visitor numbers.	Local community
22	To find a way of life I truly enjoy	Lifestyle	To have likeminded people here	Local community	To be open for change	Local community
23	Beautiful nature environment	Environment	To do it the island's way	Local community	To have other residents who care	Local community
24	Sense of community	Local community	Natural beauty	Environment	Lifestyle	Lifestyle

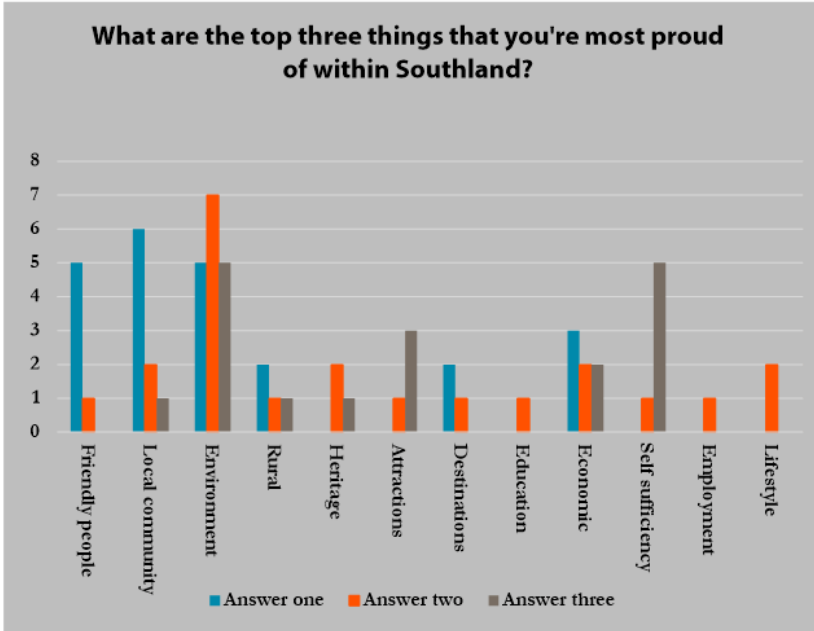
Question 4 - What are the top three things that you're most proud of within Southland?

One respondent did not answer this question. The remaining 23 answered for answer one, 20 answered for answer two and 19 answered for answer three.

Responses were categorised into 12 broad categories (refer to Table 4 below). Respondent's answers can belong to multiple categories.

The top category for answer one was local community followed by friendly people and the environment. The top category for answer two was environment and for answer three it was local community and self-sufficiency.

Graph 4



No.	Answer one	Category	Answer two	Category	Answer three	Category
1	The city remake with Richardson Group/SIT initiatives	Economic	The farming production and employment	Rural Employment	Southlands self sufficiency	Self sufficiency
2	Friendly population	Friendly people	Beautiful scenery	Environment	Bills truck museum	Attractions
3	Stewart island	Destinations	Without constant bureaucratic meddling we'd have the most entrepreneurial province in the country.	Economic	Hard work ethic and can-do attitude with care for neighbours being such a high priority for most	Self sufficiency
4	The uniqueness of the natural environment	Environment	The service - people are most helpful, friendly and honest wherever we go for business/shopping etc	Friendly people	The parks are recreational facilities, preservation of history, buildings	Environment Heritage
5	Three fantastic destinations - Catlins, Stewart Island, Te Anau/Milford	Destinations	The scale- Nothing too big or too busy (apart from Queenstown)	Lifestyle	No response provided	N/A
6	The beaches	Environment	The forests	Environment	The beautiful sunrise, sunsets and aurora's	Environment
7	It's scenery	Environment	Its history, diversity and culture	Heritage	The Can do attitudes of its people	Self sufficiency
8	Southern hospitality	Friendly people	Wonderful history and preserving it	Heritage	Can do attitude	Self sufficiency
9	Community values	Local community	Lifestyle sense of who we are	Lifestyle	Environment - natural and man made	Environment
10	Friendly people	Friendly people	Community more down-to-earth and caring	Local community	Stunning scenery	Environment
11	Highest GDP in Country	Economic	Wide Invercargill streets	Environment	Gateway to winter sports, hunting, fishing	Environment
12	Southland does not represent Stewart island	Local community	Southland is a gateway to Stewart Island	Destination	Caitlin's beauty	Destination
13	Southland is not Stewart Island	Local community	SDC should let go of Stewart Island	Local community	Southland should recognise Stewart Island as more than an appendix and remote local community	Local community

Table 4 - What are the top three things that you're most proud of within Southland?						
No.	Answer one	Category	Answer two	Category	Answer three	Category
14	People	Friendly people	Beauty	Environment	The contribution the region has given NZ	Economic
15	Rural community	Rural	Car, motorbike display's, Burt Munro challenge	Attractions	Queen's park	Attractions
16	Farmers	Rural	No response provided	N/A	No response provided	N/A
17	Beautiful, rugged coastline	Environment	Southland plains and rivers with the backdrop of southern lakes - Fiordland	Environment	Farming history	Rural
18	Rakiura national park	Environment	Fiordland national park	Environment	Catlins	Destination
19	Potential for change	Economic	Southern Institute generous education policy	Education	Invercargill gardens and museum	Attractions
20	Sense of community.	Local community	Variety of scenic attractions.	Environment	Contribution to GDP from the rural sector.	Economic
21	Stewart Island is not Southland	Local community	No response provided	N/A	No response provided	N/A
22	I don't want to be an appendix of Southland and would rather be recognized as independent from the mainland southland has its own specific needs which are different	Local community	No response provided	N/A	No response provided	N/A
23	Reputation for friendliness	Friendly people	Reputation for hard work	Self sufficiency	Reputation for practicality	Self sufficiency
24	No response provided	N/A	No response provided	N/A	No response provided	N/A

Question 5 – What are the top three things that we need to do better on Stewart Island?

All respondents answered this question. Comments centred on infrastructure particularly transport related, electricity, governance and collaboration.

Responses were categorised into 12 broad categories (refer to Table 5 below). Respondent’s answers can belong to multiple categories.

The top category for answer one was governance followed by electricity, for answer two it was electricity, collaboration and environment, for answer three it was infrastructure.

Graph 5

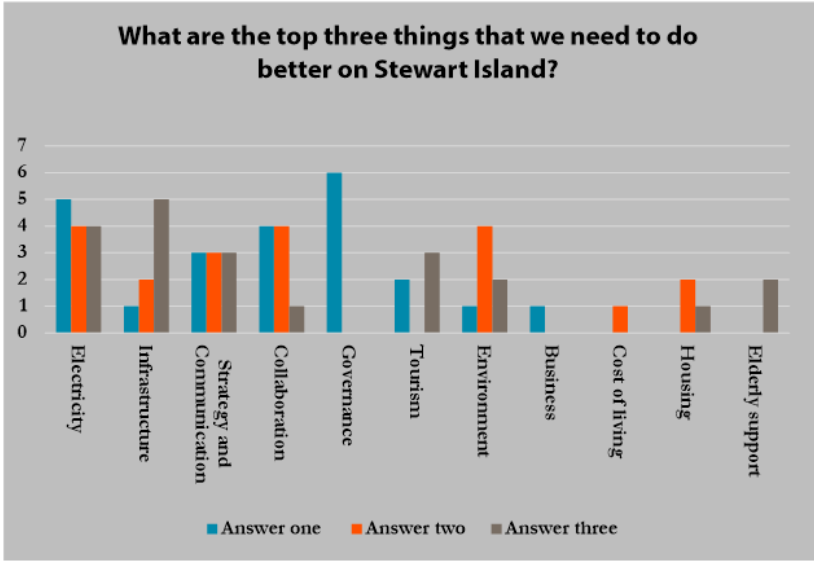


Table 5 – What are the top three things that we need to do better on Stewart Island?						
No.	Answer one	Categories	Answer two	Categories	Answer three	Categories
1	Eliminate the perception that we are isolated	Strategy & Communication	The cost of living may be easier than large cities - our shop is great	Cost of living	Apply common sense approach to getting things done - without complicated rules	Collaboration
2	Quota tourist numbers	Tourism	Provide cheaper energy	Electricity	Protect islanders identity	Strategy & Communication
3	Sort out electricity - the future for the world leans towards electric everything's - cars, bikes, etc and we are a laughing stock having this much water and still using emission-cranky diesel.	Electricity	Sort out jetties; we've lost several this last 50/60 years, lose more and we lose our tourist base which is 90% water based	Wharves	Sort out infrastructure, so many little things to fix, all thousands of dollars not millions	Infrastructure
4	Manage the transport/vehicle numbers through the village and parking provision for those off island	Infrastructure	Predator Free Rakiura - commitment to this/action	Environment	Accommodation/housing	Housing
5	Makes business affordable - most are only six month businesses but we pay commercial rates twelve months for limited services	Business	Try and get our diesel prices down - these things affect everybody	Electricity	Try and get our power prices down. Improve more parking at the wharf - loading zones for thirty mins on yellow lines	Electricity Infrastructure
6	Work together and create an inclusive, supportive community	Collaboration	Sustainability for our precious island. Researching and using eco-friendly practices for everything we do here.	Environment	More diverse and cultural, creative and artistic, spiritual happenings, workshops etc	Strategy & Communication
7	Cheaper electricity	Electricity	Senior Housing	Housing	Low or no street lighting for Dark Sky	Tourism
8	Communicate better with each other - not just in pub discussions, small groups, common interest groups	Collaboration	Look at the possibility of building a hostel to accommodate seasonal works in tourist and DOC staff	Housing	Develop industries which can be processed on the Island, thereby providing more jobs	Employment
9	Lower the price of electricity	Electricity	Work together -networking	Collaboration	Take Care and maintain what we have that's special	Conservation

Table 5 – What are the top three things that we need to do better on Stewart Island?						
No.	Answer one	Categories	Answer two	Categories	Answer three	Categories
10	Nurture our workers/make it easy for seventeen year olds to get paid work	Employment	Improve our sense of vision - what do we want as a community	Strategy & Communication	Improve infrastructure - electricity, and industries - viable and eco-friendly	Infrastructure
11	Community working together towards common goals	Collaboration	Protect the bush from predators and weeds	Environment	More support for elderly - home help, help with gardens etc	Elderly support
12	Listen	Collaboration	Parking! I have a boat shed, I should be able to park vehicle in front of it	Transport	Construct footpaths of aluminium over the side of sea wall on narrow corners	Infrastructure
13	Become independent from Southland	Governance	Manage key assets to work for all community of Stewart Island	Infrastructure	Bring in more exclusive tourism and move away from mass-tourism	Tourism
14	To be directly represented and supported like Chatham Islands	Governance	To have a Golden Wharf extension with buildings for reception, conference and tourism activities	Wharves	To have cheaper and sustainable energy by a watercress based marine based energy solution research centre	Electricity
15	Protect the environment	Conservation	Work together for the good of all	Collaboration	Support for elderly	Elderly support
16	Take more notice of what the locals want and work with community board to achieve it	Governance	Give the power station back to the locals. SDC spends so much on silly decisions - consultants etc power should be cheaper	Electricity	Wharves, footpaths, long term parking, one way road round, obs rock is a must before someone gets killed	Infrastructure
17	Give SIESA to someone who is competent to run a small power scheme	Electricity	Stop spending money on Consultants and get on with it e.g. Jetties	Wharves	Take notice of community board	Governance
18	Islanders and community need to be listened to before any other body or organisation	Governance	Islanders need to work together as a community instead of 'each to their own'	Collaboration	Be more welcoming to visitors	Tourism
19	Reduce focus on economic growth	Strategy & Communication	Exclude Rakiura from SoRD's focus	Strategy & Communication	Focus on alternative energy supply	Electricity

Table 5 – What are the top three things that we need to do better on Stewart Island?						
No.	Answer one	Categories	Answer two	Categories	Answer three	Categories
20	Autonomous governance	Governance	Reduce chemical sprays, alternative energy systems	Environment Electricity	Protect native birds- 'grandfather' domestic cats	Environment
21	Improve the quality of the service we offer to visitors - needs greater consistency in all areas.	Tourism	Infrastructure has lagged behind development in other areas. Needs to be fit for purpose and of quality which is comparable to the rest of NZ.	Infrastructure	Have a greater willingness to be open to change and new opportunities.	Governance
22	Rebuilding the community and listening to the younger ones	Strategy & Communication	To accept that the current community is fragile and nearly destroyed	Strategy & Communication	To have a different approach to income and sharing resources	Strategy & Communication
23	Better representation and better support from government	Governance	Cooperative approach instead of 'mind your own business'	Collaboration	New sustainable energy solution - marine based	Electricity
24	Solve electricity issues	Electricity	Fund wharves	Wharves	Support local business	Employment

Question 6 - What are the top three things that we need to do better within Southland?

Twenty three respondents answered the question for answer one, 20 for answer two and 15 for answer three.

Comments centred on infrastructure, governance and environment.

Responses were categorised into 13 broad categories (refer to Table 6 below). Respondent’s answers can belong to multiple categories.

The top category for answer one was governance followed by infrastructure, for answer two it was environment, and for answer three it was environment.

Graph 6

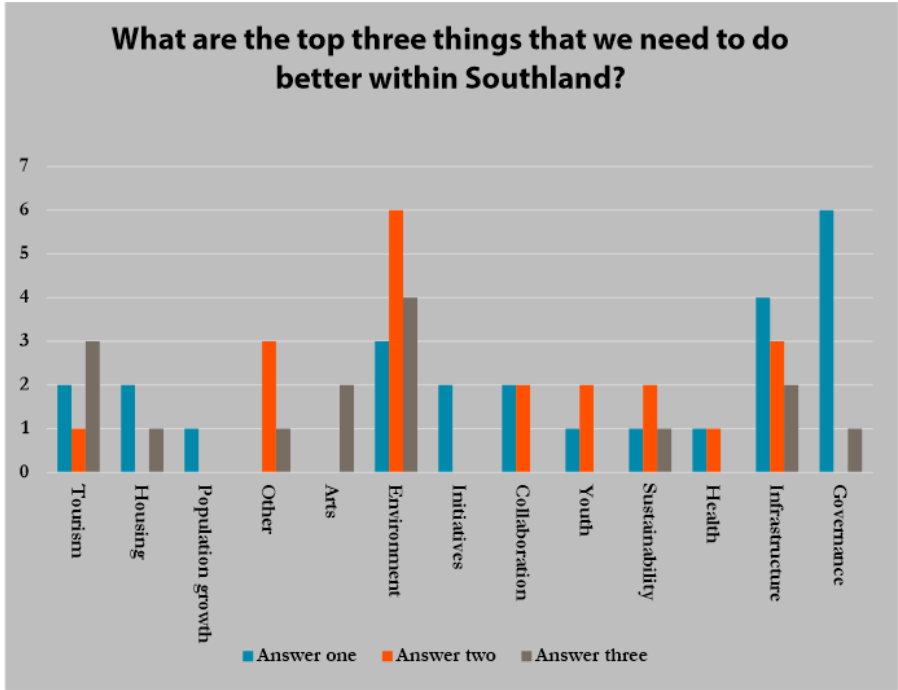


Table 6 - What are the top three things that we need to do better within Southland?

No.	Answer one	Categories	Answer two	Categories	Answer three	Categories
1	Have Southland united as one community	Collaboration	Have common goal for government recognition	Collaboration	Demonstrate that it is a great place to live	Tourism
2	Clean up the roads	Infrastructure	Clean up the rivers	Environment	Manage tourist numbers	Tourism
3	Ditch some petty bureaucracy. Putting up a garden shed is bureaucratically challenging - heaven knows how hard it is to start a business	Governance	Sort out basic infrastructure and quickly, fewer patches' fewer years spent on it all	Infrastructure	Reduce the double ups with consultants and reports - every time I read the paper we've commissioned yet another for something I'd thought decided.	Governance
4	Promote and embrace social enterprise initiatives	Initiatives	Actively encourage and support environmental awareness actions - groups eg protection of guardians for/of significant areas	Environment	Carefully manage empty buildings in the city/townships so that they do not become derelict/ghetto areas	Housing
5	Same as above. (work together & create an inclusive supportive community) Creating healthy communities with lots of support for people who need it eg families, mental health etc	Health Collaboration	Sustainability, working with nature in ways that keep our planet thriving and healthy	Environment	More diverse things to do. Cultural, spiritual, artistic. we need to cultivate open mindedness	Arts
6	Fix the above (cheaper electricity, senior housing, low or no street lighting)	Infrastructure Housing	No response provided		No response provided	
7	Slow down conversions to dairy farming and encourage increased diversity for the economy	Environment	Push for an upgrading of health services which have suffered from under funding, under-staffing and political agendas	Health	Ensure that the dumping of smelter discard is not a health hazard now or able to become one in the future no matter what damage any disaster may cause eg floods, fires, earthquakes	Environment
8	Make visitors come here for longer	Tourism	Networking	Collaboration	That rain or shine every day is a good day in Southland	Other
9	Retain our young people	Youth	Resist/stop environment-degrading industries	Environment	Walk the clean, green lifestyle	Environment
10	Over 50's-60s villages	Housing	Encourage sustainable living	Sustainability	Clean up rivers	Environment

Table 6 - What are the top three things that we need to do better within Southland?

No.	Answer one	Categories	Answer two	Categories	Answer three	Categories
11	Wharf access in a futuristic paper. Similar to this we voted for a ring road from the wharf and back to the corner by the red shed? What happened? A local philanthropist offered to pay	Infrastructure	No response provided	N/A	No response provided	N/A
12	Stop involvement in Island affairs	Governance	Only encourage renewable developments with regards to energy and tourism	Sustainability	Given starter-funding for new businesses who emphasis sustainable development	Sustainability
13	To recognise that SDC does not have resources	Governance	To support and enhance Stewart Island	Other	No response provided	N/A
14	Protect the environment	Environment	No response provided	N/A	No response provided	N/A
15	Consolidate the Southland community	Governance	Tourist Route Haast Hollyford	Tourism Infrastructure	Tourist Route Haast Hollyford	Tourism Infrastructure
16	Haast Hollyford Road	Tourism Infrastructure	Haast Hollyford Road	Tourism Infrastructure	Haast Hollyford Road	Tourism Infrastructure
17	Instead of discouraging freedom camping by erecting physical barriers in scenic places, to provide areas/spots/ground for those people and the travelling public. Areas with toilets, water, rubbish disposal - all cleaned and cleared regularly to encourage visitors, who will spend money locally, feel welcomed and locals will be happy. When visitors collect vehicles rules and regulations should be explained to them.	Tourism	Less use of noxious chemicals on roadsides. Residents should be told this will happen and when it happens	Environment	Encouragement of entrepreneurs without throwing barriers of bureaucracy in their way	

Table 6 - What are the top three things that we need to do better within Southland?

No.	Answer one	Categories	Answer two	Categories	Answer three	Categories
18	Focus on economic environmental sustainability as opposed to growth	Sustainability	Embrace falling population as positive	Other	No response provided	N/A
19	Address toxic load from farming. Get clean organic farming systems in place	Environment	Reduce chemical weed sprays.	Environment	Support the arts	Arts
20	Develop 'ease of doing business' initiatives to encourage investment in the region.	Initiatives	Be less complacent - less talk about how good we have been/are - display greater confidence in new ways of doing things.	Initiatives	Improve water quality across the region.	Environment
21	Southland has its own problems and agenda which are not the ones of Stewart Island	Governance	No response provided	N/A	No response provided	N/A
22	Acknowledgement that Southland isn't equipped to represent and support the island's special needs and interests	Governance	No response provided	N/A	No response provided	N/A
23	Welcome refugees and other new residents	Population Growth	overcome racism	Other	No response provided	N/A
24	No response provided	N/A	No response provided	N/A	No response provided	N/A

Question 7 - In order of priority what are the top five infrastructure/developments for your community right now and why?

All respondents answered the question for priority one, 23 for priority two, 22 for priority three, 19 for priority four and 15 for priority five.

Comments centred on energy, infrastructure, wharves and roads & footpaths.

Responses were categorised into 16 broad categories (refer to Table 7 below). Respondent's answers can belong to multiple categories.

The top category for priority one was energy followed by wharves, priority two was wharves, priority three was infrastructure, priority four was infrastructure and housing and priority five was roads and footpaths.

Graph 7

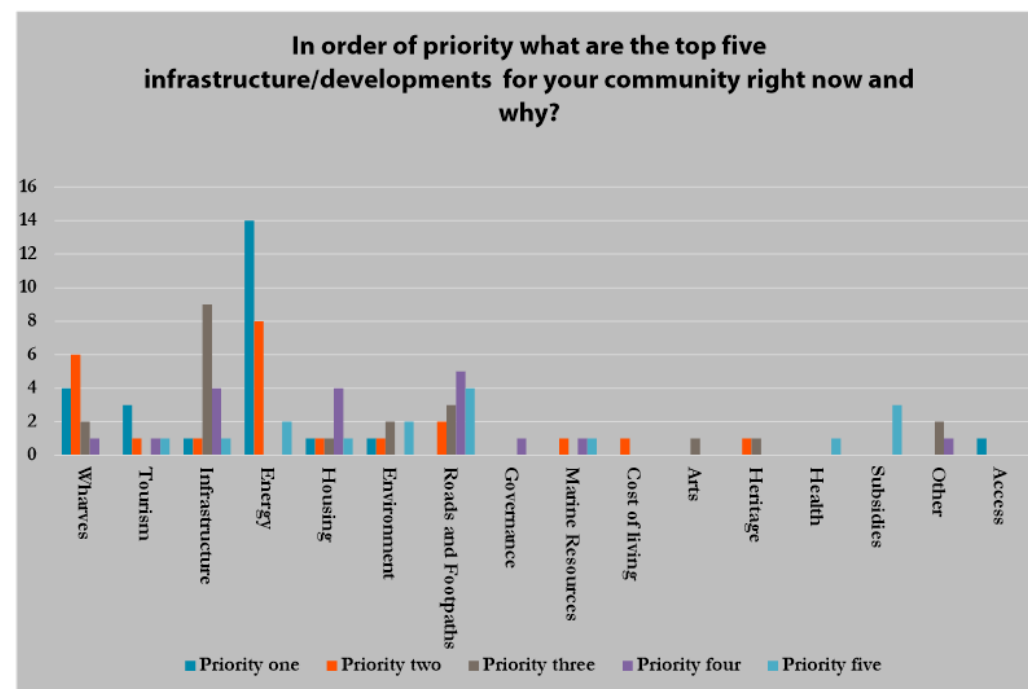


Table 7 - In order of priority what are the top five infrastructure/developments for your community right now and why?										
No.	Priority one	Categories	Priority two	Categories	Priority three	Categories	Priority four	Categories	Priority five	Categories
1	Renewable energy - cost effective	Energy	Electric vehicles	Energy	Dark Sky Infrastructure	Infrastructure	Manage traffic - more walking	Roads & Footpaths	Look after our seniors ie better accommodation	Housing
2	Power cable	Energy	Wind farm - pay off power cable	Energy	Roll on roll off barge	Infrastructure	Supply oyster farm permits for Foveaux Strait	Marine Resources	No response provided	N/A
3	Renewable energy - its 5 or 6 years since we had a public forum on this and now see where we are...!	Energy	Infrastructure to support more tourist ventures eg Dark Sky initiative etc. No point in having brilliant ideas without the back-up.	Infrastructure Tourism	Infrastructure to support current tourist businesses eg why no toilets at Bathing Beach and so on. Such simple things.	Infrastructure	More green space and character in Oban village, better looking light fixtures, rubbish bins etc - current ones belong in a rundown suburb of a city	Infrastructure	Attention to footpaths. Our visitors don't want in the main to do much driving. Village walking tracks	Roads & Footpaths
4	Wharves x 3 and associated issues ie parking, state of several wharves etc	Wharves	Become Predator Free	Environment	Designated area for future commercial growth	Infrastructure	A purpose build facility for school groups to stay when visiting the island - learning centre	Infrastructure	Parking area designated for longer term parking - boats	Roads & Footpaths
5	Access to water - in a dry season -no water, no business	Access	Increase in power capacity - I can only have limited appliances in my business	Energy	Retaining our wharves	Wharves	Maintaining walks eg Horseshoe Bay walk	Roads & Footpaths	Something for visiting children to do. We used to have an aquarium, a glass bottom boat	Tourism
6	Upgraded and expanded sewage capacity	Infrastructure	An eco-friendly option for power eg Wind or hydro tidal power	Energy	More parking places or even better. Less cars on the roads	Roads & Footpaths	Healthy affordable places for young families to rent/buy	Housing	Bigger better discounts for locals travelling to and from the mainland	Subsidies
7	No response provided	N/A	No response provided	N/A	No response provided	N/A	No response provided	N/A	No response provided	N/A

No.	Priority one	Categories	Priority two	Categories	Priority three	Categories	Priority four	Categories	Priority five	Categories
8	Source cheaper electricity so that we are no longer dependent on diesel fuel - therefore cleaner and more jobs, business ventures etc are more affordable	Energy	Amend the cost of sub-division by-laws so that people with land can actually afford to sub-divide. This is because land and houses for sale no longer seem able to keep up with the demand in the National Park area	Housing	Upgrade and maintain our wharves	Wharves	Get rid of street lights except on Halfmoon Bay foreshore and very immediate surrounds ie Post Office to wharf, foreshore to community centre, foreshore to clinic and maybe up main road as far as pizza/theatre area	Infrastructure	Investigate the discrepancy for national travel subsidies for residents of Waiheke and for Stewart island residents	Subsidies
9	Electricity so it's more affordable using a variety of ways	Energy	Maintain our wharves without them it affects quality for visitors and residents	Wharves	Pest Free Stewart Island and become a model for others	Environment	A hub for the community where it will provide a job or jobs to unite the many groups	Other	Incentive schemes for families and businesses	Subsidies
10	Electricity - cost currently inhibits industries setting up, adds to strain on low income budgets	Energy	Roading - strain on roads from increase in cars /tourists/cruise ships	Roads & Footpaths	Affordable accommodation for seasonal and young (long term) workers	Housing	Accommodation/dining options situated further out eg Horseshoe Bay to ease congestion in village which means shuttle bus services to get tourists out to new accommodation/dining	Housing Tourism	No response provided	N/A
11	Regular reviews of new technologies for cleaner power eg horizontal wind vanes, improved solar panels	Energy	Regular jetty maintenance	Wharves	New museum	Heritage	Elder housing	Housing	More emphasis on recycling, reducing, re-using what we have	Environment
12	Reduced power reading cost for line	Energy	Families are leaving due to high costs	Cost Of Living	We need infrastructure to run tourist industry.	Infrastructure	School roll dropped, by four children this term, 2 more leaving in the New Year	Education	No response provided	N/A

Table 7 - In order of priority what are the top five infrastructure/developments for your community right now and why?										
No.	Priority one	Categories	Priority two	Categories	Priority three	Categories	Priority four	Categories	Priority five	Categories
13	Sustainable energy solutions - power generation	Energy	Wharf at Golden Bay	Wharves	Sewerage connection to new Ackers Pt	Infrastructure	Alteration and reduction of street lights	Infrastructure	Marine research centre - Paterson Inlet	Marine Resources
14	Golden Bay Wharf, Tourism Centre	Wharves Tourism	Watercress Marine Based Energy	Energy	Research Centre	Other	No response provided	N/A	No response provided	N/A
15	Staff accommodation	Housing	Cost of electricity	Energy	More rubbish bins/ more control of rubbish dumping around hall and wharf	Infrastructure	Footpaths	Roads & Footpaths	Information signage	Roads & Footpaths
16	Power needs better management	Energy	Footpaths - lack of for tourists	Roads & Footpaths	Roads - one way ob's rock. Safety issue with tourist buses	Roads & Footpaths	Parking long term - nowhere for people to park long term ie weekend	Roads & Footpaths	Rock wall along Elgin Terrace to tidy up beach edge	Infrastructure
17	Proper management power scheme	Energy	Rates spent on services not administration	Rates	Footpaths and tracks	Roads & Footpaths	Competent management of wharves	Wharves	Parking in town centre	Roads & Footpaths
18	Power generation. I am satisfied with the present form of power generation - though expensive. Hydro and solar are the way forward, not wind.	Energy	Repairs to wharves - intended wharf upgrades to be finalised and fast tracked	Wharves	More public toilets. Too few on the Island, too far apart. They need to be less ugly and to blend into the natural beauty.	Infrastructure	Speed limits reduced on the island	Roads & Footpaths		
19	Renewable energy production for Stewart Island	Energy	Wharf upgrades	Wharves	No response provided	N/A	No response provided	N/A	No response provided	N/A

Table 7 - In order of priority what are the top five infrastructure/developments for your community right now and why?										
No.	Priority one	Categories	Priority two	Categories	Priority three	Categories	Priority four	Categories	Priority five	Categories
20	Reduce/remove Chemical spraying. Acknowledge the long term health impacts of chemical solutions to weed control, both personal and council.	Environment	Renewable energy sources, diesel equals disaster	Energy	Community arts support. Creativity fosters wellbeing and healing.	Arts	Autonomous local council separate from Southlands conservative bias. Independent sovereignty please	Governance	More support for our medical centre and DOC.	Health Environment
21	Golden Bay Wharf ownership issues & rebuild/development of existing wharf facility. This wharf is an essential link to Paterson Inlet destinations including Ulva Island. As such it is a major contributor to tourism revenue and potential development of tourism product.	Wharves	Rakiura Heritage Centre build. The existing museum cannot adequately house & display its collection. The story of the people of Stewart Island is of interest to tourists - a modern facility would attract a greater number of visits by tourists thereby generating revenue and providing a wet weather activity to add to product offerings.	Heritage	Predator Free Rakiura - this project was scoped in 2013; progressed in 2015 and has not moved forward a great deal since. The publicity around the Predator Free NZ Initiative should be taken advantage of - we could 'piggy back' off this in various ways. If this could be made a reality it would increase the attraction of the island as a destination.	Environment	Senior Citizens Housing project. At present older people tend to end their lives in a mainland facility. This removes them physically from family/friends and the island loses the contribution they are able to make to community life. The project has an identified site and a provider in terms of management. It requires funding to kick start the land purchase and initial build.	Housing	Hydro Electricity project progression. Seeking a source of renewable energy is important to the community; would add a new dimension to our environmental identity; reduce our emissions in line with current national aspirations.	Energy
22	Golden Bay wharf extension and cooperative tourism centre	Wharves Tourism	New, cheaper and sustainable energy solutions	Energy	Sharing of resources and sharing of profits	Other	No response provided	N/A	No response provided	N/A

Table 7 - In order of priority what are the top five infrastructure/developments for your community right now and why?										
No.	Priority one	Categories	Priority two	Categories	Priority three	Categories	Priority four	Categories	Priority five	Categories
23	Co-operative approach to tourism and any other business	Tourism	Related to the Stewart Island resources including fishing and aquaculture; profits need to stay or appropriately become shared with the island's community	Marine Resources	No response provided	N/A	No response provided	N/A	Sustainable and cheaper energy research and pilot project	Energy
24	Electricity - affects everything & everyone	Energy	Wharves - need security of transport routes	Wharves	Dark Sky - great benefits with little input	Infrastructure	No response provided	N/A	No response provided	N/A

Question 8 - What opportunities do you see for the future of Stewart Island?

Twenty three respondents who answered for in three years, 21 for 10 years and 21 for 30 years.

Comments centred on tourism, marine resources, environment and lifestyle.

Responses were categorised into 15 broad categories (refer to Table 8 below). Respondent’s answers can belong to multiple categories.

The top category for in three years, 10 years and 30 years respectively is tourism.

Graph 8

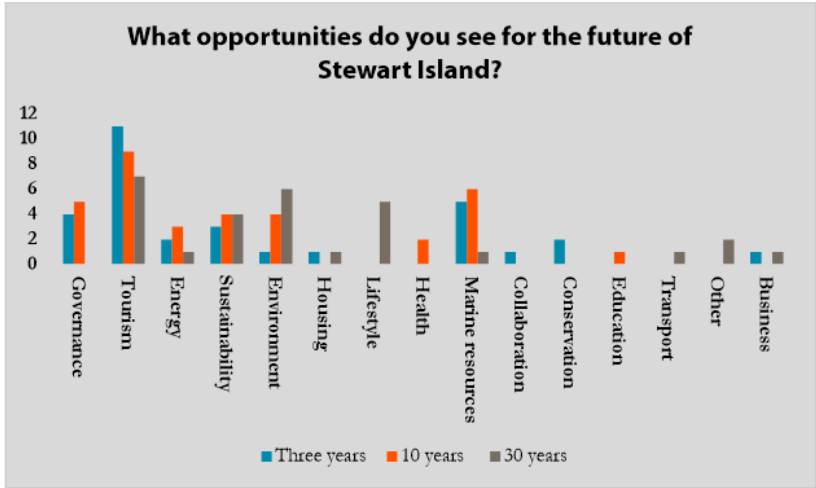


Table 8 - What opportunities do you see for the future of Stewart Island?						
No.	In three years?	Categories	In ten years?	Categories	In thirty years?	Categories
1	Continued aquaculture and additional tourist facilities. Food and services	Marine resources Tourism	More tourists and expand the conservation network facilities	Tourism Environment	As above (More tourists and expand the conservation network facilities)	Environment Tourism
2	Oyster farming	Marine resources	Oyster farming	Marine resources	Bridge across Strait	Tourism
3	Not as many as I'd like to see if we don't start to overcome the bureaucratic mind-set. All based on our existing industries e.g. more aquaculture, Dark Sky (tourism) etc.	Marine resources Tourism	No response provided		More of the same - entrepreneurship	Business
4	Continuing to be a unique place to live is an attraction/opportunity. Ongoing growth in Tourism. Completion of the new Museum will create a much needed attraction in the village. Improved accommodation facilities	Tourism Housing Heritage	Building resilience further in the community. Become more energy efficient. Local initiatives of social enterprise well established and thriving. Tourism - additional Tourist activities. Tours/walks/guiding. Fishing, hopefully with added value eg harvesting of seaweed	Energy Sustainability Tourism Marine resources	I envisage the island will be a very different place to live. 3rd/4th generation islanders will be the 'local's the current ageing population of locals will have passed. There will remain a mix of this group and people who seek a unique way of life - possibly whom do not necessarily have to work. Plus a transient group in the mix ie. casual workers	Lifestyle
5	Allow the locals more autonomy over how their power, wharves etc are run. Bring back Sirocco. Having him on Stewart Island remarkably increased my shoulder season	Governance Conservation	A kiwi sanctuary that's what so many people come to see	Environment	No response provided	N/A
6	Lots of room for researching sustainable and ecofriendly options for power sources. Get the expert in and get second opinions.	Energy	Growing on and maintaining the sustainable practices and businesses already in place. Always room to learn and research and try out new sustainability practices as they become available.	Sustainability	To be a thriving community that is at the top of the sustainable and eco-friendly ladder. A healthy, supportive community of people surrounded by pristine waters and forests.	Sustainability
7	No response provided	N/A	No response provided	N/A	I won't be alive by then	Other
8	Investigation into how residents could develop a wider variety of income sources - conducive with guarding our environment	Business Conservation	Finding ways to process Stewart Island harvests to send out finished product. New paths established to maintain school roll sufficient to retain staff. Possible building and running a conference centre?	Marine resources Education Tourism	I don't realistically expect to live beyond 100 and I believe that people find it difficult to imagine a future beyond their own life span.	Other

Table 8 - What opportunities do you see for the future of Stewart Island?						
No.	In three years?	Categories	In ten years?	Categories	In thirty years?	Categories
9	Businesses staying open longer	Tourism	Lower prices for electricity and other fuels	Energy	Pest free	Environment
10	Wider advertising of our wildlife and other (Dark Sky) environmental attractions to encourage a longer season	Tourism	Boutique environmental opportunities eg Bee keeping (including a bee-keeping school) Environment seminars/Stewart Island as a place of contemplation/vision	Environment Tourism	Keeping Stewart Island as pristine and environmentally enthralling as possible - point of difference with the rest of the world	Environment Tourism
11	Work towards a common goal that all residents are in agreement with. Use new technologies to make island predator-free- use aerial 1080 in the meantime	Collaboration Environment	A world recognised predator free island (including deer because of the damage they do to natural succession) Carefully managed tourism	Environment Tourism	A community that cares deeply for its predator free, bush-clad island; lives sustainably and cares for species of all types - we are all connected	Sustainability Environment
12	Increased tourism, maybe retirement village	Tourism Retirement Village	Keep our district nursing system	Health	Bigger aeroplanes, metro liner doesn't need long run way	Transport
13	To be a leader in marine based energy solutions and aquaculture	Marine Resources Energy	Fully independent from Southland District Council	Governance	A paradise kept intact for our children, ensured by strong local leadership and a world leader in a model for modern life	Lifestyle
14	To be released from SDC Representation and directly represented and supported by Government	Governance	To have Stewart Island's First MP	Governance	To be recognised as a model for this world	Lifestyle
15	Tourism	Tourism	Tourism	Tourism	Tourism	Tourism
16	More oyster farms there was nothing wrong anyway. Probably totally political.	Marine resources	Aquaculture/Tourism/Fishing	Marine resources Tourism	Aquaculture/Tourism	Marine resources Tourism
17	Tourism	Tourism	Oyster Farming	Marine resources	No response provided	N/A
18	To grow at a pace that suits the community and visitors without causing harm to flora and fauna	Sustainability	Worry about number of visitors arriving in huge seemingly unchecked amounts. How long can the Island sustain these without damage?	Sustainability Tourism	No response provided	N/A
19	Acceptance of low population benefits and strategy of sustainable minimal economic activity	Sustainability	No response provided	N/A	Predator Free Rakiura is realised with the island community celebrating the rare pristine state of the natural world of their backyard.	Environment

Table 8 - What opportunities do you see for the future of Stewart Island?						
No.	In three years?	Categories	In ten years?	Categories	In thirty years?	Categories
20	Sustainable tourism, healing retreat	Sustainability Tourism	Sovereignty with sustainable energy, tourism, and healing retreats	Sustainability Governance Tourism Health	Sustainable tourism, healing retreat	Sustainability Tourism
21	Dark Sky Sanctuary status would add another dimension to our attraction as a destination. This can be achieved with a relatively modest budget & within the 3 year time span. The development of a major annual event (Rakiura Run) which would gain media attention; attract athletes & supporters; become self-funding.	Tourism	Ways of developing aqua culture are advancing rapidly - it is possible that something acceptable to the community could be initiated in the next 10 years.	Marine resources	Attainment of predator free status; renewable energy sources; dark sky sanctuary status would enable the island to become a high quality visitor destination. Visitor numbers may need to be capped which would help spread the season across 12 months thereby helping consistency of income for the community. Increase in business confidence can lead to investor contributions in terms of housing development.	Environment Tourism Energy Housing
22	Charitable Trust like Chatham Island's model	Governance	New and direct representation in Wellington	Governance	Island of Hope and Vision for this world	Lifestyle
23	New representation directly in wellington	Governance	Stewart Island's own MP	Governance	Becoming a model for this world	Lifestyle
24	Establish Dark Sky Sanctuary	Tourism	Affordable green based electricity	Energy	Thriving community & business sector	Sustainability

Question 9 - What are the barriers that may stop Stewart Island from realising these opportunities?

All respondents answered the question. Comments centred on non-collaboration, governance and funding issues and attitudes as barriers. Responses were categorised into 13 broad categories (refer to Table 9 below). Respondent’s answers can belong to multiple categories. The top categories were non-collaboration, governance and funding.

Graph 9

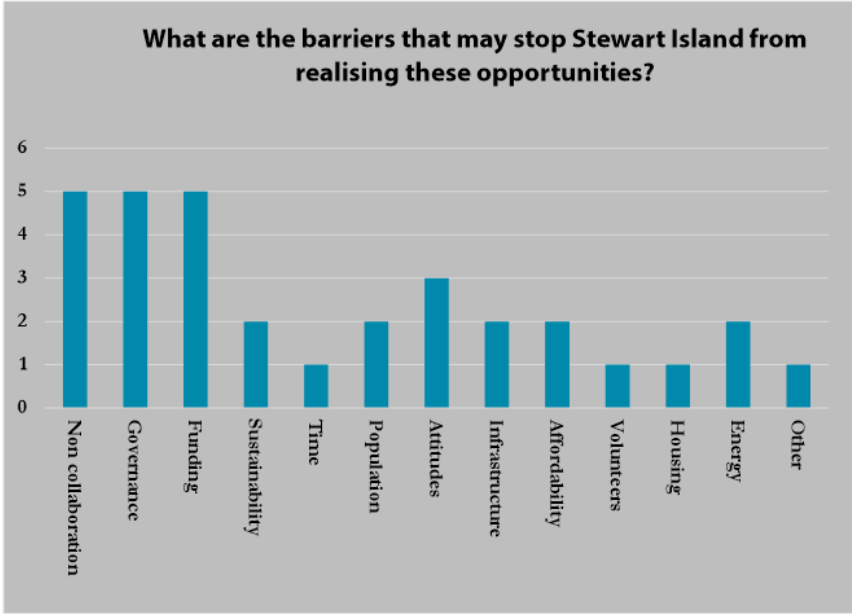


Table 9 - What are the barriers that may stop Stewart Island from realising these opportunities?		
No.	Responses	Categories
1	The high cost of Energy - Electricity, LPG, Diesel, Wood, Coal	Energy
2	Lack of self-determination and outside pressure	Other
3	Reduced infrastructure - roads, lack of toilets in public areas - just common sense things, so frustrating to be held by easy things like a hydro scheme etc	Infrastructure
4	The possibility of no employment. Reduced services i.e. ferry etc serving the island Affordability of housing, power, fuel, travel	Unemployment, Infrastructure, Housing, Energy
5	Listen to your locals about how things could be run - if they aren't listed to they will eventually move on	Governance
6	Close mindedness Lack of funds People who only care about making money and not the environment	Funding Sustainability Attitudes
7	No response provided	
8	Finding the volunteers to continue the services ageing people are still providing. Ensuring development happens but the environment is protected. Stewart Island is unique and development must not threaten that uniqueness.	Volunteers Environment
9	The cost to residents	Affordability
10	Resistance to change Lack of vision Lack of leadership	Attitudes Governance
11	Residents aren't that willing to debate/compromise or work together towards common goals	Attitudes Non Collaboration
12	Population	Population
13	Old traditional thinking, short sightedness, a lack of visionary dreams, a lack of willingness	Non Collaboration
14	Ignorance, No vision, Stupidity	Non Collaboration
15	Cost of setting up Limited season	Affordability Time
16	Small population young people have left recently. Non population growth absentee land owners	Population
17	Incompetent PC leadership who talk but achieve nothing	Governance

Table 9 - What are the barriers that may stop Stewart Island from realising these opportunities?		
No.	Responses	Categories
18	Lack of funding. Over regulation. Red tape Bureaucracy	Funding Governance
19	Unchallenged view that economic and population growth goals are unquestionably desirable. A focus on short term rewards realised with long term costs. A view that more services and infrastructure mean a better standard of living.	Sustainability
20	Funding Lack of imagination	Funding
21	Access to funding; investment capital. Hesitation in embracing change - further development. Lack of co-operation between island organizations & specific interest groups.	Funding Non Collaboration
22	Our own imposed limitations on our vision for the future and to become a model for this world	Non Collaboration
23	red tape, no vision and bureaucracy	Governance
24	Cash injection needed to kick-start hydro scheme or similar. Infighting - lack of community unity	Funding

Question 10 – Who will be living on Stewart Island in the future?

All respondents answered the question. Comments included the wealthy, tourism workers, lifestylers, a similar mix to now, the elderly, conservationists and families.

Responses were categorised into eight broad categories (refer to Table 10 below). Respondent’s answers can belong to multiple categories.

The top category was lifestylers followed by families.

Graph 10

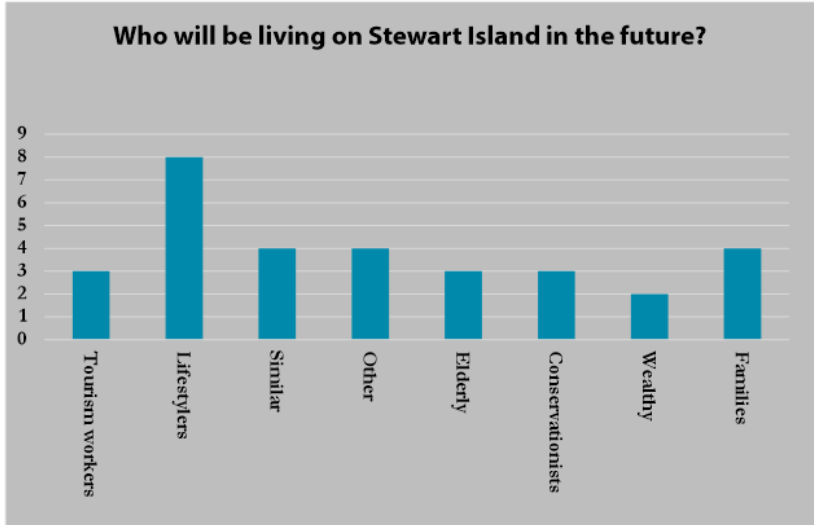


Table 10 - Who will be living on Stewart Island in the future?		
No.	Responses	Categories
1	Similar people to now as has generally been demonstrated over many years	Similar
2	Tourist workforce	Tourism workers
3	Same sort of folks who have always lived here: hardworking, community-minded, nature lovers	Similar
4	Only those who can afford it - then it will be more houses with their curtains closed for 11 months of the year	Wealthy
5	Hopefully people of all ages, races and cultures. Families, the elderly, children	Lifestylers Families
6	Don't know -not clairvoyant	Other
7	People who love it	Lifestylers
8	A variety, young families and retired	Similar Families
9	The rich and middling well-off - if we don't act to make this a showcase of how we could be an integrated fair employment society	Wealthy
10	People that understand and care for their environment - it's been largely taken for granted at present	Conservationists
11	No response provided	N/A
12	Those in harmony with their surroundings - those willing to dream big	Conservationists
13	The future residents of this world	Other
14	Lifestyle business owners and workers, part time working/lifestyle people who transit from Stewart Island to mainland	Lifestylers
15	The elderly unless there are more opportunities for the young	Elderly
16	Depends on leadership	Other
17	More of the same likeminded people who currently live here	Similar
18	Conservationists, tourism providers, retirees	Tourism workers Lifestylers Elderly Conservationists
19	Humans without cats	Other

Table 10 - Who will be living on Stewart Island in the future?		
No.	Responses	Categories
20	Those servicing the tourism industry; employees of DOC; island families; superannuates (who continue to contribute via voluntary and part time paid employment.) People who live here because they want to!	Tourism workers Lifestylers Elderly Families
21	Everybody attracted to a new way of life: cooperative, sharing and enjoying	Lifestylers
22	the ones with passion for the island and life	Lifestylers
23	Traditional local families, those seeking a better lifestyle, innovative people taking opportunities	Lifestylers Families
24	No response provided	N/A

Question 11 - Where will your community of interest be?

Twenty two respondents answered the question. Comments focused on Stewart Island and the surrounding areas or industries people were involved with, several did not understand the question

Responses were categorised into 12 broad categories (refer to Table 11 below). Respondent’s answers can belong to multiple categories.

The top category was Stewart Island.

Graph 11

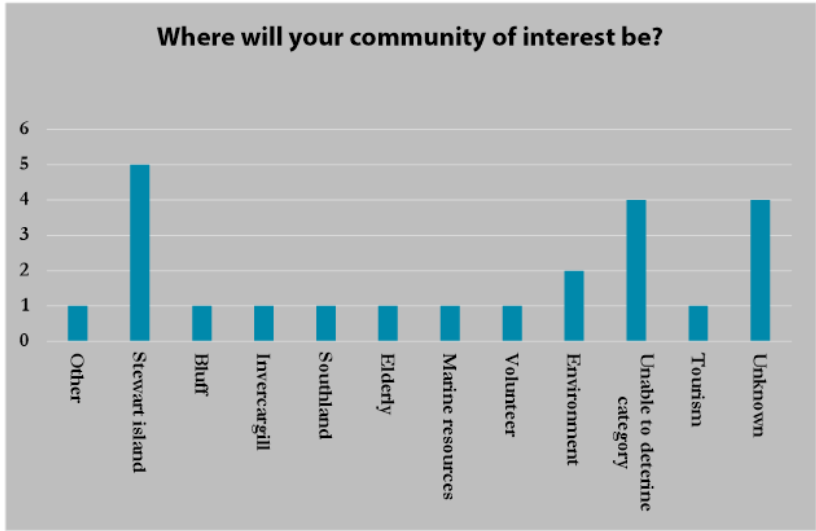


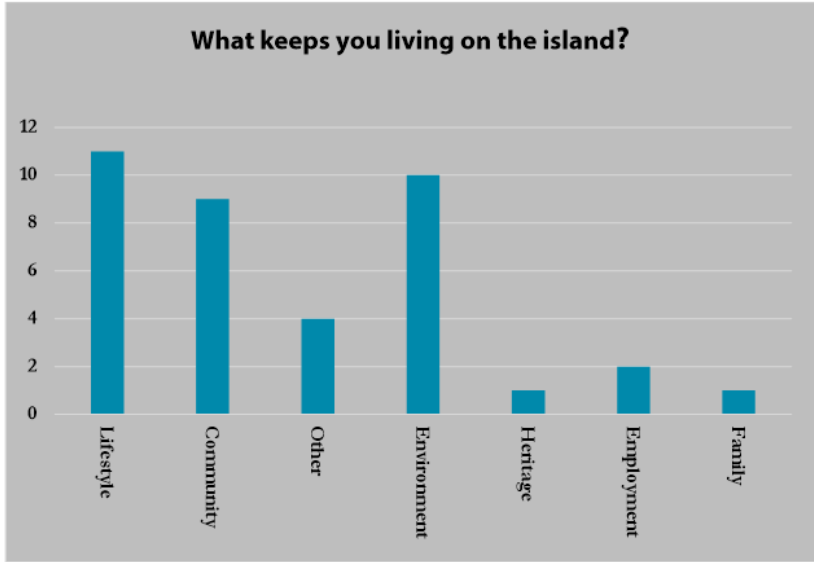
Table 11 - Where will your community of interest be?		
No.	Responses	Categories
1	To generate community wellbeing for a common good	Other
2	No response provided	N/A
3	Amongst the Senior Citizens mainly who are ignored and short-changed in the main	Elderly
4	Volunteering. Social Enterprise initiatives. Environment	Volunteer Environment
5	Where my family is - unlikely to be here	Unknown
6	Sustainability, emotionally intelligent, supportive communities	Unable to determine category
7	Not sure what this question means - which local groups I'd be part of? Which age related involvements I have? Which racial, gender, religious, political, philosophical, cultural interests would define me?	Unable to determine category
8	Caring and sharing. Right here	Stewart Island
9	If we are wise, it would be in developing and maintaining community buy-in to sustainable exciting industries that we can be proud of and showcase	Unable to determine category
10	Residential living in Oban with restrictions on other areas to maintain integrity of wild places	Stewart Island
11	Fishing industry	Marine resources
12	In the here and now	Other
13	Here and now	Other
14	Nature, tourism, lifestyle	Environment, Tourism
15	I don't understand this question	Unknown
16	Don't understand question	Unknown
17	Stewart island	Stewart Island
18	I'm not sure what this question is asking?	Unknown
19	The wider Southland area.	Southland
20	Stewart island	Stewart Island
21	To support the like-minded and to tolerate the other minded	Unable to determine category
22	Stewart island. If mainland Bluff/Invercargill	Stewart Island, Bluff, Invercargill
23	No response provided	N/A
24	No response provided	N/A

Question 12 – There are numerous challenges to living on Stewart Island - geographically isolated, expensive to live here, education challenges (eg high school), accommodation availability etc. What keeps you living on the island and what wears you down?

What keeps you living on the island?

All respondents answered the question. Comments centred on the community, environment and lifestyle that Stewart Island offered. Responses were categorised into seven broad categories (refer to Table 12 below). Respondent’s answers can belong to multiple categories. The top category was the lifestyle that it offered.

Graph 12



What wears you down?

Twenty three respondents answered the question. Comments included the high cost of living especially electricity, bureaucracy and some attitudes. Responses were categorised into 11 broad categories (refer to Table 12 below). Respondent’s answers can belong to multiple categories. The top category was the cost of living followed by bureaucracy.

Graph 12A

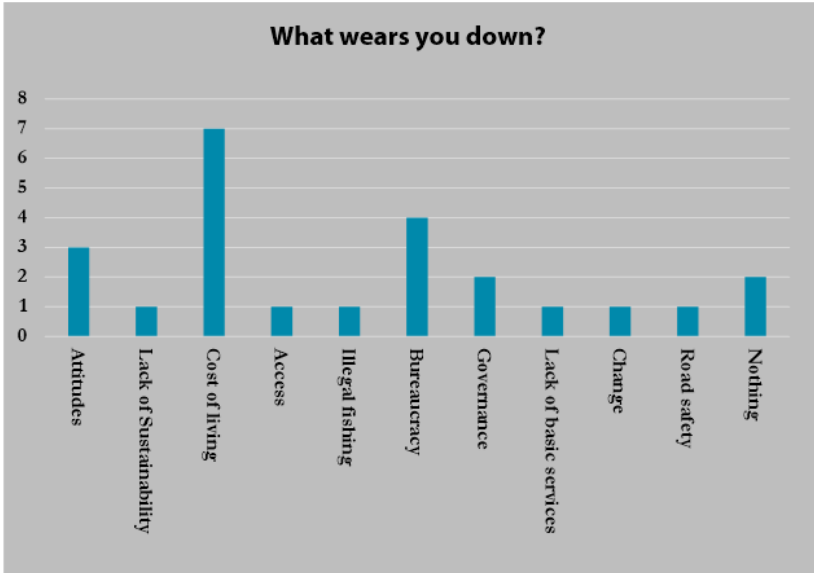


Table 12 – What keeps you living on the island and what wears you down

No.	What keeps you living on the island?	Categories	What wears you down?	Categories
1	Challenges	Other	Bureaucracy	Bureaucracy
2	Not much at the moment	Other	Too much change	Change
3	People, The above challenges are overstated	Community	Power bill; bureaucracy - it never ends with the simplest things taking fifteen public meetings, twenty expensive reports and so on	Cost of living Bureaucracy
4	A diverse and vibrant community. Numerous employment opportunities. Beautiful pristine environment. A way of life, with the freedom of choice. A desire to be resilient, self-sufficient, resourceful, independent.	Community Employment Environment Lifestyle	No response provided	N/A
5	Uniqueness of the place, its isolation	Environment Lifestyle	Costs - infrastructure - maintenance - it's a challenging environment. No resident electrician - desperate need here	Cost of living Lack of basic services
6	Family, the bush and beaches , quiet and peacefulness	Environment Lifestyle Family	The expense, now hard and expensive to leave Island for holidays etc. Lack of fun things to do	Cost of living
7	Scenery, peace, serenity (mostly)	Environment Lifestyle	High fuel/electricity prices	Cost of living
8	It's where my heart is	Lifestyle	Nothing	Nothing
9	The caring community. It's natural surroundings	Community Environment	Not having enough people for all the volunteering that goes on. Same people on many committees	Lack of community involvement
10	Nature, beauty, lifestyle, friends	Community Environment Lifestyle	The thought of getting old and having to leave!	Lack of elderly resources
11	Bush and birds	Environment	Competitive views, no compromises, difficult to get things done, island time, distrust of outsiders new ideas, freight costs, disregard for authority	Attitudes
12	Feel safe, family, land and history	Community Environment Heritage	Rental cars not driving for the conditions, should be 20 km ph on water front	Road safety
13	The incredible place as it is and can become	Lifestyle	Paperwork, lack of finances, lack of other dreamers	Bureaucracy

Table 12 – What keeps you living on the island and what wears you down

No.	What keeps you living on the island?	Categories	What wears you down?	Categories
14	My vision and hope	Other	Bureaucracy	Bureaucracy
15	My business and the lifestyle it offers	Lifestyle Employment	Nothing yet!	Nothing
16	The people	Community	Community struggling against SDC	Governance
17	The people and the place	Community	Incompetent leadership. Wasted resources	Governance
18	As yet it is unspoilt - but for how long as tourism booms. We do not want another Queenstown	Lifestyle	Lack of fisheries patrol. I never see them/never have. Non-residents in fizz boats (from Bluff) take a huge catch, if they are unlucky they are caught in Bluff - but how often are they? I have seen these guys unload chilly bins onto the Ferry on the Island and collect them in Bluff undetected!!	Illegal Fishing
19	The fact that it is remote and these services aren't available. If I wanted to live in a developed place without those challenges I would choose to live on the mainland. The attraction of Stewart Island is that it is different. We need to let some parts of NZ remain rural, undeveloped and unique and not try to develop every part continuously. If people want to live in a developed area they have many opportunities, we don't need to recreate that yet again on Stewart Island.	Lifestyle	Promotion of short term self-interest at long term cost to the many. Unchallenged economic dogma.	Lack of Sustainability
20	Clean air and water. Less pollution. Incredible nature. The birds, trees, ocean and wildlife.	Environment	Racism. Bickering among locals.... Back stabbing and small mindedness	Attitudes
21	Sense of community and feeling of self-worth within that community; enjoyment of natural surroundings; recreational opportunities.	Community Environment	Complexities around accessing mainland services - co-ordinating town appointments with travel timetables; physicality of managing firewood, gas bottles, freight items.	Cost of living Access
22	Support of my parents and peers	Community	Constant struggle to make enough of a living	Cost of living
23	Constant struggle	Other	Constant struggle	Cost of living
24	Life style. Financially able to cope.	Lifestyle	Negative attitudes, petty squabbles.	Attitudes

Question 13 - What opportunities or partnerships do you see for working together with other agencies and groups?

Twenty respondents answered the question. Comments included ideas about various industry collaborations and there was a focus on government assistance and work between the private and public sectors.

Responses were categorised into 11 broad categories (refer to Table 13 below). Respondent’s answers can belong to multiple categories.

The top categories were conservation and tourism.

Graph 13

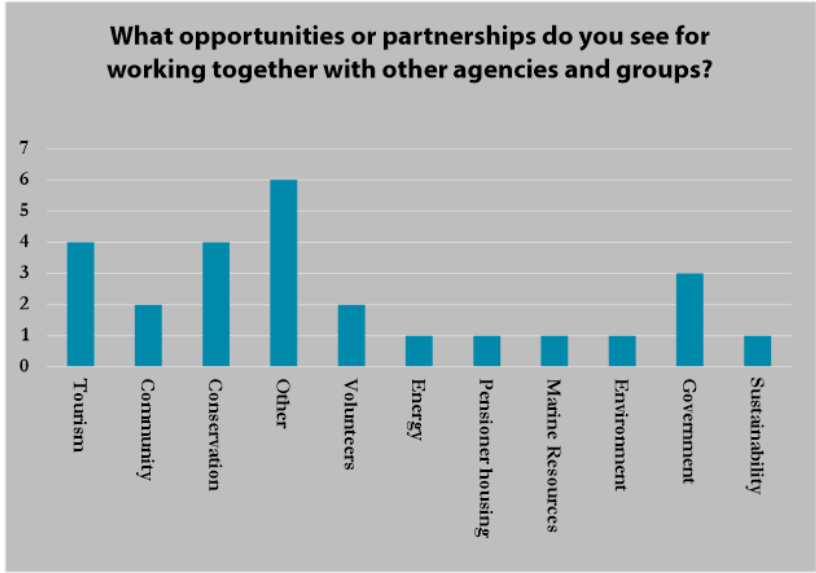


Table 13 - What opportunities or partnerships do you see for working together with other agencies and groups?		
No.	Responses	Categories
1	Tourism groups - some government agencies	Tourism Government
2	Plenty	Other
3	Already on the island there are numerous individuals who work tirelessly, volunteering, much time and energy to a vast array of groups, trusts, clubs etc. Given this, not sure what this questions means? Currently does the SDC have any record/knowledge of the number/type of groups, clubs, trusts that operate already on the island?	Volunteers
4	We've got to retain what's special - how to keep the kakapo and kiwi - the birds in a unique way	Conservation
5	I don't know much about this but I would imagine if the right person was looking there would be many. Especially overseas where other countries are already making the environment and sustainability number one.	Conservation Sustainability
6	I think there should be discussions with government about reasons why there are Government concessions for travel that in place for residents and superannuates visiting islands near Auckland but not Stewart Island.	Government
7	All working together no matter how big or small to get things done. Give visitors an amazing experience as well as gives residents a wonderful place to live	Other
8	Having a network of birding/wildlife/flora experts throughout Southland? Otago and organising tours/seminars - a network of museums throughout the region - making Stewart Island a destination for corporate team building, Outward bound, cycling nz and Triathlon	Conservation Tourism
9	Limited unless residents are willing to compromise	Other
10	Many, we must find them, the answers are here in our land and people	Environment Community
11	Everybody with vision of utopia and a new order of life	Other
12	High end tourism - fly in fly out - special interest - Arts, health, adventure	Tourism
13	Oyster farming	Marine resources
14	SIESA	Energy
15	Pensioner housing. Good to see such housing achieving momentum and funding being sought. Fast tract please!	Pensioner housing
16	Many	Other

Table 13 - What opportunities or partnerships do you see for working together with other agencies and groups?		
No.	Responses	Categories
17	Partnership opportunities with DOC and transport providers (R.J's & SIF) exist but are not much taken advantage of because of the rather independent nature of island operators/ groups. Voluntary groups would benefit from greater co-operation; communication with one another. Fund raising opportunities could be maximised - more input equals greater profits - duplication of activities could be negated. Tourism activity could benefit from being actively involved in regional promotions and activities.	Conservation Volunteers Tourism
18	To voice our vision and to promote this vision	Other
19	the community has to become newly established	Community
20	SouthPort and ES need to contribute	Government
21	No response provided	N/A
22	No response provided	N/A
23	No response provided	N/A
24	No response provided	N/A

Question 14 - What future opportunities do you see for the sustainability of Stewart Island? (Tick all that apply) and why?

All respondents answered the question. The top category was tourism with 21 respondents (88%) choosing this option. The second most popular choice was fishing (75%) and the third most popular was Aquaculture (67%). Respondent's answers can belong to multiple categories.

Graph 14

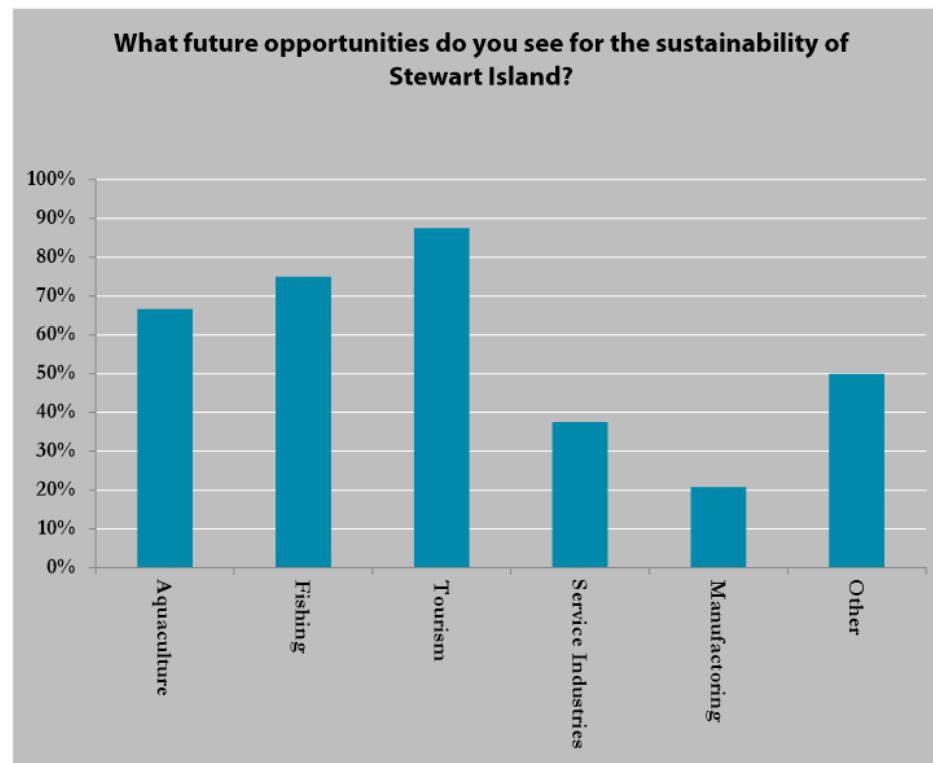


Table 14 - What future opportunities do you see for the sustainability of Stewart Island? (Tick all that apply)			
No.	Options	Percentage	Total
1	Aquaculture	67%	16
2	Fishing	75%	18
3	Tourism	88%	21
4	Service Industries	38%	9
5	Manufacturing	21%	5
6	Other	50%	12

Table 14 A- Commentary on future opportunities		
Options		Total
Why?	Total Answered	21

Twenty one respondents commented on why they chose their answers. (refer Graph 14A)

Comments included ideas to promote the island as a niche market, conserving the uniqueness of the island, using sustainable energy and other sustainable ideas, adding value to the current product offers and creating new markets and industries.

Responses for why were further categorised into 13 broad categories (refer to Table 14B below). Respondent's answers can belong to multiple categories.

The top category was tourism followed by sustainability, conservation and energy.

Graph 14A

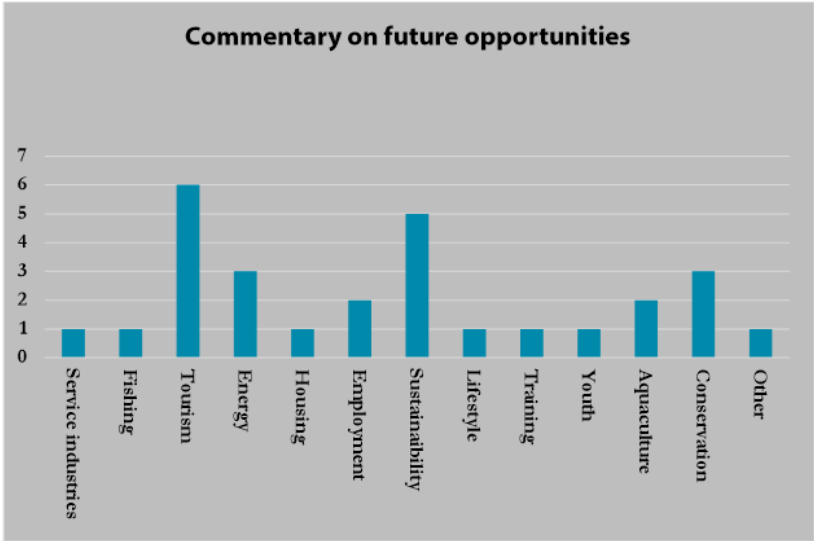


Table 14B - What future opportunities do you see for the sustainability of Stewart Island? (Why)		
No.	Why?	Categories
1	Service Industries required to look after community	Service Industries
2	Too much tourism will destroy local culture and values	Tourism
3	Without the above three, we wouldn't have a service industry at all. The chances of cementing or expanding the three are limited by power prices - puts new people off.	Energy
4	Aquaculture - hopefully land based - harvesting of seaweed is an opportunity, Tourism - re-establish the Southern Circuit as another option for trampers to stay longer/return visit. Develop a learning centre/accommodation for school groups from NZ and globally.	Aquaculture Tourism Education
5	If we don't maintain our employment opportunities the town will die. If we can get some of those main costs down we can afford to maintain what we've got and make improvements	Employment
6	Because it's the only way that we are going to be able to survive long term. We all know our planet is in big trouble and if we don't make change we are all going to hell in a hand basket.	Conservation
7	No answer provided	N/A
8	Possible development of native flora nursery eg orchids. Exploration of viability of growing shitake type mushrooms on the readily found rotting logs and processing on the island	Conservation
9	It's all possible if done in the correct way to preserve this amazing place	Conservation
10	Aquaculture - we have a good product - can we add value. Fishing - niche market? Tourism - we can do better with more professionalism and better infrastructure and targeting niche markets. Service Industries - training, training, training and nurturing young people. Manufacturing - adding value to what we produce. Other. Art photography cooking religious and other retreats	Aquaculture Tourism Training Youth
11	Needs to be carefully managed; weather is a natural limiting factor and at present accommodation is too. I hope there will be restrictions on building new accommodation and more emphasis on looking after our natural assets.	Sustainability
12	We need to feed ourselves, we need to build for ourselves, we need to share ourselves, to inspire the world and be inspired	Other
13	We need to find sustainable energy solutions for islands with 300-3000 inhabitants	Sustainability
14	Other - lifestyle internet workers. We have a strong base in these areas already. Easier to build on what you know.	Lifestyle
15	That's all we have room/for no more land to build or expand. Boundaries keep getting closer to town	Sustainability
16	Tourism - tourists need to be educated before they arrive as to what to expect on the Island - it is a place of outstanding natural heritage and needs to be treated as such. There is a supermarket etc	Tourism
17	Fishing could be if quotas are set in ecologically sensible ways and monitored effectively. Tourism can be sustainable if impacts are managed well and greed doesn't drive targeting excessive numbers. Aquaculture is very unlikely to be sustainable as a profit seeking industry and impact on the marine environment. May be much better if farm placed some distance offshore.	Fishing Tourism Sustainability
18	Sustainability	Sustainability

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No.	Why?	Categories
19	Sustainability requires revenue from natural resources.	Sustainability
20	A new energy solution for islands like Stewart Island has to be found and practised, most likely marine based	Energy
21	marine based energy solution for cheaper and sustainable energy of pacific islands like Stewart Island	Energy
22	Need more workers in the service industry (with fit accommodation). Potential for Dark Sky reserve & other sustainable green tourism	Tourism Housing Employment
23	No answer provided	N/A
24	No answer provided	N/A

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Question 15 - How effective is the community at solving local problems?

All respondents answered the question. One respondent (10%) said that the community was extremely effective and five respondents said it was very effective (21%) at solving local problems. Twelve respondents said that the community was somewhat effective (50%) which was the majority. Four respondents (17%) said the community was not so effective and two respondents (8%) said it was not at all effective. Overall, the respondents were positive about the level of effectiveness.

Graph 15

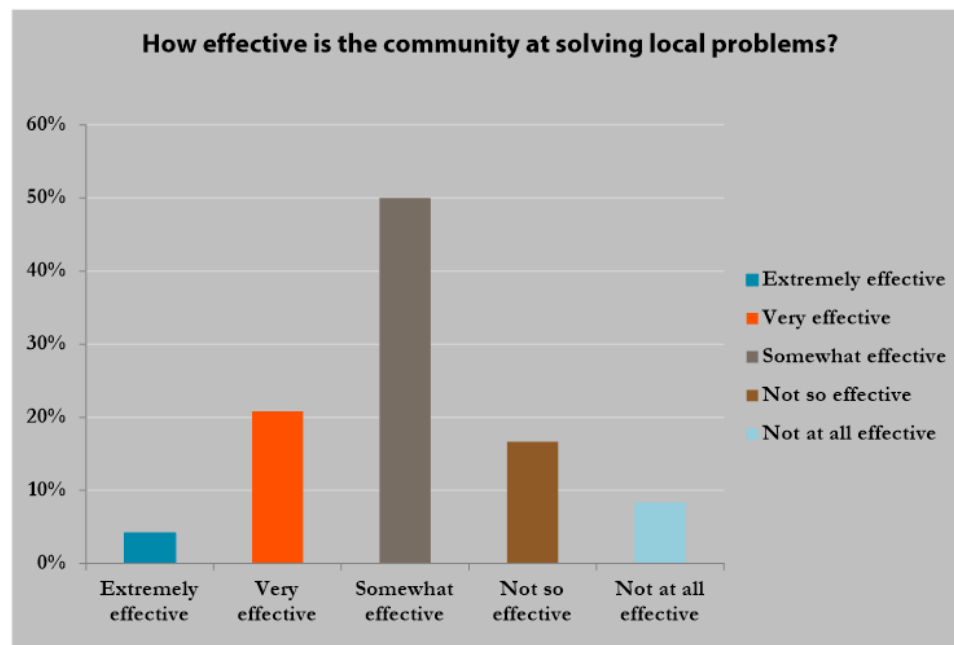


Table 15 - How effective is the community at solving local problems?		
Answer choices	Percentage	Number
Extremely effective	4%	1
Very effective	21%	5
Somewhat effective	50%	12
Not so effective	17%	4
Not at all effective	8%	2
Total	100%	24

Question 16 - Do you have any other comments, questions or concerns?

Only 16 respondents answered the question. Comments are listed below.

Table 16 – Do you have any other comments, questions or concerns?

No.	Responses
1	Best we do solving without other involvement
2	Norfolk Island has 'max beds' in the Island quota - to preserve the beauty and culture
3	Community Board members should only be allowed to stand for a maximum of 3 terms
4	Don't be so rigid about signage - let the place have personality - let people express themselves - if it's too sterile it has no heart
5	Let's do this!
6	There are many small groups who exchange ideas within that circle but have no structures for widening discussions
7	The population/demographic of Stewart Island is changing. In the next 10-15 years we will lose the folk with the long term knowledge of the island. We need to be shoulder tapping the 45-55 year olds and offering training/encouragement to think for the Island as a whole. The last 20 years has seen a lot of 'hard scrabble for parents to earn the money to sustain family education. It would be good to give these folks a sense of it being, their time to step back from scrabble and to step up to acknowledged leadership.
8	Once again the 'Ring Road' from wharf to Red Shed
9	Listen to us, hear past the words of the unhappy, give the big dreamers all of the support you can.
10	I think there are many opportunities here. It is underdeveloped in some areas but I meet people keen to live and work here. The future is more positive than negative
11	We have a battle against outside influences. Too much outside interference in Island affairs if you don't live here don't comment. We don't have a say in Auckland.
12	Too much outsider interference. People who do not live or own property should not be able to comment on issues that affect Stewart Island
13	Will Southland district council let us go?
14	Questionnaires tend to be limiting. For an overall picture to be reflective of the reality a good number of responses is required from all demographic groups.
15	Consultation process needs to be transparent and not just a blanco justification sheet for SDC's plans for Stewart Island
16	Community needs to stop infighting and unite for what is important.

Question 17- Thank you for sharing your views with us. Please leave your contact information if you wish to be kept up to date with information about the Stewart Island Community Plan.

Only 14 respondents left their contact details to be kept up to date with information about the Stewart Island Community Plan.



Stewart Island Stakeholder Survey

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Stewart Island Stakeholder Survey - Strategy and Policy

Document Revision

Date	Amendment	Amended by	Approved by	Approval date
10/1/18	Initial draft	Shannon Oliver	Averil Rodgers	
9/2/18	Final draft	Shannon Oliver	Averil Rodgers	9/2/18

Methodology

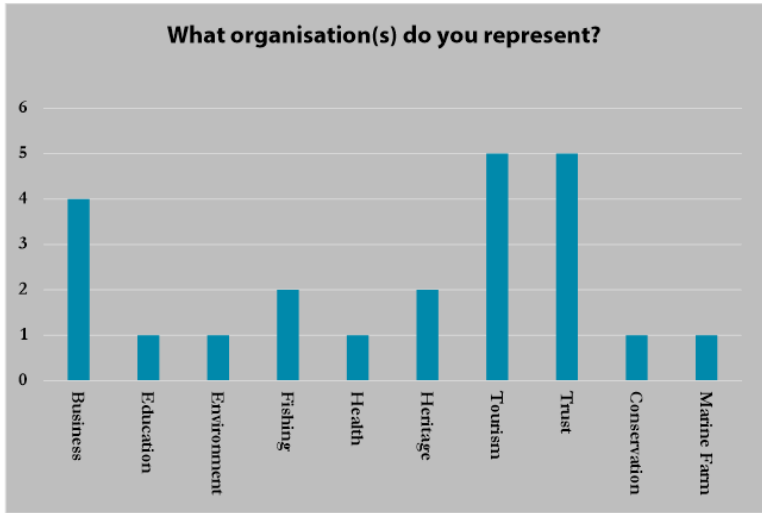
Stakeholder survey

The survey was conducted from an email invitation with a link to the survey in Survey Monkey, sent Monday 11 December 2017. The survey closed on Friday 15 December 2017, so the timeframe to respond was one week. The email invitation was sent to 82 stakeholders from the Community Partnership Leader. Ten responses were received by the closing date giving a response rate of 12%. The questionnaire consisted of 22 questions and took on average of 40 minutes to complete.

Question 1 – What organisation(s) do you represent?

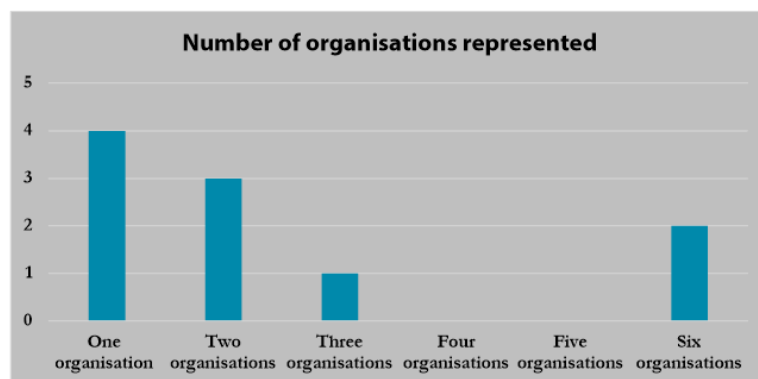
The survey responses were considered confidential so the respondent’s answers have been categorised into 10 broad categories. The three most popular types of category were the tourism sector, business sector and Trusts.

Graph 1



Of the 10 responses, four respondents said that they represented only one organisation (40%), three represented two organisations (30%), one represented three organisations (10%), one represented four organisations (10%) and one represented six organisations (10%).

Graph 1A



Question 2 - Where is the organisation(s) based?

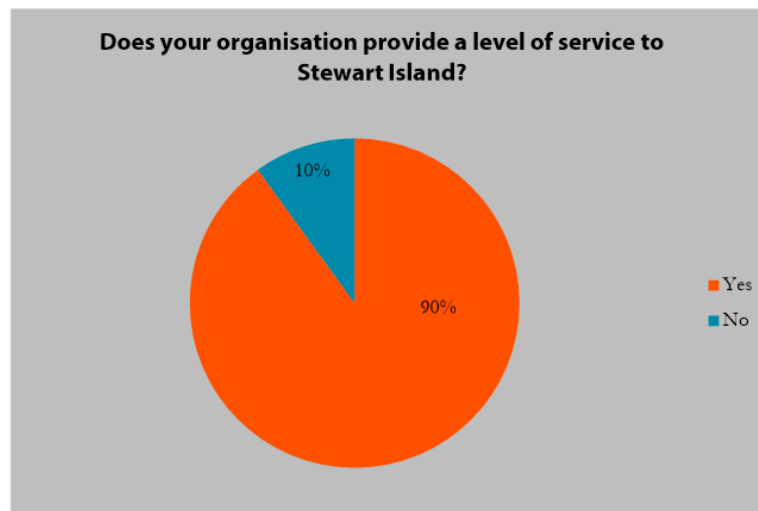
All 10 respondents were based on Stewart Island/Rakiura.

No graph necessary

Question 3 - Does your organisation provide a level of service to Stewart Island?

Nine of the 10 respondents said that their organisation provided a level of service to Stewart Island.

Graph 3



Question 4 - What are the top three things that your organisation is most proud of or has achieved over the past three to five years?

All respondents answered what was the top thing that your organisation is most proud of, nine answered for the second top thing and the third top thing respectively.

Responses were categorised into 10 broad categories (refer to Table 4 below).

The top categories for answer one were tourism and business, for answer two it was business and for answer three it was business.

Graph 4

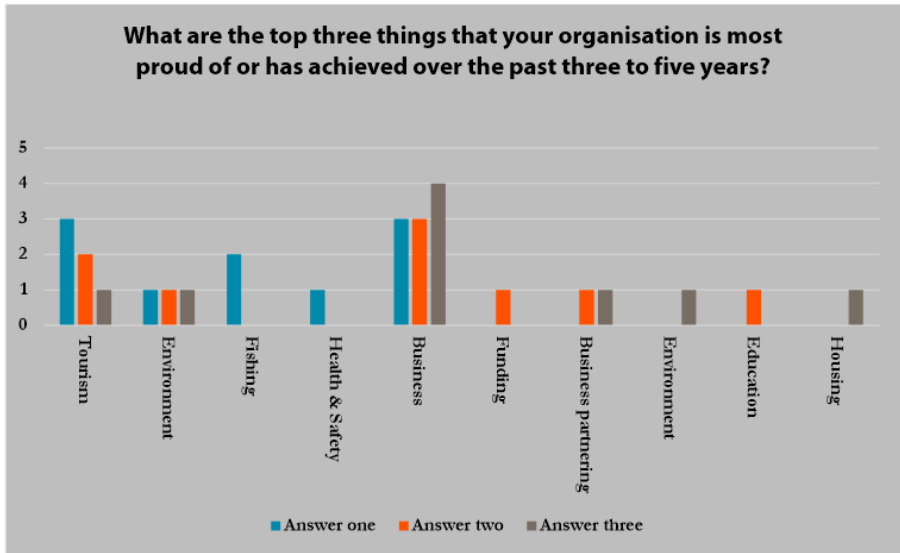


Table 4 – What are the top three things that your organisation is most proud of or has achieved over the past three to five years?						
No.	Answer one	Category	Answer two	Category	Answer three	Category
1	Increasing participation on the Rakiura Track (Great Walk)	Tourism	Improving relationship with Treaty Partners	Business Partnering	Ongoing improvement in Biodiversity values across the island	Environment
2	Producing a DVD of Ulva Island	Tourism	Producing a small self-guided booklet of Ulva Island	Tourism	Paying for food for the volunteers who help to maintain toilets/walks for visitors on Ulva Island	Volunteers
3	Funding and carrying out land management and pest eradication	Environment	Assisting with Funding for The Rakiura Heritage Centre	Funding	Working with Partners to build sustainable partnerships on Rakiura	Business partnering
4	Consistently supplied visitor collateral (brochures, maps, up to date web site) to visitors including those at a regional & national level	Tourism	Developed and applied a Stewart Island brand	Tourism	Introduced the Dark Sky Sanctuary aspiration to the SORD's discussion group. This is now at the community consultation phase.	Tourism
5	Mataitai ,fishing protection and management for all	Fishing	Protection of Maori Land on Rakiura	Environment	Administration of our local Wharfs	Business
6	Improved health and safety for people	Health & safety	Improved education opportunities	Education	Improved housing conditions for seniors and those who have disabilities, and increased family homes available for families	Housing
7	Providing a sound sustainable financial future	Business	Providing employment so people can live here	Business	Providing a heavy freight service to benefit all islanders	Business
8	MMO putting S.I. on map with farmed oysters	Fishing	No response given	N/A	No response given	N/A
9	Consistent service. Keeping the quality up	Business	Trying not to do too much	Business	Making sure people that I deliver to the best of my ability	Business
10	Maintained constant fuel and gas supplies	Business	Improved vehicle maintenance	Business	Provided hire gear not previously available	Business

Question 5 - What are the top three things that you are most proud of about Stewart Island?

All respondents answered what are the three top things that you are most proud of about Stewart Island. All answered for the second top thing, and nine answered for the third top thing.

Responses were categorised into five broad categories (refer to Table 5 below). Respondents can belong to multiple categories.

The top category for answer one was community, for answer two it was environment and for answer three it was community.

Graph 5

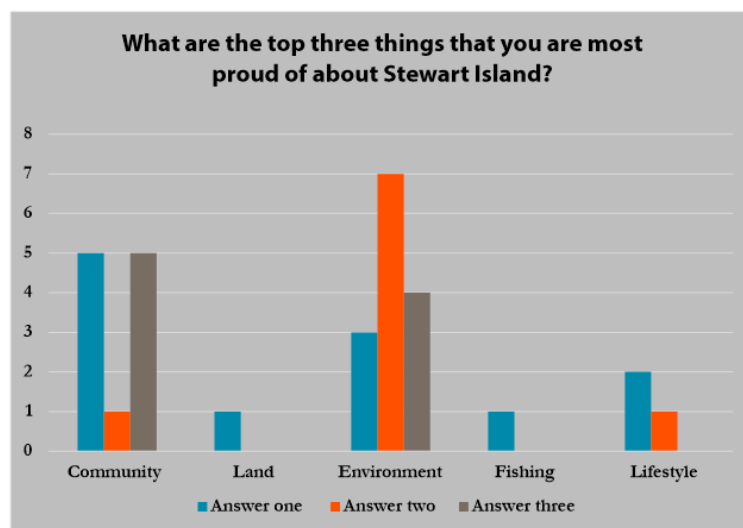


Table 5 - What are the top three things that you are most proud of about Stewart Island?						
No.	Answer one	Category	Answer two	Category	Answer three	Category
1	Close-knit community	Community	Community passion for conservation	Environment	Uniqueness of the island – completely different than anywhere else	Environment
2	The people that live here	Community	The commitment of people who live here	Lifestyle	The can-do attitude	Community
3	It's our land, passed down through our ancestors	Land	It is unique in so many aspects and we care about	Environment	We have approximately 3000 beneficial land owners for whom we hold the land in Stewardship	Community
4	A community who cares about one another; the environment and its own identity	Community Environment Lifestyle	The natural surroundings.	Environment	Ability to persist to achieve an outcome (e.g. the VL; the RHC project.)	Community
5	Its natural history and environment	Environment	Quiet lifestyle	Environment	Diverse beauty of Rakiura	Environment
6	Community opportunity to be part of the community functions	Community	The environment, land and marine, and birds	Environment	The hospitality we all provide as ambassadors for New Zealand	Community
7	World leading innovation such as oyster farming	Fishing	Long family histories	Community	Community spirit	Community
8	Its character, the way NZ used to be	Lifestyle	Mostly abundant sea life, its forests and birdlife	Environment	No response given	N/A
9	The love and care of the community	Community	It's beautiful nature ie: plants, birds and sea	Environment	It's rich history	Environment
10	The diverse and beautiful scenery	Environment	The peacefulness	Lifestyle	The wildlife especially the birdlife	Environment

Question 6 - What are the top three things as an organisation we need to do better on Stewart Island?

All respondents answered what are the three top things that you are is most proud of about Stewart Island. Nine answered for the second top thing, and nine answered for the third top thing respectively.

Responses were categorised into five broad categories (refer to Table 6 below).

The top categories for answer one were infrastructure, engagement and tourism, for answer two it was infrastructure and for answer three it was engagement.

Graph 6

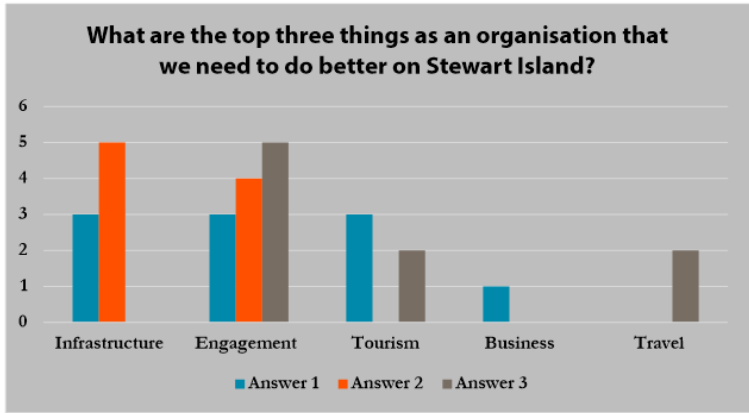


Table 6 – What are the top three things as an organisation that we need to do better on Stewart Island?						
No.	Answer one	Category	Answer two	Category	Answer three	Category
1	Sewerage and stormwater removal (i.e. fix the drainage issue outside of the Rakiura National Park Visitor Centre that has been ongoing for a number of years now)	Infrastructure	Footpaths (i.e. Golden Bay to Halfmoon Bay - especially when cruise ships are in)	Infrastructure	Consulting community or affected parties (i.e. new zoning decisions or other big decisions that affect the community). Better and more proactive communication by Southland District Council is required.	Engagement
2	Have good reliable safe Wharves	Infrastructure	Renewable energy/cheaper	Infrastructure	Work together	Engagement
3	Get to know and understand the Island	Tourism	Become more involved with our organisation and the community	Engagement	Work with organisations like us to share the responsibility	Engagement
4	Encourage our members to consistently provide a quality service to visitors	Tourism	Increase membership and member input to help spread the work load	Engagement	Develop sustainability to the point where we can afford to employ a dedicated Promotion Assistant	Tourism
5	Cheaper power ie Hydro or a cable across the Strait	Infrastructure	Somehow fix the bottleneck on & off the main Wharf	Infrastructure	Maintain the Islands uniqueness	Tourism
6	Make sure all folk get opportunity to engage with mayor, council and community board. Not just the loud few.	Engagement	Ask all for input to project, including rate payers and renters, cribbies and the children.	Engagement	Don't waste money on excessive visits needing overnight accommodation and meals	Travel
7	Communicate business's role in conservation	Business	Communicate sustainability	Engagement	Achieve balance between community, farm and tourist	Engagement
8	Work together for the benefit of all the island and islanders	Engagement	No response given	N/A	No response given	N/A
9	Not try to give beyond our means	Engagement	Make sure advertising gives the details needed	Engagement	Make time for people	Engagement
10	Improve the variety of activities that attract tourists	Tourism	Decrease the power costs	Infrastructure	Decrease the travel costs	Travel

Question 7 - What is important to your organisation right now?

Ten respondents answered the question. Health and Safety was mentioned twice, tourism pressures, conservation and partnerships, natural environment, pest eradication, supporting members, cheaper power, employment opportunities, housing, support from government, rejuvenate the mussel farm and freight consistency.

Responses were categorised into nine broad categories (refer to Table 7 below). Respondents can belong to multiple categories. Whilst the stakeholders come from different sectors there are some key categories including Health and safety, tourism, employment, environment, business partnering, and business.

Graph 7



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Table 7 - What is important to your organisation right now?		
No.	Responses	Category
1	Health and Safety, base infrastructure for the number of tourists (tourism pressures), on-going commitment to preserve flora and fauna, partnership with community, business, and local government.	Health and safety Tourism Environment Business partnering
2	For people to enjoy visiting Ulva Island	Tourism
3	We have several projects for pest eradication on our lands. Assistance with funding, expertise and equipment would be great	Environment
4	Providing support to members throughout the current season	Business partnering
5	Need for cheaper power	Power
6	Health and safety of people Employment opportunities Housing	Health and safety Employment Housing
7	Support from local and central government	Government Support
8	Rejuvenate the mussel farm and start producing income again	Employment
9	People	Tourism
10	Consistency of freight	Business

Question 8 - What opportunities does your organisation/sector see for the future?

Nine respondents answered the question and one did not.

Responses were categorised into nine broad categories (refer to Table 8 below). Respondents can belong to multiple categories.

The categories with the highest opportunities are business and tourism.

Graph 8

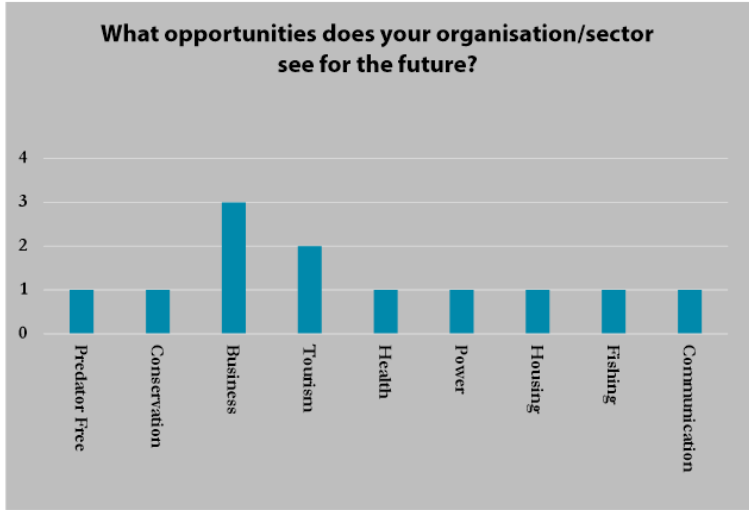


Table 8 - What opportunities does your organisation/sector see for the future?		
No.	Responses	Category
1	Predator Free Rakiura, work with others to grow conservation, and work toward DOC's Vision: New Zealand is the greatest living space on Earth	Predator Free Conservation
2	We have a 5 year plan. Happy to share it on a face to face basis	Business
3	Development of Dark Sky Sanctuary status offers possibilities for extending the season and creating greater interest in the destination	Tourism
4	Maintain our tourist industry	Tourism
5	Scope for on Island provision of dentistry, podiatry, physiotherapy, mental health support, drug use policing and Well Child/Tamariki Ora services. Health care and community development from Nurse Practitioner's so residents don't have to travel to the mainland for simple medical care. All of these services were available but withdrawn about 3 years ago making people have to travel at high cost making our health care most expensive of all populated off shore New Zealand Islands. Subsidises for diesel for the power station, lower power costs to equivalent to mainland New Zealand, to stimulate industry and allow people more money for healthy housing and more opportunities as our average income level is lower than that of the rest of Southland.	Health Power Housing
6	Sustainable oyster farming, sustainable salmon farming and a solid organic mussel industry	Fishing
7	Plenty, but it will require a change of mind set for many	Communication
8	Be the best that I can be for others	Business
9	The introduction of electrical car servicing	Business
10	No response given	N/A

Question 9 - What will the focus of your organisation be?

All respondents answered the question what will the focus of your organisation be in three year's time but only nine answered for 10 year's time or 30 year's time respectively. Responses were categorised into eleven broad categories (refer to Table 9 below). Respondents can belong to multiple categories.

The highest category for the focus in 30 years' time was business. The highest category for the focus in 10 years' time was environment. The highest category for the focus in 3 years' time was community development and environment.

Graph 9



Table 9 – What will the focus of your organisation be in three, ten and thirty years?						
No.	In three years?	Category	In 10 years?	Category	In 30 years?	Category
1	Similar to today: Our nature has shaped who we are. It is central to our Kiwi way of life and our national identity, and it underpins our economy. Our nature will thrive when we all engage our hearts, hands and minds to conserve our unique environment. Protecting it lies in all of our hands. Vision: New Zealand is the greatest living space on Earth. Purpose: Conservation leadership for our nature.	Environment	<p>2025 Stretch Goals: Working with others through whanaungatanga to inspire and deliver world leading conservation:</p> <ol style="list-style-type: none"> 1. 90% of New Zealanders' lives are enriched through connection to our nature. 2. Whānau, hapū and iwi are able to practice their responsibilities as kaitiaki of natural and cultural resources on public conservation lands and waters. 3. 50% of New Zealand's natural ecosystems are benefiting from pest management. 4. 90% of our threatened species across New Zealand's ecosystems are managed to enhance their populations. 5. 50 freshwater ecosystems are restored from 'mountains to the sea'. 6. A nationwide network of marine protected areas is in place, representing New Zealand's marine ecosystems. 7. The stories of 50 historic Icon Sites are told and protected. 8. 50% of international holiday visitors come to New Zealand to connect with our natural places. 	Environment	Working toward our vision and toward newly set Stretch Goals. This also sits in line with the goal of Predator Free 2050.	Environment

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Table 9 – What will the focus of your organisation be in three, ten and thirty years?						
No.	In three years?	Category	In 10 years?	Category	In 30 years?	Category
2	No response given	N/A	No response given	N/A	No response given	N/A
3	Land, Native Flora and Fauna and sustainability	Environment	An improvement on the above (Land, Native Flora and Fauna and sustainability)	Environment	Rats/Feral cats/Possums/Deer eradicated and the land returned to the condition it was before colonisation	Environment
4	Promoting the destination as at present. Developing a greater presence at a regional level.	Tourism	Participating in regional tourism initiatives in addition to providing core services	Tourism	The organisation exists for its members - member need may or may not continue for the next 30 years	Members
5	Maintain our tourist business	Tourism	Retired by then		No response given	N/A
6	Health, safety, education opportunities and appropriate housing	Health and safety Education Housing	As above but broader such as accessibility to tourist attractions, more children's activities, maybe residential health services such as rehabilitation centres for drug use or ACC therapy	Health and safety Education Housing Tourism Health	Continuing community development as above, in sustainable fashion	Community Development
7	To continue to build a solid financial community base	Business	To continue to balance conservation and industry	Environment	To continue to balance a viable healthy community	Health
8	To survive	Business	No response given	N/A	No response given	N/A
9	If I should continue in the business pass retirement	Business	I'll be 75. Do I still want to be making beds and cleaning toilets	Business	I'll be 95. Keeping healthy in body and mind	Health
10	Strengthening our position	Business	Diversifying into electrical vehicles - charging stations?	Business	Unknown	Unknown

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Question 10 – Who do you think will be living on Stewart Island in the future?

Nine respondents answered the question. Three respondents thought that there could be an increase in retired people and one said an older population. Two responses included more transient single workers, one response was less families, and one was for more tourism related businesses and those servicing the tourist industry. Some commented that those who want to stay will do so and one mentioned wealthy people which would relate to the higher cost of living on the island. One commented that climate change could bring a change in the type of business such as wine makers.

Responses were categorised into 12 broad categories (refer to Table 10 below). Respondents can belong to multiple categories. The most popular category was retirees, followed by families and tourist operators and staff.

Graph 10

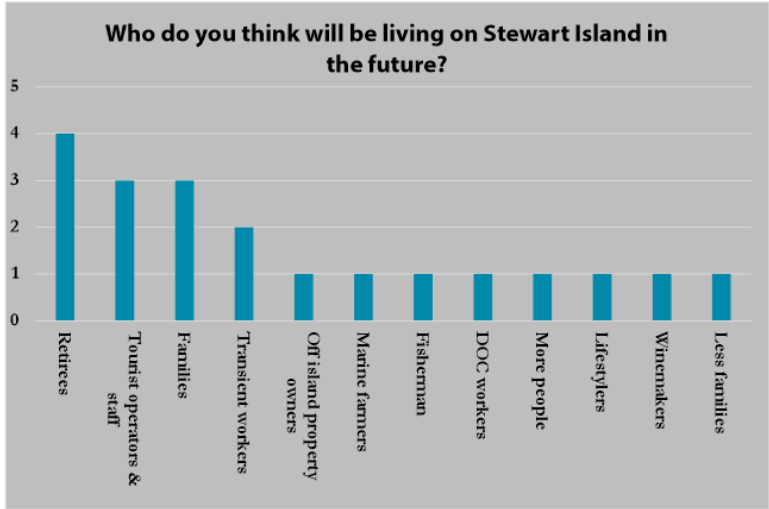


Table 10 - Who do you think will be living on Stewart Island in the future?		
No.	Responses	Category
1	Increased population of elderly (retirement village) and business groups (more tourist focused businesses), with fewer families, more transient workers and an increase in off island property owners	Retirees Tourist operators & staff Less Families Transient workers Off island property owners
2	The population has remained static since the 1950s, maybe a few more people but hopefully people who share our vision for the future. "It's our land, It's our Toanga, and It's our responsibility.	More people
3	Those servicing the tourism industry; island families; retirees (who will continue to actively participate in community affairs)	Tourist operators & staff Retirees Families
4	Marine Farmers, Fishermen, Tourist Operators. Retired Family, DOC. Accommodation outlets and their Families	Marine Farmers Fisherman Accommodation providers Families Tourist operators & staff DOC workers Retirees
5	Unless the above improvements continue the Island will only sustain mainly a population of single casual workers with a small background population of wealthy folk, and a few hardy families as we have now	Transient workers Retirees Families
6	An older population	Older population
7	No response given	N/A
8	People who want to live here because the love it	Lifestylers
9	Much the same mix as now, with climate change we could see wine makers as well	Winemakers
10	No response given	N/A

Question 11 - Where will your organisation's community of interest be?

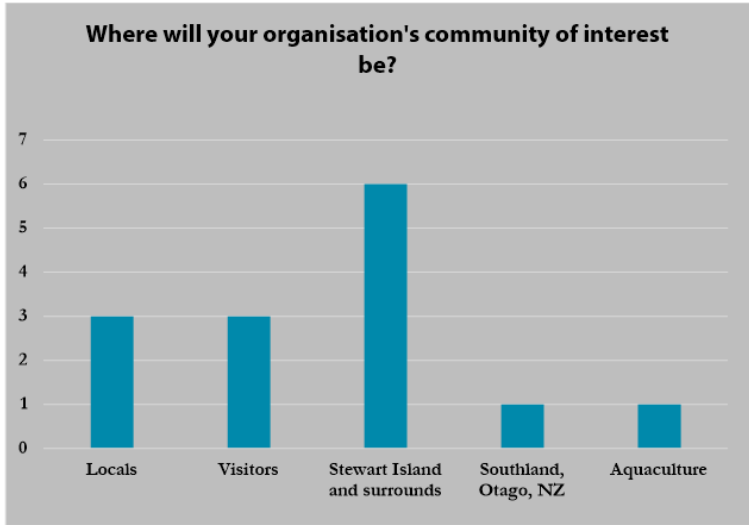
Organisation's communities of interest varied but included local residents, New Zealander's and international visitors, Ulva Island, ancestral land, Southland, Otago and New Zealand, the tourist industry, residents and visitors to Stewart Island, the surrounding islands and marine areas, and Stewart Island.

Nine responses included the focus was on Stewart Island itself with other communities including the tourist (domestic and international visitors) and marine communities whilst one also mentioned Southland, Otago and New Zealand as a community of interest.

Responses were categorised into five broad categories (refer to Table 11 below). Respondents can belong to multiple categories.

The most popular category was Stewart Island and surrounds, followed by locals and visitors.

Graph 11



Stewart Island Stakeholder Survey - Strategy and Policy

Table 11 – Where will your organisation's community of interest be?		
No.	Responses	Category
1	New Zealanders (including the Rakiura Community) and International visitors	Locals Visitors
2	Ulva Island	Stewart Island and surrounds
3	Looking after our ancestral land and sharing it's cultural and spiritual values	Stewart Island and surrounds
4	Southland - Otago - New Zealand.	Southland, Otago, New Zealand
5	Supplying the tourist Industry. Helping the Island where possible	Stewart Island and surrounds Visitors
6	The residents and visitors on Stewart Island and the surrounding Islands and marine area	Locals Visitors Stewart Island and surrounds
7	Providing a financial motor for the community	Locals
8	MMO will be interested in seeing aquaculture reach some greater potential for the benefit of all the Island. Aquaculture of the right kind is too valuable to the community to be ignored, but should be controlled by the community for the benefit of the community	Aquaculture
9	The church, museum and health	Stewart Island and surrounds
10	Here	Stewart Island and surrounds

Question 12 – Who do you think that your organisation/sector will be servicing?

In three years – Nine respondents commented that their organisation would be servicing the tourism sector (visitors and tourists), the local, southland and national communities, land owners, the present conservation programme, the marine sector and residents. One respondent did not answer the question.

Responses were categorised into six broad categories (refer to Table 12 below). Respondents can belong to multiple categories.

The most popular categories were locals and visitors followed by conservation.

In 10 years – Six respondents commented that their organisation would be servicing included the tourism sector (visitors and tourists), the local resident, national communities and land owners. Four respondents did not answer the question.

Responses were categorised into six broad categories (refer to Table 12 below). Respondents can belong to multiple categories.

The most popular categories was locals.

In 30 years – Five respondents commented that their organisation would be servicing the tourism sector (visitors and tourists), the local resident, national communities, land owners and the predator free sector. One commented that they thought there would be an increase in population. Six respondents did not answer the question.

Responses were categorised into six broad categories (refer to Table 12 below). Respondents can belong to multiple categories.

The most popular categories was locals.

Graph 12

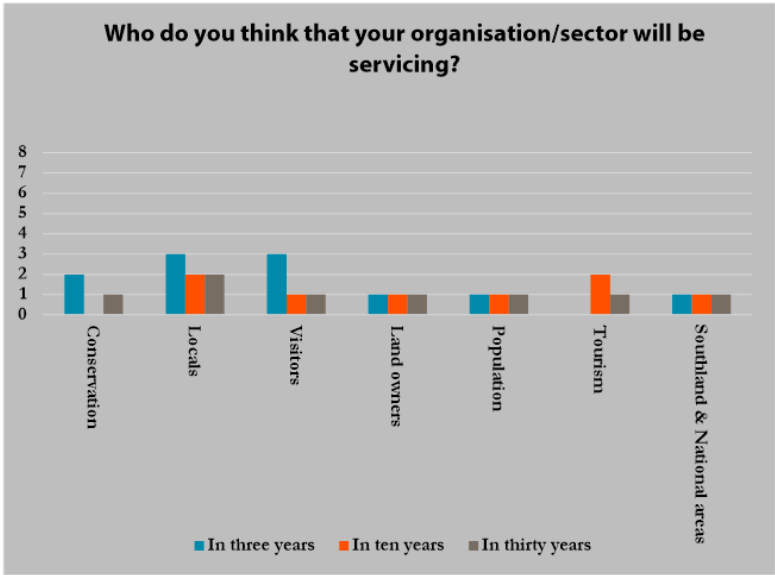


Table 12 - Who do you think that your organisation/sector will be servicing in three, ten and thirty years?						
No.	In three years?	Categories	In 10 years?	Categories	In 30 years?	Categories
1	Present Conservation Programme	Conservation	Increased tourism pressures	Tourism	Predator Free 2050	Conservation
2	No response given	N/A	No response given	N/A	No response given	N/A
3	Local Community Tourists Beneficial Land Owners	Locals Visitors Land owners	Local Community Tourists Beneficial Land Owners	Local Visitors Land owners	Local Community Tourists Beneficial Land Owners	Local Visitors Land owners
4	Visitors via our members	Visitors	No response given	N/A	No response given	N/A
5	Tourist sector	Visitors	Retired	N/A	No response given	N/A
6	As per answer to question 11 (The residents and visitors on Stewart Island and the surrounding Islands and marine area)	Locals Visitors	No response given	N/A	No response given	N/A
7	The local, Southland and national communities	Locals, Southland & National areas	The local, southland and national communities	Locals, Southland & National areas	The local, southland and national communities	Locals, Southland & National areas
8	MMO will be a private company still. SIRCET may be in a position to work on a serious proposal for Pest Free Rakiura, Mataitai committee may be overseeing a still healthy Paterson Inlet	Conservation	No response given	N/A	No response given	N/A
9	Tourism - accommodation	Visitors	Tourism - helping other get their start	Tourism	Tourism - advising (if someone wants to listen to a 95 year old person)	Tourism
10	Same population as now	Population	Increased population	Population	Much increased population	Population

Question 13 - How do you see your organisation delivering its services to Southland in the future?

Respondent’s comments focused on an increased digital presence, increased tourism and destination promotion, looking after the marine environment and marine farming from the salmon and mussel industries. Two comments talked about delivering services the same as they do now. Two of the ten respondent’s did not answer the question.

The responses were categorised into seven broad categories (refer to Table 13 below). Respondents can belong to multiple categories.

The most popular category was tourism promotion.

Graph 13



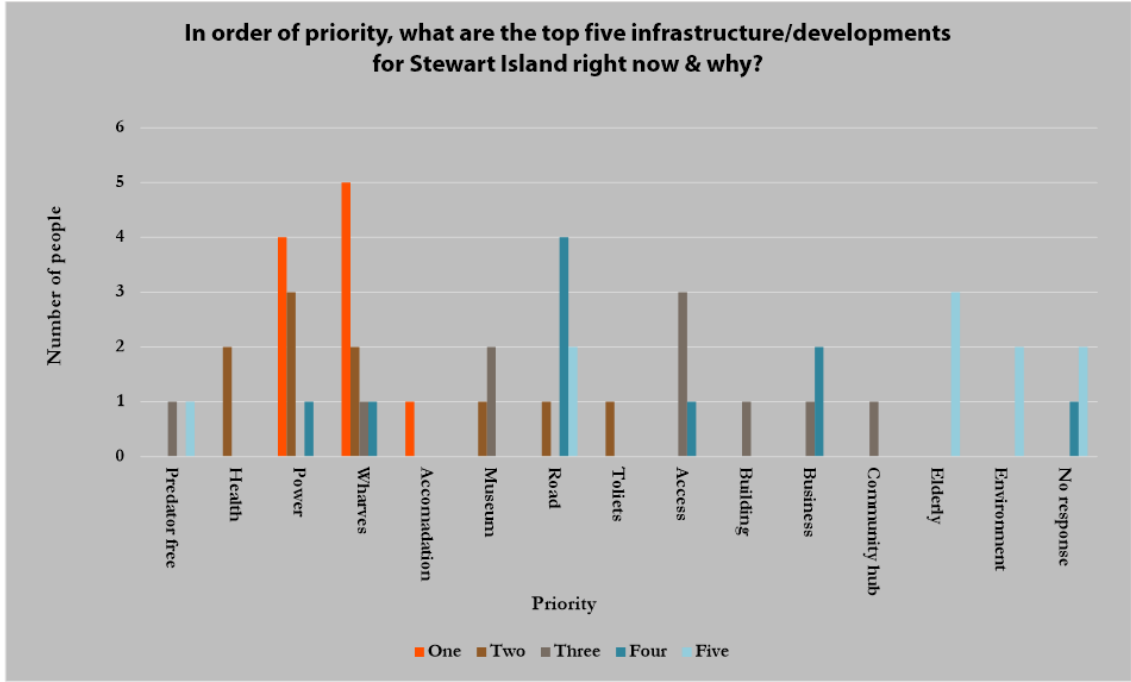
Table 13 - How do you see your organisation delivering its services to Southland in the future?		
No.	Response	Categories
1	Same as current.	Same
2	No response given	N/A
3	As a fifth Generation Islander, I feel that Southland is like a foreign country. Most Southlanders (Ask your own Members) have never been to the Island. What we have to share is unique. We plan to enhance what we now have and it is, and will be there to share with the world. Even Southland.	Enhance current services
4	Increase in digital presence plus greater involvement in regional promotions	Tourism promotion Digital presence
5	Tourism, Looking after our Marine environment	Tourism promotion Marine Environment
6	As per outlined in previous questions and hopefully providing blueprints Southland communities could adapt to their own needs	Training
7	The dredging industries worldwide are sunset industries. Other countries such as Scotland are banning this form of extraction because of the damage it does to the environment and its un-sustainability. The Foveaux Strait oyster beds are now eight percent of their original biomass. The only candidate to save and grow the Southland oyster industry (long term) into an export orientated industry is marine farming. The mussel and salmon industries provides the essential biomass to provide a heavy freight service that the tourist industry and the island community needs for its survival. Invercargill is a hub between Te Anau, Milford, Queenstown and the Catlins. There is a flow of tourist traffic coming from Dunedin to Lumsden onto Milford then up to Queenstown and the West Coast. This flow of tourist needs to be pulled down to Invercargill and the only way of doing this is to promote Stewart Island as a destination. A balanced marine farming industry is an important part of this mix to provide an all year, multi-financial based community to serve that function. One night in Oban is two nights at Invercargill. Paterson's Inlet provides a harbour for cruise ships and is the closest port to Queenstown. This fact needs to be considered to enhance tourism is the deep south. The survival of the Oban community is essential for the growth of the wider southern community.	Marine Farming Tourism promotion
8	No response given	N/A
9	The best way I can	Enhance current services
10	Much the same way as now, our service will always be island based	Same

Question 14 - In order of priority, what are the top five infrastructure/developments for Stewart Island right now and why?

Responses were categorised into 16 broad categories (refer to Table 14 below). Not all of the respondents answered for all of the priorities.

Graph 14 below shows that priority one is wharves, priority two is power, priority three is access, priority four is roads and priority five is elderly services.

Graph 14



Stewart Island Stakeholder Survey - Strategy and Policy

Table 14 - In order of priority what are the top five infrastructure/developments for Stewart Island right now and why?										
No.	Priority one		Priority two		Priority three		Priority four		Priority five	
1	Wharves (operating, fully functional, self-sustaining)	Wharves	Electricity (sustainable)	Power	Heritage Centre	Museum	Observation Rock platform in line with Dark Skies proposal	Business	Support for ageing community (i.e. retirement village/assisted living)	Elderly
2	Wharves	Wharves	Electricity	Power	Less red tape for building on land outside the main township	Building	One or two more footpaths in the right places	Road	No response given	N/A
3	Accommodation	Accommodation	Renewable Electricity	Power	Access made easier - (that could be tricky)	Access	Good /Better border controls (pests/Plants)	Access	Rate concessions for improving the environment	Environment
4	Wharves - Ulva Island & Golden Bay. These provide access to all Paterson Inlet destinations so are major contributors to revenue for operators. They need to safe to use and fit for purpose.	Wharves	Rakiura Heritage Centre build. Necessary if the island's historical legacy is to be safely preserved; will provide a quality visitor activity suitable for all weathers.	Museum	Predator Free Rakiura - will add value to the island as a nature destination & add quality to the environment for residents. Will provide work opportunities. Will complement the Predator Free NZ project.	Predator Free	Development of a source of renewable energy (hydro.) Will lessen dependency on diesel generation; reduce emissions; add value to the promotion of the island as a nature destination.	Power	Senior Citizens Housing Project. Availability of this type of housing would enable older people to stay on the island for a longer (all of life) time span. Could free up housing for the market.	Elderly
5	Alternative & cheaper power	Power	Fix bottle neck at Main Wharf.	Wharves	New Museum	Museum	Upgrade some of our close walking paths	Roads	Footpaths	Roads
6	Lower power price, equivalent to mainland, to stimulate industry and enable more permanent residents to live on Stewart Island.	Power	Improved on Island Health Services to enable lower living costs	Health	Improved accessibility in relation to all developments will bring more income and community development from both visitors and residents	Access	Upgrading and improving wharfs to sustain the sea based fishing, aquaculture and tourism industry.	Wharves	Encourage civic pride in environment and locality of the Island by paying more attention to the special aspects of small islands by supporting academic Island studies, joined ng international groups, and disseminating this information to Stewart Islanders and greater New Zealand on a regular basis, to build the knowledge base for all.	Environment

Stewart Island Stakeholder Survey - Strategy and Policy

Table 14 - In order of priority what are the top five infrastructure/developments for Stewart Island right now and why?										
No.	Priority one		Priority two		Priority three		Priority four		Priority five	
7	Effective wharves	Wharves	Peak flow toilets	Toilets	Pop-up coffee outlets for cruise ships	Business	Footpaths	Roads	Roading/ parking in high density areas	Roads
8	Golden Bay and Ulva wharves restoration and sorting out community ownership and maintenance of them. Because they are very important to the islands visitors and because they are in such poor state of repair.	Wharves	Pave/ seal the gravel surface at Golden bay to prevent further sediment washing into the bay and affecting water clarity when there is a bit of rain. This has been getting gradually worse for the last 30 years. Sediment is also being released from the scorched earth affect from roadside grass/weed moving on ALL the roadsides.	Roads	Urgent work to be done in creating a suitable sewerage pump out facility for visiting and local vessels, one at main wharf Oban and one at Golden Bay. Totally unacceptable there is none. Sewage cannot be legally discharged within a marine reserve or a Mataitai reserve or within 500 metres of the shore or within the marine farming area in Big Glory Bay. This of course gets ignored all the time and it is only the Island's at times, poor weather that has prevented larger numbers of vessels "camping" and dumping their waste much like freedom campers do on the mainland.	Wharves	No response given	N/A	No response given	N/A
9	Electricity - making it cheaper	Power	Our wharves - bringing them up to a good standard	Wharves	A community hub where all can come. Big business, little business, residents, crib owners. A place to unite all our 70+ groups	Community hub	Incentive schemes for families and businesses	Business	Pest free and being to maintain it	Predator free
10	To develop alternative power sources, the price of power holds back attracting young people	Power	Improved medical access, this limits the desirability to live here	Health	Improving transport costs, this limits the desirability to live here	Access	Improving roading, especially slip prone areas, dangerous access to some places	Roads	Improved senior housing access, this limits the desirability to live here	Elderly

Question 15 - What opportunities/partnerships do you see for working more with other agencies, organisations and groups in Southland? What is needed for these relationships to be better?

Comments from the nine respondents who answered included having a unified voice for the island, networking, working more collaboratively with Venture Southland, improved communication, respecting the local ways to do things, the Bluff dredging and the marine farming industries should work together, central and local government support, think globally, unique products, Invercargill to contribute more, community focus and tourism promotion. The full responses are in the Table on the following page.

The responses were categorised into six broad categories into six broad categories (refer to Table 15 below). Respondents can belong to multiple categories.

The most popular category was industry collaboration followed by tourism.

Graph 15

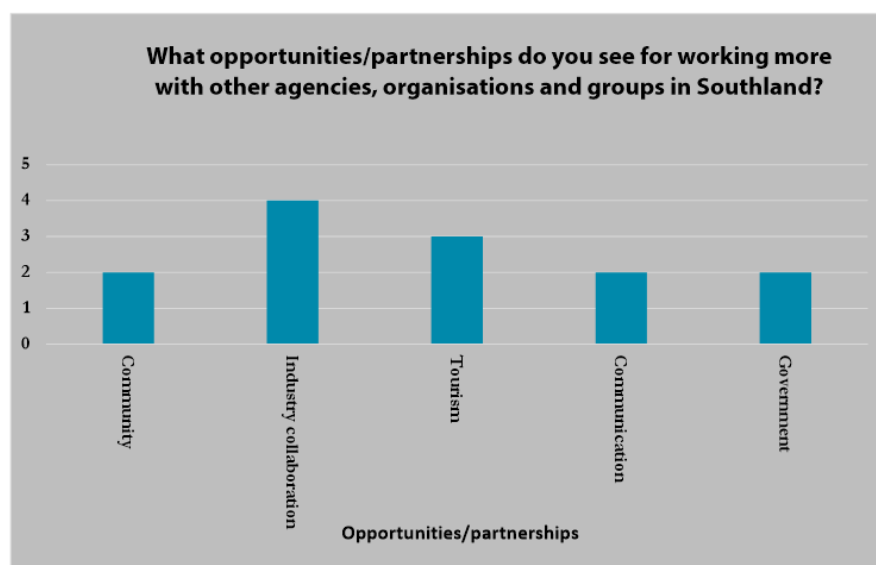


Table 15 - What opportunities/partnerships do you see for working more with other agencies, organisations and groups in Southland?		
No.	Responses	Categories
1	Agencies should work better with Stewart Island Promotions. There is a need for one Trust or organisation to have an overview of all needs on the island – a unified voice for the island.	Tourism
2	No response given	N/A
3	These would be endless. Will meet and talk with any organisation with Rakiura in its focus.	Industry Collaboration
4	We could work more collaboratively with Venture Southland. We need to recognize that we can ask for help.	Industry Collaboration
5	Closer communication to all groups	Communication
6	All welcome but need to show respect for local island ways. Answer 5 in question 14 advocates gaining academic knowledge of small island intrinsic and extrinsic functionality, disseminating this knowledge widely will enhance relationships and understanding.	Communication
7	The Bluff dredging industry needs to work together with the marine farming industry to use the advantages from both industries. This has happened in the past with Southfish's involvement in the mussel industry. Sanford's and Johnson's oysters have a past and current history of marine farming at Stewart Island plus dredging in the straits. Regional councils and Central government need to support local innovations. In the spirit of Burt Munro, local Southlanders, working out of garages, built a world class marine farming industry. Southland is part of a global economy and we need to think globally. World markets understand that if a shellfish is suspended in the water column (marine farming) the end result is a product with a point of difference. This is the success of the Greenshell industry which is the biggest exporter of fish in New Zealand, with 320 million of sales per year. The pip fruit industries understands this with the development of new varieties of apples such as eve and jazz. They have not just sat back and sold granny smiths and golden delicious apples to the local markets. The geographical location of Oban, Patersons Inlet and Ulva Island means that Stewart Island is a central component to Invercargill's tourist industry. Oban's financial presence is directly related to Invercargill's shops and cafes. Invercargill needs to take a bigger financial stake in Oban's infrastructure if it is to stop tourist only skimming the top of Southland.	Industry Collaboration Local & central Govt Tourism
8	A community focus not a corporate one	Community
9	Community hub	Community
10	A need for those in local and wider government to understand the unique challenges of living here, especially the costs involved. Tourism needs to be more working as a whole to promote the area.	Local & central Govt Tourism Industry collaboration

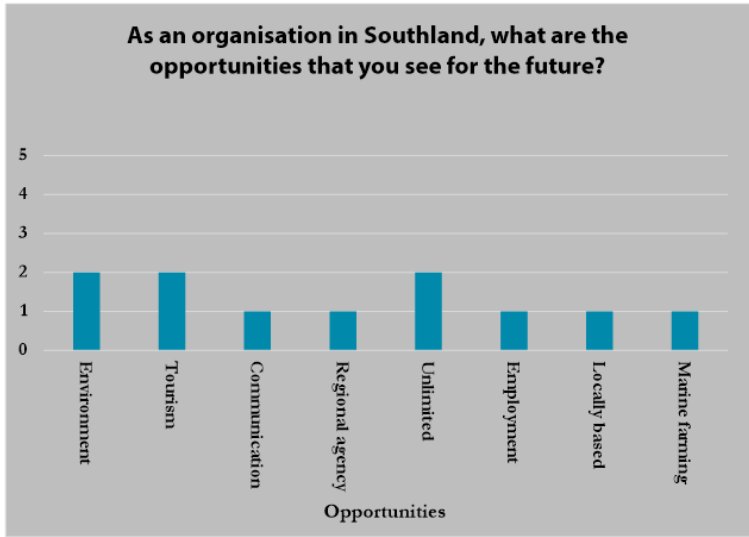
Question 16 - As an organisation in Southland, what are the opportunities that you see for the future?

Nine respondents answered the question. Responses included the natural environment, tourism, establishment of a regional agency to drive economic development, maintaining standards, oyster farming and salmon fishing, Invercargill as a tourist destination, jobs and accommodation.

Responses were categorised into eight broad categories (refer to Table 16 below). Respondents can belong to multiple categories.

The most popular categories were environment, tourism and unlimited.

Graph 16



Stewart Island Stakeholder Survey - Strategy and Policy

Table 16 - As an organisation in Southland, what are the opportunities that you see for the future?		
No.	Responses	Categories
1	Showcase our natural environment and managed tourism	Environment Tourism
2	No response given	N/A
3	You possibly don't know we exists, come and meet with us	Communication
4	The establishment of a regional agency to drive economic development. The development of a Southland Destination Strategy in which Stewart Island is recognized as a key destination.	Regional agency Tourism
5	Maintain our standards in looking after Rakiura	Environment
6	There is no limit to the opportunities	Unlimited
7	Oyster farming. Salmon farming off shore. The growth of Invercargill as a tourist town.	Marine farming
8	Plenty	Unlimited
9	Jobs and accommodation for all in an already caring and loving community	Employment
10	Always see us being Island based	Locally based

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Question 17 - As an organisation in Southland, what are the challenges that you see for the future?

The responses for challenges that could be seen in the future included managing tourism pressures and funding, population, pollution and pests, sustainability and maintaining volunteers, tourism changes, lack of consultation, depopulation, communication, balancing conservation, sustainability, community and industry, effective and balanced biosecurity, lack of vision, networking, affordability, increased costs.

Responses were categorised into eight broad categories (refer to Table 17 below). Respondents can belong to multiple categories.

The most popular categories were environment, tourism and unlimited.

Graph 17

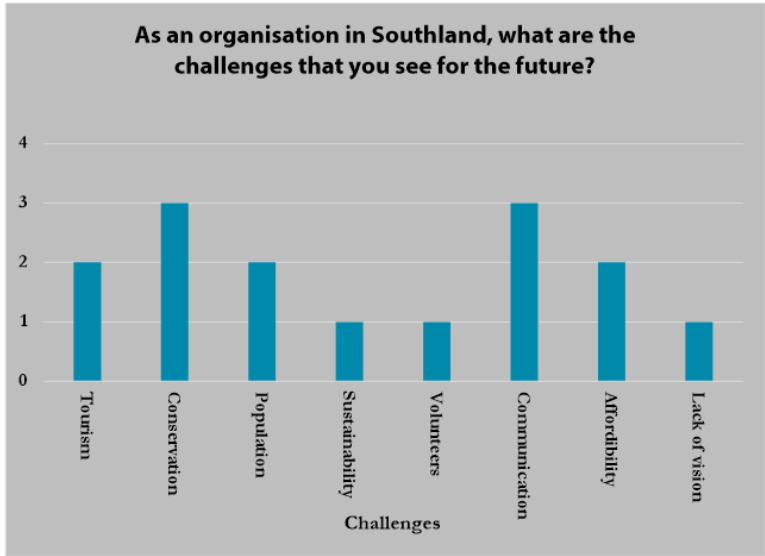
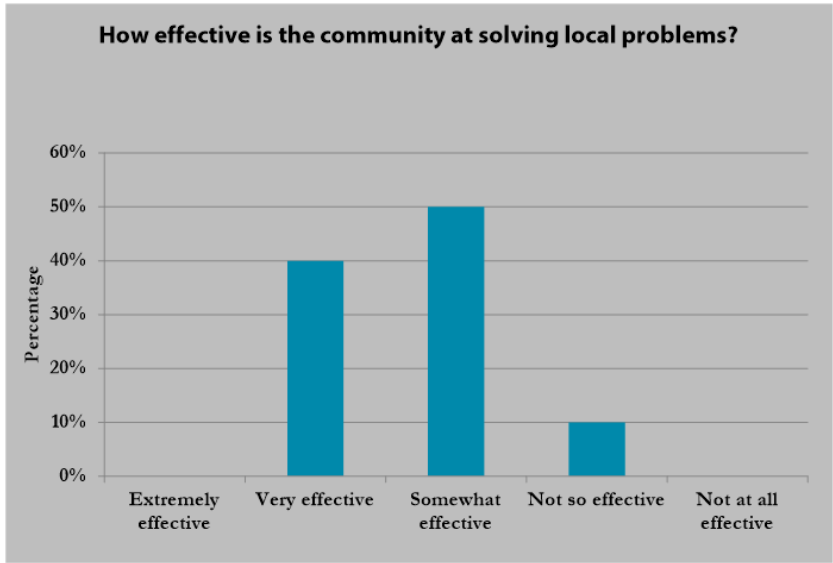


Table 17 - As an organisation in Southland, what are the challenges that you see for the future?		
No	Responses	Categories
1	Managing tourism pressures and funding key Department of Conservation projects	Tourism Conservation
2	No response given	N/A
3	Population/Pollution/ Pests	Population, Conservation
4	Sustainability. Maintaining sufficient volunteer input to retain the status quo.	Sustainability, Volunteers
5	Keep track of any changes in the tourist sector this is what makes the Island special for our survival	Tourism
6	Mainland thinking being imposed on the Island, ignorance of small Island functionality. Lack of appreciation for the benefits that the Island brings to Southland. Depopulation due to high cost of living and lack of political will to support a diverse community.	Population Communication
7	Communication of all aspects that effect our lives not those close to us or of special interest. Achieving a balance between conservation, sustainability, community and industry is an on-going challenge. Effective and balanced bio-security. Central government has not shut down the shipping, trucking and the aviation industries because they are vectors for carrying diseases on land or sea. There is always a balance between risk and functionality. Government funded studies have shown that the biggest risk for the transportation of sea-borne organisms are boats and ships. As a result busy harbours pose the greatest threat to wild and farm fish stocks. For example, Undaria first arrived via a recreational boat to Bluff harbour then spread to Stewart Island and later to Fiordland. All farmed species have a disease whether it is orchardist, market gardens, cropping, grazing or aquaculture. There always has to be a risk benefit analysis and the challenge is to get that right. Establishing aquaculture as important, legitimate and accepted part of our community.	Communication Conservation
8	Lack of vision, can't do rather than can do, etc	Lack of vision
9	Networking. Making a place affordable for all in an ever growing region.	Communication Affordability
10	Increased costs	Affordability

Question 18 - How effective is the community at solving local problems?

Four respondents (40%) said that the community was very effective, five respondents (50%) said the community was somewhat effective and one respondent (10%) said the community was not so effective. Overall, the respondents were positive about the level of effectiveness.

Graph 18



Question 19 - As a member of the community in Southland, what opportunities do you personally see for the future?

Opportunities focussed on growing the population, promoting Southland, higher end business and tourism growth, increased industry diversification, fishing, marine farming, local pest control, focus on the benefits, specialist local knowledge in global industries and managed growth.

Responses were categorised into twelve broad categories (refer to Table 19 below). Respondents can belong to multiple categories.

The most popular category was tourism followed by collaboration and farming.

Graph 19

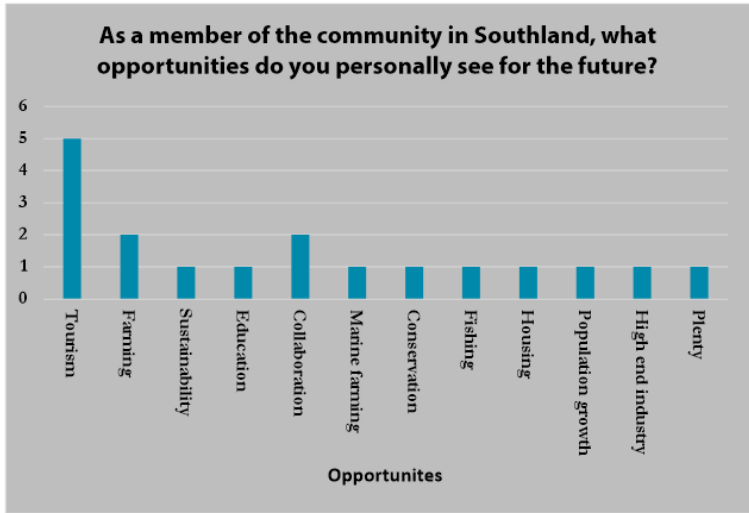


Table 19 - As a member of the community in Southland, what opportunities do you personally see for the future?		
No	Responses	Categories
1	Make use of current low value of land in Southland to increase the population, grow and promote the region. Gaining more value from high end industry and commercial businesses, attracting visitors who will contribute more to the community. More collegial approach to development of ideas and opportunities.	Housing Population growth High end industry Tourism Collaboration
2	No response given	N/A
3	Better Marketing as a tourist destination	Tourism
4	Potential to add value to the tourism dollar. Diversification of agricultural product as scientific knowledge increase.	Tourism Farming
5	Tourism, Fishing, Marine Farming. Accommodation Local pest control	Tourism Fishing, Marine Farming Conservation
6	With increased knowledge of the benefit the Island brings to Southland the opportunity to work together more in mutual appreciation is unlimited and can only have positive outcomes.	Collaboration
7	The ability to build on and pass forward to my children a sense of community, with the opportunity to be global citizens in industries that matter on a world stage.	Education
8	Plenty	Plenty
9	Being part of the growth small or large. Don't let's try and get too big too fast.	Sustainability
10	Increased tourism, especially dark sky sanctuary status	Tourism

Question 20 - As a member of the community in Southland, what challenges do you personally see for the future?

Nine of the ten respondents answered the question. Challenges included electricity costs, managing tourism pressures, accommodation, support for the elderly, retaining medical support, education subsidies, cost of living, population and population growth, pollution, pests, lack of knowledge and political will, environment, water quality, rising sea levels, health and employment.

Responses were categorised into 11 broad categories (refer to Table 20 below). Respondents can belong to multiple categories.

The most popular categories were employment and environment followed population and health.

Graph 20

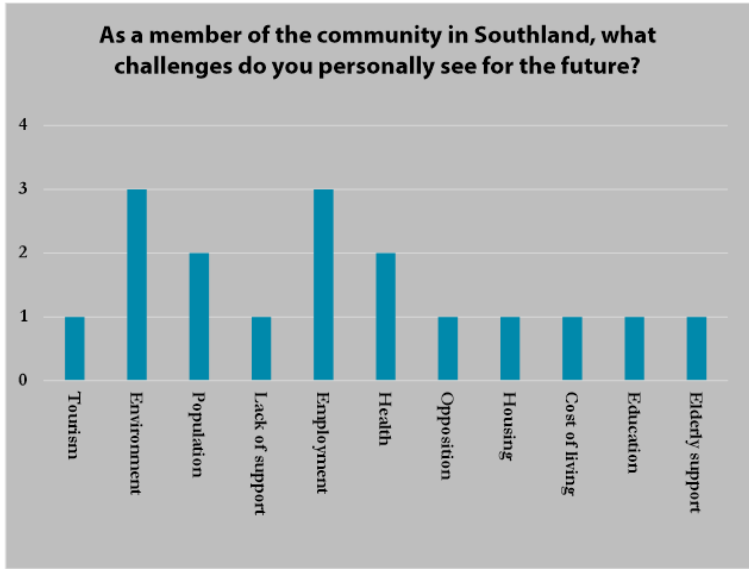


Table 20 - As a member of the community in Southland, what challenges do you personally see for the future?		
No.	Responses	Categories
1	Electricity costs, retaining families, managing tourism pressures, affordable accommodation (for temporary staff) and also long term accommodation. Support for ageing community. Keeping current standard of medical support available. Boarding school subsidy is national but perhaps should have increased regional support for Stewart Island/Rakiura to retain families living on the island. Cost of living on Stewart Island/Rakiura.	Tourism, Housing Elderly support Health Education Cost of Living Employment
2	No response given	N/A
3	Population, Pollution, Pests	Population Environment
4	Growing the population to sustain development.	Population
5	Control of pests ie Rats, Cats, Opossums. Not Whitetail Deer as they support many business operators. They should not be classed as a pest. They are a resource to many.	Environment
6	The challenge is lack of knowledge, disrespect and lack of political will to ensure the Islanders get enough support to live healthily and happily in their own environment that they know and care for so they can reach their full potential, and so then the Island can realise its full potential as part of Southland, New Zealand.	Lack of support
7	I worry about 'people-with-no-future' who oppose everything and every opportunity that comes their way. Some ideas need tweaked or thrown out, but not them all. They argue that they are doing it for their children but when their children get there, they have to leave for Auckland because there are no jobs here.	Opposition Employment
8	All the usual suspects, environmental, water quality especially fresh water though don't forget the degraded estuaries. Rising sea levels/storm surges etc. Work on reducing sediment runoff from all logging operations and farming in general	Environment
9	Staying healthy both in body and mind. Not being afraid to say something is not for us when it takes away from that wonderful southern hospitality.	Health
10	Attracting suitable staff	Employment

Question 21 - Do you have any other comments, questions, or concerns?

Three of the ten respondents skipped the question and a further three said 'No' they had nothing to add. One respondent commented on a lack of consulting and better communication, one respondent wanted to meet, one respondent commented on the structure of the questionnaire and the timing and one respondent said thank you for providing the opportunity to comment.

Table 21 – Do you have any other comments, questions or concerns?	
No.	Responses
1	Lack of consulting community or affected parties (i.e. new zoning decisions or other big decisions that affect the community). Better communication by Southland District Council is required.
2	No
3	Time we met
4	Some questions required an answer on behalf of my organization (SIPA) - others required a personal response therefore the questions lacked consistency in format. The short time frame meant that I replied on behalf of my organization without consultation with other members. My views may not be a true reflection of the majority.
5	Thank you for the opportunity to have a say about my own place in the world.
6	No
7	No
8	No response given
9	No response given
10	No response given

Question 22 - Thank you for sharing your views with us. Please leave your contact information if you wish to be kept up to date with information about the Stewart Island Community Plan.

Nine respondents left their contact details to be kept up to date with information about the Stewart Island Community Plan.

Southland Museum and Art Gallery Trust Board - Statement of Intent 2018/2019, and Quarterly Report for second quarter of 2017/2018

Record No: R/18/3/4665

Author: Bruce Halligan, Group Manager Environmental Services

Approved by: Steve Ruru, Chief Executive

☒ Decision

☐ Recommendation

☐ Information

Purpose

- 1 The purpose of this report is to present the Southland Museum and Art Gallery (SMAG) Trust Board's Statement of Intent 2018/2019 (SOI) to Council for information; along with the SMAG Quarterly Report for the second quarter of 2017/2018.

Executive Summary

- 2 The Southland Museum and Art Gallery Trust Board's Statement of Intent 2018/2019 has been prepared and was submitted to the Board for its consideration and approval.
- 3 This Statement of Intent has now been forwarded to Council as information and is attached as Appendix A, along with the SMAG Quarterly Report for the second quarter of 2017/2018 ended 31 December 2017 which is attached as Appendix B.
- 4 Councillors Macpherson and Paterson are the Southland District Council representatives on the SMAG Trust Board.
- 5 The attachments are reasonably self-explanatory, but some items of particular interest from the Statement of Intent are highlighted as follows.
- 6 Section 3 of the Statement of Intent (SOI) outlines outputs planned for the year ended 30 June 2019. These include:
 - A review of Collection Management Policies
 - 100% of new acquisitions are entered into the Vernon Collection Management system and approximately 250 of the backlog also captured
 - 200,000 visitors achieved
 - Delivery of 6 semi-permanent exhibitions and 9 short term exhibitions
 - 4000 school children participate in learning outside the classroom.
- 7 The 2018/19 SMAG SOI does not provide a great deal of detail in relation to the status of the SMAG redevelopment, but Councillors will no doubt have seen some recent media coverage regarding the overall redevelopment being on hold at present, with the immediate focus being on cataloguing work.
- 8 This is reflected briefly in the content of Appendix 1 of the SOI.

- 9 Some further detail on relative priorities and timing is also outlined towards the end of the Quarterly Report for the Second Quarter of the 2017/2018 financial year. This Quarterly Report also outlines that outputs are generally tracking consistently with the content of the 2017/2018 Statement of Intent.

Recommendation

That the Council:

- a) **Receives the report titled “Southland Museum and Art Gallery Trust Board - Statement of Intent 2018/2019, and Quarterly Report for second quarter of 2017/2018” dated 19 March 2018.**
- b) **Determines that this matter or decision be recognised not significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) **Approves the Southland Museum and Art Gallery Trust Board - Statement of Intent 2018/2019.**

Attachments

- A SMAG Statement of Intent 2018/2019 [↓](#)
- B SMAG Quarterly Report Second Quarter 2017/2018 [↓](#)

SOUTHLAND MUSEUM AND ART GALLERY TRUST BOARD

STATEMENT OF INTENT

**FOR THE FINANCIAL YEAR ENDING
June 30 2019**



The purpose of this Statement of Intent is to:

- State publicly the activities and intentions of this Council Controlled Organisation for the year and the objectives to which those activities will contribute.
- Provide an opportunity for shareholders to influence the direction of the organisation.
- Provide a basis for the accountability of the board to their stakeholders for the performance of the organisation.

This Statement of Intent covers the year 1 July 2018 to 30 June 2019.

1. MISSION, VISION, STRATEGIC OBJECTIVES AND THE THREE YEAR PLANNING PERIOD**1.1 Mission Statement**

- *To celebrate our people, land and culture*

1.2 Vision Statement

- *We are a nationally respected, unique, innovative, vibrant attraction providing a must-do family experience with a positive culture from a team that is excited to be there, supported by diverse funding and revenue streams and meaningful partnerships protecting the collection of Southland, as custodians of our heritage*

1.3 Strategic Objectives

Through its activities the Southland Museum and Art Gallery (SMAG) Trust Board will:

- Deliver the *Ten Year Development Plan* for the development of the Southland Museum and Art Gallery. (See Appendix One).
- Commission a review of the resources of SMAG, the expectations placed on SMAG and identify gaps, priorities, opportunities and realistic expectations.
- Focus the Museum and Art Gallery as a regional facility in the community through the provision of exhibitions – local, national and international.
- Offer a variety of experiences to the people of Southland that they wouldn't otherwise have access to.
- Provide support for other museums in the province.
- Work to maintain the presence of the *i-SITE / Information Centre* and work with the Department of Conservation to see what opportunities may exist for providing services on their behalf.
- Develop stronger working relationship with iwi and stakeholders.

1.4 Principle Activities

The principal activities which contribute to the achievement of the Strategic Objectives, will be provided by the Management Contract. These are categorised into three areas:

1. The Collections – Caring for, developing and researching collections.
2. The Community – Engaging communities including iwi, in exploring the culture and heritage of Southland.
3. The Experience – Providing access to the collections and telling the Story of Southland through exhibitions, events, publications and learning programmes.

1.5 Financial Planning Assumptions

The Southland Museum and Art Gallery Trust Board receives annual grants from the Southland Regional Heritage Committee and Invercargill City Council. Income is also generated by the shop (Momento), and cafe (Pyramid on Gala), rental from the i-SITE/Information Centre, donations and entry fees for special touring exhibitions.

The Trust board will approve the budget for expenditure in the Management Contract each year. See Section 2.3, Management of the Southland Museum and Art Gallery.

The Southland Museum and Art Gallery Trust owns the Museum and Art Gallery building and collections. The existing building requires extensive redevelopment and has insufficient storage and exhibition space to enable the facility to meet the community's needs. The Trust has minimal building reserves and will need to attract significant funding contributions from a wide range of sources to pay for this redevelopment. The Ten Year Development Plan shows how the Board will address these issues.

1.5 Bicultural Development

Southland Museum and Art Gallery maintains a working partnership with iwi through the Iwi Liaison Komiti, which has representatives from the four Southland runanga. The Iwi Liaison Komiti meets quarterly to discuss issues relating to the collections and exhibitions.

2. STATEMENT ON THE BOARD'S APPROACH TO GOVERNANCE

2.1 Role of the Board

The Board is responsible for the governance of the Southland Museum and Art Gallery. The Board is responsible for setting the strategic direction of SMAG, approving the Statement of Intent and monitoring the performance of the Management Contract.

2.2 Board Membership

The Southland Museum and Art Gallery Trust Board is a Council Controlled Organisation with eight members and three ex officio members who represent the contributing authorities. The Board also has the authority to appoint additional members whose skills and experiences benefit the Trust and its functions.

INVERCARGILL CITY COUNCIL

Cr T Biddle
Cr D J Ludlow
Cr R R Amundsen

SOUTHLAND DISTRICT COUNCIL

Cr G Macpherson
Cr N Paterson

GORE DISTRICT COUNCIL

Vacant

TANGATA WHENUA

Jane Davis

APPOINTMENTS BY THE ABOVE TRUSTEES

Gwen Neave
Vacant

FRIENDS OF THE MUSEUM

Jim Watson

EX OFFICIO

Manager – Paul Horner
Secretary/Treasurer - Director of Finance and Corporate Services, Invercargill City Council

2.3 Management of the Southland Museum and Art Gallery

The Southland Museum and Art Gallery Trust Board has a Management Contract with the Invercargill City Council to carry out the Principle Activities of the Board. The Council employs the museum manager and staff who operate the museum facility. The Trust board will approve the budget for expenditure in the Management Contract each year.

2.4 Alignment with Community Outcomes

The Southland Museum and Art Gallery Trust contributes towards the achievement of Invercargill City Council's community outcomes.

Enhance our City	Preserve its Character	Embrace Innovation and Change
<i>We will know success when:</i>	<i>We will know success when:</i>	<i>We will know success when:</i>
Invercargill's population is over 1.2% of the New Zealand total population.	Invercargill is celebrated for preserving its heritage character.	Invercargill's culture is embraced through Community projects.
New residents feel welcomed and embraced by Invercargill culture.	Ease of access throughout the City is maintained.	The development of future industry is encouraged.

Healthy and active residents utilise space, including green space, throughout the City.	Our natural and existing points of difference are celebrated.	Technology is utilised in both existing and new City services.
Invercargill's economy continues to grow and diversify.	The building blocks, including water, sanitation and roading, for a safe, friendly city is provided for all members of the community.	Residents of, as well as visitors to, Invercargill give positive feedback and have great experiences.
Invercargill's business areas are bustling with people, activities and culture.	Strong, collaborative leadership of the City is demonstrated.	Invercargill has the 'wow factor' with the right facilities and events to enjoy.

3.0 OUTPUTS PLANNED FOR THE YEAR ENDED 30 JUNE 2019

Below are the outputs which are planned by the organisation to be delivered by the Management Contractor and the strategies that will be used to achieve these.

3.1 The Collections

Caring for, developing, and researching collections.		
2018 Targets	Strategies to achieve Outputs	2018-19 Target
The collection is developed to enable the Museum to document, illustrate and explore Southland's unique natural and cultural heritage	<ul style="list-style-type: none"> Collection management policies are reviewed as required. Number reviewed annually 	One
	<ul style="list-style-type: none"> New acquisitions are considered according to the Collection Management Policy. Compliance achieved annually. 	100% of objects
	<ul style="list-style-type: none"> New acquisitions are entered into Vernon CMS (Collection Management System). Achieved annually 	100% No. in backlog Approx 250.
	<ul style="list-style-type: none"> Existing CMS records are to be reviewed and updated as funds are available. Achieved annually. 	Stage One: 3,000.
	<ul style="list-style-type: none"> Collections items to have digital images made as funds are available. Achieved annually 	Stage Three: 3,000.
Collections are maintained in optimal conditions for their long term preservation	<ul style="list-style-type: none"> Storage space is kept at temperature of 19°C±1°C, percentage of time in range. 	100%.
	<ul style="list-style-type: none"> Storage space is kept at humidity of 50%±5%, percentage of time in range 	100%.

	<ul style="list-style-type: none"> Storage space is monitored for infestation by pests and moulds. No. of reports annually 	Number.
	<ul style="list-style-type: none"> A procedure to minimise deterioration by light is followed. 	Yes / no
	<ul style="list-style-type: none"> A procedure to avoid loss or damage to objects in the collection or on loan is followed. 	Yes / no. No of incident reports.

3.2 The Community

Engaging communities, including iwi, in exploring the culture and heritage of Southland.		
2018 Targets	Strategies to achieve Outputs	2018-19 Target
Maintain strong relationships with iwi over issues relating to the collections, exhibitions and tuatara management.	<ul style="list-style-type: none"> Iwi Liaison Komiti meet regularly. Meeting achieved annually. 	Four.
Promotion of the Southland Museum and Art Gallery as a quality venue to visit for residents and visitors.	<ul style="list-style-type: none"> Visitor numbers achieved annually. 	200,000
	<ul style="list-style-type: none"> Promotion of museum attractions and activities by website and Facebook and print media. No. achieved annually. 	Number
	<ul style="list-style-type: none"> Provide outreach to other museums and related organisations in the region. No. achieved annually. 	Number
	<ul style="list-style-type: none"> Develop a Marketing Strategy 	One by end of financial year.

3.3 The Experience

Providing access to the collections and telling the Story of Southland through exhibitions, events, publications and learning programmes.		
2018 Targets	Strategies to achieve Outputs	2018-19 Target
Development and implementation of an annual visitor experience programme.	<ul style="list-style-type: none"> Deliver semi-permanent exhibitions annually. (Current exhibitions: Roaring 40's, History, Natural History, Maori, Victoriana, Tuatara) 	Six
	<ul style="list-style-type: none"> Renew semi-permanent exhibitions annually. 	One
	<ul style="list-style-type: none"> Deliver short-term exhibitions annually. 	Nine
Development and delivery of inspiring education programmes to school children for the Ministry of Education contract for LEOTC (Learning Experiences Outside the Classroom).	<ul style="list-style-type: none"> No. of students participating annually. 	4,000
	<ul style="list-style-type: none"> No. of schools participating annually. 	50 Primary 8 Secondary
	<ul style="list-style-type: none"> No. of new education programmes delivered annually. 	20

4.0 ACCOUNTING POLICIES

4.1 Basis Of Preparation

The Board has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting - Accrual (Public Sector) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than \$2 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared under the assumption that the Trust will continue to operate in the foreseeable future.

The Trust is a reporting entity for the purposes of the Charitable Trusts Act 1957 and its financial statements comply with that Act.

The trustees of the Trust do not have the power to amend the financial statements after issue.

4.2 Goods And Services Tax (GST)

The Trust is registered for GST. All amounts in the financial statements are recorded exclusive of GST, except for debtors and creditors, which are stated inclusive of GST.

4.3 REVENUE

4.3.1 Grants and Donations

Council, government, and non-government grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met ("use or return condition"). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

4.3.2 Interest revenue

Interest revenue is recognised as it is earned during the year.

4.3.3 Other revenue

Revenue is measured at the fair value of consideration received.

4.4 Expenditure

All expenditure is recognised in the Statement of Financial Performance in the period in which it is incurred and expensed when the related services has been received.

4.5 Income Tax

The Trust is exempt from the payment of income tax. Accordingly no charge for income tax applies or has been provided for.

4.6 Donated Services

The work of the museum is dependent on the voluntary service of many individuals and organisations. Since these services are not normally purchased by the museum and because of the difficulty of determining their value with reliability, donated services are not recognised in the financial statements.

4.7 Bank Accounts And Cash

Bank accounts and cash comprise cash on hand, cheque or savings accounts, and deposits held at call with banks. Bank overdrafts are presented as a current liability in the statement of financial position.

4.8 Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

4.9 Creditors And Accrued Expenses

Creditors and other payables are measured at the amount owed.

4.10 Property, Plant And Equipment

Property, plant and equipment is recorded on the cost basis, less accumulated depreciation and impairment losses.

The Trust has elected not to revalue property plant and equipment and record the asset value on the cost basis.

4.10.1 Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

4.10.2 Depreciation

Depreciation has been charged in the Financial Statements on the basis of the economic life rates recommended by the Inland Revenue Department as follows:

Buildings	2%	SL
Fit-out	9 - 40%	DV

4.10.3 Exhibits and Collections

The Trust has not recognised significant exhibits and donated assets because the values of these are not readily available. However the direct purchase costs of exhibits and art collections acquired during the year have been capitalised.

The collection is valued at \$10,000,000 for insurance purposes.

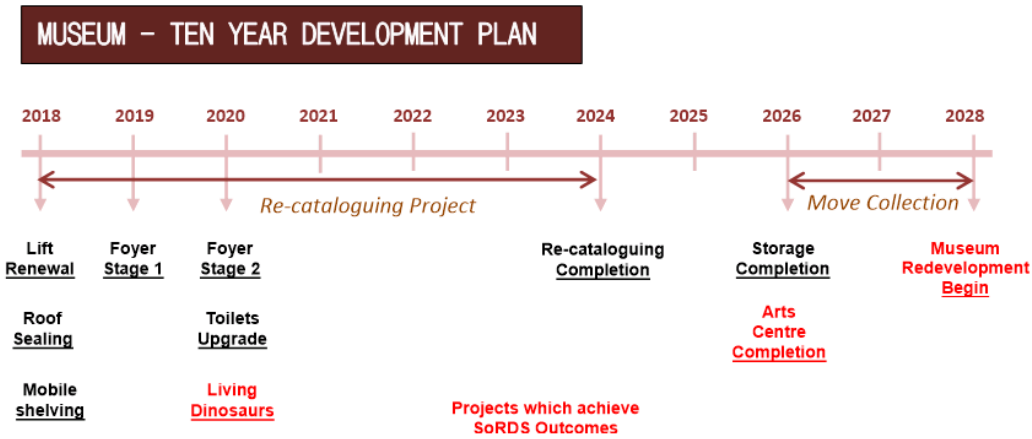
4.11 TIER 2 PBE Accounting Standards Applied

The Trust does not apply any Tier 2 Accounting Standards in preparing its financial statements.

4.12 Changes In Accounting Policies

There are no changes in accounting policy during the period. All accounting policies have been consistently applied throughout the period covered by these financial statements.

Appendix One



TO: SOUTHLAND REGIONAL HERITAGE COMMITTEE
SOUTHLAND DISTRICT COUNCIL
GORE DISTRICT COUNCIL

FROM: THE CHAIRMAN
SOUTHLAND MUSEUM AND ART GALLERY TRUST
BOARD

DATE: 23 FEBRUARY 2018

QUARTERLY REPORT – SOUTHLAND MUSEUM AND ART GALLERY
--

Report Prepared by: Paul Horner – Manager, Building Assets and Museum

SUMMARY

Report about the operation of the Southland Museum and Art Gallery for the Second Quarter of the 2017 - 2018 financial year.
--

RECOMMENDATIONS

That the report be received.

IMPLICATIONS

1.	<i>Has this been provided for in the Long Term Plan/Annual Plan?</i> Yes.
2.	<i>Is a budget amendment required?</i> No.
3.	<i>Is this matter significant in terms of Council's Policy on Significance?</i> No.
4.	<i>Implications in terms of other Council Strategic Documents or Council Policy?</i> No.
5.	<i>Have the views of affected or interested persons been obtained and is any further public consultation required?</i> No.

FINANCIAL IMPLICATIONS

➤ Variance to budget at the end of December is a deficit of \$69,348.

LEVEL OF PERFORMANCE

Achievements to Levels of Performance Required by the Statement of Intent are:

Service Level	Achievement, First Quarter
Prepare for building refurbishment and extension to enable internal environmental conditions to meet national/international guidelines.	A new Redevelopment strategy has been approved by the Trust Board for the museum building to be redeveloped in 10 years. This will allow time for re-cataloguing of the collection, construction of a Regional Storage Building and removal of the collection.
No irreparable loss or damage is caused to collections or objects on loan.	No loss detected
100% of objects acquired entered into Vernon database and verified	100% of new acquisitions entered.
100% records on Vernon database maintained	100% maintained
Project planned to review, update and verify records on database Work has begun on this project, assisted by the Collections Technician who is funded by Regional Heritage rates provided by SDC and ICC:	This project is dependent on achieving a further \$280,000 p.a. increase of funding <u>Stage 1:</u> Full documentation: 2,487 objects completed <u>Stage 2:</u> Stage 1 +Packaging for storage: 1,470 objects completed <u>Stage 3:</u> Stage 1 & 2 +Digital imaging 392 objects completed
Three semi-permanent exhibitions are delivered. A minimum of 12 short-term exhibitions, including 8 in the community access gallery, are presented annually.	7 semi-permanent exhibitions delivered. 5 short term exhibitions opened by the end of the Second Quarter including 3 in the Community Access gallery.
Over 25 education programmes delivered to 4000 school students, including curriculum-linked and exhibition-related programmes.	LEOTC programmes delivered to 1,964 pupils by the end of the Second Quarter
Iwi Liaison Komiti (representing the four Southland Runanga), meets four times a year.	3 by the end of the Second Quarter.
Annual visitor numbers exceed 210,000/annum	108,722 by the end of the Second Quarter.

OPERATIONAL COMMENTS

Exhibitions which have been opened in the Community Access gallery to the end of the Second Quarter have been:

- *Polyfest - 2017* (schools).
- *Top Art 2017*
- *James Yau*

Art exhibitions which have been opened in the main galleries to the end of the Second Quarter have been:

- *Fun and Fury* - Ewan McDougall.
- *Ka Uri – Descendants* Greg McDonald

Exhibitions which have been held in the minor galleries this year have been:

- *Rugby – Rugby Southland.*

The semi-permanent exhibitions at present are:

- Roaring 40's
- History Gallery – *Southern Seas*
- Maori Gallery
- Natural History Gallery
- Victoriana Gallery
- Southland's War Exhibition (re-opened after mid-war progression to the Western Front)
- Burt Munro replica motorbike
- Tuatara

STAFF

- A Collection Technician began work on 21 November 2017. This position is funded by the increased contribution to the Regional Heritage Rate by Invercargill City Council and Southland District Council for the current year. The position is a fixed term role for twelve months.

FUTURE ISSUES

A new Redevelopment strategy has been approved by the Trust Board for the museum building to be redeveloped in 10 years. This will allow time for re-cataloguing of the collection (six years), construction of a Regional Storage Building and removal of the collection

To complete re-cataloguing of the collection within 6 years it is estimated that we require another \$280,000 p.a. of funding. The management of SMAG are investigating sources of grant funding where applications may be made, to provide this funding.

It is encouraging that re-cataloguing work will be progressing on a regional basis. Work at SMAG will be carried out and managed in parallel with the Southland Regional Heritage Committee's two year pilot scheme, Project Ark, to catalogue the collections of district museums.

Southland Regional Heritage Joint Committee - Heads of Agreement 2017-2024

Record No: R/18/3/5763
Author: Bronwyn Affleck, Administration Manager
Approved by: Bruce Halligan, Group Manager Environmental Services

☐ Decision ☒ Recommendation ☐ Information

Purpose

- 1 The Southland Regional Heritage Joint Committee Heads of Agreement established in 2005 is due for renewal.

Executive Summary

- 2 The Southland Regional Heritage Joint Committee Advisory Group; Jim Geddes, Jo Massey, Paul Horner, Peggy Peek, Bruce Halligan and Bobbi Brown, and Committee Chair, Cr Paul Duffy met to review and update the Southland Regional Heritage Committee Heads of Agreement 2017-2024 document.
- 3 The Southland Regional Heritage Joint Committee approved the Draft Southland Regional Heritage Committee - Heads of Agreement 2017-2024 at a meeting held 20 October 2017.
- 4 The Southland District Council Community and Policy Committee considered the Draft Southland Regional Heritage Joint Committee - Heads of Agreement 2017-2024 at a meeting on 15 November 2017 and recommended that it be forwarded to Council to be approved and executed by the Council.

Recommendation

That the Council:

- a) **Receives the report titled "Southland Regional Heritage Joint Committee - Heads of Agreement 2017-2024" dated 20 March 2018.**
- b) **Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) **Agrees that the revised "Southland Regional Heritage Joint Committee Heads of Agreement 2017 – 2024" be approved and executed by Council.**

Background

- 5 In 2003 Venture Southland was asked to address Museum funding which had been a contentious issue between the three territorial local authorities for a number of years.
- 6 A new approach was needed to break the impasse of funding for the Southland Museum. The approach taken was to look at museums and collections in terms of their relevance and value in the context of preserving and promoting Regional Heritage regardless of location within the Southland region; while also adopting the generally accepted principle that it is more relevant to portray history and heritage close to the location at which the events occurred.
- 7 An assessment was made of the value of various collections and displays, including those at Gore and other locations in the Region. A funding formula for supporting and maintaining these collections was developed and agreed to by the local authorities.
- 8 An additional initiative to develop and preserve regional heritage in the context of the “Story of Southland” was developed to be initiated and overseen by a Regional Heritage Group.
- 9 The development of regional heritage and the “Story of Southland” offered the scope to develop major tourism visitor attractions as well as raising regional and local awareness and pride. There would be significant potential benefits to all communities.

Factors to Consider

Legal and Statutory Requirements

- 10 The Heads of Agreement document is due for review in accordance with the timeframes specified in the current agreement.

Community Views

- 11 There is no statutory requirement for specific community consultation in relation to the adoption of the proposed amended Heads of Agreement 2017-2024.

Costs and Funding

- 12 In addition to the ongoing funding (CPI adjusted) to maintain existing collections, additional funding was provided to be distributed by the Joint Committee. There were three elements to this annual funding:
 - a) \$10,000 per annum for the Joint Committee to use to obtain advice or assistance in assessing applications or projects.
 - b) \$40,000 per annum to provide funding assistance for smaller collections relevant in a Regional Heritage context, for cataloguing and preservation.
 - c) \$100,000 per annum to support initiatives that are in the context of Regional Heritage and contribute to developing the “Story of Southland” concept.
- 13 The available funding for distribution has continued at this level however for ease of administration the funding was combined into one pot in 2012.

Proposed changes to the Draft 2017-2024 Southland Regional Heritage Joint Committee Heads of Agreement

Length of Term:

- 14 The first Southland Regional Heritage Joint Committee Heads of Agreement was for the period 2005-2012, the second 2012-2017.
- 15 The Southland Regional Heritage Joint Committee proposes changing the term of the Heads of Agreement back to seven years, 2017-2024.
- 16 The reason for this proposed change is that a five year term would require the Heads of Agreement to be renewed in the same year as TLA Elections. This would cause difficulty due to the timing of Elections relative to the Heads of Agreement expiry date (November).

6.1 Clause Amendment

- 17 After discussion the Committee agreed the Southland Regional Heritage Joint Committee Chair and Deputy Chair would be elected / re-elected after each TLA triennial election. There is no timeline in existing Heads of Agreement for these positions to be elected / re-elected.

7.5 Clause Amendment

- 18 After discussion the Committee agreed annual contributions would be automatically adjusted using the Local Government Cost Index, rather than the Consumer Price Index. It was agreed the LGCI provided a more accurate adjustment rate.

8.1.5 Amendment

- 19 Invercargill City Council requested the timeline to present annual accounts be extended from three months to six months post 30 June to ensure the Audit NZ annual report would be available within the prescribed timeframe.

Appendix I and Appendix II - Removed

- 20 The Southland Regional Heritage Joint Committee and Advisory Group agreed to remove Appendix I and II from the Southland Regional Heritage Joint Committee Heads of Agreement document.
- 21 The information contained within these Appendices in the existing agreement is useful for the Committee and Advisory Group. However, it can cause confusion in the public domain. Financial information does not remain relevant for the term of the Agreement.
- 22 The information contained in Appendix I and II would continue to be available to the Committee, Advisory Group and participating Councils on request.
- 23 A “blue line” version of the document identifying changes for Committee members’ information is included as Appendix 1 to this report.

From the Minutes of the Southland Regional Heritage Joint Committee Meeting held 20 October 2017.

The Southland Regional Heritage Committee resolved as follows with respect to this matter at its meeting on 20th October, at which Crs Duffy and MacPherson were present as SDC representatives:

Moved Cr Rebecca Amundsen, seconded Cr Gavin Macpherson

and **RESOLVED:**

- (a) That the Southland Regional Heritage Committee approve the draft Southland Regional Heritage Committee - Heads of Agreement 2017-2024 document.
- (b) That the draft Southland Regional Heritage Committee - Heads of Agreement 2017-2024 be submitted to Southland District Council, Invercargill City Council and Gore District Council for adoption and signing.

Policy Implications

- 24 No specific Policy implications have been identified. However, this Heads of Agreement is an important foundation document for Regional Heritage.

Analysis of Options

Option 1 – Recommend to Council that draft be approved and executed

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">Regional Heritage has future certaintyRegional Heritage is operating under a current agreement	<ul style="list-style-type: none">None identified

Option 2 – Recommend to the Council that draft not be approved and executed

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">If there was a desire for a separate discussion around the future of regional heritage, this could be a catalyst for this	<ul style="list-style-type: none">Regional Heritage would have reduced future certaintyRegional Heritage would not be operating under a current agreement

Option 3 – Recommend that draft be referred back to Regional Heritage Committee for further consideration if Council wishes to see changes

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">Would provide an opportunity for the draft Heads of Agreement 2017-2024 to be amended if the Council considered that changes are required	Would delay the adoption of an amended 2017-2024 Heads of Agreement

Assessment of Significance

- 25 This matter is not considered significant in terms of Section 76 of the Local Government Act 2002. It is a proposed renewal, with suggested amendments, of an existing agreement.

Recommended Option

- 26 Option 1 – that Council approves and executes the draft Heads of Agreement.

Next Steps

- 27 The Southland Regional Heritage Joint Committee Heads of Agreement 2017 – 2024 be adopted.

Attachments

- A DRAFT Southland Regional Heritage Joint Committee Heads of Agreement 2017 - 2024 [↓](#)

**INVERCARGILL CITY COUNCIL
and
SOUTHLAND DISTRICT COUNCIL
and
GORE DISTRICT COUNCIL**

**SOUTHLAND REGIONAL HERITAGE
JOINT COMMITTEE**

**HEADS OF AGREEMENT
2017 - 2024**

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SRH HOA (VS) September 2017

THIS AGREEMENT is made the 1st day of November 2017

BETWEEN INVERCARGILL CITY COUNCIL (ICC)

A N D SOUTHLAND DISTRICT COUNCIL (SDC)

A N D GORE DISTRICT COUNCIL (GDC)

BACKGROUND

- I. **ICC**, SDC and GDC are all incorporated territorial authorities, Local Government Act 2002 (Local Authorities) ("the Parties").
- II. **THE** Local Authorities have agreed to establish an Organisation to be known as the Southland Regional Heritage Committee ("the Committee") for the purpose of maintaining agreements and standards regarding the preservation of collections and overview the distribution of Regional Heritage Funding to Museums and the Regional Heritage Development Fund.
- III. **THIS** Agreement is to confirm commitment from Local Authorities to advance the establishment of the Committee's Funding with the intent that:
 - a. The Committee will be carried out by a Joint Committee of Councils (Section 5(1) in Schedule 7, clause 30, Local Government Act 2002) with representatives from the Parties.
 - b. The Parties delegate to the Joint Committee, the authority for governance and coordination of funding for Regional Heritage and Museums in Southland on the terms set out in this Agreement.
 - c. The Joint Committee shall be responsible for the integration and application of the combined resources, including funding and the establishment of priorities, having regard to local programmes and commitments within the Southland Region.
- IV. **IT** is intended to record the objects, purposes and responsibilities of the Parties.

SRH HOA (VS) September 2017

1. INTERPRETATIONS

1.1 Definitions

“Commencement Date”: means the 1st day of November 2017

The “Committee” and “Southland Regional Heritage Committee” means the Joint Committee formed by this Agreement.

“The parties” means Invercargill City Council (“ICC”), Southland District Council (“SDC”), Gore District Council (“GDC”)

“Territorial Authorities” means ICC, SDC, GDC

“ICC” means the Invercargill City Council

“SDC” means the Southland District Council

“GDC” means the Gore District Council

“LGA” means Local Government Act 2002

“Working day” has the same meaning as Section 2 LGA 2002.

1.2 Headings

Clause and other headings are for ease of reference only and do not form any part of the context nor affect the interpretation of this Agreement.

1.3 Parties

Reference to parties is the parties to this Agreement.

1.4 Defined Expressions

Expressions defined in the main body of this Agreement bear the defined meaning in the whole of this Agreement, including the recitals.

1.5 Plural and Singular

Words importing the singular number shall include the plural and vice versa.

SRH HOA (VS) September 2017

1.6 Negative Obligations

Any obligation not to do anything shall be deemed to include an obligation not to suffer, permit or cause that thing to be done.

1.7 Statutes

A reference to a statute includes reference to the statute, regulations, orders or notices and amendments made pursuant or in substitution to that statute or regulation.

1.8 Clauses

Refers to clauses in this Agreement.

2. FORMATION

- 2.1** The parties shall caused to be formed immediately after the signing of this Agreement by the parties to have effect from the commencement date a Joint Committee (Section 5(1), Schedule 7, Clause 30 LGA 2002) to be known as “Southland Regional Heritage Committee” on the terms following and with the following objects, purposes and responsibilities.

3. THE COMMITTEE’S OBJECTS AND PURPOSES

- 3.1** The Joint Committee shall incorporate (but not be limited to) the carrying out of the functions contemplated by the Schedule and funding formula set out in this Agreement.
- 3.2** To be responsible for the establishment and implementation of a strategy for preserving the Regional Heritage in Southland, including but not limited to the following:

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- 3.2.1 Preserving key heritage collections of regional significance by providing regional heritage funding to ensure the preservation and cataloguing of key heritage elements;
- 3.2.2 To develop collections to portray and promote Southland's Heritage in the context of the "Story of Southland" including the portrayal of elements of Southland Heritage near where the activities occurred adding relevance and context.
- 3.2.3 To provide the scope for local accountability and priorities and ensuring the opportunity for local Communities to develop their administration and exhibitions in a manner that reflects the importance placed on heritage by the local Communities in Southland and the promotion of visitor interest.
- 3.2.4 To ensure recognition of heritage as it relates to the whole of the Region including but not limited to:
- a regional approach crossing territorial boundaries;
 - a recognition of the contribution individual territorial authorities make to Regional Heritage Collection;
 - stimulating co-operation between all governing bodies;
 - increasing the potential for regional expertise and funding to be available to local Museums;
 - providing an integrated regional approach with local accountability;
 - developing the potential for the Regional Heritage Grants to encourage preservation and heritage collections;
 - establishment of grants for the development of heritage as it relates to the "Story of Southland"
- 3.2.5 To establish strategic plans and identify priorities for (but not exclusively) Museum and heritage development.

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- 3.2.6 To achieve a co-ordinated and complementary approach and the implementation of existing programmes and projects of Southland Museums.
- 3.2.7 To establish a fund to facilitate, investigate, assess, evaluate and prepare feasibility studies for new initiatives relating to Regional Heritage and Museums.
- 3.2.8 To take a proactive approach towards accessing and distributing funds for Regional Heritage and Museums. Funding will not be allocated retrospectively and will not be eligible to offset capital development project over runs or operational deficits.
- 3.2.9 To develop and implement further partnerships with key agencies to implement projects and initiatives of benefit for the purposes of advancing regional heritage and museums, in Southland.
- 3.2.10 To promote community heritage projects and initiatives of benefit to Southlanders and visitors to Southland.
- 3.2.11 To encourage the preservation and maintenance of buildings and facilities and the preservation, management and development of collections and exhibits and obtaining of funds to support the objects and purposes of the Committee.
- 3.2.12 To facilitate seminars, public forums and education to develop skills and public awareness of issues and opportunities of Southland's Regional Heritage and Museums.
- 3.2.13 To utilise and manage funds, make necessary investments, enter into joint ventures, service contracts, lease and other agreements upon such securities or in such a manner and upon such terms and conditions as the Joint Committee may deem necessary and to apply funds received for the purposes for which they were granted or advanced or allocated.

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3.2.14 To maintain close liaison with community groups and local communities throughout Southland to ensure all Local and Regional Museum strategies and initiatives of benefit to Southland are identified encouraged and addressed.

3.2.15 To undertake as necessary any other activities which are incidental or conducive to the attainment of the above objects and purposes.

4. TERM

4.1 The term of the Agreement shall be for a term of seven (7) years from the date of commencement and thereafter for renewable periods of twelve (12) months each or such longer periods of time as any two or more of ICC, SDC and GDC agree and as otherwise provided in Clause 4.2.

4.2 Any of the parties may terminate their further participation in the Committee (subject to Clause 4.1) by giving eighteen (18) calendar months prior written notice to the expiry of any term or renewed term (Clause 4.1) to the other parties that their further participation is cancelled and that their member or members and the rights of appointment of a member or members are discharged ("the date of cessation") without prejudice to any liabilities and responsibilities to the date of cancellation.

4.3 The Committee shall (unless sooner discharged), not be deemed to be discharged on the coming into office of the members of the local authority elected or appointed, as the case may be, at or following the general election next after the appointment of the Committee and the provisions of Schedule 7 Clause 31(5) shall apply.

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5. REPRESENTATION

5.1 ICC, SDC and GDC shall each appoint two voting members both of whom must be elected members of the local authority.

5.1.1 Any interested Councillors may also attend meetings.

5.2 The Committee may jointly appoint an Iwi representative to the Committee.

5.3 The Committee may jointly appoint other Committee Members being persons who have the skills, attributes or knowledge that may assist the work of the Committee.

5.4 Each local authority shall be at any time and from time to time entitled to appoint or discharge its member or members including alternate members.

5.5 Each local authority shall be entitled to appoint an alternate/s to attend a Committee meeting in the event that the appointed member/s is/are not available to attend.

5.6 The parties may jointly discharge a member appointed (clause 5.2)

6. GOVERNANCE

6.1 The Committee shall re-appoint its own Chair and deputy Chair (if any) after each triennial election and the provisions of the Local Government Act 2002 and Local Government Official Information Meetings Act 1987 shall apply and standing Orders Section 5(1), Schedule 7, Clause 27(1), LGA 2002 shall be adopted by the Committee to order its proceedings.

6.2 The Committee shall meet at such times and places as it shall determine.

6.3 A quorum shall be half of the members (including vacancies) if the number is even, and a majority (including vacancies) if odd and must at any time have an elected member of a local authority from each.

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- 6.4** The Committee shall have such powers, functions and duties as are necessary to carry out the objects and goals set out in this Agreement.
- 6.5** The powers shall include, but not be limited to the following (subject to Clauses 6.6 – 6.7):
- 6.5.1 To carry and fund surpluses.
 - 6.5.2 To delegate to subcommittees.
 - 6.5.3 The powers shall not include those powers excluded Section 5(1), Schedule 7, Clause 32 and not include the power to employ staff.
- 6.6** Each of the parties agree to make best endeavours to provide such staff as the Committee reasonably requires unless they are required by the participating Territorial Authority for other employment duties. In particular Venture Southland will provide secretarial and grant funding administrative support, and ICC will provide financial support. ICC, GDC, SDC and Iwi representatives may provide professional advisory services.

7. FINANCIAL COMMITMENT

- 7.1** The parties have each resolved to set and collect a Regional Heritage Uniform Annual Charge (UAC) to be allocated on the basis of the amounts which the parties have resolved to provide and make available to Committee by way of rates, annual grants and allocations.
- 7.2** The amount in clause 7.1 shall be the minimum level of contribution.
- 7.3** Where new initiatives or opportunities arise the parties may agree to provide additional funding as necessary based on the merit of the project.
- 7.4** The parties shall ensure for the term of this Agreement (Clause 4) that funding is provided by each of the Local Authorities' planning processes for the

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purposes of Local Government Act 2002 to meet each parties' financial commitment as contemplated by this Agreement.

- 7.5 Annual contributions made by the parties to this Agreement shall be automatically Local Government Cost Index adjusted annually.
- 7.6 It is agreed that any income or credit balance in the annual accounts of the Committee will be carried forward and will be applied as determined by the Joint Committee subject to the terms of allocation..
- 7.7 Any local authority not paying its agreed share when due as agreed under this Agreement, shall not be entitled to continue membership of the Committee.
- 7.8 Due (Clause 7.7) unless otherwise agreed by the parties shall mean the end of the financial year for which the rates have been set (Clause 7.1).
- 7.9 Each local authority shall be deemed to have passed a resolution for its members to be discharged until such time as such funding when due shall have been paid, without prejudice to any other rights the other parties may have for non payment (clause 7.7).

8. FINANCIAL POLICY

- 8.1 The Committee shall ensure that the Committee maintains its fiscal responsibility and as far as possible shall operate in a manner similar to charitable or non profit organisations within the meaning of Sections CB3 and CB4(1)(c) or (e) Income Tax Act 1994.

8.1.1 *Application of the Committee's Funds*

The Committee's Funds shall be applied solely towards the advancement and promotion of its objects.

- 8.1.2 No proportion of the Committee's Funds shall be paid or transferred directly or indirectly to any Joint Committee member save that nothing shall prevent payment, at a fair and reasonable rate, to any Committee member of any out of pocket expenses.

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8.1.3 Remuneration

The Committee members may be paid remuneration pursuant to the provisions of LGA 2002 by each party in accordance with the policies of that party **BUT** they shall not be an expense of Southland Regional Heritage Committee Funds.

8.1.4 Audit

The books of account of the Committee shall be audited annually by Audit New Zealand and be reported as part of the Local Authorities annual reporting process.

8.1.5 Annual Balance

The annual joint accounts of the Committee will be presented to the parties to this Agreement as early as possible, within six months, after the balance date of the Committee, the annual balance date being 30 June, and otherwise in accordance with the LGA 2002.

8.2 General

The Committee shall ensure that:

8.2.1 The financial management complies with the requirements of this Heads of Agreement.

8.2.2 Officers with delegated authority shall report to the Committee on their respective areas of activity and shall be accountable for achieving outcomes relevant to those activities.

8.2.3 That each party shall put in place a comprehensive risk management plan with adequate insurances established for all areas of activity, asset protection and litigation indemnity for each of its members. Any additional members (Clause 5.2) shall be the joint responsibility of the partners unless otherwise agreed.

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- 8.2.4 Standard reporting from the Committee will be provided to each of the parties on a biannual basis unless they have ceased to be a member for the purposes of Clause 7.9.

8.3 Budgets

The Committee shall ensure that:

- 8.3.1 Annual budgets be prepared for all activities.
- 8.3.2 Budgets shall identify operational costs, projects, activity funding budgets, specific capital expenditure, major maintenance items and costs associated with meeting the Committee objectives.

8.4 Donations/Contributions

The Committee shall ensure that:

- 8.4.1 Donations received are clearly identified in the Committee's accounts and tagged to identify the purpose for which they were received.
- 8.4.2 Accountability documentation and reporting shall be completed and returned to the "donor organisation" when a grant has been applied to the purpose for which it was received.
- 8.4.3 A register of donations/grants is maintained under the following categories and reported as part of the annual reporting process:
- Cash donations
 - Donations of materials
 - Transport
 - Voluntary labour
 - Professional services

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8.5 Asset Management

The Committee shall ensure that:

- 8.5.1 All assets including replacements/acquisitions be clearly identified as to which party they belong.
- 8.5.2 An Asset Register is maintained on a regular basis and that items not required by the Committee be offered back for value originally donated or (unless otherwise agreed) to the party from which they were donated.
- 8.5.3 Purchases of \$250.00 or more be considered as capital items and if relevant, be recorded in the Asset Register including donated assets.

8.6 Investment

The Committee shall ensure that investment of the Committee funds be the responsibility of the financial administrator, ICC, as per this agreement.. Such investment shall include adoption of appropriate strategies to ensure that:

- 8.6.1 Assets are adequately safeguarded and investment risks minimised.
- 8.6.2 Interest income is maximised (taking into account the need to ensure the security of investments).
- 8.6.3 Funds are available to meet the Committee's cash flow needs.
- 8.6.4 Fixed term investments shall be secure investments with major registered trading banks or institutions having a Standard and Poors rating of AA or better.
- 8.6.5 Investments be either one lump sum or parcels invested with "staggered" maturation dates. The parties agree spreading investments over secure instruments with a variety of banks and/or financial institutions is the most desirable option.

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8.6.6 Investment activity complies with the Trustee Act 1956 and Trustee Amendment Act 1988.

8.6.7 Investment be in accordance with the standard of care required for trustees investing in New Zealand (Trustee Act 1956) including that of a prudent person of business management the affairs of others.

8.7 Taxation

The Committee shall ensure that taxation payments (including GST if any) are the responsibility of the financial administrator as determined by the Committee.

8.8 Annual Reporting

The Committee's annual reporting process shall include such information reasonably required by the parties in terms of the LGA 2002.

9. FURTHER ASSURANCES

9.1 The parties delegate to the Committee the authority to consider and recommend alternatives to the parties as follows:

9.1.1 Implementation timetable.

9.1.2 Delegation of authority

9.1.3 Provision of assets.

9.1.4 Resources.

9.2 The parties agree to make best endeavours to sign and execute all deeds, acts, documents and things as may reasonably be required to effectively carry out and give effect to the provisions and intentions of this Agreement, including the passing of necessary resolutions.

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10. DISPUTES

- 10.1** If a dispute arises between the parties out of or in connection with this Agreement, including any dispute as to its existence or validity, which is not resolved within 14 days after the dispute arises, any party may, by written notice served on the other parties, require the Chief Executive Officers/Chief Executive or other agreed persons of the parties to attempt to resolve the issue. If the parties are unable to resolve the dispute, then any party may require, by written notice served on any other party, for the dispute to be determined by arbitration of a single arbitrator.
- 10.2** If the parties cannot agree on a single arbitrator, then an arbitrator shall be appointed by the President of Local Government New Zealand for the time being.
- 10.3** The arbitration shall be conducted as soon as possible in accordance with and subject to the provisions of the Arbitration Statutes for the time being in force in New Zealand.

11. DISSOLUTION

- 11.1** In the event that the Committee and its members are discharged, then any property and/or funds, real or personal (except those assets identified as belonging to a specific party in terms of Clause 8.5.1), shall be held for such of the local authorities who have appointed members remaining on the Joint Committee at the time of discharge.
- 11.2** The property shall be held in such proportion to the share of contributions each local authority has made to the funding of the Committee during the term of this Agreement (except those assets identified as belonging to a specific party in terms of Clause 8.5.1).

12. MISCELLANEOUS

- 12.1** No delay, grant of time, release, compromise, forbearance (whether partial or otherwise) or other indulgence by one party in respect of any breach of any other party's obligations under this Agreement is to:

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12.1.1 Operate as a waiver or prevent the subsequent enforcement of that obligation; or

12.1.2 Be deemed a delay, grant of time, release, compromise, forbearance (whether partial or otherwise) or other indulgence in respect of, or a waiver of, any subsequent or other breach.

12.2 If any provision of this Agreement or its application to any party, person or circumstance is invalid or unenforceable, then the remainder of this Agreement or the application of such provision to such other parties, persons or circumstances shall not be affected.

13. NOTICES

13.1 Each notice or other communication under this Agreement is to be in writing, is to be made by facsimile, personal delivery or by post to the addressee at its facsimile number or address and is to be marked for the attention of the person or office holder (if any) from time to time designated for the purpose by the addressee to the other party. The initial facsimile number, address and relevant person or office holder of each party is set out under its name at the end of this Agreement.

13.2 No communication is to be effective until received. A communication will, however, be deemed to be received by the addressee:

13.2.1 In the case of a facsimile, on receipt of confirmation of receipt by the correct facsimile number.

13.2.2 In the case of personal delivery, when delivered.

13.2.3 In the case of a letter, on the sixth working day after posting and

13.2.4 In the case of an email, on receipt of 'received confirmation' by email notification.

Invercargill City Council
Chief Executive Officer
101 Esk Street
Private Bag 90104
Invercargill 9840
Telephone: 03 211 1777 Facsimile: 03 211 1433

Southland District Council
Chief Executive Officer
15 Forth Street
P O Box 803
Invercargill 9810
Telephone: 0800 732 732 Facsimile: 0800 732 329

Gore District Council
Chief Executive Officer
29 Civic Avenue
P O Box 8 Gore 9740
Telephone: 03 209 0330 Facsimile: 03 209 0357

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IN WITNESS this Agreement was signed on the date first stated.

THE COMMON SEAL of the)
INVERCARGILL CITY COUNCIL)
was affixed in the presence of:)

.....Mayor

.....Chief Executive Officer

.....Date

THE COMMON SEAL of the)
SOUTHLAND DISTRICT COUNCIL)
was affixed in the presence of:)

.....Mayor

..... Chief Executive Officer

.....Date

THE COMMON SEAL of the)
GORE DISTRICT COUNCIL)
was affixed in the presence of:)

.....Mayor

..... Chief Executive Officer

.....Date

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Milford Community Trust - Draft Statement of Intent 2018 - 2021

Record No: R/18/3/5529

Author: Simon Moran, Community Partnership Leader

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

Purpose

- 1 The Milford Community Trust has prepared its draft Statement of Intent (draft SOI) for 2018-2021 and is providing it to Council for its information prior to circulating it to stakeholders for comment.

Information

- 2 At the Trust meeting on the 23rd of February it approved the draft SOI subject to several project changes that have since been included. In particular they were:
 - To jointly fund a walking track from the airport to the Deepwater Basin Road overflow carpark at an estimated cost of \$130,000;
 - To commit the budgeted Milford Emergency Response Team Leader funding to supplement the Fire and Emergency New Zealand funding to enable it to be a full time role; and
 - To investigate further the potential for a medical clinic to be piloted for the Milford community.
- 3 The funding for these projects will come from existing reserves and from the annual fee that is charged to the Milford concessionaires to support such projects on behalf of the community.

Next Steps

- 4 Once comments from stakeholders have been received the Milford Community Trust will approve a final Statement of Intent and that will be provided to Council also for its approval.

Recommendation

That the Council:

- a) **Receives the report titled "Milford Community Trust - Draft Statement of Intent 2018 - 2021" dated 19 March 2018.**

Attachments

- A Draft Statement of Intent [↗](#)



MILFORD COMMUNITY TRUST

DRAFT

STATEMENT OF INTENT 2018 - 2021

STATEMENT OF INTENT

1. Introduction

The Milford Community Trust was established in 2007 by the Southland District Council and the Department of Conservation with the assistance of Environment Southland for the purposes of providing leadership and governance for the Milford community.

The Trust Deed defines Milford as the developed area of land and adjacent coastal marine area at the end of State Highway 94 at the head of Milford Sound. It defines the Milford community as being the residents of Milford, the holders of concessions from the Crown operating at Milford and Iwi.

The purpose of this Statement of Intent (SOI) is to:

- Set out the proposed activities of the Trust.
- Provide an opportunity for stakeholders to influence the direction of the organisation.
- Provide a basis for accountability of the Trustees to their stakeholders for the performance of the organisation.

This Statement of Intent covers the three years from 1 July 2018 to 30 June 2021. The statement is updated annually.

2. Objectives of the Trust

The objectives of the Trust are:

- (a) To manage and carry out services and undertake leadership, planning and advocacy for the general benefit of the Milford community so as to ensure as far as possible that the infrastructure of the community and its sense of identity, viability and wellbeing are maintained and enhanced.
- (b) To liaise with and communicate with all individuals, organisations, groups and other parties with interests in the Milford community for all purposes which are beneficial to the community.
- (c) To represent the interests of the Milford community to ensure that the natural environments and outstanding values of the Milford Sound area are safeguarded and protected for all residents and visitors to the area.
- (d) To monitor and maintain an overview of all activities and services provided within the Milford community.
- (e) To consider and report on all matters either referred to and/or delegated to it from time to time by the Department of Conservation and the Southland District Council and on any matter of interest or concern to the Milford community.

- (f) To access, use or invest funds and enter into arrangements, contracts and other agreements upon such securities or in such manner and upon such terms and conditions that the Trustees deem suitable for the purpose of furthering the objects and purposes of the Trust.
- (g) To carry out such other lawful activities which are incidental or conducive to attaining the objects and purposes of the Trust.

3. Statement on the Trust's Approach to Governance

Establishment

The Milford Community Trust was established in 2007 following a process of consultation with residents, agencies and businesses with interests in Milford in accordance with the special consultation process set out in the Local Government Act 2002. The inaugural meeting of the Trust was held on 18 April 2007.

The Trust was incorporated under the Charitable Trusts Act 1957 on 18 May 2007. The Charities Commission has approved the Trust as being exempt for tax purposes.

The Trust reports to the Southland District Council.

Trust Structure

In accordance with Section 9 of the Trust Deed, the Trust is governed by a board of seven Trustees. Current representatives from stakeholder groups are shown in the table below:

Designation	Name	Term Expires 30 June
Independent Chair	Michael Schuck	2018
Mararoa-Waimea Ward Councillor, ex-officio appointment	Ebel Kremer	Oct 2019
Milford Community Association elected representative	Brad Johnstone	2020
Milford Community appointee	Tim Holland	2020
Milford Community appointee	Jason Steele	2018
Milford Community appointee	Mike McConachie	2018
Milford Community appointee	Rosco Gaudin	2019

Trust Operations

The Trust Deed sets out the way in which business of the Trust is to be conducted. A strong driver is that the local Milford community should determine its own priorities and agree on the funding for these. The Trust strives to regularly review its performance and to be open and accountable to the community through public meetings. The Trustees also undertake to meet the regulatory and stakeholder requirements for governance, reporting and planning, particularly the local government reporting requirements and recognition of the National Park and World Heritage Area status of the Milford Sound *Piopiotahi* area.

Milford Community Trust Statement of Intent 2018-2021

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Resources Available to the Trust

Standing Orders, a Code of Conduct for Trustees and administrative support are available from Southland District Council.

Significant Policies

The Trust has a comprehensive Communications Policy in relation to its activities. Where appropriate, other policy guidance is obtained from relevant council and other statutory authority policy and this will be reviewed as necessary.

4. The Nature and Scope of the Activities to be Undertaken

Vision

The Trust's vision is:

The long-term sustainability of Milford Sound *Piopiotahi*, with a community focus.

Strategic Goals

The primary goals of the Trust are to:

- Provide leadership and governance for the Milford community in Milford Sound *Piopiotahi*.
- Advocate for the general benefit of the Milford community.
- Coordinate and communicate with all parties having interests in Milford Sound *Piopiotahi*.

Within the over-arching vision and strategic goals, the more specific focus areas for 2018 – 2021 are:

Planning:

- Advocating for better planning to address specific issues: highway safety, control of illegal camping, toilet facilities, community facilities, coordinated emergency response, and recognition of the area's World Heritage status.

Communication:

- Communicate the roles of the Trust and other authorities more clearly to the Milford community.
- Affirm the Trust role as a voice for the Milford community.
- Maintain closer relationships with Milford infrastructure providers.
- Provide clear information to concessionaires regarding intentions and implementation of Trust policies.
- Consult with the community and concessionaires to develop a strategic project plan for the Trust to deliver for the benefit of the community.

Advocacy:

- Advocate on behalf of the Milford community to central government, Environment Southland, Department of Conservation, Southland District Council, Iwi and other authorities.

Planned Activities/Services**2018/19:**

- Advocate and assist with other organisations for strategic improvements in community planning in Milford Sound.
- Provide funding for medical support, services and facilities for Milford ERT station.
- Purchase of emergency response equipment as required.
- Advocate the continuation of maintaining beautification and roading issues within the Village and Deepwater Basin.
- Assist the Milford Community Association with the on-going development of the Cleddau Village Recreation Area to accommodate the community centre.
- Advocate with other organisations for public toilets and shelter at the airport and a walking track to the Lodge.
- Jointly fund a walking track from the airport to Deepwater Basin Road linking with the overflow parking and Cleddau village.

2019/20:

- Advocate and assist with other organisations for strategic improvements in community planning in Milford Sound
- Provide funding for medical support, services and facilities for Milford ERT station.
- Review of the requirements and funding of the Team Leader Emergency Services.
- Purchase of emergency response equipment as required.
- Advocate maintaining beautification and roading issues within the Village and Deepwater Basin.
- Assist the Milford Community Association with the on-going development of the Cleddau Village Recreation Area which is to accommodate the community centre.
- Advocate with other organisations for public toilets and shelter at the airport and completion of the walking track to the Lodge. (Trust is operating in an advocacy role and funding options need to be investigated.)

2020/21:

- Advocate and assist with other organisations for strategic improvements in community planning in Milford Sound.
- Provide funding for medical support, services and facilities for Milford ERT station.
- Review of the Trust and charging mechanism with stakeholders including concessionaires.
- Advocate the continuation of maintaining beautification and roading within the village.

5. Ratio of Total Assets: Equity

Total assets are defined to include cash, investment and bank balances, accounts receivable, investments, prepayments, fixed assets (net of accumulated depreciation), intangible assets (net of accumulated amortisation), loans (none), etc.

Total equity is defined to include accumulated funds and retained earnings.

The ratio of total assets to total equity is planned at 1:1.

6. Significant Accounting Policies

The following accounting policies have been adopted by the Trust.

Revenue Recognition

Concessionaires Fees

Revenue is recorded when the fee is due to be received.

Donated Assets

Revenue from donated assets is recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the value of the asset is readily obtainable and significant.

Interest

Interest revenue is recorded as it is earned during the year.

Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment and the loss is recorded as a bad debt expense. Debtors are shown as GST inclusive.

Bank Accounts and Cash

Bank accounts and cash comprise cash on hand, cheque or savings accounts, and deposits held at call with banks.

Term Deposits

Term Deposits with Banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

Creditors and Accrued Expenses

Creditors and accrued expenses are measured at the amount owed.

Property, Plant and Equipment

Property, plant and equipment is recorded at cost, less accumulated depreciation and impairment losses.

Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

Depreciation is provided on a straight line basis that will write off the cost of the assets over their useful lives. This is calculated using the following rates:

Buildings 2-3% Straight Line

Income Tax

The Trust is exempt from income tax as it is a Charitable Trust registered with the Charities Commission.

Budget Figures

The budget figures are derived from the Statement of Intent as approved by the Trustees at the beginning of the financial year. The budget figures have been prepared in accordance with tier 3 standards, using accounting policies that are consistent with those adopted by the Trustees in preparing these financial statements.

7. Key Performance Targets

These are agreed through the Long Term Plan (LTP) public consultation process undertaken by the Southland District Council. These targets can be changed only through a formal review of the LTP.

Level of service	Key performance indicator	Actual	Target			Confirmation source
		16/17	18/19	20/21	20/21	
Maintain a structure that facilitates local decision making.	Number of Milford Community Trust meetings held annually.	4	4	4	4	Agenda/minute records on file.
Keep the Milford community informed about Trust plans and outcomes.	Hold public forums in Milford each year.	1	1	1	1	Agenda/minute records on file which note meeting location

8. Information to be reported to Council

In each year the Trust will comply with all reporting requirements under the Local Government Act 2002 (particularly Sections 66 to 69 of that Act). In particular, it will provide:

- A draft Statement of Intent detailing all matters required under the Local Government Act 2002 by 1 March each year for consideration prior to commencement of the new financial year.
- A half yearly report by the end of February each year (specific dates as set by Council).
- An annual report by the end of September each year (specific dates as set by Council).

Copies of the Trust's reports are forwarded to the other major stakeholder authorities, being the Department of Conservation and Environment Southland.

9. Key Issues

Funding towards a potential Recreation Centre building that was previously shown in the budgets as a Capital Project has been removed as there is significant uncertainty around this project. The allowance of \$110,000 is now shown in the Current Assets as a Term Deposit – Recreation.

10. Activities for which Other Investment is sought

The value of the annual concession to be charged will continue to be reviewed each year. For 2018/19, the total amount being sought from concessionaires is \$136,894 excluding GST. Any surplus funds will be held by the Trust in its bank account for future project funding.

Included within the Forecast Expenditure of the Trust is Management and Administration costs of \$36,395.

The operational and project costs are those which the Milford Community Trust considers will provide benefit for all concessionaires at Milford and should be recovered from the Milford concessionaires through the Implied Concession Activity Fee, apportioned as per the Department of Conservation apportionment of cost schedule. The costs indicated above in the supporting forecasted accounts are funded from the annual implied concession activity fee and monies held.

Future budgeted costs are indicative only and will be reviewed annually by the Trustees.

Other Project Funding:

In addition to the above operational and project costs, there are also costs associated with other significant projects that fall either directly or indirectly under the influence of the Milford Community Trust but have all or a majority of proposed funding through means other than apportioned implied concessionaires fees. There may also be a portion of public good associated with these projects.

In this Statement of Intent the Trustees are not seeking any funding from Southland District Council or Environment Southland for the activities noted.

11. Estimate of Value of Stakeholders Investment

The net value of the stakeholders' investment in the Trust is estimated to be valued at \$100. This value shall be reassessed by the Trustees on completion of the annual accounts or at any other time determined by the Trustees. The method of assessment will use the value of stakeholders' funds as determined in the annual accounts as a guide.

12. Other Matters

No distribution is intended within the period of the Statement or succeeding years, noting the Trust's status as a charitable organisation.

Any subscription for, purchase or otherwise acquiring shares in any company or other organisation requires the prior approval of the Trustees.

**MILFORD COMMUNITY TRUST
FINANCIAL STATEMENTS 2018 - 2021
Statement of Financial Performance**

Account Description	Actuals 2016/2017	Forecast 2017/2018	Budget 2018/2019	Budget 2019/2020	Budget 2020/2021
Income					
Concessionaires Income	113,135	124,449	136,893	150,583	165,641
Interest	2,696	-	-	-	-
	<u>115,831</u>	<u>124,449</u>	<u>136,893</u>	<u>150,583</u>	<u>165,641</u>
Expenses					
Management/Administration					
Accommodation and Meals	209	800	800	800	800
Administration	50	67	67	67	67
Advertising	70	600	600	600	600
Audit Fees	4,103	5,000	5,000	5,000	5,000
Bad Debts	-	-	-	-	-
Bank Fees	42	40	40	40	40
Catering Expenses	-	500	500	500	500
Chairperson's Fees	4,834	5,000	10,000	10,000	10,000
Depreciation - Recreational Pad	538	1,613	1,613	1,613	1,613
Equipment Write off	985	-	-	-	-
General Expenses	162	500	500	500	500
Mileage	749	3,000	3,000	3,000	3,000
Project Development and Planning	-	5,000	5,000	5,000	5,000
RNZ Licence	-	370	370	370	370
Room Hire	598	300	300	300	300
Trustees Fees	2,400	6,000	6,000	6,000	6,000
Insurance	2,455	2,554	2,605	2,657	2,710
	<u>17,195</u>	<u>31,344</u>	<u>36,395</u>	<u>36,447</u>	<u>36,500</u>
Grants					
Emergency Services Provider	41,634	-	42,000	42,840	43,697
Medical Clinic	-	-	26,000	-	-
Airport to Deepwater Basin Walkway	5,500	20,000	-	-	-
	<u>47,134</u>	<u>20,000</u>	<u>68,000</u>	<u>42,840</u>	<u>43,697</u>
Operations & Maintenance					
Environment Southland - Monitoring	-	-	15,000	15,000	15,000
	<u>-</u>	<u>-</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Expenses	<u>64,329</u>	<u>51,344</u>	<u>119,395</u>	<u>94,287</u>	<u>95,197</u>
Net Operating Surplus/(Deficit)	<u>51,502</u>	<u>73,105</u>	<u>17,498</u>	<u>56,296</u>	<u>70,444</u>

Capital Projects

Project				
Walkway	-	-	130,000	-
	<u>-</u>	<u>-</u>	<u>130,000</u>	<u>-</u>

Statement of Changes in Equity

	Actuals 2016/2017	Forecast 2017/2018	Budget 2018/2019	Budget 2019/2020	Budget 2020/2021
Balance at 1 July	161,702	213,204	286,309	173,807	230,102
Net Surplus / (Deficit)	51,502	73,105	17,498	56,296	70,444
Capital Funding	-	-	(130,000)	-	-
Equity at end of year	213,204	286,309	173,807	230,102	300,546

Statement of Financial Position

	Actuals 2016/2017	Forecast 2017/2018	Budget 2018/2019	Budget 2019/2020	Budget 2020/2021
Equity					
Accumulated Funds	213,104	286,209	173,707	230,002	300,446
Trust Capital	100	100	100	100	100
	213,204	286,309	173,807	230,102	300,546
Represented by:					
Current Assets					
Accounts Receivable	30,116	100	100	100	100
Accrued income	1,331	-	-	-	-
Bank Account - 00	15,870	5,000	5,000	5,000	5,000
Bank Account - 25	17,798	10,000	10,000	10,000	10,000
Term Deposit - Recreation Centre	110,000	110,000	-	-	-
Term Deposit - Surplus Funds	-	121,254	106,820	177,388	250,506
GST Recievable	2,466	-	6,892	-	-
	177,583	246,354	128,812	192,488	265,606
Non Current Assets					
Recreational Pad	53,221	51,608	49,995	48,382	46,769
	53,221	51,608	49,995	48,382	46,769
Total Assets	230,804	297,962	178,807	240,870	312,375
Current Liabilities					
Accrued Expenses	6,325	5,000	5,000	5,000	5,000
Accounts Payable	11,272	-	-	-	-
GST Payable	-	6,654	-	5,768	6,829
	17,597	11,654	5,000	10,768	11,829
Non-Current Liabilities					
	-	-	-	-	-
	-	-	-	-	-
Total Liabilities	17,597	11,654	5,000	10,768	11,829
Net Assets	213,207	286,309	173,807	230,102	300,546

Extraordinary Vacancy - Balfour Community Development Area Subcommittee

Record No: R/18/3/6047

Author: Rose Knowles, Committee Advisor/Customer Support Partner

Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision

☐ Recommendation

☐ Information

Purpose

- 1 The Balfour Community Development Area Subcommittee (CDA) has one vacancy due to the resignation of Mr Ryan McMaster.

Executive Summary

- 2 The process to fill the vacancy on the CDA subcommittee for the balance of the 2016/2019 triennium is via one of the following options;
 - a) Advertisements placed in local information bulletins
 - b) Holding of a public meeting
 - c) Notices strategically placed throughout the affected township
- 3 As a result of notices placed throughout the township Mr Trevor Drake was nominated for the position.
- 4 Mr Trevor Drake resides within the Balfour Township and meets the criteria of being eligible to stand for the CDA.
- 5 At the recent meeting of the Balfour CDA Members supported the nomination of Mr Trevor Drake and recommended his appointment be confirmed by Council.

Recommendation

That the Council:

- a) Receives the report titled "Extraordinary Vacancy - Balfour Community Development Area Subcommittee" dated 19 March 2018.**
- b) Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) Confirms the Balfour Community Development Area Subcommittee's recommendation that Mr Trevor Drake be appointed to fill the vacancy on the subcommittee effective from March 2018.**

Attachments

There are no attachments for this report.

Extraordinary Vacancy - Limehills/Centre Bush Community Development Area Subcommittee

Record No: R/18/3/6065

Author: Alyson Hamilton, Committee Advisor

Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision

☐ Recommendation

☐ Information

Purpose

- 1 The Limehills/Centre Bush Community Development Area Subcommittee (CDA) has one vacancy due to the resignation of Ms Kirsty Rodger.

Executive Summary

- 2 The process to fill the vacancy on the CDA subcommittee for the balance of the 2016/2019 triennium is via one of the following options;
 - a) Advertisements placed in local information bulletins
 - b) Holding of a public meeting
 - c) Notices strategically placed throughout the affected township
- 3 As a result of notices placed throughout the township Mr Jonathon Bringins was nominated for the position.
- 4 Mr Jonathon Bringins resides within the Limehills/Centre Bush Township and meets the criteria of being eligible to stand for the CDA.
- 5 At the recent meeting of the Limehills/Centre Bush CDA Members supported the nomination of Mr Jonathon Bringins and recommended his appointment be confirmed by Council.

Recommendation

That the Council:

- a) Receives the report titled Extraordinary Vacancy - Limehills/Centre Bush Community Development Area Subcommittee" dated 19 March 2018.**
- b) Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) Confirms the Limehills/Centre Bush Community Development Area Subcommittee's recommendation that Mr Jonathon Bringins be appointed to fill the vacancy on the subcommittee effective from March 2018.**

Attachments

There are no attachments for this report.

Extraordinary Vacancies - Ohai Community Development Area Subcommittee

Record No: R/18/2/3225
Author: Alyson Hamilton, Committee Advisor
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision ☐ Recommendation ☐ Information

Purpose

- 1 The Ohai Community Development Area Subcommittee (CDA) has two vacancies due to the resignations of Mr Mark Hooper and Mr Ivan Sunde.

Background

- 2 The process to fill the two vacant positions on the CDA subcommittee for the balance of the 2016/2019 triennium is via one of the following options;
 - a) Advertisements placed in local information bulletins
 - b) Holding of a public meeting
 - c) Notices strategically placed throughout the affected township
- 3 In this instance, the Ohai CDA decided to hold a public meeting and invite nominations from the public at the meeting.
- 4 As a result the successful nominees for the two vacancies on the CDA were namely Mrs Clare Miller and Mrs Vanessa McGeoch.
- 5 Mrs Clare Miller and Mrs Vanessa McGeoch reside within the Ohai Township and meet the criteria of being eligible to stand for the CDA.
- 6 At the recent meeting of the Ohai CDA Members supported the nomination of Mrs Clare Miller and Mrs Vanessa McGeoch and recommended their appointments be confirmed by Council.

Recommendation

That the Council:

- a) Receives the report titled “Extraordinary Vacancies - Ohai Community Development Area Subcommittee” dated 16 March 2018.**
- b) Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) Determines that it has complied with the decision making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) Confirms the Ohai Community Development Area Subcommittee’s recommendation that Mrs Clare Miller and Mrs Vanessa McGeoch be appointed to fill the vacancies on the subcommittee, effective from March 2018.**

Attachments

There are no attachments for this report.

Minutes of the Community and Policy Committee Meeting dated 15 November 2017

Record No: R/18/2/3640
Author: Alyson Hamilton, Committee Advisor
Approved by: Alyson Hamilton, Committee Advisor

☐ Decision ☐ Recommendation ☒ Information

Recommendation

That Council receives the minutes of the Community and Policy Committee meeting held 15 November 2017 as information.

Attachments

- A Minutes of Community and Policy Committee Meeting dated 15 November 2017 (separately enclosed)

Minutes of the Regulatory and Consents Committee Meeting dated 16 November 2017

Record No: R/18/3/4969
Author: Alyson Hamilton, Committee Advisor
Approved by: Alyson Hamilton, Committee Advisor

☐ Decision ☐ Recommendation ☒ Information

Recommendation

That Council receives the minutes of the Regulatory and Consents Committee meeting held 16 November 2017 as information.

Attachments

- A Minutes of Regulatory and Consents Committee Meeting dated 16 November 2017
(separately enclosed)

Minutes of the Tuatapere Community Board Meeting dated 12 December 2017

Record No: R/18/2/3263
Author: Alyson Hamilton, Committee Advisor
Approved by: Alyson Hamilton, Committee Advisor

☐ Decision ☐ Recommendation ☒ Information

Recommendation

That Council receives the minutes of the Tuatapere Community Board meeting held 12 December 2017 as information.

Attachments

- A Minutes of Tuatapere Community Board Meeting dated 12 December 2017 (separately enclosed)

Minutes of the Winton Community Board Meeting dated 4 December 2017

Record No: R/18/2/3606
Author: Alyson Hamilton, Committee Advisor
Approved by: Alyson Hamilton, Committee Advisor

☐ Decision ☐ Recommendation ☒ Information

Recommendation

That Council receives the minutes of the Winton Community Board meeting held 4 December 2017 as information.

Attachments

- A Minutes of Winton Community Board Meeting dated 4 December 2017 (separately enclosed)

Minutes of the Balfour Community Development Area Subcommittee Meeting dated 19 February 2018

Record No: R/18/3/4753

Author: Rose Knowles, Committee Advisor/Customer Support Partner

Approved by: Rose Knowles, Committee Advisor/Customer Support Partner

☐ Decision

☐ Recommendation

☒ Information

Recommendation

That Council receives the minutes of the Balfour Community Development Area Subcommittee meeting held 19 February 2018 as information.

Attachments

- A Minutes of Balfour Community Development Area Subcommittee Meeting dated 19 February 2018 (separately enclosed)

Minutes of the Lumsden Community Development Area Subcommittee Meeting dated 12 February 2018

Record No: R/18/3/4746

Author: Rose Knowles, Committee Advisor/Customer Support Partner

Approved by: Rose Knowles, Committee Advisor/Customer Support Partner

☐ Decision

☐ Recommendation

☒ Information

Recommendation

That Council receives the minutes of the Lumsden Community Development Area Subcommittee meeting held 12 February 2018 as information.

Attachments

- A Minutes of Lumsden Community Development Area Subcommittee Meeting dated 12 February 2018 (separately enclosed)

Minutes of the Orepuki Community Development Area Subcommittee Meeting dated 24 October 2017

Record No: R/18/3/4960
Author: Alyson Hamilton, Committee Advisor
Approved by: Alyson Hamilton, Committee Advisor

☐ Decision ☐ Recommendation ☒ Information

Recommendation

That Council receives the minutes of the Orepuki Community Development Area Subcommittee meeting held 24 October 2017 as information.

Attachments

- A Minutes of Orepuki Community Development Area Subcommittee Meeting dated 24 October 2017 (separately enclosed)

Minutes of the Riversdale Community Development Area Subcommittee Meeting dated 19 February 2018

Record No: R/18/3/4758

Author: Rose Knowles, Committee Advisor/Customer Support Partner

Approved by: Rose Knowles, Committee Advisor/Customer Support Partner

☐ Decision

☐ Recommendation

☒ Information

Recommendation

That Council receives the minutes of the Riversdale Community Development Area Subcommittee meeting held 19 February 2018 as information.

Attachments

- A Minutes of Riversdale Community Development Area Subcommittee Meeting dated 19 February 2018 (separately enclosed)

Minutes of the Winton Wallacetown Ward Committee Meeting dated 18 October 2017

Record No: R/18/3/5941
Author: Alyson Hamilton, Committee Advisor
Approved by: Alyson Hamilton, Committee Advisor

☐ Decision ☐ Recommendation ☒ Information

Recommendation

That Council receives the minutes of the Winton Wallacetown Ward Committee meeting held 18 October 2017 as information.

Attachments

- A Minutes of Winton Wallacetown Ward Committee Meeting dated 18 October 2017
(separately enclosed)