



Notice is hereby given that a Meeting of the Community and Policy Committee will be held on:

**Date:** **Wednesday, 9 May 2018**  
**Time:** **1pm**  
**Meeting Room:** **Council Chambers**  
**Venue:** **15 Forth Street, Invercargill**

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## **Community and Policy Committee Agenda OPEN**

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### **MEMBERSHIP**

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

### **IN ATTENDANCE**

<b>Group Manager - Community and Futures</b>	Rex Capil
<b>Committee Advisor</b>	Alyson Hamilton

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**Full agendas are available on Council's Website**  
**[www.southlanddc.govt.nz](http://www.southlanddc.govt.nz)**

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## **Terms of Reference – Community and Policy Committee**

The Community and Policy Committee is responsible for:

- Assessing and providing advice to Council on:
  - Key strategic issues affecting the District and Council;
  - Community development issues affecting the District and Council;
  - The service needs of the District's communities and how these needs might best be met;
  - Resource allocation and prioritisation processes and decisions.
- Developing and recommending strategies, plans and policies to the Council that advance the Council's vision and goals, and comply with the purpose of the Local Government Act.
- Monitoring the implementation and effectiveness of strategies, plans and policies.
- Developing and approving submissions to government, local authorities and other organisations.
- Advocating Council's position on particular policy issues to other organisations, as appropriate.
- Considering recommendations from Council's Subcommittees and make decisions where it has authority from Council to do so, or recommendations to Council where a Council decision is required.

The Community and Policy Committee is also responsible for community partnerships and engagement. This includes:

- Monitoring the progress, implementation and effectiveness work undertaken by Venture Southland in line with the Venture Southland Heads of Agreement and specific Service Level Agreement between Southland District Council and Venture Southland.
- Allocations of grants, loans, scholarships and bursaries in accordance with Southland District Council policy.
- International relations.
- Developing and overseeing the implementation of Council's community engagement and consultation policies and processes.

The Community and Policy Committee shall have the following delegated powers and be accountable to Council for the exercising of these powers:

- (a) Approving all submissions made by Southland District Council to other councils, central government and other bodies.
- (b) To approve scholarships, bursaries, grants and loans within Council policy and annual budgets.
- (c) Monitor the performance of Venture Southland in the delivery against its Business Plan and Council's letter of expectation.

The Community and Policy Committee has authority to consider and make recommendations to Council regarding strategies, policies and plans.

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**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**

Committee Members are reminded of the need to be vigilant to stand aside from decision-making when a conflict arises between their role as a member 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](http://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 committee 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 Minutes**

6.1 Meeting minutes of Community and Policy Committee, 08 February 2018





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## **Community and Policy Committee**

### **OPEN MINUTES**

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Minutes of a meeting of Community and Policy Committee held in the Council Chambers, 15 Forth Street, Invercargill on Thursday, 8 February 2018 at 1pm.

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#### **PRESENT**

<b>Chairperson</b>	Julie Keast
<b>Councillors</b>	Mayor Gary Tong
	Stuart Baird
	Brian Dillon
	John Douglas
	Paul Duffy
	Bruce Ford
	Darren Frazer
	George Harpur
	Ebel Kremer
	Gavin Macpherson
	Neil Paterson

#### **IN ATTENDANCE**

**Group Manager, Community and Futures (Rex Capil), Group Manager Environmental Services (Bruce Halligan), Group Manager, Services and Assets (Ian Marshal), Communications Manager (Louise Pagan) and Committee Advisor (Alyson Hamilton).**

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**1 Apologies**

Moved Cr Frazer, seconded Cr Ford and **resolved:**

**That the Community and Policy Committee accept the apology for non-attendance from Councillor Perham.**

**2 Leave of absence**

There were no requests for leave of absence.

**3 Conflict of Interest**

There were no conflicts of interest declared.

**4 Public Forum**

There was no public forum.

**5 Extraordinary/Urgent Items**

There were no Extraordinary/Urgent items.

**6 Confirmation of Minutes**

**Resolution**

Moved Cr Duffy, seconded Cr Kremer and **resolved:**

**That the minutes of Community and Policy Committee meeting held on 15 November 2017 be confirmed as a true and correct record.**

**Reports for Resolution**

**7.1 Priorities for Tourism Infrastructure Applications**

**Record No: R/18/1/1886**

Community Partnerships Leader (Simon Moran) was in attendance for this item.

Mr Moran advised the purpose of the report is to seek the views of the Committee on the project priorities for possible Tourism Infrastructure Fund applications.

Mr Moran advised potential projects that have been identified by staff include:

- Te Anau Wastewater project

- Southern Scenic Route Infrastructure, which involves linking a new toilet at the top end of town in Te Anau, and an upgrade to the toilets and surrounds at both Clifden Bridge and Monkey Island and an upgrade to the toilet infrastructure at Waikawa.

The Meeting noted Golden Wharf, Ulva Island Wharf and the Main Wharf extension have been withdrawn from the project list.

Following discussion the Members noted and recognised the impact that visitor demand is having on the local infrastructure in areas with low rating bases.

### Resolution

Moved Mayor Tong, seconded Cr Harpur **recommendations a and b with a new c and d as indicated (with underline) and resolved:**

**That the Community and Policy Committee:**

- Receives the report titled "Priorities for Tourism Infrastructure Applications" dated 29 January 2018.**
- Determines if it agrees with that the stated projects are the priorities for the District and whether there is a preferred hierarchy for the projects to assist in providing guidance to staff in resourcing possible Tourism Infrastructure Fund applications for the next round.**
- Acknowledges that the Golden Bay wharf, Ulva Island wharf and the main wharf extension are no longer being considered for inclusion in this Tourism Infrastructure Application.**
- Recognises the impact that visitor demand is having on local infrastructure and endorses the Tourism Infrastructure Fund applications for Te Anau Wastewater and the four open spaces projects located in Waikawa, Monkey Island, Clifden Bridge and Te Anau Township.**

## Reports

### 8.1 Southland District - Shaping Positive Community Futures Draft Compendium Report December 2017

**Record No: R/18/1/303**

Group Manager, Community and Futures (Rex Capil) was in attendance for this item.

Mr Capil advised the purpose of this report is to provide the Community and Policy Committee with an update to the Community Futures 2040 work being undertaken and to present the Shaping Community Futures Draft Compendium Report December 2017 produced by Berl.

BERL Senior Economist (Hillmare Schulze) gave a presentation on the purpose of the report that BERL was commissioned to undertake to assist Southland District Council to develop its 2021 Long Term Plan.

Ms Schultz advised the research is based on the principle that the Council can either passively accept the future that fate will provide for communities, or work strategically to shape the future it wants to achieve.

**Resolution**

Moved Cr Ford, seconded Cr Paterson **and resolved:**

**That the Community and Policy Committee:**

- a) **Receives the report titled "Southland District - Shaping Positive Community Futures Draft Compendium Report December 2017" dated 26 January 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) **Endorses the report titled "Southland District - Shaping Positive Community Futures Draft Compendium Report December 2017" dated 26 January 2018.**
- e) **Considers the results of "Project 1 – Where are we now?" work completed and provides any insights and direction to BERL who will undertake the "Project 2 – Where are we heading?" piece of work commissioned by Council.**

**8.2 Milford Opportunities Project Update**

**Record No: R/18/1/1171**

Community Partnerships Leader,(Simon Moran) was in attendance for this item.

Mr Moran advised the purpose of the report is to update the Community and Policy Committee on progress with the Milford Opportunities project.

**Resolution**

Moved Mayor Tong, seconded Cr Macpherson **and resolved:**

**That the Community and Policy Committee:**

- a) **Receives the report titled "Milford Opportunities Project Update" dated 29 January 2018.**

**8.3 Community Governance Project Update and Summary from Community Conversations**

**Record No: R/18/1/876**

Governance and Democracy Manager (Clare Sullivan) was in attendance for this item.

Ms Sullivan advised the purpose of the report is to provide the Community and Policy Committee with an update on the Community Governance Project and a summary of the community conversations held in late 2017.

Ms Sullivan informed the Community Governance Project was initiated by Council over two years ago to focus on developing the community governance and representation framework to work more effectively and efficiently for Council and the Southland district.

### **Resolution**

Moved Cr Kremer, seconded Cr Frazer **and resolved:**

**That the Community and Policy Committee:**

- a) **Receives the report titled “Community Governance Project Update and Summary from Community Conversations” dated 17 January 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) **Endorses the Community Governance project and approach taken to inform and assist in the development of the Representation Review.**
- e) **Endorses the timeline and key project milestones identified to complete the Representation Review process for the period February to August 2018.**

## **8.4 Community Leadership Plan update**

**Record No: R/18/1/1388**

Community Partnerships Leader (Kelly Tagg) was in attendance for this item.

Mrs Tagg advised the purpose of the report is to advise the Committee that Council's Community Partnership Leaders are continuing to work through the community leadership planning process with the communities and key stakeholders

### **Resolution**

Moved Cr Baird, seconded Cr Macpherson **and resolved:**

**That the Community and Policy Committee:**

- a) **Receives the report titled “Community Leadership Plan update” dated 26 January 2018.**

**8.5 Southland District Council - Venture Southland Community Development Workshop Update**

**Record No: R/17/12/29539**

Community Partnerships Leader (Michelle Stevenson) was in attendance for this item.

Ms Stevenson advised the purpose of this report is to inform the Community and Policy Committee on the status of the Southland District Council community development strategic approach workshops.

**Resolution**

Moved Cr Dillon, seconded Mayor Tong **and resolved:**

**That the Community and Policy Committee:**

- a) Receives the report titled "Southland District Council - Venture Southland Community Development Workshop Update" dated 26 January 2018.**

**8.6 Welcome Ambassador Project - Update**

**Record No: R/17/12/29542**

Community Partnerships Leader (Michelle Stevenson) was in attendance for this item.

Ms Stevenson advised the purpose of this report is to update the Community and Policy Committee on the progress of the Welcome Ambassador Pilot being initiated in Te Anau.

Ms Stevenson explained the purpose of this project is to develop and deliver a pilot in Te Anau that has a focus of international welcoming, where being a welcoming community can significantly enhance the experience of residents, ratepayers and visitors to the area.

**Resolution**

Moved Cr Kremer, seconded Cr Duffy **and resolved:**

**That the Community and Policy Committee:**

- a) Receives the report titled "Welcome Ambassador Project - Update" dated 26 January 2018.**

**8.7 Community Organisation and Volunteer Sector Shared Services Pilots - Geographical and Interest Based Projects**

**Record No: R/17/12/32908**

Community Partnerships Leader (Michelle Stevenson) was in attendance for this item.

Ms Stevenson advised the purpose of this report is to update the Community and Policy Committee on two pilot projects being undertaken as part of the Letter of Expectation between Southland District Council and Venture Southland.

Ms Stevenson explained the pilot projects are following on from work undertaken in the 2016/2017 Letter of Expectation around Community Organisation and Volunteer Sector Research, and will have a focus of investigating shared services and shared service delivery.

**Resolution**

Moved Cr Ford, seconded Cr Frazer **and resolved:**

**That the Community and Policy Committee:**

- a) **Receives the report titled "Community Organisation and Volunteer Sector Shared Services Pilots - Geographical and Interest Based Projects" dated 25 January 2018.**

**8.8 Southern Field Days at Waimumu**

**Record No: R/18/1/1169**

Communications Manager (Louise Pagan) was in attendance for this item.

Mrs Pagan advised the purpose of the report is to advise Council will once again be an exhibitor at the Southern Field Days at Waimumu from 14 February 2018 to 16 February 2018.

Mrs Pagan informed Council has retained the site near the first entrance on the Gore side of the grounds and will have the Book Bus on site.

**Resolution**

Moved Cr Paterson, seconded Cr Duffy **and resolved:**

**That the Community and Policy Committee:**

- a) **Receives the report titled "Southern Field Days at Waimumu" dated 26 January 2018.**

**8.9 Minutes of the Ohai Railway Fund Subcommittee Meeting dated 26 May 2017**

**Record No: R/17/11/27366**

**Resolution**

Moved Cr Harpur, seconded Cr Paterson **and resolved:**

**That the Community and Policy Committee:**

- a) **That the Community and Policy Committee receives the minutes of the Ohai Railway Fund Subcommittee meeting held 26 May 2017 as information.**

## Public Excluded

### Exclusion of the Public: Local Government Official Information and Meetings Act 1987

#### Resolution

Moved Cr Ford, seconded Cr Dillon **and resolved:**

**That the public be excluded from the following part(s) of the proceedings of this meeting.**

#### **C9.1 Stewart Island Community Planning Project - Update**

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Stewart Island Community Planning Project - Update	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists.

That the Group Manager, Community and Futures, Governance and Democracy Manager, Communications Manager, Committee Advisor and Community Partnership Leader, be permitted to remain at this meeting, after the public has been excluded, because of their knowledge of the item C9.1 Stewart Island Community Planning Project - Update. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because of their knowledge on the issues discussed and meeting procedure.

The public were excluded at 2.20pm.

Resolutions in relation to the confidential items are recorded in the confidential section of these minutes and are not publicly available unless released here.

The meeting concluded at 3.16pm.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A  
MEETING OF THE COMMUNITY AND POLICY  
COMMITTEE HELD ON THURSDAY, 8 FEBRUARY  
2018.

**DATE:**.....

**CHAIRPERSON:**.....



## Sport NZ Rural Travel Fund Financial Report and Application Summaries - March 2018

Record No: R/18/4/9537

Author: Bronwyn Affleck, Administration Manager

Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision

☐ Recommendation

☐ Information

### Sport NZ Rural Travel Fund financial report and summary of applications received in the funding round closing 31 March 2018.

- 1 Recommendations provided as per the funding formula based on the number of kilometres travelled, for review and approval.

#### Purpose

- 2 The Sport NZ Rural Travel fund is to assist with transport costs associated with participating in regular local competitions. Sports clubs and school based clubs with young people aged between 5 – 19 years are eligible to apply.
- 3 \$13,000 available for distribution per annum.

### Recommendation

That the Community and Policy Committee:

- a) Receives the report titled "Sport NZ Rural Travel Fund Financial Report and Application Summaries - March 2018" dated 2 May 2018.
- b) Approve the allocation of funds for the Sport NZ Rural Travel Fund as per the attached schedule including any amendments made during the review.

### Attachments

- A Sport NZ Rural Travel Fund Financial Report and Application Summary - March 2018 [↓](#)

**SPORT NZ Rural Travel Fund - Financial Report to 31 March 2018**

**Southland District Council**  
**Sport NZ**  
**As at 31 March 2018**

**Summary**

	<b>Actual</b>
Opening balance, 1 July 2017	438
<b>Add:</b>	
Grants Received*	13,326
Reversal Prior Year Commitments	975
Interest 2017/2018**	-
<b>Total</b>	<b>14,739</b>
<b>Less:</b>	
Current Year Commitments	5,100
Prior Year Commitments	975
Advertising	280
Grants not uplifted and cancelled/Refunds	-
<b>Total</b>	<b>6,355</b>
<b>Funds Available for General Distribution</b>	<b>8,384</b>

\* Grants received includes all funding anticipated to be received during the financial year.

\*\* Interest earned for the period has not been included. The actual amount will not be known until the end of the financial year when interest is allocated across Council's investments (30 June 2018).

<b>Prior Year Commitments</b>	<b>Committed</b>	<b>Uplifted</b>	<b>Balance</b>
2015/2016 Waiau Area School	250	250	-
2016/2017 Aparima College	1,000	1,000	-
2016/2017 Aurora College	75	75	-
2016/2017 Central Southland College	750	-	750
2016/2017 Northern Southland College	750	750	-
2016/2017 Makarewa Squash Club	750	750	-
2016/2017 Southland Girl's High School	225	225	-
2016/2017 Verdon College	225	-	225
	<b>4,025</b>	<b>3,050</b>	<b>975</b>

<b>Current Year Commitments</b>	<b>Committed</b>	<b>Uplifted</b>	<b>Balance</b>
Fiordland Athletics Club	900	900	-
Fiordland Swimming	1,200	1,200	-
Northern Southland College	600	600	-
Otara Pony Club	900	900	-
Riversdale Tennis Club	300	300	-
Riversdale Rugby Football Club	300	300	-
Winton Cricket Club	900	900	-
	<b>5,100</b>	<b>5,100</b>	<b>-</b>

**SPORT NZ Rural Travel Fund Application Summary****Funding Available \$8,384****Total of Recommendations \$8,050****1 Aparima College Clay Target Shooting Team**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 1,392 Recommendation as per travel formula **\$250****2 Central Hockey Club**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 3,320 Recommendation as per travel formula **\$1,000****3 Central Southland College – Ice Skating Club**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 1,464 Recommendation as per travel formula **\$250****4 Fiordland Athletic Club**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 5,000 Recommendation as per travel formula **\$1,200****5 Fiordland College – Football Team**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 1,920 Recommendation as per travel formula **\$500****6 Hokonui Aquatics**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 700 Recommendation as per travel formula **\$250****7 Netball Fiordland Club Inc**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 6,160 Recommendation as per travel formula **\$1,200**

**8 Northern Southland College**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 5,440 Recommendation as per travel formula **\$1,200**

**9 Riversdale Tennis Club**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 900 Recommendation as per travel formula **\$250**

**10 Southland Girls' High School**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 1,100 Recommendation as per travel formula **\$250**

**11 Winton Football Club Inc**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 5,050 Recommendation as per travel formula **\$1,200**

**12 Wyndham Town Football Club**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 1,704 Recommendation as per travel formula **\$500**

## District Heritage Fund Financial Report and Application Summary - March 2018

Record No: R/18/4/9540

Author: Bronwyn Affleck, Administration Manager

Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision

☐ Recommendation

☐ Information

### District Heritage Fund financial report and application summary.

- 1 Recommendations provided for review and approval.

#### Purpose

- 2 The Southland District Council Heritage Fund is to support the conservation of heritage collections and encourage the development and application of professional museum standards to heritage collections. The Fund is available to assist with the day-to-day running of local museums, heritage centres or similar type organisations within the Southland District Council boundaries.
- 3 \$60,000 available for distribution per annum.

### Recommendation

**That the Community and Policy Committee:**

- a) **Receives the report titled "District Heritage Fund Financial Report and Application Summary - March 2018" dated 2 May 2018.**
- b) **Approve the allocation of funds for the District Heritage Fund as per the attached schedule including any amendments made during the review.**

### Attachments

- A District Heritage Fund Financial Report and Application Summary - March 2018 [↓](#)



**District Heritage Fund****Application Summaries****Funding Available \$31,099****Total of Recommendation \$23,250****(November 2017 = \$42,900)****1 Central Southland Vintage Machinery Club**

Request assistance towards operational costs including: power, insurance, rates, stationery and postage, audit and bank fees.

Total Project Cost \$10,554

Amount Requested \$6,332 Recommendation **\$5,800**

**2 Fiordland Vintage Machinery Museum Inc**

Request assistance towards operational costs including:

Total Project Cost \$10,085

Amount Requested \$7,000 Recommendation **\$5,550**

**3 Otautau Museum Trust**

Request assistance towards operational costs including: internet costs, power, office, equipment and stationery.

Total Project Cost \$4,518 (eligible costs)

Amount Requested \$5,247 Recommendation **\$2,500**

**4 Rakiura Heritage Trust**

Request assistance towards operational costs including: administration costs, audit fees, insurance, electricity, accountancy fees, office and phone expenses.

Total Project Cost \$17,010

Amount Requested \$15,000 Recommendation **\$9,400**





## Community Initiatives Fund Financial Report and Application Summary - March 2018

Record No: R/18/4/9597

Author: Bronwyn Affleck, Administration Manager

Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision

☐ Recommendation

☐ Information

### Community Initiatives Fund financial report and summary of applications received in the funding round closing 31 March 2018

- 1 Grant recommendations provided for review and approval.

#### Purpose of the Community Initiatives Fund

- 2 The Southland District Council Community Initiatives Fund is available for the development of community facilities and amenities including: community centres / halls, War Memorials, local reserves and picnic areas, walkways and tracks, sports fields, swimming pools and changing room facilities. Sport and recreational opportunities. Community programmes, activities or events.

### Recommendation

**That the Community and Policy Committee:**

- a) **Receives the report titled "Community Initiatives Fund Financial Report and Application Summary - March 2018" dated 3 May 2018.**
- b) **Approve the allocation of funds for the Community Initiatives Fund as per the attached schedule including any amendments made during the review.**

### Attachments

- A Community Initiatives Fund Financial Report and Application Summary - March 2018 [↓](#)

### Community Initiatives Fund Financial Report to 31 March 2018

# Southland District Council

## Community Initiative Fund

### As at 31 March 2018

<u>Summary</u>	Actual
Opening balance, 1 July 2017	250,491
<u>Add:</u>	
Rates Revenue*	82,638
Reversal Prior Year Commitments	5,130
Interest 2017/2018**	-
<b>Total</b>	<b>338,259</b>
<u>Less:</u>	
Advertising	1,120
Prior year Commitments	5,130
Current Commitments	72,475
Refunds/Stale Cheques/Reversals	- 2,050
<b>Total</b>	<b>76,675</b>
<b>Funds Held in Reserves</b>	<b>261,583</b>
<u>Less:</u>	
Minimum Balance Required	200,000
<b>Funds Available for General Distribution</b>	<b>61,583</b>

\* Rates revenue includes the total amount of rates funding anticipated to be received during the financial year.

\*\* Interest earned for the period has not been included. The actual amount will not be known until the end of the financial year when interest is allocated across Council's investments (30 June 2018).

<u>Prior Year Commitments</u>	Committed	Uplifted	Balance
2001/2002 Rakiura Carving Pole	2,500	-	-
2013/2014 Lumsden Playcentre	2,000	2,000	-
2013/2014 Riversdale Community Board	2,000	-	-
2014/2015 South Catlins Promotions	2,000	2,000	-
2015/2016 Edendale Rugby Club	1,000	870	130
2015/2016 South Caitlins Charitable Trust	750	750	-
2015/2016 Waianiwa Community Kindergarten Ince	1,000	1,000	-
2015/2016 Winton Community Support	400	400	-
2016/2017 Lumsden Heritage Trust	2,000	2,000	-
2016/2017 Winton Golf Club Inc	1,000	1,000	-
2016/2017 Wyndham Edendale Community Health Trust	1,000	1,000	-
2016/2017 Fiordland Rowing Club Inc	2,000	-	2,000
2016/2017 Gorge Road Country Club	1,500	-	1,500
2016/2017 Stewart Island Community Centre Trust	2,000	2,000	-
2016/2017 Gorge Road Swimming Pool	1,000	1,000	-
2016/2017 Makarewa Squash Club	1,500	-	1,500
2016/2017 Milford Community Trust	1,000	1,000	-
2016/2017 Mossburn School	3,000	3,000	-
2016/2017 Northern Southland Community Pool Trust	2,500	2,500	-
2016/2017 Riverton Heritage & Tourist Centre Trust	600	600	-
2016/2017 Stewart Island Community Centre	2,500	2,500	-
2016/2017 The Parenting Place - Attitude Youth Division	2,000	2,000	-
2016/2017 Winton Community Centre	750	750	-
	<b>36,000</b>	<b>26,370</b>	<b>5,130</b>

<u>Current Year Commitments</u>	<u>Committed</u>	<u>Uplifted</u>	<u>Balance</u>
Toitoti Lions Club	2,000	0	2,000
Alex McKenie Memorial	1,000	1,000	0
Aparima Taekwondo Club	300	300	0
Athol Sports & Recreation Group Inc	2,000	2,000	0
Balfour Community Baths Fund	3,000	3,000	0
Balfour Gun Club Inc	4,000		4,000
Nightcaps CDA Xmas Party	600	600	0
Brydone Community Centre	1,000	1,000	0
Central Southland Pony Club	1,500	1,500	0
Fiordland Racquets Club	5,000	5,000	0
Heritage South Trust	700	700	0
Jelly Beans Playgroup	720	720	0
Nightcaps Playgroup	5,000	5,000	0
Northern Southland Regional Dancing Society	330	330	0
Otautau Flowers, Quilts and Crafts Day	300	300	0
Riverton Community Garden	1,000	1,000	0
Takitimu Swimming Club	1,490	1,490	0
Waitang Day 201 Te Anau Committee	2,000	2,000	0
Winton A & P	1,500	1,500	0
Wyndham Pony Club	2,000	2,000	0
Tokanui Memorial Hall	2,000	2,000	0
Wallacetown Community Centre Society	2,000	2,000	0
South Catlins Charitable Trust	2,000	2,000	0
South Coast Environment Society	3,000	3,000	0
VS - Water Treatment Course	3,500	3,500	0
VS - Welcome Ambassadors	2,000	2,000	0
VS - Riverton Anglican Church	300	300	0
VS - Arts 2018	3,000	3,000	0
Winton Central Bowling Club	2,000	2,000	0
Northern Southland Community Resource Centre	2,000	2,000	0
Wyndham Rugby Football Club	2,000	2,000	0
Southland Life Education Trust	2,000	2,000	0
Dipton Golf Club	485	485	0
ST Johns Fiordland Area Committee	1,750	1,750	0
Waimatuku Highland Pipe Bands	2,000	2,000	0
Friends of Lumsden School	2,000	0	2,000
Garston CDA Memorial Seat	2,000	2,000	0
Riverton Heritage Tourist Centre Trust	3,000	0	3,000
	<b>72,475</b>	<b>61,475</b>	<b>11,000</b>
<u>Refunds/Stale Cheques/Reversals</u>			
Reversal - 2014/2015 Wyndham Edendale Community Health Centre	(1,000)	(1,000)	-
Reversal - 2013/2014 Heritage South	(850)	(850)	-
Reversal - 2015/2016 Marakura Yacht Club	(200)	(200)	-
	<b>(2,050)</b>	<b>(2,050)</b>	<b>-</b>

## Community Initiatives Fund

### Application Summaries

**Funding Available \$61,583**

**Total of Recommendations \$46,727**

**1 Aparima College**

Request assistance towards costs associated with printing banners that will be installed on the Main Street of Riverton. Year 10 students have completed the design for the banners.

The banners will look great on the Main Street of Riverton and also this will be a fantastic art project for the Year 10 students at Aparima College.

Total Project Cost \$1,800

Amount Requested **\$1,300**

Recommendation

**\$1,300**

**2 Camp Columba**

Request assistance towards the purchase of a Jumping Pillow.

The Camps trampolines are on their last legs and they would like to install a jumping pillow. School groups from all over Southland and Otago attend camp Columba during the term. The kids that come to the holiday programmes are often from difficult home life circumstances and a jumping pillow would offer another opportunity for these kids to try something new.

Total Project Cost \$22,516

Amount Requested **\$5,500**

Recommendation

**\$1,000**

**3 Friends of Lumsden School**

Request assistance towards costs associated with the purchase and installation of a shed to store equipment associated with 'play based learning'.

Lumsden Primary School wants to include more play based learning in the daily life of its students which enhances a child's natural capacity for intense and self-motivated learning.

Total Project Cost \$465

Amount Requested **\$200**

Recommendation

**\$200**

**4 Holy Trinity Anglican Church - Winton**

Request assistance towards costs associated with painting the Church.

The Church, buildings and grounds are maintained to a high standard. The Church is a 'Grade C' Heritage Historical Place and is the most photographed building in Winton.

The Church holds weekly services and is regularly used for funerals. The hall is used for community meetings and gathering.

Total Project Cost \$24,376

Amount Requested **\$5,000**

Recommendation

**\$2,000**

5 **Lumsden and Areas Activities for Miniature Bodies Society (LAMMBS)**

Request assistance towards costs associated with bringing Kaboom! Percussion to Northern School for a concert and percussion workshop.

This will be a community concert offered to all schools and preschools in the Northern Southland area. The workshop will be attended by students, parents and teachers wishing to increase their musical knowledge.

Total Project Cost \$1,700

Amount Requested **\$500** Recommendation **\$500**

6 **Northern Southland College**

Request assistance towards costs associated with the installation of a multi-purpose, all weather sports facility on the existing tennis courts. The multi-purpose turf will cater for netball, hockey, tennis, futsal and potentially other sports.

The facility would reduce travel time and costs for practices and some competition games and would provide consistent facility availability in less favourable weather.

This facility would be available to the wider community outside of school hours incorporating people from Balfour, Riversdale, Mossburn, Garston, Athol, Five Rivers, Dipton and Fiordland.

Total Project Cost \$177,500

Amount Requested **\$25,500** Recommendation **\$5,000**

**Subject to securing the balance of funding to enable the project to proceed.**

7 **Stewart Island / Rakiura Community & Environment Trust (SIRCET)**

Request assistance towards costs associated with the 'War on Weeds' project and in particular: equipment for field staff, chemical to control weeds, fuel for the vehicle and employee expenses.

The goal is to remove every barberry plant (noxious weed) from the 313 hectares that encompasses the township of Oban and adjacent land.

SIRCET started work on this project last year with a team of 3 staff who worked over 80 ha and removed 2548 barberry. Work was undertaken on 110 properties and each landowner was contacted to gain permission to access their land. All landowners were again contacted and updated on weeds that were found on their property.

Total Project Cost \$28,669

Amount Requested **\$2,000** Recommendation **\$2,000**

8 **The Parenting Place – Attitude Youth Division**

Request assistance towards costs associated with presenting the programme to students within the SDC area. Attitude's objective is to encourage mental and emotional resilience and to help prevent youth suicide, teen pregnancy, drug and alcohol abuse and a low sense of worth. The programme provides young people with a quality programme that challenges them to think by giving them information they need to make well-informed decisions about their future and behaviours. Students are equipped with effective strategies to deal with the pressures they face as teenagers.

Total Project Cost \$30,539

Amount Requested **\$2,300** Recommendation **\$2,300**

9 **Thornbury Community Development Area Subcommittee**

Request assistance towards costs associated with the installation of heritage interpretation panels at the Thornbury War Memorial.

The panels will contain information and imagery about Thornbury during WWI and WWII and also information about soldiers from the area who served in these wars.

Total Project Cost	\$3,365		
Amount Requested	<b>\$1,500</b>	Recommendation	<b>\$1,500</b>

10 **The Makarewa Bees**

Request assistance towards costs associated with attending a global competition in San Francisco in August 2018.

The Makarewa Bees, Kaycee, Sophie and Madi have created an iphone/ipad app called Bee fiend Pi. The development of the app was the product of a Super Tech Girls Movement competition with the brief to design an application which include one of the United Nations principles. The girls chose to focus on the environment and the plight of the bee. The girls placed second in NZ and out of all competitor across NZ and Australia received the prestigious UN Environmental Award.

As part of their placing in the Super Tech Girls Competition the girls have been asked to submit their entry to the World Technovation Challenge, which encourages young women to develop apps to solve global problems. The Pitch Summit will be held in San Francisco from 30 July to 5 August 2018.

Total Project Cost	\$		
Amount Requested	<b>\$2,800</b>	Recommendation	<b>Nil</b>
(cost of fundraising products)			

11 **Venture Southland**

- (a) Request assistance towards costs associated with artists fees for the Chorus Cabinet Art Programme.

Artists were asked to submit designs which were passed on to Chorus for approval. Once approved the decision was made as to the best location for the designs. Designs often tell stories about the communities they are located in. Chorus budget for the 2017/2018 year has restricted the number of cabinets that have been painted. Additional funding is sought to enable more cabinets to be painted.

Total Project Cost	\$7,400		
Amount Requested	<b>\$2,400</b>	Recommendation	<b>\$2,400</b>

- (b) Request assistance towards costs associated with providing a bus service to and from the 2018 ILT Kidzone Festival for residents within the SDC area at a subsidised rate of \$2.00 per return ticket.

Total Project Cost	\$303,855		
Amount Requested	<b>\$1,800</b>	Recommendation	<b>\$1,800</b>

- 12 **Waimatuku Southern Scenic Highland Pipe Band**
- (a) Request assistance towards costs associated with the purchase of new vests for competition and community performances
- |                    |         |                |                |
|--------------------|---------|----------------|----------------|
| Total Project Cost | \$3,070 |                |                |
| Amount Requested   | \$      | Recommendation | <b>\$2,000</b> |
- (b) Request assistance towards costs associated with the hall hire, tutor fees (35 weeks) and books and reeds for chanter.
- |                    |         |                |                |
|--------------------|---------|----------------|----------------|
| Total Project Cost | \$1,850 |                |                |
| Amount Requested   | \$      | Recommendation | <b>\$1,000</b> |
- 13 **Winton Community Gardens**
- Request assistance towards costs associated with expanding the infrastructure at the community garden site on Gap Road.
- This includes netting to protect against white butterflies, a table and shelter for volunteers to use for meetings and when having breaks.
- |                    |                |                |                |
|--------------------|----------------|----------------|----------------|
| Total Project Cost | \$2502         |                |                |
| Amount Requested   | <b>\$2,500</b> | Recommendation | <b>\$1,500</b> |
- 14 **Winton Skate Park Trust**
- Request assistance towards costs associated with concreting and sealing the intermediate area perimeter.
- This will complete the project. Quote for this final task \$6,653.
- Children of all ages use the facility on a daily basis.
- |                    |                |                |                |
|--------------------|----------------|----------------|----------------|
| Total Project Cost | \$412,174      |                |                |
| Amount Requested   | <b>\$4,653</b> | Recommendation | <b>\$4,653</b> |
- 15 **Wyndham District Community Pool Inc**
- Request assistance towards promotional costs associated with painting the Wyndham Community Pool. The pool services 320 Menzies students, 110 Wyndham students and over 200 swimmers registered as key holders.
- The facility is open to the schools and public, outside of school hours, for six months a year.
- |                    |                |                |                |
|--------------------|----------------|----------------|----------------|
| Total Project Cost | \$8,920        |                |                |
| Amount Requested   | <b>\$1,500</b> | Recommendation | <b>\$1,500</b> |
- 16 **Lumsden Playcentre**
- Request assistance towards updating the kitchen and replacing the art area bench. The Lumsden Playcentre is used for a minimum of 8 hours per week and the Toy Library operates from this facility 2 hours per week.
- |                    |                |                |                |
|--------------------|----------------|----------------|----------------|
| Total Project Cost | \$17,559       |                |                |
| Amount Requested   | <b>\$5,000</b> | Recommendation | <b>\$2,000</b> |
- Subject to securing the balance of funding to enable the project to proceed.**

17 **Mokoreta Redan Hall**

Request assistance towards costs associated with upgrading the power cable from the pole outside to the hall.

Two years ago the hall kitchen was fully upgraded to become a modern usable space for all community users. Unfortunately the current power cable is insufficient to run the two ovens and heaters, overloading the meter. The upgrade will make it safer and more robust.

Total Project Cost	\$2,300		
Amount Requested	<b>\$1,800</b>	Recommendation	<b>\$1,000</b>

18 **Northern Southland Community Resource Centre Charitable Trust**

Request assistance towards costs associated with continuing to develop the community garden including: the purchase of a worm farm, lawn mower, a vegepod with summer and winter cover, pea straw and seeds and plants.

The community garden enables a diverse group of people to access fresh produce, learn new skills and provides social interaction.

The garden group is open to everyone and has a minimum of 10 people working there every week and sometimes we get up to 20 people.

Total Project Cost	\$1,915		
Amount Requested	<b>\$950</b>	Recommendation	<b>\$950</b>

19 **Rakiura Heritage Trust**

Request assistance towards costs associated with replacing the existing heat pump because of a major fault and replacing with a new one.

The Museum is open daily and staffed by volunteers for the benefit of the general public, school groups, tourists, cruise ship visitors etc. The monthly average of 500 visitors is generally increasing each year.

Total Project Cost	\$3,915		
Amount Requested	<b>\$3,045</b>	Recommendation	<b>\$2,000</b>

20 **Riverton District Baths Society Inc**

Request assistance towards costs associated with repairing the fire doors, which are noted each month when inspected and replacing the safety matting on the platform area for younger children.

The pool is open between September and May for use by key-holders, the general public, schools from around the district and early childhood groups.

Total Project Cost	\$1954		
Amount Requested	<b>\$1,324</b>	Recommendation	<b>\$1,324</b>



21 **Riverton Heritage & Tourist Centre Trust**

- (a) Request assistance towards costs associated with the fitting comfortable padded seating in the ship themed theatre. This would enable longer films to be shown without visitor discomfort. Also create the opportunity to host film evenings and other events during winter.

Total Project Cost	\$1,638		
Amount Requested	<b>\$1,438</b>	Recommendation	<b>\$1,000</b>

- (b) Request assistance towards costs associated with the redesign and printing of the Riverton Street Map which is distributed through the visitor centre.

Total Project Cost	\$2,721		
Amount Requested	<b>\$2,721</b>	Recommendation	<b>\$1,500</b>

22 **Spring Flower Show Committee**

Request assistance towards costs associated with hosting the South Island National Chrysanthemum Show 5-6 May 2018 including: advertising, printing, engraving and venue hire.

Total Project Cost	\$1,000		
Amount Requested	<b>\$500</b>	Recommendation	<b>\$500</b>

23 **Stewart Island Pavilion Trust**

Request assistance towards costs associated with recovering the hall chairs.

The facility is used regularly by the Council and the Community Board for meetings and by community groups on a regular basis.

Total Project Cost	\$2,975		
Amount Requested	<b>\$1,800</b>	Recommendation	<b>\$1,800</b>

24 **South Catlins Promotions Inc**

Request assistance towards costs associated with re-printing the Catlins Heritage Trail brochure (45,000 copies).

The Catlins is becoming increasingly popular as a destination and heritage is a strong aspect of what visitors to the area want to learn about, even more so now with the development of Tumu Toka Curioscape.

Total Project Cost	\$5,967		
Amount Requested	<b>\$2,000</b>	Recommendation	<b>\$2,000</b>

25 **Mossburn Senior Citizens Inc**

Request assistance towards costs associated with re-roofing the Mossburn Senior Citizens building.

The roof is currently leaking, causing the walls to be damp. The brick and roughcast building, 1948, and has an aluminium roof with large nail holes. It needs to be fully replaced. The group has quotes for the work, and expect this will cost about \$16,000.

The Senior Citizens Building is approximately 80 square metres, has a large function space, and a main room and kitchen. It is currently used by groups every fortnight, and if it had a suitable roof could be used twice/weekly. The group have fundraised approximately \$6,000 towards the replacement of the roof and are seeking further funding support.

Total Project Cost      \$16,000

Amount Requested      **\$2,000**

Recommendation

**\$2,000**

## Corporate Performance Framework Project Update

Record No: R/18/2/4367  
Author: Rex Capil, Group Manager Community and Futures  
Approved by: Steve Ruru, Chief Executive

☐ Decision ☐ Recommendation ☒ Information

### Introduction

- 1 The development of the Corporate Performance Framework (CPF) project was identified in 2017-2018 as a key strategic project.
- 2 The Committee, at its 5 April 2017 meeting, resolved that it:
  - (a) Receives the report titled “Corporate Performance Framework Project” dated 27 March 2017.
  - (b) Endorses the Southland District Council Corporate Performance Framework Discussion Document – March 2017.
  - (c) Supports the further development required to progress the implementation of the new Framework in 2017 – 2018.
- 3 As a result of this Structured Conversations Ltd (Alicia McKay) was engaged in May 2017 to undertake the development of and delivery for the Corporate Performance Framework project.

### Process to date

- 4 Structured Conversations Ltd representative Alicia McKay facilitated the process and project development – summarised on page 5 of the CPF draft document attached. This involved workshops and input from elected representatives, executive leadership team members and activity managers.
- 5 A CPF Findings Report was produced in August 2017, a Long Term Plan KPI and Benefits Mapping Workshop Outputs Report was produced in September 2017 and preliminary draft CPF documents were produced in October and November 2017 for review by the GM Community and Futures.
- 6 Structured Conversations Ltd produced the final draft CPF document, Interim Performance Report draft template and Team Business Plan draft template in December 2017. These drafts have been reviewed and revised by the executive leadership team at its meeting on 12 February 2018.

### Points for consideration

- 7 The CPF project has been developed on the that ‘less is more’ and is an attempt to streamline planning and reporting functions while at the same time not compromising Council’s legislative and audit responsibilities.
- 8 It has also been developed with the idea of being ‘user friendly’ for staff, minimising duplication of effort and attempting to develop a ‘one source of truth’ approach and a process whereby one input can be derived for use with multiple audiences and processes.

- 9 The CPF is taking a new approach – based on a benefits led approach. This is highlighted and described on page 4 of the CPF document.
- 10 A key success factor is ensuring elected representatives and staff understand these principles and acknowledge the rationale for such. This requires an understanding and an acceptance that planning and subsequent reporting of your performance against the plan is good business practice.
- 11 It is intended that the CPF will be implemented from 1 July 2018. As part of the CPF, Council will deliver on its legislative requirements – including the LTP, Annual Plan, Annual Report and Activity Management Plans.
- 12 Council will not be producing a Corporate Performance Report or the Corporate Performance Variance Report. These will be replaced by the Interim Performance Report (IPR) which will be produced three times a year – for the four month periods of July-October, November-February and March-June. The IPR should also align with the re-forecasting process currently implemented for these same time periods.
- 13 The IPR will be designed based on the current grouping of activities as described in the LTP – being:
- Community Services
  - Regulatory Services
  - Emergency Management
  - District Leadership
  - Roads and Footpaths
  - Solid Waste
  - Stormwater
  - Wastewater
  - Water Supply.
- 14 A change in the process will require the activity manager to report by exception and provide meaningful explanation of the level of performance as compared with that planned. This will include reporting in person at the Finance and Audit Committee meeting. This allows the opportunity to foster discussion and dialogue between elected representatives and staff. This aims to assist in building relationships across the organisation.
- 15 Another change in process will be the requirement for teams to develop and deliver on Team Business Plans (TBP). These will primarily support the management and delivery of targets/milestones that support the effective delivery of internal and external KPIs agreed for the respective teams.
- 16 The TBP are the responsibility of the Group Manager/ELT member and team leaders to develop using the TBP template that has been produced to ensure consistency and standardisation.
- 17 The accountability for the preparation, delivery, monitoring, reporting, review and evaluation of the TBP rests with those responsible for the teams – Group Manager/ELT member and team leader. It is an expectation that a TBP will be produced for the following Teams:
- Finance
  - Resource Management

Building Solutions  
Environmental Health  
Transport  
Water and Waste  
Property  
Community Engineers  
People and Capability  
Executive Support  
Community Partnership  
Communication and Engagement  
Strategy and Policy  
Governance and Democracy  
Knowledge Management  
Customer Support  
Library  
Business Solutions  
ICT

- 18 The TBP targets/milestones agreed to that support the effective delivery of internal and external KPIs can then be incorporated into staff performance objectives to support the delivery of the overall organisation's work programme.
- 19 This mirrors the process currently operating whereby the CEO and individual ELT members agree annual performance standards/objectives and then the individual ELT member agrees with the respective team leader to assist in establishing annual performance standards/objectives based on this approach.
- 20 This creates a cascade effect with the sum of the objectives set supporting the bottom line principle to achieve the vision and community outcomes for Council.
- 21 This assists in supporting all staff in developing a clear understanding of how their role supports the 'thread' back to the overall Council vision. This assists in creating a sense of purpose and understanding of 'why we do what we do and who we do it for'.
- 22 To ensure understanding and 'buy in' it is important the respective Group Manager/ELT member leads the TBP development process alongside the relevant team leader.
- 23 In essence this good business practice should also assist when making prioritisation decisions with regards resource requirements and resource allocation. This allocation should reflect the TBP and associated team work programme as identified in the TBP.
- 24 Also identified through this process and the development of the draft LTP 2018-2028 has been the need to ensure the validity of the data reported on for the LTP and associated KPIs.
- 25 An internal staff team is currently undertaking a project to establish data requirements for the draft LTP 2018-2028 KPIs that will provide accurate 'real time' data for the activity

manager/team leader/Group Manager and Council. This will also be used to inform and populate the IPR. The exception based reporting methods for the IPR relating to the KPIs will assist the elected representatives and staff to monitor and review the corporate performance of the organisation.

## **Next steps**

- 26 This report is presented to the Community and Policy Committee to provide an update of the project, to receive the report and assist in moving to the next steps in the process.
- 27 Council staff are aware of the need for a well-constructed internal staff communications and engagement approach and to implement the delivery of this project alongside the relevant and appropriate staff.
- 28 An initial workshop with team leaders has been conducted which involved covering off the project overview, the requirements in delivering the next steps, a focus being on the key messages of the Why?, and the need for staff to engage and understand the responsibilities associated with delivering on the TBP and the IPR going forward.
- 29 Further staff workshops related specifically to the IPR and the TBP are to be held to assist staff in the preparation for a 1 July 2018 implementation of the CPF.

## **Recommendation**

**That the Community and Policy Committee:**

- a) **Receives the report titled “Corporate Performance Framework Project Update” dated 2 May 2018.**

## **Attachments**

- A Corporate Performance Framework - Draft January 2018 [↓](#)



# Corporate Performance Framework 2018-2021

For Implementation 1 July 2018

Author: Southland District Council

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Document Revision

Date	Amendment	Amended by	Approved by	Approval date
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## Corporate Performance Framework

### Document Control

#### Document Information

Document Name	Southland District Council Corporate Performance Framework
Status	DRAFT

### Distribution Control

Issued to	Role	Date of Issue	Version
Rex Capil	GM Community & Futures	24/10/17	Draft 1
Rex Capil	GM Community & Futures	24/11/17	Draft 2
Rex Capil	GM Community & Futures	13/12/17	Draft 3

### Document Approval

Name	Role	Date of Approval
Rex Capil	GM Community & Futures	
Steve Ruru	Chief Executive	

## 1. Overview

The Corporate Performance Framework (CPF) project was identified in 2017 as a key strategic project to support Southland District Council (SDC) in being more dynamic, effective and efficient. SDC is focused on providing optimal value for money to its ratepayers and a robust framework for performance is a key step toward this.

### What is the Corporate Performance Framework?

The CPF aligns Council's intended high-level direction (expressed through its Vision, Community Outcomes and Strategic Objectives) to the ground floor - activities and outcomes delivered by teams and individuals.

The CPF takes a **benefits-led** approach to understanding performance, with benefits providing the 'golden thread' linking Council's big picture thinking through to daily operations.

#### What are benefits?

Benefits are the positive changes created by organisational activities. In order to be considered a benefit, a change must meet the following four attributes:

- There is a beneficiary (a group, individual, community or organisation)
- There is a gain
- It is attributable to something we have changed, and
- The change is observable.

#### Why do benefits matter?

##### To demonstrate a return

Benefits are an effective proxy for the 'return' (social, environmental, economic, financial etc) that Council delivers to the community, government and other funders for its' collective investment by way of rates, user charges and subsidies.

##### To ensure strategic alignment

It is critical that Council can articulate the benefits that are delivered by its activities. Assessing how both business-as-usual and special projects contribute to targeted benefits is a robust way to understand how Council activities align with the high-level vision.

##### To stay focused

Requiring Council's activities to align with the overall vision and objectives for SDC and the community means we focus our attention on the activities that offer the greatest contribution to Council's objectives. From a performance measurement perspective, it means we achieve better value from our time investment, minimising the tendency to simply 'measure what moves'.

Identifying and monitoring benefits to understand performance is considered best-practice, with NZ Treasury and the MBIE recommending a benefits-led approach to making investment decisions.

### Key principles of the CPF

1. All SDC services, activities and projects can be linked to the achievement of wider strategic goals, through the delivery of benefits
2. The things we use to measure our performance are a meaningful indicator of whether benefits are being achieved
3. The way we monitor and report on performance results will provide valuable and relevant information to decision-makers
4. We will use performance results to make evidence-based decisions about service delivery
5. We might not get it right the first time, but we will continuously improve the way we understand, measure, monitor, report and implement performance information.

### How did we develop the CPF?

The development of the CPF has been a team effort, including the input of activity managers and elected members from the outset.

#### We engaged at all levels of the organisation to identify areas for improvement

Facilitated workshops and single-person interviews were held with activity managers and elected members to identify strengths and weaknesses with the way that performance information is currently managed.

A Findings Report was prepared based on the fieldwork and additional research, which identified four main areas for improvement as part of the CPF process:

Key areas being targeted for improvement in the new CPF as a result of this research are:

- **Building Trust** – Encouraging collaboration between staff and elected members to develop performance measures and redefine the organisational performance framework, to create a strong foundation of trust. This foundation will make it easier to implement changes to the way information is presented, including reduced detail.
- **Strategic Alignment** – Using a benefits-led approach to deliver the ‘golden thread’ that links Council’s wider strategic framework to day to day operational tasks.
- **Meaningful Information** - Reduce the volume of information being reported in interim and annual reporting and enhance reporting frameworks to make information more meaningful and forward-focused. This includes adopting a more interactive interim reporting process that ‘reports by exception.’
- **Staff Engagement** – Feeling connected to the bigger picture promotes more engaged and productive staff, which in turn leads to improved service delivery. Encouraging ownership of measures and facilitating a staff understanding of how benefits tie measures and strategic goals together has been a key part of this process.
- **Tools and Technologies** – Supporting performance management to become easy and more up to date.

#### We took staff and elected members on a journey to understand and identify benefits

Activity managers, elected members and staff involved with the collection and application of performance data were invited to a series of facilitated workshops.

These workshops focused on identifying how each group of activities contributed to Council's community outcomes and strategic objectives by outlining the benefits of service delivery.

### Managing Performance

SDC activity performance is measured using a set of key performance indicators, which demonstrate whether success has been achieved – that is, whether we have produced the benefits we were aiming for.

Processes to measure performance information need to be consistent, accurate, reliable and easily replicable. Standardised processes and electronic tools are preferred when possible. Activity managers are responsible for working with the Strategy and Policy Team to ensure data collection is timely, accurate and complies with existing standards.

### Legislative Compliance

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Council is a statutory body, subject to a wide range of Acts and regulations. A Legislative Compliance Register will be developed to ensure that all statutory requirements are met. This register ensures that nothing 'slips through the cracks' and enables accurate, up-to-date information in a centralised form.

### Internal Support Functions

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Internally facing functions such as Finance, Human Resources and Information Management play a critical role in creating the conditions for quality service delivery. These activities exist as standalone functions to deliver better quality results and improved economies of scale for the organisation.

In SDC's benefits framework, the benefits delivered by internal support functions are shown as 'enabling' benefits, because they deliver intermediate benefits that enable improvements in value for money and service delivery to the community. These functions prepare internal team business plans but are not included in the Annual Plan, Long Term Plan or Annual Report.

### Performance Planning and Reporting

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The CPF planning and reporting structure consists of

- a) documents required by legislation
- b) documents that Southland District Council chooses to produce for planning and accountability purposes.

Key documents that SDC is required to produce include

- Long Term Plan
- Annual Plan (if there are material changes to the Long Term Plan)
- Annual Report

Other documents that SDC chooses to produce to operationalise these high-level documents include:

- Team Business Plans (TBP)
- Interim Performance Reports (IPR) – for 4 monthly periods (July-October, November-February, March-June)
- Individual employee performance objectives – reviewed and revised annually

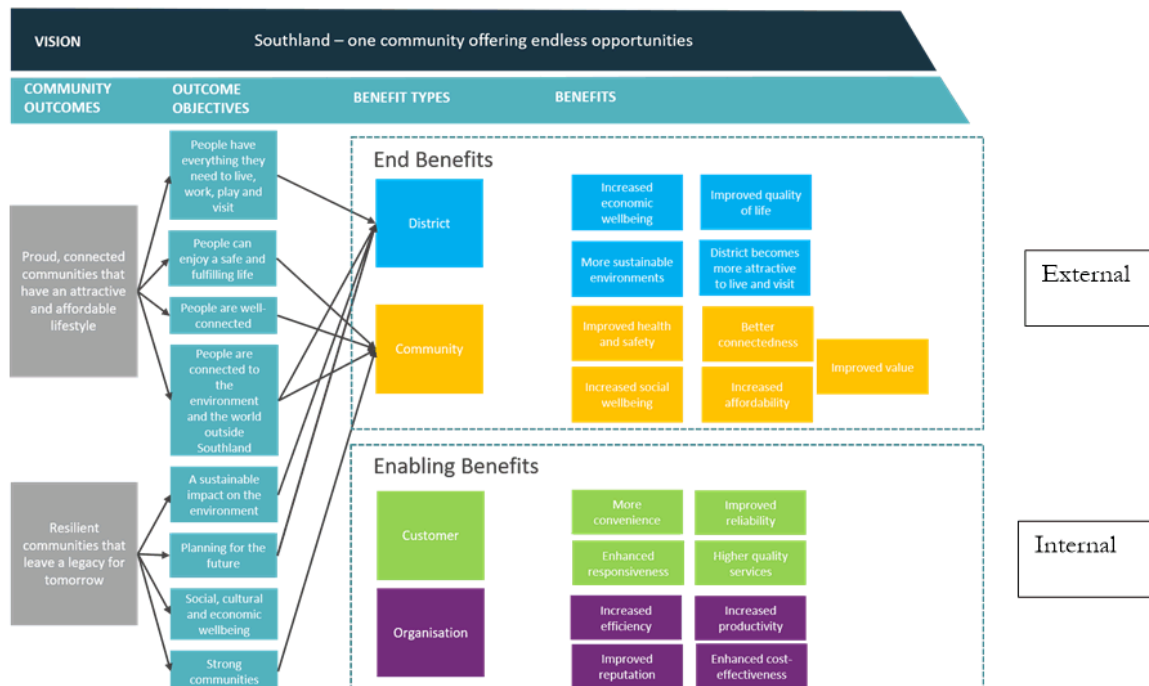
The planning and reporting regime for SDC has been carefully designed to ensure that staff and Councillors are provided with useful tools, rather than creating burdensome or unnecessary work.

## Implementation and Review

The CPF will come into operation on 1 July 2018, following Council adoption of the Long Term Plan for 2018 – 28. It will be reviewed annually, and redeveloped every three years to coincide with the development cycle of the Southland District Council Long Term Plan.

## 2. Southland District Council Strategic Framework

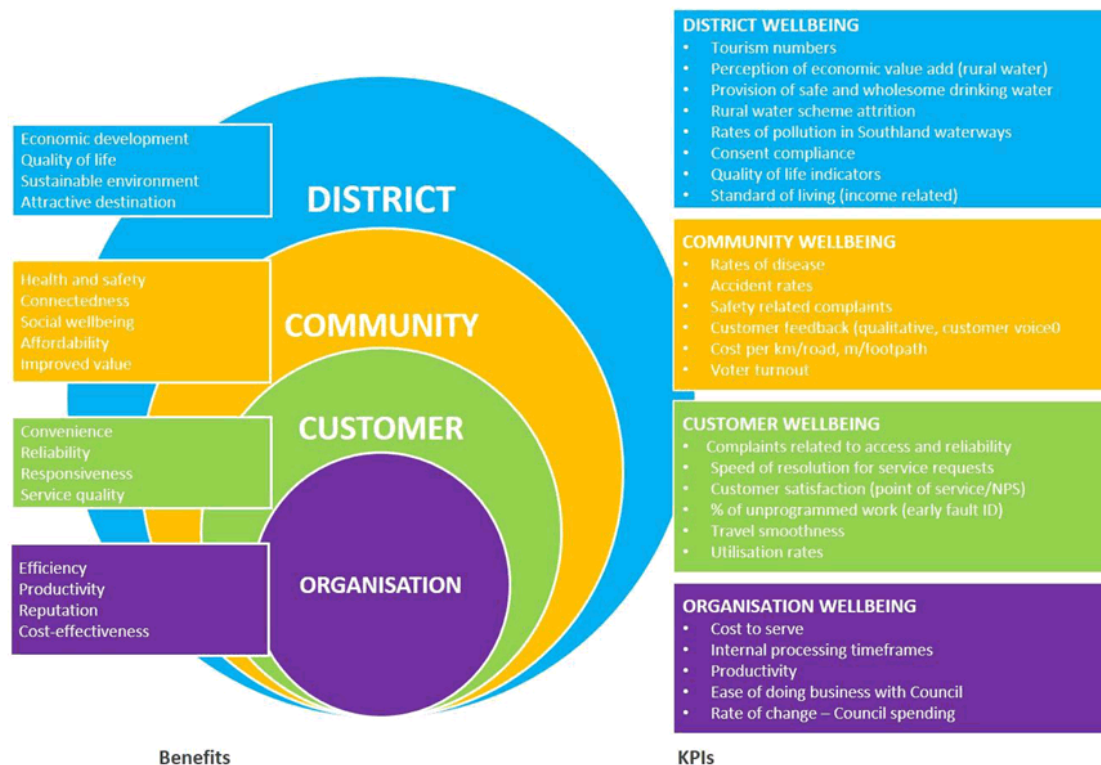
The diagram below summarises Council's overall strategic framework, flowing from Council's overarching vision and high-level community outcomes, through to strategic objectives and the benefits that we aim to deliver in achieving these objectives. All Council activities, projects and spending aligns to this framework, with benefits providing the 'golden thread' to understand why we do what we do. Benefits have been separated into four main types, and are distinguished by their status as end or enabling benefits. Customer and organisation facing benefits are understood as intermediate outcomes that enable the delivery of community and district facing end benefits.





### 3. SDC Benefits Framework

The CPF takes a **benefits-led** approach to understanding performance, with benefits providing the 'golden thread' linking Council's big picture thinking through to daily operations. The diagram below summarises the SDC Benefits Framework, showing the key benefits that SDC aims to deliver, along with a series of KPIs that can be used to understand whether benefits are being achieved. Benefits are categorised into four types, distinguished by the primary beneficiary.



### 4. Managing Performance

#### Overview

Council 'groups' activities into nine key areas for the LTP. Each of these activities contributes toward the achievement of Council's strategic objectives for the Southland District community, as well as fulfilling statutory requirements where appropriate.

Council activities are the means to deliver the benefits outlined in the SDC Strategic Framework. Each activity can be clearly linked to higher-level strategic objectives through the delivery of benefits, which are measured on an ongoing basis to monitor progress.

Levels of service describe the standard of service that SDC are seeking to deliver, which service levels focused on those that relate most strongly to the targeted benefits identified in the CPF.

## Why We Measure Performance

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Measuring performance against Council objectives is critical, to:

- Agree what is important and what constitutes success
- Provide an early warning when things go off track, so we can respond quickly
- Help forecast the benefits we will produce in the future
- Better understand the impact of different initiatives - what works and what does not
- Provide a basis of accountability
- Influence behaviour.

## Key Performance Indicators

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Council measures performance against internal and external targets that are clearly linked to the benefits outlined in the Strategic Framework and to levels of service. This set of key performance indicators (KPIs) provide a leading indicator of whether a change has occurred.

Each Key Performance Indicator is benchmarked against current performance, where information is available, with targets set for future performance.

KPI results are then reported in the Interim Performance Report by Activity Group and Annual Report, and used to make management and governance decisions on an ongoing basis.

KPIs should be

- Simple to understand and communicate to all involved
- Specific and detailed
- Supported by regular and easily available data
- Available in a meaningful frequency of measurement.
- Aligned to individual's performance objectives, when possible.

KPIs should focus on the most meaningful and relevant indicators of performance, rather than attempting to measure all indicators of performance.

Council's performance is measured in financial and non-financial metrics. This data needs to be collected and collated information throughout the year from a range of different sources.

## Information Sources

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The key requirements for any dataset used are that the information is valid and verifiable, whether it originates from a primary source (collected internally by SDC) or a secondary source (collected externally, such as by another government agency or independent researcher.)

To ensure information is reliable and achieve maximum value from performance monitoring and measurement should be embedded, and where possible, automatic processes. Managers with new or changed performance information requirements should consult with the Strategy and Policy team before establishing a new measurement or monitoring procedure.

## Surveys

SDC uses quantitative survey data to understand performance against a wide range of objectives.



### Residents' Satisfaction & Opinion Survey

The most significant of SDC surveys, this survey is currently completed biannually. An independent research agency consults with a demographically representative sample of the Southland District community to understand resident satisfaction with a wide range of Council services and facilities.

### Customer Request Data

SDC uses an electronic customer management database for inputting and tracking service requests from residents. The system is also used for reporting on service response times, which is very useful to measure the responsiveness of customer service being delivered by Council and its contractors.

### Database Tools

Council uses several key databases to manage other important information such as asset condition, work programmes and maintenance requirements. This includes the Road Assessment and Maintenance Management (RAMM) database which is used by all Road Control Authorities in New Zealand, and NZTA.

### Externally Collected Data

Secondary data that is collected by government or other agencies at a regional or national level is used to better understand how Council's activities have a wider impact on the district. This includes economic and social indicators measured by MBIE and the Department of Internal Affairs, and environmental data collected by Environment Southland.

## Legislative Compliance

Council is a statutory body, subject to a wide range of Acts and regulations. A Legislative Compliance Register will be developed to ensure that all statutory requirements are met. This register ensures that nothing 'slips through the cracks' and enables accurate, up-to-date information in a centralised form. Environmental Services will take ownership of this register, as the Council Group primarily responsible for Council's regulatory functions.

This register is kept independently of Council's main CPF for the following reasons:

- Activity managers are empowered to develop key performance indicators that link directly to benefits and Council's wider strategic framework while also being confident that statutory requirements (such as accreditation or processing timeframes) are being captured, monitored and recorded where the responsibility lies.
- Council staff and elected members can quickly and easily monitor the compliance status of the organisation.

## 5. Performance Planning and Reporting

Planning how we will achieve our objectives and reporting on progress toward these goals is critical to drive a high performing organisation and drive accountability and alignment at all levels.

Key documents that SDC is required to produce include

- Long Term Plan
- Annual Plan (if there are material changes to the Long Term Plan)

- Annual Report

Other documents that SDC chooses to produce to operationalise these high-level documents include:

- Team Business Plans (TBP)
- Interim Performance Reports (IPR) supported by a bimonthly Management Report
- Individual employee performance objectives

The planning and reporting regime for SDC has been carefully designed to ensure that staff and Councillors are provided with useful tools, rather than creating burdensome or unnecessary work.

## Long Term Plan – 10 Year

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SDC is required by the Local Government Act (LGA) to produce a Long Term Plan which outlines budgets, plans and work programmes based on Activity Management Plans for a ten year period – with the first three years in detail. This plan is reviewed and produced every three years.

## Annual Plan

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SDC is required by the LGA to produce an Annual Plan each year which outlines any changes to what was outlined in the Long Term Plan.

### Team Business Plans

Team Business Plans are a new approach that:

- Operationalise the Activity Management Plans outlined in the Long Term and Annual Plans in more detail
- Operationalise internal support team work programmes and priorities on an annual basis
- Delegate tasks and assist with workforce planning
- Set milestones and targets for project and programmes
- Detail internal initiatives, resources and projects to enable the achievement of service delivery objectives
- Bring together key strategic planning work streams external to the Long Term Plan process
- Enable comprehensive planning for internal support functions that do not have performance goals outlined in the Long Term Plan.

Team Business Plans are prepared with a three year horizon, to align with the Long Term Plan, and are reviewed annually. The plans are intended to be a 'living document' that can be changed and updated as priorities change throughout the year.

### Organisation Plan Spectrum

LTP ↔ AP ↔ Team Business Plan ↔ Individual Performance Objectives

## Annual Report

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The Annual Report is a statutory requirement and key accountability document that outlines whether Council achieved the financial and non-financial objectives outlined in the Long Term and Annual Plan. This document is formally audited.

## Interim Performance Report - supported by a bimonthly Management Report

Interim Performance Reports provide a touch-point throughout the financial year, for elected members and Council officers to monitor progress against targets and milestones. Interim reporting is a critical element of any performance monitoring framework, keeping high level performance goals relevant to daily operations and enabling early identification of potential issues.

The Interim Performance Report, compiled every four months and presented to the Finance and Audit Committee, is a new report which differs from previous interim reporting, due to the following features:

- **Reporting by exception** – only results or activities that are outside of the expected tolerance for the period should be reported to Council. Performance results which are significantly more positive or negative than expected, and/or which may lead to a departure from Council's preferred level of service should be outlined in the IPR. Activity managers with agreement from the Group Manager will use their judgement to determine which results will require discussion.
- **Reforecasting process** – it is intended each Interim Performance by Activity Group Report will inform and correlate to the reforecasting process required to be undertaken on the same four monthly basis
- **Meaningful narrative and discussion** – Narrative is a critical element of the report, which must include in-person attendance at the Finance and Audit Committee meeting by the relevant manager to discuss the results and/or activities that are outside of the expected tolerance for the period.

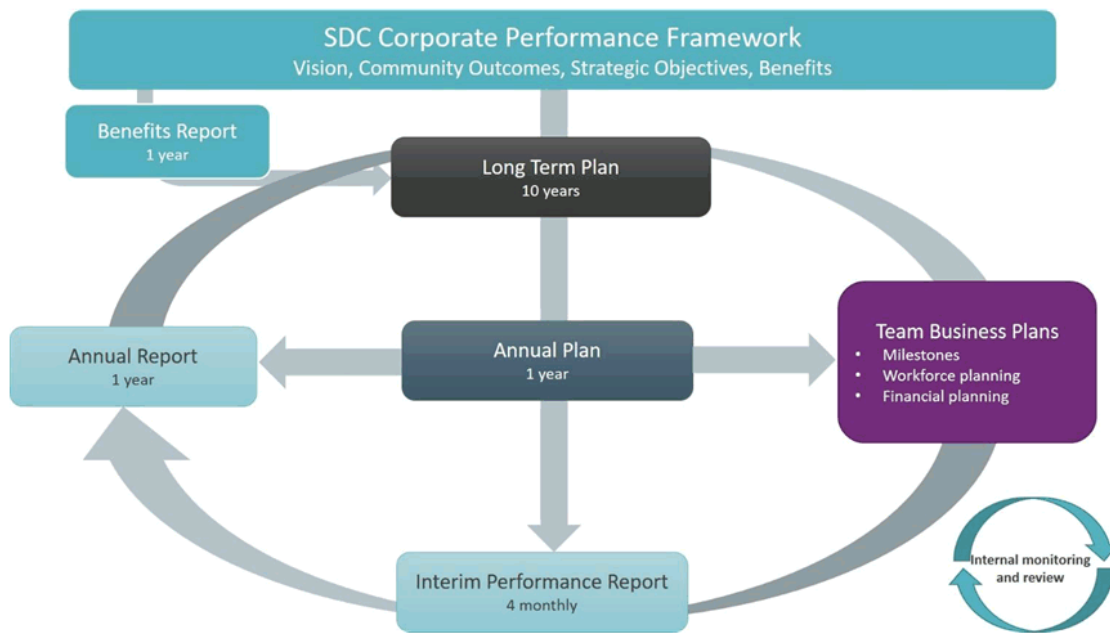
**Feedback loop** – Each report will follow up on the progress toward corrective actions identified as necessary in the previous report, ensuring the 'loop' from performance data to decision-making is effectively closed.

The Bimonthly Management Report to Council complements and supports the Interim Performance Report to the Finance and Audit Committee by providing up to date and related information every other second months to the IPR. The Bimonthly Management Report will provide content for the time period inclusive of:

- Overview
- Performance Update
- Project Update

The Bimonthly Management Report will vary from the IPR in that the content for the time period will be exclusive of:

- Corrective Actions
- Legislative Compliance
- Financial Summary.



## 6. Implementation and Review

The CPF will come into operation on 1 July 2018, following Council adoption of the Long Term Plan for 2018 – 28.

The CPF is a living process which includes various documents that should always reflect the current status of the organisation. It will be reviewed annually, and redeveloped every three years to coincide with the development cycle of the Southland District Council Long Term Plan.

For implementation to achieve the desired impacts, it will be critical that supporting work streams are implemented before June 2018. These include:

- The development of a structured communication and engagement plan, to engage the organisation in the new CPF
- The development and approval of suitable planning and reporting templates to support the CPF
- The alignment of Levels of Service and KPIs to reflect the benefits-led framework of the CPF.

### Appendix 1: Legislative Compliance Register

Act/Regulation	Requirement	Business Unit Responsible	Position Responsible	Risk Rating	Compliance Status	Notes

Legislation Risk Rating	Potential consequences of a compliance breach	Risk Commentary
Severe	Very significant legal or regulatory failure resulting in legal action, parliamentary investigation, ongoing media scrutiny	Unacceptable level of risk exposure which requires immediate corrective action.
High	Legal or regulatory failure potentially resulting in legal action or investigation, parliamentary and or short-term media scrutiny	High level of risk exposure which requires constant active monitoring and measures
Medium	Limited legal or regulatory failure resulting in legal action against SDC	Acceptable level of risk exposure subject to regular monitoring processes
Low	Minor legal, regulatory or policy/strategy failure that may result in limited impact to SDC	Acceptable level of risk exposure subject to periodic monitoring processes

Figure 1 - SDC Planning and Reporting Framework

## Appendix 2: SDC LTP Key Performance Indicators 2018

### Community Services

#### Community Facilities

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)	
Activity Objective: Provide facilities communities need and support the community to participate in a range of recreational, educational, sporting, commercial and social/cultural activities			
1a. People have everything they need to live, work, play and visit	Healthier, more active communities	LoS 22: Facilities are fit purpose, in appropriate locations and managed cost effectively	
	Southland is a more desirable place to live and visit	KPI 22.1: Percentage of facilities that meet required standards': (a) community centres (b) wharves/jetties	
1b. People are well-connected (to each other the environment and world outside Southland)	More socially connected	KPI 22.2: Community housing occupancy rate	KPI 22.3: Community housing net cost to rates
	Better connections to history and local identity		
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Better access and safety	KPI 22.4: Cemetery internment net cost to rates	KPI 22.5: Percentage of burial plots prepared by the time requested
	Increased recreation opportunities		
2a. Strong communities	Greater community self-sufficiency / reliance	KPI: 22.6: Number of unplanned interruptions to electricity supply	
	Better history and heritage preservation		
2b. Consider social, cultural and economic wellbeing	Stronger business sector and local / regional economy		
2c. Consider the impact on the environment	More opportunities for economic growth		
	Reduced environmental impact		

## Libraries

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)
Activity Objective: Connect residents to local, national and global communities, information and ideas		
1a. People have everything they need to live, work, play and visit	Healthier, more active communities	LoS 24: Provide easy access to information, resources and tools
	Southland is a more desirable place to live and visit	KPI 24.1: Active <sup>1</sup> library membership per capita
1b. People are well-connected (to each other the environment and world outside Southland)	More socially connected	KPI 24.2: Cost of service per capita
	Better access to information	
	Better connections to history and local identity	
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Increased recreation opportunities	KPI 24.3: Library programme net promoter score
2a. Strong communities	Better history and heritage preservation	



## Parks and Reserves, and Public Toilets

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)	
Activity Objective: A network of open spaces and facilities that celebrate and enhance our natural environment that can be appreciated and enjoyed by current and future generations Provide facilities communities need and support the community to participate in a range of recreational, educational, sporting, commercial and social/cultural activities			
1a. People have everything they need to live, work, play and visit	Healthier, more active communities	LoS 23: Facilities are fit purpose, in appropriate locations and managed cost effectively	
	Southland is a more desirable place to live and visit	KPI 23.1: Percentage of facilities that meet required standards <sup>1</sup> : (c) Parks/Reserves (d) Playgrounds (e) Sportsfields (f) Toilets	KPI 23.2: Number of open spaces upgraded as identified in the open space strategy implementation plan within budget
1b. People are well-connected (to each other the environment and world outside Southland)	More socially connected		
	Improved natural environment		
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Increased recreation opportunities	KPI 23.3: Number of complaints about public toilets	KPI 23.4: <i>Cost of parks and reserves per hectare</i>
2a. Strong communities	Better history and heritage preservation		
2b. Consider social, cultural and economic wellbeing	Stronger business sector and local / regional economy		
	More opportunities for economic growth		



## Community Assistance

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)
<b>Activity Objective: Provide assistance to a range of organisations for projects and activities which improve community wellbeing</b>		
1a. People have everything they need to live, work, play and visit	Enhanced quality of life for Southlanders	No Levels of Service or KPI's have been set for these activities as Council takes more of a responsive approach depending on community requests/applications
	Services better meet local and district needs	Not applicable - no target set (see above). Monitoring of these activities is completed via other means (e.g. Council reports/budgeting processes).
1b. People are well-connected (to each other the environment and world outside Southland)	More civic engagement and participation	
	More responsive to community needs	
	Improved public safety	
2a. Strong communities	More trust and confidence in Council	
	Better history and heritage preservation	
2b. Consider social, cultural and economic wellbeing	Improved value for money / increased cost effectiveness	

## Regulatory Services

## Building Control

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI )		
Activity Objective: A safe built environment				
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Improved public safety	LoS 13: A safe built environment for the community to use		
	Reduced public health risk	KPI 13.1: Average time <sup>1</sup> to process applications for: (a) Building consents (b) LIM (c) PIM	KPI 13.2: Maintain accreditation <sup>1</sup> as a Building Consent Authority	KPI 13.3: Number of building consents where code of compliance certificates (CCCs) are yet to be issued
	Improved standard of living/quality of life			
2c. Consider the impact on the environment	Better enabling economic growth and development			
2d. Planning for the future	Reduced impact of disaster			
	More self-sufficient communities			

## Resource Management

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)	
Activity Objective: Ensure the development of the District and use of its resources is carried out in a sustainable manner, compatible with community values while not compromising environmental bottom lines			
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Reduced public health risk		
	Improved standard of living/quality of life		
2c. Consider the impact on the environment	Reduced environmental Impact	LoS 9: Efficient and cost effective processing of resource consent applications	
2b. Consider social, cultural and economic wellbeing	Better enabling economic growth and development	KPI 9.1: Median time to process non-notified consent applications	KPI 9.2: Median charge per non-notified resource consent application
2c. Consider the impact on the environment	Reduced risk to environment and amenity	LoS 10: Maintain an up-to-date and responsive regulatory policy environment	
2d. Planning for the future	More self-sufficient communities	KPI 10.1 Report <sup>1</sup> two-yearly on the District Plan effectiveness	

## Animal Control

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI )		
Activity Objective: Encourage responsible animal ownership and protect the public from harm				
1a. People have everything they need to live, work, play and visit		LoS 11: Effective and appropriate control of activities that minimise the potential for public harm		
	Improved public safety	KPI 11.1: Number of serious injuries to the public from dog attacks	KPI 11.2: Percentage of non-working dogs subject to the responsible owner category	KPI 11.3: Percentage of people contacting Council about dog or animal control issue satisfied with the response to their request
	Improved standard of living/quality of life			

## Environmental Health

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI )	
Activity Objective: Enhance the health, safety and well-being of the community, through the effective implementation of a range of public health related legislation			
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Improved public safety	LoS 12: Effective and appropriate control of activities that minimise the potential for public harm	
2c. Consider the impact on the environment	Reduced risk to environment and amenity	KPI 12.1: Number of incidents <sup>1</sup> of foodborne illness believed <sup>2</sup> to be caused by food sold at a Council-verified business	KPI 14.2: Number of alcohol licensees that fail a controlled purchase operation <sup>3</sup>

## Emergency Management

## Emergency Management

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI )	
Activity Objective: Safer, strong communities understanding and managing their hazards			
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Improved public safety	LoS 26: Build community resilience to emergency events	
		KPI 26.1: Number of Southland communities covered by a Community Response Plan	KPI 26.2: Percentage of surveyed households that have an emergency plan (written or verbal)
	Reduced public health risk		
2d. Planning for the future	Reduced impact of disaster		

**District Leadership****Representation and Advocacy**

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)
Activity Objective: Enable democratic local decision making and by, and on behalf of, communities		
1a. People have everything they need to live, work, play and visit	Services better meet local and district needs	LoS 25: Make decisions in an open, transparent manner
	Enhanced quality of life for Southlanders	KPI 25.1: Percentage of residents that: a) have confidence in Council decision-making b) feel that Council decision-making reflects local and district needs
1b. People are well-connected (to each other the environment and world outside Southland)	More civic engagement and participation	KPI 25.2: Proportion of main items held in open meetings <sup>1</sup>

## Community Futures

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)	
Activity Objective: Support collaborative partnerships with the community and key agencies/stakeholders in the district and region that add to the quality of life in Southland			
1a. People have everything they need to live, work, play and visit	People more positive and enjoy a better quality of life	LoS 19: Proactively engage/plan with the community	
		KPI 19.1: Number of Community Conversations held	KPI 19.2: Number of community leadership plan processes held/completed
1b. People are well-connected (to each other the environment and world outside Southland)	More people feel included and connected Greater connection to decision-making		
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	More people make positive life choices		
	Greater community self-sufficiency / reliance	LoS 20: Support communities to obtain the resources they need	
2a. Strong communities	More cohesive and resilient communities that welcome and celebrate diversity	KPI 20.1: Percentage of funds distributed through contestable community grants and funding schemes that comply with grant criteria	
	Stronger business sector and local / regional economy	LoS 21: Facilitate economic growth	
2b. Consider social, cultural and economic wellbeing	More opportunities for economic growth identified and promoted Enhanced visitor experience with more opportunity to capture economic benefit	KPI 21.2: Southland regional GDP	KPI 21.1: Southland regional unemployment rate

## District Support (Customer Support)

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)
Activity Objective: Positive, consistent customer experience so our customers only have to ask us once		
1a. People have everything they need to live, work, play and visit	Services better meet local and district needs	LoS 24: Provide a positive and consistent experience
	Enhanced quality of life for Southlanders	KPI 24.1: Percentage of requests for service resolved within service levels
1b. People are well-connected (to each other the environment and world outside Southland)	More civic engagement and participation	KPI 24.3 : Net Promoter Score
		KPI 24.2: Percentage of abandoned calls

## Corporate Support (Communications and Engagement)

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)
Activity Objective: Pro-active communication and engagement that ensures information provided by Council is easily accessible, relevant and timely		
1a. People have everything they need to live, work, play and visit	Services better meet local and district needs	LoS 27: Engage and communicate with the community
	Enhanced quality of life for Southlanders	KPI 27.1: Level of public attendance at engagement activities/opportunities
1b. People are well-connected (to each other the environment and world outside Southland)	More civic engagement and participation	KPI 27.2: Percentage of residents who are satisfied with Council communications
2a. Strong communities	More trust and confidence in Council	
2b. Consider social, cultural and economic wellbeing	Improved value for money / increased cost effectiveness	

## Corporate Support (Information Management, People and Capability, Strategy, Financial Management, Forestry)

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI)	
Activity Objective: Customer and business aligned, service orientated and leaders in providing the best services available			
1a. People have everything they need to live, work, play and visit	More efficient service delivery	LoS 28: Provide efficient and effective information management services (Information Management)	
	Services more fit for purpose	KPI 28.1 User satisfaction with information management	
1b. People are well-connected (to each other the environment and world outside Southland)	More responsive to community needs	LoS 29: Resources are in place for the effective running of Council (People & Capability)	
	Improved customer experience	KPI 29.1: Budgeted FTE	KPI 29.2: Labour turnover
	More trust and confidence in Council	KPI 29.3: Percentage of staff with annual leave over a number of days	KPI 29.4: Health and Safety performance
	Improved value for money / increased cost effectiveness	LoS 30: Operate in a financially prudent manner (Financial Management)	
2b. Consider social, cultural and economic wellbeing		KPI 30.1: Rates income limits	KPI 30.2: Debt limits
	Stronger business sector and local / regional economy	KPI 30.3: Revenue compared to operating expenditure	KPI 30.4: Capital expenditure on network infrastructure compared to depreciation
	Reduced environmental impact	KPI 30.5: Borrowing costs as a proportion	KPI 30.6: Net cash flow from operations compared to budget
		KPI 30.7: Net debt compared to forecast	



## Core Infrastructure

## Roads and Footpaths

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI )		
Activity Objective: A safe and integrated corridor that enables people, goods and services to move throughout Southland and makes it easy to live, work, play and visit here				
1a. People have everything they need to live, work, play and visit	Convenient and efficient travel	LoS 16: Roads are fit for purpose and provide for comfortable and efficient travel		
	A more reliable transportation network	KPI 16.1: Average quality of ride on sealed local roads (MM 2: road condition)	KPI 16.2: Percentage of sealed local road network resurfaced (MM 3: renewal program)	KPI 16.3: Percentage of customer service requests <sup>2</sup> responded to within required timeframes (MM 5: response to service requests)
1b. People are well-connected (to each other the environment and world outside Southland)	Improved social wellbeing and connectedness	KPI 16.4: Percentage of gravel road tests <sup>3</sup> where road roughness meets acceptable standards		
	Healthier, more active communities			
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	People can travel around more safely	LoS 17: A safe roading network	LoS 18: Footpaths are safe, well designed and well maintained	
		KPI 17.1: Annual change in the number of fatalities and serious injury crashes (MM 1: road safety)	KPI 18.1: Percentage of footpaths that meet condition standards <sup>4</sup> (MM 4: footpath condition)	
2b. Consider social, cultural and economic wellbeing	Supporting industry through connections and access			
	Enabling tourism and economic develop in Southland			
	Roading network delivers value for money			

## Solid Waste

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI )
Activity Objective: Protect public health and reduce environmental impacts through waste collection, disposal, reduction, reuse and recycling		
1a. People have everything they need to live, work, play and visit	More convenient and reliable services	LoS 14: Provide convenient and reliable rubbish and recycling services
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Improved public safety	KPI 14.1: Percentage of resident satisfaction with the services provided (refuse and recycling): (d) Wheelie bins (rubbish and recycling) (e) Transfer station locations (f) Transfer station hours (g) Recycle locations
2c. Consider the impact on the environment	Reduced environmental impact	LoS 15: Minimise the amount of waste going to landfill  KPI 15.1: Proportion of waste diverted from landfill: (a) Total weight (tonnes) <sup>1</sup> (b) Kilogram per property <sup>2</sup>
	Better alignment with cultural values	

## Stormwater

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI )		
Activity Objective: Reliable stormwater collection, treatment and disposal that protects people and property from flooding and minimises the impact of any discharges on the environment				
1a. People have everything they need to live, work, play and visit	More convenient and reliable services	LoS 7: Provide a reliable stormwater system		
		KPI 7.1: Overflows resulting from the stormwater system that result in flooding of a habitable floor: (a) total number per year (b) number per 1,000 properties connected (MM1: system and adequacy)	KPI 7.2: Median response time between the time of notification and the time when service personnel reach the site when habitable floors are affected by flooding resulting from faults in the stormwater system (MM3: response to stormwater issues))	KPI 7.3: Complaints about the stormwater system (a) number per 1,000 properties connected (MM4: customer satisfaction) (b) total number per year
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Improved public safety			
2c. Consider the impact on the environment	Reduced environmental Impact	LoS 2: Deliver to the required environmental standard		
		KPI 8.1: Compliance with the resource consents for stormwater system discharges, measured by the number of: (a) abatement notices (b) infringement notices (c) enforcement orders (d) convictions (e) received in relation those resource consents. (MM2: management of environmental impacts)	KPI: 8.2: Average annual cost per property connected (incl GST)	KPI 8.3: Percentage of monitoring results that show compliance with resource consent conditions
2b. Consider social, cultural and economic wellbeing	Better alignment with cultural values			

## Wastewater

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI )		
Activity Objective: Reliable wastewater collection and treatment that protect public health and the environment.				
1a. People have everything they need to live, work, play and visit	More convenient and reliable services	LoS 1: Provide reliable wastewater collection and treatment that protect public health		
		KPI 1.1: Number of dry weather overflows per 1000 wastewater connections <sup>1</sup> (MM1: system and adequacy)	KPI 1.2: Median response and resolution times for sewage overflows resulting from blockages or other faults with the sewerage system: (a) between the time of notification and the time when service personnel reach the site; and (b) between the time of notification and resolution of the blockage or other fault (MM3: fault response times)	KPI :1.3 Total number of sewerage system complaints about: (a) odour (b) faults (c) blockages (d) the way Council responds to any of these issues (MM4: customer satisfaction)
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Improved public safety			
2c. Consider the impact on the environment	Reduced environmental Impact	LoS 2: Deliver to the required environmental standard		
		KPI 2.1: Compliance with resource consents for wastewater discharges, measured by the total number of: (a) abatement notices (b) infringement notices (c) enforcement orders (d) convictions (e) received in relation to the resource consents (MM 2: discharge compliance)	KPI 2.2: Annual cost per wastewater connection (incl GST) <sup>3</sup>	KPI 2.3: Percentage of effluent tests which comply with relevant resource consent conditions.
2b. Consider social, cultural and economic wellbeing	Better alignment with cultural values			KPI 2.4: Total number of overflow incidents

## Water Supply

Outcome Objective	Benefit	Levels of Service (LoS ) and Key Performance Indicators (KPI )	
Activity Objective: Providing reliable water supplies that are safe to drink and have adequate supply for use			
1a. People have everything they need to live, work, play and visit	More reliable access to water	LoS 4: Provide a reliable and adequate supply of water	
	More convenient and reliable services	KPI 4.1: Median response and resolution times for drinking water supply faults or unplanned interruptions: (a) to attend urgent call-outs <sup>1</sup> (b) to resolve urgent call-outs <sup>1</sup> (c) to attend non-urgent call-outs <sup>1</sup> (d) to resolve non-urgent call-outs <sup>1</sup> (MM3: fault response times)	KPI 4.2: Total number of drinking water complaints regarding: (a) clarity (b) taste (c) odour (d) pressure or flow (e) continuity of supply, and (f) the way Council responds to any of these issues (MM4: customer satisfaction)
1c. People can enjoy a safe and fulfilling life in our unique and natural environment	Safer drinking water	LoS 5: Provide safe drinking water	
	Improved public safety	KPI 5.1: Percentage compliance with drinking water standards for: (a) bacteria (b) protozoal (MM1: safety of drinking water)	
2c. Consider the impact on the environment	Reduced environmental Impact	LoS 6: Provide a well maintained and managed reticulation network	
		KPI 6.1: Percentage of water lost <sup>2</sup> from the reticulation network (MM2: reticulated network maintenance)	KPI 6.2: Average consumption of water per resident per day (MM5: demand management)
		KPI 6.3: Annual cost water connection (incl GST) <sup>3</sup>	



## Community Futures - Research and Analysis Work Programme

**Record No:** R/18/2/4484  
**Author:** Rex Capil, Group Manager Community and Futures  
**Approved by:** Steve Ruru, Chief Executive

☐ Decision ☐ Recommendation ☒ Information

### Purpose

- 1 The purpose of this report is to provide an update and outline to the Committee on the Community Futures - Research and Analysis Work Programme leading in to the 2018-2019 financial year.

### Background

- 2 The Community and Policy Committee at its 17 May 2017 meeting received a report titled “Community Futures 2040” which aimed to build on the conversations and future thinking work that had started to be undertaken by Council.
- 3 At this 17 May 2017 meeting the Committee also “endorsed the approach to undertake ‘big picture research and analytics’ work to inform the associated work programme as part of the 2018-2028 Long Term Plan consultation process.”
- 4 The “Community Futures 2040” report provided a snapshot of high level topics that were identified to be considered for further research and analysis work – including but not limited to:
  - Demographic trends
  - Central government influence
  - Natural hazard risks
  - Technological change
  - Economic trends
  - Environmental considerations
  - Intergenerational shifts.
- 5 Following on from this the Community and Policy Committee at its meeting on 9 August 2017 received a report titled “Community Futures 2040 – Next Stage Planning and Implementation Requirements.”
- 6 At this 9 August 2017 meeting the Committee also endorsed the approach to commission BERL to complete a two staged project – where are we now and where are we heading?
- 7 The Committee also resolved to “consider the results of this work once completed to then determine the next steps for project 3 and any associated work to be undertaken in 2018-2019.”
- 8 On 8 February 2018 the Community and Policy Committee endorsed the report presented titled “Southland District – Shaping Positive Community Futures Draft Compendium Report December 2017”.

- 9 A BERL representative also attended this 8 February 2018 meeting and presented the key findings from BERL project to date for consideration and comment.
- 10 Council continues to support the continuation to undertake the research and analysis and data gathering exercises to assist and support it in its decisionmaking processes in the future.

### **Council LTP 2018-2028**

- 11 Council identified in its Long Term Plan Consultation Document (LTP CD) 2018-2028 the strong message – titled “We’re just getting started, Southland.”
- 12 The LTP CD identified the topic of “investing in our community future planning” as one of the three key issues Council consulted on.
- 13 Council’s proposal is to invest more resource to develop a district wide community future planning model that takes account of changing settlement patterns, population demographics, socio economic conditions and visitor trends as well as the impact of climate change and other recognised contributors to societal change in the future.
- 14 Also as part of the development of the Long Term Plan 2018-2028 Council has also suggested a revised vision as part of its Strategic Framework – being “Southland – one community offering endless opportunities.”
- 15 It is also important to note the Audit NZ Report to Council on the audit of SDC’s Long Term Plan Consultation Document for the period 1 July 2018 to 30 June 2028 specifically commented on this topic.
- 16 Audit NZ said:

#### ***“Investing in our Community Future Planning***

*The District is geographically spread with 28 distinct communities. Over the next thirty years the District is forecast to grow at 0.83% per annum. Te Anau and Winton are the only townships expected to grow, whereas Ohai, Nightcaps, Orepuki and Tokanui are projected to decline with other communities remaining static. The remaining growth is within rural areas of the District.*

*The communities are also ageing and with fixed incomes, rates affordability is a priority. The Council intends to proactively engage with these communities on how they see their community in the future. Aging infrastructure assets combined with a static and, in some cases, declining township population may see the economic viability of some water and wastewater schemes reviewed. This could also involve rationalisation of community assets e.g. halls and libraries.*

*The Council has been actively involved in the local consultation and decisionmaking process. A councillor and community partnership leader attended each of the local community estimates meetings as part of the 2018-28 LTP process where communities plan and rate for local projects. An accountant was also present at most of these meetings. As work on potential rationalisation of assets is at a very early stage, the Council have opted to invest in developing a District wide community future planning model before any decision is made on how Council will approach these issues. It is expected that Council will be in a position to consult on these issues in the next LTP round.*

*We consider this to be a reasonable approach, given that the Council will likely end up applying 28 different rationalisation programmes to suit the needs of individual communities.”*



## **From 2018 to 2021**

- 17 During the development of the draft Long Term Plan 2018-2028 there has been various discussions with Council regarding the transitioning from 2018 to 2021 and what needs to be done.
- 18 This has previously been summarised in the diagram as below:

### **What we need to do in the meantime**

- Developing an integrated district-wide community future spatial planning model that takes account of:
  - Settlement patterns (work, live, play), infrastructure, economy, cultural heritage, natural resources, natural hazards, biodiversity & habitat protection, natural character, landscape & amenity, and open space
  - Demographic and population change
  - Socio economic conditions and change
  - Climate change – modelling local impacts and understanding global impacts
- Future scenario work
- Rates sustainability
- Visitor (open space) strategy
- Community leadership planning
- Governance review - decision-making processes etc
- LoS review
- Asset information and management - data
- Review Depreciation - review as a way to appropriately fund renewals (given asset life data and forecasting)
- Risk management
- Heritage Preservation decisions

- 19 This longer term planning approach also has to be acknowledged and understood in the context of future activity management planning for Council elected representatives and staff.
- 20 To this end it is expected that the Community Futures - Research and Analysis Work Programme will assist and support Activity Managers in activity management planning going forward.
- 21 To illustrate the types of points for consideration in future planning the following is an example of types of questions activity managers will need to consider –

***The future of rural communities/declining populations***

*The population of the Southland region is ageing at a high rate in line with global and national trends. An ageing population, uneven population growth and disparate access to economic opportunity and social services have several key impacts for Council and may influence funding from central government agencies. An ageing population also has implications for service provision, rates affordability and asset management.*

*Questions to consider for elected representatives and activity managers*

- *What will the ageing of our population mean for the services that are delivered through your activities? Will there, for example, be a reduction in demand for active sporting and leisure facilities?*
- *Would it be helpful to develop new levels of service or access policies that reflect the changing needs of our communities? Should we, for example, develop target access times for different activities such as community halls, swimming pools and libraries and then move to rationalise the current services to meet these new access criteria? These criteria could be, for example, that 95% of the District's population lives within 30 minutes of a community hall?*
- *Will we need to place an increased focus on allowing for easier access for the elderly and/or those with special access requirements?*
- *Are there alternative ways of delivering our services as population or community demand declines? Will it remain economic to deliver services in the ways that they have been delivered in the past?*

### **Climate change**

*The effect of climate change in Southland requires further work. However, climate change is likely to increase the risks from natural hazards.*

*Questions to consider for elected representatives and activity managers*

- *What impact will climate change and sea level rise have on the risks of coastal flooding and/or erosion in different communities?*
- *What impact will these changing hazard scapes have on Council infrastructure such as the roading network and stormwater systems?*
- *What impact will climate change have on individual communities? Will it be viable for people to continue to live in all of our coastal communities or will there need to be managed retreat in some areas?*
- *How can Council assist in educating and supporting communities to better understand the effects of climate change on their future?*

### **Other Learnings**

- 22 As has been indicated on previous occasions, this community futures work is not isolated to the Southland District Council. There is a lot of work going on in this space – internationally, nationally and regionally across New Zealand. The following provide examples of the type of work being undertaken in other areas.
- 23 SmartGrowth BOP recently delivered a “Smart Talk – Future Thinking...” event titled – “What should a smart place do to attract savvy millennials?” Specifically this involved Savannah Peterson (Innovator and community strategist – [www.savannahpeterson.com](http://www.savannahpeterson.com)) leading a workshop looking to plan a place with the future in mind – and thinking about all the people across the generations that live, learn, work and play in the western Bay of Plenty.
- 24 The Regional Australia Institute is leading an inquiry programme to target the future issues that matter to policy makers and the regions – including

- Regions in Transition
  - o Effectiveness of place based transition packages
  - o Investing in regional development – competition and collaboration
  - o Procurement practices and regional development
- The Future of Regional Jobs
  - o Future jobs and regional workforce development
  - o Rural migration
  - o Growth prospects – agribusiness, tourism, creative industries, manufacturing
- Regional Towns and Cities
  - o Settlement patterns and economic growth
  - o Policy interventions for city growth
  - o Regulatory flexibility in regions.

25 The Office of the Auditor-General presented to Parliament on 5 December 2017 a report titled: Getting the right information to effectively manage public assets: Lessons from local authorities.

26 Amongst other points highlighted, the report states

*“Public assets, such as roads people drive on, the footpaths they walk on, the infrastructure that delivers drinking water, and the playgrounds and parks that children play on, affect the quality of life of all New Zealanders. Local authorities are responsible for managing these sorts of public assets, and people expect them to be managed well.*

*Local authorities need high quality information about those assets to have meaningful discussions with their communities about them and the services they provide, and decide how to effectively manage them. **As communities and environments change, the challenges that local authorities face are becoming more complex and so are the decisions that they need to make.***

## Work Programme

27 The Community Futures – Research and Analysis Work Programme table below provides a high level overview of the research and analysis topics requiring work to be completed to assist Council in its decisionmaking and transitioning from 2018 to 2021 in preparation for the Long Term Plan 2021-2031.

28 The work to be undertaken over the period of 2018- 2021 with further projects and iterations of proposed projects will assist in leading the development of Council’s overall approach to the management of change and preparation for what the future might hold for the district and its communities.

29 **Table of Community Futures - Research and Analysis Work scheduled**

<i>Topic</i>	<i>Objective</i>	<i>Responsibility</i>
<i>Socio-demographic projects – How BERL can help to shape positive community futures.</i>	BERL to undertake three sequential research projects to consider the social and economic conditions in the District and its communities:	Community and Futures Group – Strategy and Policy

	<ol style="list-style-type: none"> <li>1. Where are we now? <ul style="list-style-type: none"> <li>- Situational analysis</li> <li>- Trend analysis of social and economic environment</li> <li>- Core industry analysis and relationship to different communities</li> </ul> </li> <li>2. Where are we heading? <ul style="list-style-type: none"> <li>- BAU scenario projection of future employment and population</li> <li>- Future industry growth and decline</li> <li>- Actions to support sustainable economic and population growth</li> </ul> </li> <li>3. Where do we actually want to be? <ul style="list-style-type: none"> <li>- Shaping the future to enable the vision</li> <li>- Defining SMART actions</li> <li>- Test SMART actions</li> <li>- Integrate SMART actions into the LTP 2021-2031</li> </ul> </li> </ol>	
<i>Climate change and implications for SDC</i>	<p>To work with neighbouring local authorities and commission an assessment of the impacts of climate change in Southland and develop an understanding to consider the impacts of climate change on Council activities and infrastructure provision.</p> <ol style="list-style-type: none"> <li>1. Develop a better understanding of the risks and impacts of climate change on the district</li> <li>2. Develop a coordinated response and planned approach to the impacts of climate change as projected</li> <li>3. Promote alignment with the Regional Policy Statement direction which directs a precautionary approach towards</li> </ol>	<p>Environmental Services Group – Resource Management</p>

	managing the effects of climate change and sea level rise.	
<i>Service Delivery Framework – District vs. Local service provision and levels of service</i>	<p>To undertake an assessment and evaluation of Council services and infrastructure delivery</p> <ol style="list-style-type: none"> <li>1. Determine what is the most appropriate form/standard/level of service required to meet communities needs in the future</li> <li>2. Develop level of service determination framework and a minimum level standardisation of service provision</li> <li>3. Apply level of service determination framework to activities and communities</li> <li>4. Understand implications to service provision, costs and revenue and finance approach.</li> </ol>	Services and Assets Group and Finance Team
<i>Rating Affordability modelling and scenario planning and implications for SDC</i>	<p>To develop an understanding of communities and rating affordability scenario planning</p> <ol style="list-style-type: none"> <li>1. To understand the income levels of district communities</li> <li>2. To develop affordability measures for district communities related to Council delivery of activities and services</li> <li>3. To develop scenario planning modelling to understand implications of decisions on rating affordability for the district.</li> </ol>	Finance Team
<i>Future Infrastructure and Asset Renewal Strategy</i>	<p>To determine an approach in determining what and how Council will replace significant infrastructure assets when due for renewal and replacement</p> <ol style="list-style-type: none"> <li>1. Consider service delivery framework project outcomes</li> </ol>	Services and Assets Group

	<ol style="list-style-type: none"> <li>2. Consider climate change project outcomes</li> <li>3. Consider socio economic project outcomes</li> </ol>	
<i>Environmental – Land and Water Plan implications for SDC</i>	To understand and detail the implications of the Land and Water Plan implementation of environmental compliance standards on the future provision of services to local communities.	Environmental Services Group – Resource Management
<i>Community Facility Functional Hierarchy Provision Framework</i>	To lead the development and delivery of the Community Facility Functional Hierarchy Provision Framework.	Community and Futures Group – Community Partnership Leaders and Services and Assets Group – Strategic Property
<i>Community Partnership, Community Assistance and Funding Alignment Approach</i>	To lead the review and development of Council’s approach to multi agency community partnership opportunities, Council managed assistance and funding schemes and associated funding support to community organisations.	Community and Futures Group – Community Partnership Leaders and Community Assistance Activity Manager
<i>Technological change impact on communities and implications for SDC</i>	<p>To understand the impact of technological change on communities, industries, work patterns, land use patterns and lifestyle choices.</p> <p>To consider the impact of technological change on community involvement, social cohesion and engagement.</p>	Community and Futures Group – Strategy and Policy

- 30 This is a significant programme of work identified to be advanced across the organisation. This work is important to assist Council in delivering on the Long Term Plan 2018-2028 and the identified priority of “investing in our community future planning” as one of the three key issues Council consulted on.

- 31 This Community Futures – Research and Analysis Work Programme requires cross organisation coordination and alignment and it is intended the project delivery responsibility will sit with the Community and Futures Group - Strategy and Policy Team.

## **Next Steps**

- 32 This report provides an update and outline to the Committee on the Community Futures - Research and Analysis Work Programme leading in to the 2018-2019 financial year.
- 33 It is acknowledged that the next steps will require the Executive Leadership Team (ELT) to undertake a prioritisation process whereby realistic planning, milestones and timeframes are determined and a clear understanding of the work required is factored into appropriate areas of the organisation's work programme.
- 34 It is recognised that an element of flexibility is required to ensure the effective delivery of these various work streams and individual projects as new information is forthcoming and developed throughout this process.
- 35 It is important a clear and detailed project coordination plan is developed for this overall Community Futures – Research and Analysis Work Programme and that this is actively managed by the Strategy and Policy Team.
- 36 To this end an ELT Working Group will be established to support the Strategy and Policy Team and oversee the programme delivery, ensure milestones are delivered on and any flexibility and deviations to the milestones are considered against the wider programme deliverables and implications of such.
- 37 It is also important that the Community and Policy Committee maintains a clear and up to date understanding of where the delivery of this programme is at.
- 38 Once clear priorities are agreed by the ELT each affected Group and Team will incorporate these into the respective Team Business Plans – to be developed as part of the Corporate Performance Framework implementation for 2018-2019 and beyond. This will assist identification of the resources required to deliver the priority projects.
- 39 Once incorporated into Team Business Plans next steps will be the development of more detailed individual project plans by the project owners.
- 40 It is acknowledged some of the projects identified are stand-alone while other support a sequential work programme identifying prerequisite work to be completed to inform and support other project advancement. This concept will be further developed and a coordination plan and approach will be socialised once developed with this committee and the staff involved with the delivery of components of the programme.
- 41 This overall programme will be coordinated by the Strategy and Policy Team and be incorporated into the Long Term Plan 2021-2031 project development plan and be monitored through this process also.
- 42 The Community and Policy Committee will be provided regular updates for comment, feedback and endorsement as staff progress the work required to deliver the Community Futures – Research and Analysis Work Programme.

## **Recommendation**

**That the Community and Policy Committee:**

- a) Receives the report titled “Community Futures - Research and Analysis Work Programme” dated 28 April 2018.**
- b) Endorses the Community Futures – Research and Analysis Work Programme approach.**
- c) Notes the ELT is to complete a more detailed scoping exercise for each of the work streams and is to complete a prioritisation process to ensure the projects are delivered in a logical sequential manner and will report back to this Committee on progress on a regular basis**
- d) Notes individual topic project plans are to be developed and recognises flexibility is required in the delivery of the outputs for each of the work streams and updates will be presented to the Committee on a regular basis for comment, feedback and endorsement.**
- e) Notes the completion of the individual projects is important to inform the development of the 2021-2031 Long Term Plan (LTP) and associated strategies and activity management plans and these agreed milestones are to be included in the 2021-2031 LTP Project Plan accordingly.**

## **Attachments**

There are no attachments for this report.



## Creative NZ Communities Funding Scheme Financial Report and Summary of Grants Awarded

Record No: R/18/4/9732

Author: Bronwyn Affleck, Administration Manager

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

### Creative NZ Communities Scheme Community Committee

- 1 The Creative NZ Communities Scheme Community Committee met on 24 April 2018 to consider applications received in the funding round closing 31 March 2018 and to award grants.

### Recommendation

**That the Community and Policy Committee:**

- a) **Receives the report titled “Creative NZ Communities Funding Scheme Financial Report and Summary of Grants Awarded” dated 2 May 2018.**

### Attachments

- A Creative New Zealand Communities Funding Scheme Financial Report and Summary of Grants Awarded [↓](#)

Southland District Council Creative Communities As at 31 March 2018	
<b>Summary</b>	<b>Actual</b>
Opening balance, 1 July 2017	1,319
<b>Add:</b>	
Grants Received*	26,730
Reversal Prior Year Commitments	500
Interest 2017/2018**	-
<b>Total Funds</b>	<b>28,549</b>
<b>Less:</b>	
Current Year Commitments	17,619
Prior Year Commitments	-
Refunds and Writeoffs	3,900
Advertising	280
<b>Total</b>	<b>13,999</b>
<b>Funds Available for General Distribution</b>	<b>14,550</b>
<p>* Grants received includes the first payment received from Creative NZ for the year. An additional grant is anticipated to be received prior to the second allocation round.</p> <p>** Interest earned for the period has not been included. The actual amount will not be known until the end of the financial year when interest is allocated across Council's investments (30 June 2018).</p>	

<b>Prior Years Commitments</b>	<b>Committed</b>	<b>Uplifted</b>	<b>Balance</b>
2016/2017 Southland Art Society	1,004	1,004	-
2016/2017 Jodi Wright	500	-	500
2016/2017 VS Gap Filler Forum & Workshops	600	600	-
2016/2017 VS Arts Festival 2017	2,500	2,500	-
2016/2017 Southland Art Foundation	1,206	1,206	-
2016/2017 Southland Museum & Art Gallery	1,325	1,325	-
2016/2017 Jay Coote	400	400	-
2016/2017 Southern REAP Inc	1,555	1,555	-
	<b>9,090</b>	<b>8,590</b>	<b>500</b>
<b>Current Year Commitments</b>	<b>Committed</b>	<b>Uplifted</b>	<b>Balance</b>
Toi Rakiura Art Waitangi	216	216	-
Toi Rakiura Art Waitangi	466	466	-
Jodi Wright Toad Productions	500	500	-
Waitangi Day 2018, Te Anau Committee	3,770	3,770	-
Southern Reap	303	303	-
Riverton Community Arts Centre	5,119	5,119	-
Stewart Island Promotion Association	2,750	2,750	-
Shakespeare in the Park Charitable Trust	495	495	-
Fiordland Festival	2,000	2,000	-
ILT Stadium Southland	2,000	2,000	-
	<b>17,619</b>	<b>17,619</b>	<b>-</b>
<b>Refunds</b>			
Refund - Mary Napper - Quilting Workshop	(2,200)	(2,200)	-
Writeoff - 2011/2012 Stewart Island Events	(1,200)	(1,200)	-
Writeoff - 2014/2015 Southland Arts Society	(500)	(500)	-
<b>Total Refunds</b>	<b>(3,900)</b>	<b>(3,900)</b>	<b>-</b>

### Creative New Zealand Communities Funding Scheme

Summary of Grants Awarded

**Funding Available: \$14,550 - Grants Awarded: \$14,150 - (Total Requests: \$31,269)**

	<b>Applicant</b>	<b>Grant Awarded</b>	<b>Project</b>
1.	Fiordland Players	\$1,000	Theatre production involving young people.
2.	Rakiura Heritage Centre Trust	Nil	Holding a 'Stewart Island's Got Talent' contest.
3.	Arts Murihiku	\$1,000	'Arts in Motion' (substitute event for disbanded Stage Challenge).
4.	Southland Education	\$2,000	Five arts workshops to be held in conjunction with the Riversdale Art Exhibition.
5.	Makarewa Bees	Nil	Attend a global competition in San Francisco in August 2018 to present the App developed to educate people about bees.
6.	Riverton Heritage and Tourist Centre Trust	\$1,500	'Taonga Puoro' exhibition and workshops demonstrating how to play and make traditional Maori musical instruments.
7.	Chiaroni Gallery	Nil	Two-week development programme including professional tutor and creating new art work for young people aged 18 – 30 years.
8.	Connected Media Charitable Trust	Nil	'The Outlook for Someday-one day' film making workshop.
9.	Kathryn McCully	\$650	Holding the CS Art Annual Exhibition. CS Art supports 40+ student artists with disabilities.
10.	Riversdale Arts Inc	\$2,000	Towards creating a collaborative art installation during 45 <sup>th</sup> Annual Arts Exhibition – Janet de Wagt and Jude Taylor.
11.	The Southland Art Foundation	\$2,000	Towards a three month William Hodges Artist in Residency scheme based at the Riverton Community Arts Centre (June – August 2018).
12.	Invercargill Public Art Gallery	\$500	Hosting Michele Beevors' exhibition 'Anatomy Lessons 2005 – 2018'. The artist will hold a workshop for the public to attend.
13.	Otautau Patchwork and Craft Group	\$2,000	Towards two one-day workshops teaching participants to learn the thread painting technique using their sewing machine to create artistic images.
14.	Murihiku Maori and Pasifika Cultural Trust	\$500	Towards holding an art exhibition with children creating and entering artworks around a theme that will provide understandings of Maori and Pasifika cultures.
15.	Takitimu Patchwork and Embroidery Group	\$1,000	Towards bringing Joanne Wearing to Southland to conduct a week along patchwork class using a computer software programme to study colour and audition colours and fabrics to design a unique quilt.



## Financial and Reserves Contribution Fund Financial Report to 31 March 2018

Record No: R/18/4/9541

Author: Bronwyn Affleck, Administration Manager

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

### Financial and Reserves Contribution Fund financial report to 31 March 2018

- 1 There are no applications or project requests for funding to this Fund in the application round closing 31 March 2018

### Recommendation

**That the Community and Policy Committee:**

- a) **Receives the report titled “Financial and Reserves Contribution Fund Financial Report to 31 March 2018” dated 27 April 2018.**

### Attachments

- A Financial and Reserve Contribution Fund Financial Report to 31 March 2018 [↓](#)

**Southland District Council  
Financial and Reserve Contribution Fund  
As at 31 March 2018**

**Summary**

		Actual
Opening balance, 1 July 2017		
Contribution Reserve	278,813	
Fonterra Contribution Reserve	400,034	678,847
	<u>                    </u>	
<u>Add:</u>		
Interest 2017/2018*		-
Refunds		-
<b>Total Funds</b>		<b>678,847</b>
		<u>                    </u>
<u>Less:</u>		
Current Year Commitments		-
Prior year Commitments		32,000
		<b>32,000</b>
		<u>                    </u>
<b>Funds Available for Distribution</b>		<b>646,847</b>
		<u>                    </u>

\* Interest earned for the period has not been included. The actual amount will not be known until the end of the financial year when the interest allocation across the Council's total investments and associated reconciliation of reserves is finalised at the end of the financial year (30 June 2018).

<b><u>Prior Years Commitments</u></b>	<b>Committed</b>	<b>Uplifted</b>	<b>Balance</b>
Lumsden Toilet	15,000	-	15,000
District Wide Amenity	17,000	-	17,000
	<u>32,000</u>	<u>0</u>	<u>32,000</u>
	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b><u>Current Year Commitments</u></b>	<b>Committed</b>	<b>Uplifted</b>	<b>Balance</b>
No current year commitments	-	-	-
	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b><u>Refunds</u></b>			
Nil	-	-	-
<b>Total Refunds</b>	<u>                    </u>	<u>                    </u>	<u>                    </u>

## Venture Southland Second Quarterly Report 2017/18

**Record No:** R/18/2/3925

**Author:** Bridget Napier, Communications Coordinator

**Approved by:** Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

### Venture Southland Quarterly Report – Second Quarter 2017/18

- 1 This report provides an update on Venture Southland's key objectives, projects and performance measures for the 2017/18 second quarter.

#### Recommendation

**That the Community and Policy Committee:**

- a) **Receives the report titled "Venture Southland Second Quarterly Report 2017/18" dated 9 March 2018.**

#### Attachments

- A Report to Community and Policy Committee - 14 March 2018 - Venture Southland Quarterly Report December 2017 [↓](#)



## QUARTERLY REPORT

### Second Quarter 2017/18

This report contains a complete breakdown of Venture Southland's key objectives/performance measures for 2017/18. The Venture Southland work programme was formulated out of the letter of expectation received from Southland's three territorial local authorities.

Each measure has a commentary and a status provided; green for completed, orange for ongoing and red indicating work is yet to start.

#### Highlights contained within this report:

##### **Tumu Toka Curioscape Visitor Centre and Gateway Experience**

Tumu Toka Curioscape was opened to the public on the 16<sup>th</sup> December 2017 with an official opening scheduled for mid-March 2018. The facility consists of a café, retail space, interpretative area and space for the adjoining camping ground to operate out of. This is a key tourism project of significance to the region. Venture Southland assisted the project in a multitude of ways with many staff involved. This included the preparation of funding applications and feasibility studies, and overall facilitation of the wider partnership collaboration with iwi, SDC, the Trust and DOC in regards to achieving a shared vision for Curio Bay. Venture Southland continues to provide support for the operator since the launch by identifying further opportunities for improvement.

##### **Labour market team established**

To counter the projected labour market shortage and encourage future growth, Venture Southland has established a labour market team that will promote the attraction and retention of skilled workers in the region.

Labour market roles appointed during the quarter:

- **Southland Labour Market Projects Coordinator**

Kirsten Diack has been appointed to this role and will oversee the team established and analyses Southland's future job needs and trends, advocating on behalf of Southlanders with Immigration NZ.

- **Skills Placement Coordinator**

Ria Bond has been appointed to this role which will identify and match, job-seeking migrants with employers who are seeking staff in roles that cannot be filled by New Zealanders

- **Welcoming Communities Coordinator**

Sue Morrison Bailey has been appointed to this position which aims to encourage councils to take a leading role in supporting their communities to welcome newcomers to the region and embrace diversity. This role will work alongside the Community Development team to ensure a cohesive regional approach



These roles will work alongside the Southland Youth Futures Coordinator to help Southlanders and migrants find employment opportunities in the region.

### **Business Accelerator Programme**

Venture Southland secured government funding during the quarter to run the Creative HQ Innovation and Business Accelerator programme in the Southland region. The programme will work with start-ups and entrepreneurs, giving them the tools and resources they need to succeed in Southland's business climate. Stewart Fleming has been appointed to the role of Business Accelerator Programme Manager and is currently developing the framework for programme delivery and engagement.

### **'Youth friendly' employer target achieved**

The Southland Youth Futures programme had a target of establishing 30 registered 'Youth Friendly' employers which has been achieved in the quarter. The target, which was set for the year, has been exceeded with 45 businesses registered to date. There is also an increasing number of businesses enquiring about the programme so this number is expected to rise. This programme highlights the ongoing work being undertaken by the Southland Youth Futures programme to connect schools and their students with labour market support programmes.

### **Trade and Conference Manual completed**

The Trade and Conference Manual for 2017-2018 has been completed. The manual profiles the region's offerings and showcases Southland as a preferred conference and trade destination. Segmented by the different areas in Southland, the manual provides information on accommodation, attractions and activities for each area and will be an important marketing tool to securing conferences and trade events for the region going forward.

### **Successful Tourism Infrastructure Fund Application**

Venture Southland partnered with the Southland District Council and Lumsden CDA Subcommittee to prepare a funding application to the most recent round of the MBIE Tourism Infrastructure Fund. This project seeks to provide fit for purpose toilets and car parking to meet visitor demand as well as the local community. Notification was recently received that the application has been successful with \$220,000 allocated. More pleasing was that this application was of a very high quality and was seen as one of the best prepared applications in this round. Venture Southland will continue to provide support with implementation as required and has been requested to provide support to prepare 5 further applications for SDC in the next round of funding.

### **Holiday Programme**

The Southland District Council Holiday Programme was held from the 8-24 January 2018 and had a 31.2% increase in enrolments from the previous year. 656 children attended the Holiday Programme over the 15 day period with both the Winton and Te Anau days selling out. Key location enrolments increases were recorded in Lumsden (16 enrolments 2017, 46 enrolments 2018), Te Anau (76 enrolments each day compared to the daily average of 49 in 2017) and Wyndham daily attendance numbers doubled (14 in 2017 to 27 in 2018).

**Rocket Lab**

Venture Southland was able to provide critical support to Rocket Lab's Electron Launcher 'Still Testing' from its Southland ground stations. The Electron series rocket launched on the 21<sup>st</sup> January 2018 becoming New Zealand's first orbital space vehicle. Venture Southland was able to download important telemetry data just after first stage separation through to the payload deployment of three satellites. The successful launch of the Electron launcher and the data Southland ground stations were able to provide will continue to see Venture Southland involved with Rocket Lab's future space missions.

## Regional Statistics

## Priority Area: Increase in Population

SOURCE: 2013 CENSUS

Population	93,339	↑	+2,463	Up on 2006 Census
Projected 30 June 2017	98,400			Source: MBIE Regional statistics
Population Over 65	16.8%	↑	+0.4%	NZ 15.1%

## Priority Area: Increase in Regional GDP

SOURCE: MBIE Regional Economic Activity Tool<sup>1</sup>

GDP Per Capita	\$52,497 Year to Mar 2016	↓	-1.8% Year to Mar 2016	NZ \$54,178
Regional GDP <sup>2</sup>	\$5.1 billion YE Mar 2016	↓	-\$52 million On YE Mar 2016	

## Priority Area: Increase in Number of New Businesses

SOURCE: Stats NZ (2017) Geographic units by region and industry 2000-17<sup>3</sup>

Business Units	14,019		2017
New Businesses	30	↓	Down on 2016

## Priority Area: Increase in Job Opportunities

SOURCE: MBIE Regional Economic Activity Tool (Year to September 2017)<sup>4</sup>

Participation Rate	73.7%	↓	-1.4%	NZ 70.6%
Unemployment Rate	4.9%	↑	+0.2%	4.9%
NEET Rate (15 to 24 year olds not in employment, education and training)	13.1%	↑	+0.7%	12.2%

<sup>1</sup> Ministry of Business Innovation & Employment (2017). *Regional Economic Activity Tool*. Retrieved from <http://webrear.mbie.govt.nz/theme/gdp-per-capita/map/timeseries/2016/southland?accessedvia=southland&right-transform=absolute>

<sup>2</sup> Stats NZ Tatauranga Aotearoa (2017). *Regional GDP, 2016 – Southland*. Retrieved from [http://archive.stats.govt.nz/browse\\_for\\_stats/economic\\_indicators/NationalAccounts/rgdp-YeMar16-infographic/regions/southland.aspx](http://archive.stats.govt.nz/browse_for_stats/economic_indicators/NationalAccounts/rgdp-YeMar16-infographic/regions/southland.aspx)

<sup>3</sup> Stats NZ Tatauranga Aotearoa (2017). *Geographic units by region and industry 2000-17*. Retrieved from <http://nzdotstat.stats.govt.nz/wbos/Index.aspx?DataSetCode=TABLECODE7603#>

<sup>4</sup> Ministry of Business Innovation & Employment (2017). *Regional Economic Activity Tool*. Retrieved from <http://webrear.mbie.govt.nz/theme/labour-force-participation-rate/map/timeseries/2017/southland?accessedvia=southland&right-transform=absolute>

**Job Seeker Benefit Recipients by Territorial Local Authority (TLA)**Source: Ministry of Social Development: December Quarter 2017<sup>5</sup>

	December Quarter Total		September Quarter Total		December 18-24 age total		Sep Quarter 18-24 age Total
Gore District	333	↓	346		130	↓	138
Invercargill City	1,627	↓	2,177		691	↓	749
Southland District	407	↓	478		154	↑	147

**Commentary on Job Seeker Benefit Recipients statistics**

The decrease in job seeker benefit recipient numbers for the December quarter could be attributed to seasonality with many shearers and freezing work employees returning to work during the quarter, and also the increase in tourism opportunities across the region.

**Priority Area: Increase in Household Income**Source: MBIE 2017<sup>6</sup>

	Southland			New Zealand
Mean Household Income	\$74,100 For 2017	↓	-14.5% down on 2016	\$97,100 For 2017
Mean Weekly Rent	\$239 year to August 2017	↑		\$425 Year to August 2017
Mean House Value	\$239,459 year to June 2017	↑	+8.4% Between year to June 2016 & 2017	\$638,063 Year to June 2017
Deprivation Index*	5.0 2013 Census			NZ: 5.4 2013 Census
Household Internet Access	71.6% 2013 Census			76.8% 2013 Census

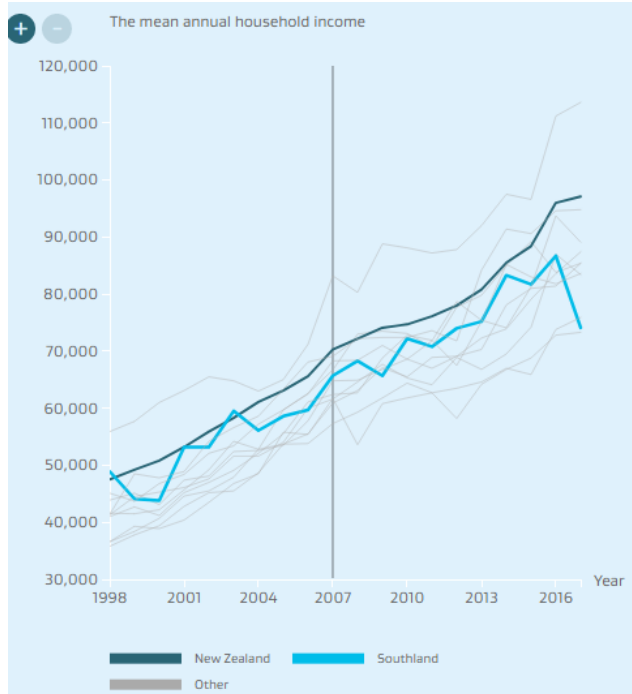
\*The New Zealand deprivation is an index of socioeconomic deprivation based on census information. Meshblocks (the smallest geographic area defined by statistics New Zealand) are assigned to deciles, with 1 representing least deprived areas, and 10 representing most deprived areas.

<sup>5</sup> Ministry of Social Development (2017): *Quarterly Benefit fact sheets*. Retrieved from <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/benefit/archive-2017.html>

<sup>6</sup> Ministry of Business, Innovation and Employment. *Regional Economic Activity Web Tool*. Retrieved from <http://webrear.mbie.govt.nz/theme/household-income-mean/map/timeseries/2017/southland?accessedvia=southland&right-transform=absolute>

### Commentary on Household Income Statistics

The 14.5% decrease in mean household income for the Southland region is thought to be an anomaly in the data, as to date year end reports have been steadily increasing. This will be reviewed next quarter to assess if there is a developing trend.



### Priority Area: Increase in Number Visitor Nights and Occupancy Rate

SOURCE: STATISTICS NZ COMMERCIAL ACCOMMODATION MONITOR YEAR END (YE) April 2017

\*Statistics are from commercial sources only

<b>Total Expenditure Southland Region</b>	<b>6%</b>	<b>↑</b>	<b>\$606 million YE Oct 2017</b>
• Southland RTO Expenditure*	8.4%	↑	\$393 million YE Oct 2017
• Fiordland RTO Expenditure*	11.3%	↑	\$235 million YE Oct 2017

\*Revised figures not yet available

Number of Guest Nights			
<b>Total Southland RTO Guest Nights</b>	<b>-1.3%</b>	<b>↓</b>	<b>436,135 YE Sep 2017</b>
• Southland RTO International Guest Nights	12.1%	↑	159,280 YE Sep 2017
• Southland RTO Domestic Guest Nights	-7.6%	↓	276,858 YE Sep 2017

			Number of Guest Nights
<b>Total Fiordland RTO Guest Nights</b>	<b>8.3%</b>	<b>↑</b>	<b>658,803 YE Sep 2017</b>
• Fiordland RTO International Guest Nights	12.8%	↑	487,674 YE Sep 2017
• Fiordland RTO Domestic Guest Nights	-2.8%	↓	170,208 YE Sep 2017

			Occupancy Rate
<b>Total Southland Region Occupancy Rate by territorial local authority</b>	<b>39.9%</b>	<b>↑</b>	<b>2.1% up on YE Sep 2016</b>
• Overall Invercargill Occupancy Rate	38.7%	↓	-0.7% down on YE Sep 2016
• Overall Southland District Occupancy Rate	40.3%	↑	3.5% up on YE Sep 2016
• Overall Gore District Occupancy rate	43.6%	↑	3.2% up on YE Sep 2016

### ***Commentary on revisions made to Monthly Regional Tourism Estimates***

In late January 2018, MBIE published revised MRTes data based on benchmarking against the Tourism Satellite Account. There are significant methodology issues related to these figures at a National level, particularly related to the International Visitor Survey. The implications for the Southland region are as follows (all figures are latest available for Year End October 2017):

- Overall 2017 spend has been revised down 4% to \$606 million from \$628 million. This reduces the annual increase in spend from 2016 from 9.5% to 6%
- International spend has been revised down 12% to \$234 million from \$266 million. This reduces the increase in spend from 2016 from 18.4% to 4%
- Domestic spend has been revised up 3% from \$362 million to \$373 million. This increases the increase in spend from 2016 from 3.7% to 7%

### ***Commentary on Visitor Nights & Occupancy Rate Numbers***

The decrease in Southland Regional Tourism Organisation (RTO) domestic guest nights could be attributed to the change of date for the Burt Munro Challenge, as this event strongly contributes to guest nights across the region. This is also thought to have resulted in the decrease in overall Invercargill occupancy for the quarter.

## 1. Regional Strategies, Assessments and Advocacy

Venture Southland is uniquely positioned as it is not confined by traditional council boundaries and is tasked to look at the regional picture. This includes the planning and development of strategies and ensuring that there is a clear pathway forward for the region aligning with local and central government and the wider industry and community.

Prioritisation of key projects across the region allows for efficient and appropriate allocation of resource as well as successful implementation.

Venture Southland advocates on behalf of the region and continues to work closely with central government and the wider community and industry for the benefit of Southland.

		Status	Notes
1.1	Support the implementation of the Southland Regional Development Strategy Action Plan	UNDERWAY	25 projects listed in the Southland Regional Development Strategy Action Plan are currently being implemented and/or facilitated by Venture Southland.
1.2	Southland Destination Strategy	UNDERWAY	Venture Southland is facilitating the development of the Southland Destination Strategy which is a key project identified in the Southland Regional Development Strategy Action Plan. The advisory group, which will guide the development process, is currently being established. Once established the group will outline a proposal for an external consultant to undertake the work.
1.3	Southland Digital Strategy	COMPLETE	Strategy is complete and available for review.
1.4	Southland Regional Heritage	ONGOING	Strategic regional planning of heritage is underway and Venture Southland is providing a range of support. Some projects include Project Arc (Regional Museum Digitisation and Storage Project) as well as museum redevelopment at the Southland Museum and Art Gallery (SMAG)
1.5	Advocate on behalf of the region for services/revenue	ONGOING	Work is currently being undertaken with NZTA and MBIE regarding telecommunications, roading and cycling. Venture Southland is also involved in national discussions regarding key tourism issues particularly relating to freedom camping, Airbnb and social license of tourism to operate.
1.6	Regional response to Central Government tenders and submissions	ONGOING	Ongoing – as required

## 2. Destination Development

There are a number of exciting new projects and initiatives which will contribute to Southland's goal of attracting 10,000 new people by 2025 and tourism revenue of \$1billion. One of the areas of focus is developing Southland as a destination for visitors, students, prospective migrants and investors, without overlooking the need to retain Southland's current residents.

The Destination Development section of the business plan overlaps with almost all other sections and truly reflects the integrated approach of Venture Southland. It consists of a number of projects which will aim to develop Southland as a destination, including international education, attraction and retention of a skilled workforce and commissionable trade tourism products.

Venture Southland has been and will continue to be instrumental in laying the foundations for a number of tourism projects, contributing in a number of ways from facilitating feasibility studies and investigation (including the provision of market insights and data) through to project planning and working alongside community and central government funders to attract external funding and investment.

International Education and Attraction and Retention of a Skilled Workforce are shown as separate sections due to the scale of these activities.

Please note that the Southland Destination Strategy (see 1.2) is a key plan currently under development which aligns directly with destination development but has a wider brief to look at overall management and sustainability alongside growth.

		Status	Notes
2.1	Market Analysis and Statistics  Work alongside Statistics New Zealand and MBIE to source and interpret statistics and market insights.	ONGOING	Three monthly tourism key indicator documents published in the last quarter.  Marketview regional dashboard commissioned and launched for the region containing spending data at regional, Territorial Local Authority (TLA) and Regional Tourism Organisation (RTO) level. This is a national first and has the potential to be rolled out in other regions.  Regional transport connectivity research commenced with Qrious. This work is currently being reviewed due to problems with Qrious methodology  Research into Airbnb supply and demand completed.  Research report into the confidential Stewart Island project completed in partnership with Real Journeys.
2.2	Market Insights Data Project  Work alongside Air New Zealand, MBIE to identify and test key regional themes for Southland Identity.	ONGOING	This project overlaps with the Southland Story project which is being facilitated by Janette Malcolm. Venture Southland is providing support as required.



2.3	Regional Event Strategy and Development	YET TO START	A review of the strategy, including consultation, is to be undertaken.
2.4	Assist Invercargill City Council with the Inner City Rejuvenation Project	ONGOING	Venture Southland will provide assistance to this project as requested by ICC. Key projects could be supported in a variety of ways including preparation of funding applications.
2.5	Southland Cycling Strategy (Referred to as "Ride Southland")	ONGOING	<p>First governance group meeting for the year held and advisory group appointed and first meeting held.</p> <p>Work commenced on moving the Cycling Strategy from draft to finalised version. A NZTA consultant has completed a review of business case elements.</p> <p>Submission to Environment Southland (ES) as part of Regional Land Transport Plan prepared.</p>
2.6	Southern NZ Cruise Strategy	ONGOING	Have recently inputted into the review of Environment Southland's Cruise Deed of Agreement associated with the Marine Fee. Work has begun on establishing a forum for review of the strategy and partnership with key stakeholders including Cruise NZ continues
2.7	Catlins Tourism Strategy 2016-2026	ONGOING	Venture Southland has provided support to both Catlins Coast and South Catlins Charitable Trust on the implementation of the strategy. This has also included considering the impact of the Tumu Toka Curioscape project and associated infrastructure projects as well as freedom camping
2.8	Tumu Toka Curio Bay Natural Heritage Centre (Referred to as "Tumu Toka Curioscape")	ONGOING	<p>Tumu Toka Curioscape opened to the public on the 16<sup>th</sup> December 2017 with good numbers reported for the first season to date.</p> <p>Venture is supporting the South Catlins Charitable Trust with the final accountability and funding elements. This includes support for the operator to respond to initial feedback on teething problems and any opportunities for improvement.</p>
2.9	Southland Museum and Art Gallery (SMAG)	ONGOING	Support and strategic planning provided for the Trust with their redevelopment project including investigation into future tourism infrastructure funding applications. Other projects associated with SMAG include i-SITE Attraction Pilot and Project Arc heritage digitisation and Living Dinosaur facility.
2.10	Anderson Park	COMPLETE	<p>Option 4 (shared revenue, multi-use model) of Anderson House proposal was investigated with final report presented to ICC for consideration and inclusion in Long Term Planning process.</p> <p>This work is complete, although ICC have indicated they may want further support with development.</p>

2.11	Tourism Industry Capability Building Hold workshops building capability of current and future tourism operators.	ONGOING	One trade development workshop held with Tourism New Zealand.  Digital, trade marketing and health & safety workshops scheduled in calendar for regions.
2.12	MBIE Regional Tourism Infrastructure Fund (TIF)  Assist Council staff to prepare and support applications to this fund.	COMPLETE	Venture Southland coordinated the submission of an application to the TIF for funding to upgrade the Lumsden Railway Precinct on behalf of SDC in October 2017 which resulted in a successful allocation of \$220,000.  SDC are possibly planning five further submissions to the TIF and ICC are yet to indicate how many they plan to submit.
2.13	Support applications to the MBIE Tourism Growth Partnership Fund	COMPLETE	This fund is no longer in existence.
2.14	Around the Mountains Cycle Trail operational requirements	ONGOING	Support provided through marketing initiatives including the Official Partner Programme (OPP) (accommodation, tour, and food/beverage operators along the trail) and national marketing – with the SDC and ATMCT Ltd.  Reported back to all OPP members on trail development and marketing.  Supported the development of new contracts, alongside SDC.  Planning currently underway for the reprinting of maps.
2.15	Around the Mountains Cycle Trail interpretation project	ONGOING	Implementation of this project is underway alongside SDC, including site selection and signage design
2.16	Living Dinosaur Project (formerly known as “Kakaporium”)	ONGOING	The feasibility of the project has been assessed and report presented to ICC. Negotiations are commencing with DOC and potential commercial partners. Venture is providing a range of support including project coordination through to support for inclusion in the Council’s Long Term Plan.

### 3. Diversification of Southland's Economy

Venture Southland works to identify opportunities for investment which are complementary with the regional economy and ensure they are promoted to relevant domestic and international markets. Venture Southland's role is to investigate the potential of these opportunities to broaden Southland's economic base.

This area is significant to reduce Southland's dependency on a narrow range of industries. This also creates jobs through the formation of new industries and within the support services. Some of the projects are ongoing. It is important to have relevant and up to date information available so that when the time is right, an investor will take up the opportunity.

		Status	Notes
3.1	Aeromagnetic Geological Survey	ONGOING	Final flying for the Southland region will take place in summer 2017/2018 with interpretation of the data to follow. A brief has been produced for a local science partner to undertake further analysis in early 2018.
3.2	Awarua and Lochiel Ground stations  Deliver services to five satellite and space organisations.	ONGOING	A further agreement for non-commercial academic ground segment services has been signed. Two additional commercial clients have been signed up.  An intern from the University of Canterbury will be on site during February and March to help with installations and site upgrades, under the supervision of the Ground Segment and Engineering Manager.  Negotiations for ground station services have commenced with three additional agencies over the last three months. Venture Southland was able to provide critical support to Rocket Lab's Electron Launcher 'Still Testing' from its Southland ground stations
3.3	Identify film opportunities for the region Aim for 52 production days for the year.	ONGOING	This work is ongoing alongside Film Otago Southland.
3.4	Promote opportunities for investment  Facilitate six significant investment opportunities.	ONGOING	Investment opportunities being worked through include: <ul style="list-style-type: none"> <li>• Oat based health and wellness foods.</li> <li>• Radio science related investments.</li> <li>• Agriculture and food manufacturing.</li> </ul> Applications have been made to the NZTE Strategic Investment Fund to assist with further scoping of space sector opportunities and Oat based health and wellness foods.
3.5	Tourism product development Assist in bringing eight new tourism products to the market	ONGOING	In depth business cases have been completed for ICC for the Living Dinosaur and Anderson Park projects as well as the Tumu Toka Curioscape project in the Catlins. Work is ongoing with fourteen small tourism operators, four of whom have brought their product to market in the last quarter.

#### 4. Business Service Efficiency and Competitiveness

Venture Southland offers business services to Southland businesses, such as business advice referral services, funding support, and facilitating mentoring services as part of the national Regional Business Partner Programme with New Zealand Trade and Enterprise, Callaghan Innovation and Business Mentors New Zealand.

This support ensures Southland businesses are operating as efficiently as possible, and are therefore competitive in the marketplace. Venture Southland has a range of services including Lean Manufacturing, Lean Dairy (Farm Tune) and workshops to drive efficiency. This is especially important given the labour market challenges highlighted in the Southland Labour Market Strategy.

Innovation and the development of innovative processes are critical to the ongoing competitiveness of Southland businesses. Venture Southland is able to support businesses through the Callaghan Research and Development funding. Processes and programmes will continue to be developed to support Southland businesses with innovation and development.

		Status	Notes
4.1	Facilitate the Regional Business Partner Programme	ONGOING	Delivery of the Regional Partnership is ongoing throughout the year.
	\$200,000 in funding allocated to Southland businesses	ONGOING	Over 50% of the funds have been allocated. To ensure fair and even access careful monitoring of the allocation is being applied.  Venture Southland is currently working with NZTE to look at accessing additional support funding
	Facilitate 50 mentor client matches and train 50 mentors	ONGOING	There has been steady growth in the mentors programme over the last quarter.  There are now 55 mentors trained.  Mentor clients continue to grow with the programme on track to meet set targets.
	Allocate \$250,000 from the Callaghan Innovation and Development Fund	ONGOING	Over \$5m of funding has been approved to date for the 2017/18 year.  A number of high value projects are currently in the pipeline, with potential for funding of over \$750,000.  Connections are being established with Callaghan Innovation and their research and technical services team to provide support around new projects.  A Callaghan Innovation business evening is scheduled for the 14 <sup>th</sup> March 2018. This event will highlight the range of services that Callaghan Innovation is able to offer local businesses to support R&D activity.

	Complete 140 client business assessments	ONGOING	<p>120 client assessments/discovery sessions already undertaken. This is 78% of NZTE target with 50% of the contract period completed. It is expected that the target will be significantly exceeded.</p> <p>The net promoter score of the programme is 67 to date, exceeding the annual KPI of 50 for the year.</p>
4.2	<p>Innovation support and Programmes</p> <p>Deliver workshops as a need is identified</p>	ONGOING	<p>Creative HQ Innovation and Accelerator programme commenced in early December with Stewart Fleming appointed to the role.</p> <p>12 businesses are currently being supported by this programme in their innovation journey.</p> <p>Work is ongoing with Creative HQ around the business innovation support platform to ensure appropriate functionality tailored to the needs of local businesses.</p> <p>The framework for programme delivery and engagement is currently being developed.</p>
4.3	<p>Business training and support</p> <p>Deliver training as a need is identified.</p>	ONGOING	<p>New programmes have been identified on various topics and locations. Including future jobs, design thinking, digital enablement and retain.</p> <p>Planning is underway to identify training that can be delivered in 2018.</p>
4.4	Conduct a survey of Southland businesses	YET TO START	The Southland business survey is planned to be undertaken in April 2018.
4.5	Deliver Lean Management training to seven businesses	ONGOING	<p>Planning for the 2018 programme is underway with initial responses from businesses positive.</p> <p>Investigation currently being undertaken with Callaghan Innovation into funding models for the implementation of this programme.</p>
	Deliver Dairy Lean to 12 farm	ONGOING	Work is underway with DairyNZ for the delivery of the 2018 Farm Tune programme.
	30 Businesses attend other Lean support initiatives	ONGOING	The 2018 5s, small business improvement programmes and Lean forums are currently planned for early 2018 – dates will be finalised in early February.
4.6	<p>Methane recovery</p> <p>Continue to investigate the opportunity for capturing methane from effluent ponds and converting it to energy</p>	ONGOING	<p>Venture has commenced monitoring of methane at Glenearla farm under a contract funded by EECA.</p> <p>The first report has been submitted to EECA.</p>

## 5. Attracting and Retaining a Skilled Workforce

Southland, like other regions, is facing a workforce shortage due to an aging population. For business to grow, skilled staff are required. Venture Southland is active in attracting migrants to the region, and also ensuring the skilled workers remain in the region. Without people, new businesses and new industries cannot develop, and existing industries cannot be extended.

Venture Southland signed a Memorandum of Understanding in 2016 with the Ministry of Business, Innovation and Employment, and Immigration New Zealand based on prior initiatives and collaboration to build on regional migrant settlement and retention strategies. The agreement assists in the implementation of the Southland Labour Market Strategy.

		Status	Notes
5.1	Work with MBIE and Immigration New Zealand to implement the Southland Labour Market Strategy.	ONGOING	<p>Work is ongoing with MBIE and Immigration NZ regarding implementation of the strategy.</p> <p>Venture Southland has partnered with MBIE to deliver a regional migrant skills placement role to assist skilled migrants, and spouses of skilled migrants, in finding meaningful employment.</p> <p>A Welcoming Communities partnership has also been established.</p> <p>All roles within the labour market team are now filled including;</p> <ul style="list-style-type: none"> <li>• Southland Labour Market Coordinator</li> <li>• Skills Placement Coordinator</li> <li>• Welcoming Communities Coordinator</li> <li>• Southland Youth Futures Coordinator</li> </ul>
5.2	Southland Youth Futures – Invest in Youth	ONGOING	<p>Planning for 2018 Southland Youth Futures programme delivery is underway. The Southland Youth Futures school delivery typically has a focus period of the first half of the calendar year, as it fits better within school timetables.</p> <p>Work is ongoing with schools and students to connect with support programmes.</p>
	Deliver in-school programmes to over 1200 secondary students across Southland.		
	Deliver 12 workplace site visit days	ONGOING	Work place visits scheduled for early 2018. Dates will be finalised in early February.
	Have over 30 'youth friendly' employers in the region	COMPLETE	45 youth friendly employers currently registered as part of the programme.

			The Increasing number of enquiries from employers will assist ongoing work to increase this number.
5.3	Build partnerships to drive migrant attraction and retention	ONGOING	<p>The Southland Labour Market Coordinator continues to develop strong partnerships that drive attraction and retention of skilled workers.</p> <p>Programmes such as the Skills Placement role will further enhance this activity.</p> <p>Partnership established with MBIE around the development and delivery of the i-SITE attraction programme.</p>
5.4	Rural migrant working and newcomers project (now Known as “Te Anau Ambassador Pilot”)	ONGOING	SDC have provided the project brief scoping the project and implementation will soon begin alongside the Te Anau community, SDC and Venture Southland.
5.5	MBIE i-SITE Attraction Pilot (see 7.10)	ONGOING	<p>See 7.10 for full update.</p> <p>Venture Southland is facilitating a national pilot project in partnership with MBIE to investigate the potential to transition visitors into migrants using the Invercargill i-SITE.</p>
5.6	Welcoming Communities Pilot (see 9.6 Community Development)	ONGOING	<p>Southland was selected as one of five regions across New Zealand to participate in the MBIE Welcoming Communities Pilot. To date progress has included:</p> <ul style="list-style-type: none"> <li>- Feedback provided for the national standard which has now been confirmed</li> <li>- Reports prepared for three Councils and other stakeholders including iwi and Community Trust of Southland.</li> <li>- Confirmation of total funding to deliver the project and funding contracts entered into.</li> <li>- Establishment of advisory group which will assist to drive the pilot programme.</li> <li>- Preparation for the benchmarking process which all Councils will undertake in preparation for the development of the Welcome Plan.</li> <li>- Participation in the national stakeholder pilot group.</li> </ul> <p>A Welcoming Communities Coordinator has been appointed to lead this pilot.</p>
5.7	Pathways to employment  Work with Education New Zealand, local	ONGOING	<p>Work underway with SIT and Chamber of Commerce to look at employment opportunities for graduates in Southland.</p> <p>Previous events have included job speed evenings and the POP Up JOB SHOP held in September 2017.</p>


	education providers and industries to provide pathways for graduating international students into employment		<p>The Southland Pop Up Job Shop was held in Invercargill from 4-9 September 2017 and showcased the number, and range of jobs, available in Southland at that time. 520 people visited the Pop Up Job Shop and over 100 people had free interviews with Southern Directionz staff. The initiative exceeded job seeker and publicity expectations.</p> <p>The MBIE funded Skills Placement role will enable greater connection between skilled migrants and employer needs, with a particular focus on skilled spouses and students.</p>
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## 6. International Education

Venture Southland administers the Education New Zealand Regional Partnership Programme for Southland. This is designed to support the development and growth of international education in selected regions of New Zealand. It is a partnership and collaboration between international education providers, local educational groups, local government, economic development agencies, and the international education industry.

Over the past decade the international education sector in Southland has developed increasingly with significant investment, relationship building, direct marketing and delegations overseas. These initiatives have resulted in a steady growth in international student numbers in the Southland region.

		Status	Notes
6.1	Partner with Education New Zealand (ENZ) to develop the implementation phase of the Southern Education Strategy.	COMPLETE	<p>Venture Southland works in partnership with Education New Zealand (ENZ) and the regional education providers as part of its Regional Partnership Programme (RPP).</p> <p>The Southern Regional International Education Implementation Plan 2017-2020 has been developed based on the initial strategy put forward in November 2016. The plan has been approved by Education New Zealand.</p> <p>Education New Zealand have confirmed funding arrangements and contract for the 2017/18 period.</p>
	Establish the Southern Education Alliance (SEA) Governance group	COMPLETE	<p>SEA Governance Group meeting held 27 October 2017 to discuss programme roll out across the region. This included the business plan for 2018, the development of the International Education Prospectus and regional school contacts, marketing material and confirmation of the Study Southland brand.</p> 
	Set targets for the region based on current market trends	COMPLETE	<p>The recently submitted plan to Education New Zealand for the 2017/18 financial period breaks down the actions required to align the six goals identified in the strategy.</p> <p>This includes timeframes, success measures, who is lead agency, and identifies the total budget per annum.</p>
	Promote Southland as a destination for students	COMPLETE	<p>The first International Study Workshop was held on the 23 November 2017 and hosted by Study Southland.</p> <p>The International Education Manager has prepared a submission for the Ministry of Education for projects related to the International Student Wellbeing Strategy (ISWS).</p> <p>This proposal has been successful in securing additional funding to assist in hosting International Students in Southland.</p>

			<p>The International Education Manager will promote Southland as a preferred destination for international students when attending the Education New Zealand Latin America Road show in Colombia, Mexico, Chile and Brazil over February and March. Joice will depart on the 26 February 2018 and will be away for three weeks.</p> <p>Venture Southland will host Argentina Ambassador - His Excellency Mr Fausto Lopez Crozet, on behalf of the Southland Councils, during his visit to Southland and Queenstown on the 20th February 2018. The Ambassador is very keen to build relationships in Southland and explore opportunities within the tourism, education, agriculture and fishing sectors.</p>
	Develop generic marketing collateral, aligned to the Southland Destination Strategy and Southland Labour Market Strategy	COMPLETE	<p>International Education prospectus for Study Southland developed and 1000 copies delivered to education providers and councils in the region.</p> <p>1000 USB pens also developed for use at Expos, and to easily provide agents with promotional material.</p>
	Facilitate the development of the Southern Education Alliance website.  Develop branding for Southern Education Alliance	ONGOING	<p>Southland as a preferred international education destination is currently promoted via the Southlandnz.com website.</p> <p>The International Education Manager in consultation with ENZ and education providers is identifying marketing opportunities and new agents for education providers. The website will continue to be developed as we progress forward with the strategy and operational planning. The SEA Governance Group is very pleased with the progress to date and outcomes achieved to support the growth of the international sector in Southland.</p>

## 7. Destination Promotion

Venture Southland is focused on maximising the regional benefits of increasing the number of tourists for the region. Promotion of the region nationally and internationally through consistent marketing and communication to strengthen the Southland brand is essential to drive demand, alongside product development which gives reasons to spend more and stay longer. Venture Southland will continue to build Southland as a destination and the evolution of the Southland identity to market to New Zealand and the world, which in turn attracts visitors that support the private and public operations in the region.

Partnerships that have been developed over numerous years are essential to promote Southland. This is through marketing alliances where different organisations or regions pool financial and human resources to leverage greater promotional opportunities, or through relationships developed at a national level within entities that include Tourism New Zealand, Tourism in Aotearoa (TIA), Air New Zealand, Cruise New Zealand, Region Tourism New Zealand (RTNZ), CINZ, and DOC.

Destination promotion within Venture Southland includes Attraction and Retention of a Skilled Workforce and International Education. However, as these are significant areas of focus, these are presented in sections 5 and 6 respectively. Also note the importance of 1.6 the Southland Destination Plan in providing an overall regional blueprint.

		Status	Notes
7.1	Conduct 18 marketing and promotional campaigns	ONGOING	<p>Four marketing and promotional campaigns undertaken for the quarter (10 undertaken to date in total).</p> <p>Two campaigns are in development</p> <ol style="list-style-type: none"> <li>1. Southern Steel - Social Media Campaign (Preparation)</li> <li>2. People of Southland - Content Campaign (Preparation)</li> <li>3. NZ Bike Expo</li> <li>4. Responsible Camping promotion</li> <li>5. TravelWireAsia (Preparation)</li> <li>6. Neuselnd News (Preparation)</li> </ol>
7.2	Tourism publicity and media engagement	ONGOING	For a detailed listed of media engagement and tourism publicity please see additional notes at the conclusion of this section.
	Generate 96 media pieces	COMPLETE	<p>59 media results achieved for the quarter.</p> <p>101 media results have been recorded to date, achieving the set target of 96.</p> <p>Highlights for the quarter include Life and Leisure Insider's Guide on Stewart Island (November 2017).</p> <p>For a detailed list of media results please see additional notes at conclusion of this section.</p>
	Coordinate 18 media famils	ONGOING	<p>Five media famils have been conducted during the quarter, with 13 carried out in total to date.</p> <p>A highlight of the quarter includes the media famil that was coordinated for KiaOra Magazine in November and December 2017.</p>

			For further details on the five famils please see additional notes at conclusion of this section.
7.3	Tourism supply and trade development Engage with 200 agents	ONGOING	40 agents have been engaged with during the quarter with 49 engaged with to date for the year.  For further information on this engagement please see additional notes at conclusion of this section.
	Attend minimum of four trade shows	ONGOING	Preparation is currently underway for attendance in Australia, SSEA (Wellington), TNZ Europe (Webinar), Australian Mega Famil and TRENZ. To date one trade show has been attended.
	Present regional profile and product offerings of 70 Southland operators	COMPLETE	The trade manual, profiling regional offerings and showcasing Southland as a preferred conference and trade destination is now complete.  A review of the Southlandnz.com database has been carried out with significant additions made. Operator listings now 1289 up from 440.
	Coordinate 10 trade famils	ONGOING	Two trade famils conducted during the quarter with HM-Touristik (Germany) CINZ.  Eight trade famils completed for the year to date.
	Participate in eight international marketing alliance (IMA) activities	ONGOING	Participation in two IMA activities to date.
	Develop three trade itineraries	COMPLETE	Four trade itineraries have been developed, achieving the set target of three.
7.4	Digital Marketing	COMPLETE	Successfully obtained the number one and two ranking for regional search engine searches, achieving the target of a top three ranking.
	Obtain top three ranking for regional search engine searches		
	Growth of website traffic (+10%)	ONGOING	61% of the website traffic target has been achieved through the first 2 quarters.
	Growth of operator listing on Southlandnz to 420 (+19%)	COMPLETE	There has been significant growth in operator listings on Southlandnz with 441 listings (+25%) live on page.  The content project has established an additional 848 operator listings to be loaded in 3 <sup>rd</sup> /4 <sup>th</sup> quarters. The project has also identified different sectors for operators to be segmented e.g. Food and Beverage which has also contributed to the increase in listing numbers.
	Growth of consumer/trade/industry databases (+8%)	COMPLETE	There has been a 1.4% growth in consumer/trade/industry databases for the quarter (current number is 16,200 which shows growth of 12% of databases).

	Growth of social media engagement (+12%)	ONGOING	To date 41% of the social media engagement growth target has been achieved. For more information on this please see additional notes below.
7.5	Southland promotional merchandise	ONGOING	Southland promotional materials created and shared including posters, bags, beanies, pens, duck callers and tea towels

## Destination Fiordland

7.6	Marketing via Destination Fiordland	ONGOING	<p>Promotion through weekly newsletter and Summer Trade newsletter</p> <ul style="list-style-type: none"> <li>• Summer Trade newsletter opened by 23%</li> <li>• Member newsletter opened by an average of 41%, highlight for January was reaching 47% (industry average for opening is 32%).</li> <li>• Imagery supplied for GodZone competitor newsletter showcasing the region.</li> </ul> <p>Sharon Salmons appointed to role of Destination Fiordland Manager.</p> <p>Destination Fiordland represented at Cycle Fiordland meeting and members Christmas held in December.</p> <p>Marketing support given to new businesses with their TRENZ applications.</p>
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## Conference Attraction

7.7	<p>Promote Southland as a conference destination and support potential conferences</p> <p>Develop relationships with national conference sector (including Professional Conference Organisers) and local conference sector providers</p>	ONGOING	<p><b>39 conferences have been held to date. Conferences held during the October - December 2017 quarter:</b></p> <p>13/10 Association of Blind Citizens  11/10 Guide Dog Forum  10/10 NZ Association of Resource Management  20/10 National Mustang Convention  15/10 C.A.T.E Conference  18/10 Rural Women NZ Conference  4/10 Meat Industry Ass Renderers  10/10 NZ Dairy Industry Awards  11/10 NZARM Conference  12/10 Venture Southland Southern Attraction Day  12/10 Fonterra Leaders Day  22/10 Southern Mustang Club  25/10 NZI Business Update 58  26/10 Rabo Bank Dairy  28/10 Eastern Southland Car Club  1/11 ITM Expo  7/11 Farm Source  8/11 Allied Concrete Conference  16/11 CATE Conference</p>
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			19/11 Rural Woman NZ Conference 22/11 ASB Bank 30/12 Southland Rodders 50th Anniversary
	Provision of bid support information	COMPLETE	The bid template and Conference Manual has been finalised. Investigation currently underway into interactive digitisation via Southlandnz.com
	Coordinate the Conference Incentive Fund	ONGOING	Coordination of the conference incentive fund continues alongside the ILT.
	Prospect 50 conference opportunities, undertaking 12 bids to attract six additional conferences	ONGOING	39 conferences held during the second quarter (see 7.7) and 25 prospecting (see below)
	Represent the region through four events, activities and industry channels	ONGOING	Representation at Convene South event (Sept 2017). <b>Conference Promotion/Representation</b> <ol style="list-style-type: none"> <li>1. MBIE CAS - Report</li> <li>2. NZ Highway Technology - Famil</li> <li>3. Convention Bureau Meeting</li> <li>4. CINZ Conference Famil (Real Journeys, ILT, ILT Stadium Southland, Bill Richardson Transport World)</li> <li>5. ConveneSouth Sept 2018 (ILT)</li> </ol>

### Invercargill i-SITE

7.8	Manage the Invercargill i-SITE including implementing the review undertaken in 2016/17	ONGOING	Currently implementing recommendations of review undertaken in 2016/17.  The recommendations have resulted in a saving made of \$7,700 in salaries for the quarter.  Currently working with ICC and SMAG to investigate proposed changes to the physical space.				
7.9	Grow revenue 8%	ONGOING	Revenue	2016/17	2017/18	Variation	%
			Commission	\$30,603	\$20,762	(\$9,841)	-32%
			Other	\$14,642	\$12,768	(\$1,874)	-12.8%
			Expenditure				
			Salaries	\$53,264	\$45,605	(\$7,659)	-14.4%
			Other*	\$9,493	\$7,070	(\$2,423)	-25.5%
			*Retail sales, advertising revenue and ticket sales commissions.  Commission is showing as being \$10,000 below budget. This is due to changes in how commission is received. Historically some contracts had a wash-up based on total				

			<p>sales for the year and various targets, however this is now paid on sales throughout the year.</p> <p>Retail sales are showing as being below the prior year, however this is likely due to the stock figure now being adjusted at the end of December.</p> <p>Staff costs continue to be below the prior year following the implementation of the review. This will allow for additional staffing through the busy summer season.</p>
7.10	MBIE i-SITE Attraction Pilot (see 5.5)	ONGOING	<p>Facilitation of a national pilot project, in partnership with MBIE, to investigate the potential to transition visitors into migrants using the Invercargill i-SITE.</p> <p>Portal and interactive material has been placed in the i-SITE to allow people to explore regional employment and lifestyle opportunities, and register interest in future opportunities.</p> <p>The data for the holiday period is currently being examined to better refine the material used.</p>
7.11	Department of Conservation i-SITE partnership	ONGOING	<p>As part of the partnership with the Department of Conservation, i-SITE staff have had training on the Great Walks and other DOC products with the site developed and sales commenced.</p> <p>The partnership has also included the Responsible camping initiative.</p>

### Additional Notes:

Activity for this quarter includes:

#### 7.1 Promotional Campaigns

7. Southern Steel - Social Media Campaign (Preparation)
8. People of Southland - Content Campaign (Preparation)
9. NZ Bike Expo
10. Responsible Camping promotion
11. TravelWireAsia (Preparation)
12. Neuseland News (Preparation)

#### 7.2 Publicity and Media Engagement

##### Media Results

1. Media Result - Autocar NZ Magazine, Kyle Cassidy, The Great GT Hoard (Roger Whyte) - October 2017
2. Media Result - Tourism NZ Media Newsletter, Dig This - October 2017
3. Media Result - Travel at 60 website, Southern Scenic Route - October 2017
4. Media Result - Southern Attraction Showcase, Tourism Speed Dating Channel 39 - October 2017
5. Media Result - Kia Ora Magazine, Tour of Southland Event Listing October 2017
6. Media Result - This NZ Life Website, Bushy Point Fernbird B&B Otatara - October 2017
7. Media Result - SIRT Campaign, Nine.com, One journey leads to another in New Zealand's South Island, SSR
8. Media Results - SIRT Campaign, Nine.com, Five amazing animal encounters on NZ's South Island, The Catlins, SI and Bluff - October 2017
9. Media Result - Travel Starts at 60 Blog, SSR - October 2017

10. Media Result - SIRT Campaign, Nine.com Australia, Southern Scenic Route in NZ - October 2017
11. Media Result - Autocar Magazine NZ, Kyle Cassidy, E Hayes and Sons - October 2017
12. Media Result - Autocar NZ Facebook Video, E Hayes and Sons (12K Views) - October 2017
13. Media Result - Atlas Obscura, The Lost Gypsy Gallery - November 2017
14. Media Result - Now to Love, Southland's most incredible attractions - November 2017
15. Media Result - Singapore, Alvinology, Dig This - October 2017
16. Media Result - MTV Australia, Craft Beers in NZ, Invercargill Brewery
17. Media Result - Yahoo, Australia, New Zealand's most epic road trips, SSR
18. Media Result - Travelling Solo, Australia, Discover NZ's Best Hikes, Rakiura Track Stewart Island
19. Media Result - Darpan Magazine, Canada, Fall in Love with New Zealand, Te Araroa Trail, Bluff
20. Media Result - Australia, AWOL, NZ opened heavy vehicle theme park - October 2017
21. Media Result - Canada, Travel Weekly, More Value for money destinations - Southland October 2017
22. Media Result - Australia, Vacations and Travel Magazine, Five great drives on New Zealand's SSR - October 2017
23. Media Result - Australia, Sunday Herald Sun, Iconic NZ Drives - SSR October 2017
24. Media Result - Gateway Chch Airport Magazine, BMC - Summer 2017
25. Media Result - Destinationz Magazine, Stewart Island - Summer 2017/18
26. Media Result - China, www.travelleisure.com, Magic Nights, Stewart Island - October 2017
27. Media Result - Germany, Mittelbayerische Zeitung, A funny bird mascot, Stewart Island and Kakapo - October 2017
28. Media Result - China, www.ttgchina.com, wechat, www.sohu.com & www.eastday.com, Night Skies, Stewart Island - October 2017
29. Media Result - Singapore, SuperTravelMe, Dig This - October 2017
30. Media Result - Singapore, Aspirant SG & Facebook, Top NZ Attractions, Rakiura Great Walk - October 2017
31. Media Result - China, www.travellinkdaily.com, Magic Nights, Stewart Island - October 2017
32. Media Result - China, Syndicated story, sina.com, qq.com, southcn.com, Magic Nights, Stewart Island - October 2017
33. Media Result - China, Chinese NZ Herald, Southland Attractions and Itineraries - October 2017
34. Media Result - China, Skykiwi, Southland Attractions and Itineraries - October 2017
35. Media Result - China, China Travel, Southland Attractions and Itineraries - October 2017
36. Media Result - Life and Leisure Insider's Guide, Stewart Island - November 2017
37. Media Result - China, Syndicated story, hc360.com, tvtour.com, Magic Nights - November 2017
38. Media Result - China, STA Travel - the third largest island of New Zealand, Stewart Island - November 2017
39. Media Result - Philippines, GMA News Online, 9 things you may or may not know about traveling to NZ, Stewart Island - November 2017
40. Media Result - North and South Magazine, Mike White, The Catlins - November 2017
41. Media Result - Philippines, GMA News Online - 9 things you may or may not know about traveling to New Zealand - Stewart Island
42. Media Result - TNZ Media Newsletter, Summer in New Zealand 2017\_18 event highlights, BMC - November 2017
43. Media Result - TNZ Media Newsletter, Plan your ultimate bucket list of New Zealand experiences, Stewart Island - November 2017
44. Media Result - ODT, Curio Bay - December 2017
45. Media Result - Stuff, A quick guide to NZ's Great Walks, Rakiura - December 2017
46. Media Result - Stuff, Penguin stops traffic in Bluff - Dec 2017
47. Media Result - TNZ Facebook Share, Penguin stops traffic in Bluff - Dec 2017
48. Media Result - America, Newsweek.com, Henry & SMAG - December 2017
49. Media Result - China, TNZ China, Southern Coast 5-Day Itineraries - December 2017
50. Media Result - China, TNZ China, Southern Coast 7-Day Itineraries - December 2017
51. Media Result - Hong Kong South China Morning Post, WKE Stewart Island - December 2017
52. Media Result - IOL Australasia, Best Islands Stewart Island - December 2017
53. Media Result - Mundo Brasilero Aotearoa (MBA), Brazilian Education Magazine, Southland Feature - December 2017
54. Media Result - Social Post IG, Kleinstadcoco (114K followers), Oreti Beach - December 2017
55. Media result - Social IG Post, Kleinstadcoco (114k Followers), The Catlins - December 2017
56. Media Result - China, China Daily Hong Kong, Great Place you've never heard off, Subantarctic Island - December 2017
57. Media Result - China, South China Morning Post, Where the wild things are, Stewart Island Kiwis - December 2017
58. Media Result - Australia, MTV, 12 Adventures in NZ South Island, Bluff Shark Diving and Nugget Point Catlins - December 2017
59. Media Result - Indonesia, 25bertita.com, Tribunnews.com, Suara.com, Dream.co.id, Viva.co.id, 5 Secret Destinations in NZ you can't miss, The Catlins - December 2017

#### Media Famils (including social)

1. Tourism New Zealand IMP File - Vancouver Sun - November 2017
2. Gotta Love NZ - November 2017
3. Tourism New Zealand IMP File - Vogue Online - November 2017
4. KiaOra Magazine - November/December 2017
5. South of Home - December 2017



### 7.3 Supply and Trade

1. Tourism Summit
2. TNZ Industry/Market Update
3. AOT Itinerary - adding SGCC
4. IMA TRENZ
5. GDC Summit
6. Southern Showcase (90 operators)
7. ICC Responsible Camping Project
8. Southern World - Northern Southland
9. Contiki - Northern Southland
10. ATS Product Listing
11. Nouvelle Zelande à la carte - Stewart Island
12. New Zealand Travel Centre (Aus)
13. MoaTrek, Guest NZ, Pan Pacific, JTB

#### Trade Famils

1. HM-Touristik (Germany) Travel Famil
2. CINZ Famil

### 7.4 Digital

Channel	Current Total Community - As at 31/12/2017	Total Community as at June 30 2017 (Last year)	Total Reach July 1 2016 - June 30 2017 (Last year)	Total New Community Oct 1 2017 - Dec 31 2017 (This Quarter)	Total Reach Oct 1 2017 - Dec 31 2017 (This Quarter)
<b>Total</b>	84,206	79,407	N/A	2,231	N/A
<b>Databases (Target +8% 15,528)</b>	79,407	14,378	N/A	233 (+1.4%)	N/A
<b>Facebook Southland NZ</b>	N/A	34,535	1,616,925	602	288,920
<b>Instagram Southland NZ</b>	2,231	23,438	NA	931	94,292
<b>Twitter Southland NZ</b>	N/A	3,529	97,142	87	23,031
<b>Facebook INV i-Site</b>	16,200	3,527	685,887	378	133,431
<b>Total Social Media (Target +10%, Reach 2.67m, Comm 71.5k)</b>	14,378	65,029	2,429,954	1,998	539,674 (20%)

Channel: southlandnz.com Data sourced from Google Analytics	Sessions	Users	Pageviews	Pages/Session	Bounce Rate	Operator Listings
<b>Year: July 1 2016 - June 30 2017</b>	<b>79,702</b>	<b>62,897</b>	<b>214,812</b>	<b>N/A</b>	<b>N/A</b>	<b>352</b>
<b>Quarter 1: July 1 2017 - Sep 30 2017</b>	22,973 (26%)	17,446 (25%)	60,933 (26%)	2.65	54.85%	441 (+25%)
<b>Quarter 2: Oct 1 2017 - Dec 31 2017</b>	29,839 (34%)	22,606 (32%)	83,188 (35%)	2.79	56.87%	442

Quarter 3: Jan 1 2018 - Mar 31 2018						
Quarter 4: April 1 2018 - June 30 2018						
Year: July 1 2017 - June 30 2018						
Annual Target (+10% )	87,672	69,187	236,293	2.70	35%	420

## 8. Events

Southland is known for high quality events which add diversity, vibrancy and a sense of well-being to the region's residents and ratepayers. Venture Southland believes that events are an important aspect of our approach to develop and promote Southland as an attractive place to live, study, work and visit.

In 2016, Venture Southland undertook an internal evaluation of their role with delivering events with a view to looking at how to prioritise allocation of resources and gain efficiencies. Outcomes from this review are reflected in this year's work programme as below.

The next step and a key project for this year in line with the Southland Regional Development Strategy is the development of a Southland Regional Event Strategy (see 2.3). This framework will involve multiple stakeholder involvement and will assess event development and promotion from a regional perspective.

		Status	Notes
8.1	Delivery and support of events  Generate spectatorship in excess of 40,000 per annum	ONGOING	The delivery and support of events across the Southland region has resulted in spectatorship of 23,300 to date.  Preparation for key events in the upcoming quarter was undertaken including work for: <ul style="list-style-type: none"> <li>- Southland District Council Holiday Programme</li> <li>- Southland Buskers Festival</li> <li>- Shakespeare in the Park</li> <li>- Burt Munro Challenge</li> </ul>
8.2	Grow and promote the Southland events calendar  Provide marketing support to 32 events  Undertake event promotion for iconic and significant events	ONGOING	12 events newsletters distributed and 146 events promoted in the Southland events calendar during the quarter.
8.3	Develop an approach and platform for aligning, planning, coordinating and funding events in the region	ONGOING	The Southland Regional Event Strategy will align with this target (see 2.3). The Event Capability Workshop was delivered in November in partnership with Sport Southland and included 45 people from the events industry.  New event capability content has been published online in the last quarter and work is continuing with ICC on council support for event managers in the region.
8.4	Facilitate event capability development	ONGOING	As above 8.3

	Provide support to 12 regional events		Support has been provided at regional events including the Hokonui Fashion Awards, Bluff Oyster and Food Festival, ILT Kidzone, Burt Munro Challenge, Southern Field Days, RedBull Farm Jam and Crankup Day.
8.5	<p>Economic and social impact assessment</p> <p>Work with key stakeholders to establish a process to identify and prioritise key events to be evaluated in order to understand the economic and social impact</p>	ONGOING	Economic and/or social impact assessments to be completed where a need is identified

**Additional Notes:****8.1 Event Delivery:**

	Date	Facilitated (VS Lead Role)	Supported (VS Support Role)
ILT Kidzone	Jul	11,000	
Hokonui Fashion Awards	Jul		1,200
Interschool Speech Competition	Sep	200	
New Zealand Mens Netball Nationals	Sep		400
Spring Festival	Sep - Oct	7800	
Conference Estimate for quarter	Jul - Sep		1000 (*17)
DownRiver Dash/Cycle to Celebrate	Dec	200	200
Conference Estimate for quarter	Oct - Dec		1500 (*22)
SDC Holiday Programme	Jan	300	
Summer Sounds	Jan		150
Rev Up	Jan		
Shakespeare in the Park	Feb	1000	
Burt Munro Challenge	Feb	7,000	
Southern Field Days			

HopNVine*	Apr		700
Heritage Month	Mar		
Southland Festival of the Arts	Apr - May	5,000	
Southern Steel	Apr - Jun		8,500
Bluff Oyster and Food Festival*	May	500	4,500
Southland Buskers Festival	Jan		6,000
Other Events Supported (incl. conference)	Year	200	12,000
TOTAL			

## 9. Community Development

Southland is known for its strong and vibrant communities which contribute to a quality of life. The Southland Regional Development Strategy aims to attract 10,000 more people by 2025 and quality of life opportunities are essential to not only attracting, but also retaining people.

Venture Southland supports the Southland District Council in supporting local communities to maintain a proud Southland community spirit, particularly in rural areas. The approach is twofold and relies on a relationship approach of working alongside local people and groups and partnering with Councils, community funders and other stakeholders on a range of projects and initiatives.

There is a close relationship between the Southland District Council Community and Futures group and Venture Southland's Community Development team. Venture Southland's Community Development team helps to deliver Southland District Council's priorities and support Council on a range of projects and initiatives.

The 2017-18 work programme builds on key projects completed in the previous year and detailed briefs for new projects listed below are yet to be fully scoped. Scoping of these projects will be undertaken alongside the Southland District Council to establish objectives, timeframes and resource requirements. Note: Depending on the scope of these projects, some priorities may change.

Please note that there are four projects as outlined in the Southland District Council Letter of Expectation which are detailed in other sections of this quarterly report.

Project/Initiative	Section
Rural Migrant Worker and Newcomers Project (now known as Te Anau Ambassador Pilot – see 5.4)	Attraction and Retention of a Skilled Workforce
MBIE Tourism Infrastructure Fund (see 2.12)	Destination Development
Cycle Strategy Implementation (see 2.5)	Destination Development
Around the Mountains Cycle Trail Operational Requirements (see 2.14)	Destination Development and Destination Promotion

Community Development is split into the following sections:

### Community Capacity and Capability Building

	Status	Notes
9.1 Community Organisation and Volunteer Sector Project  The project aims to prioritise and implement the key findings determined from the research undertaken in 2016-2017	ONGOING	SDC requested further development of the database created in the previous year's research to include contact details for SDC organisations. Database is now complete and has been handed back to SDC.  In total, contact details for 669 organisations were sought for the database. Council are using this database to inform the community about relevant events, consultation processes etc.  Shared Service Pilots - ONGOING SDC have commissioned two pilot projects (one geography based and one topic based) to explore the development of a shared service that can be used by a number of volunteer groups.

			The aim is to increase capacity by “joining forces” and address the issues which arose from the previous volunteer research. A review of the previous research and the brainstorming of topics will be taken back to SDC and the community in February.
9.2	<p>Community Facilities Project</p> <p>The project aims to prioritise and implement the key findings determined from the research undertaken in 2016-2017</p>	ONGOING	<p>The final report for the community facilities project was submitted to SDC on 31 August 2017.</p> <p>SDC are yet to advise of further projects flowing directly from this research, however have sought the community team’s assistance in engaging with some communities regarding the use of key facilities.</p>

## Community Planning

		Status	Notes
9.3	Southland District local community sustainability strategic approach	ONGOING	<p>This project is aimed at developing a District-wide approach to community development which will be ratified by SDC.</p> <p>An initial workshop was held in November (facilitated by SDC), and SDC have advised at least one further workshop will be held prior to the development of the strategy.</p>
9.4	Community futures and community leadership plans	ONGOING	<p>Assisted SDC with the delivery of a series of workshops held in November that allowed the wider community to have input into the development of Community Leadership Plans in Invercargill, Gore, Te Anau, Otatau and Wallacetown.</p> <p>A community consultation “fete” was held on Stewart Island, and a follow up workshop. In the next consultation phase, the team will also be assisting with further “fetes” SDC are planning in the District as this allows more informal and one-on-one engagement with residents.</p>
9.5	<p>Community Education</p> <p>Deliver a series of workshops to be held throughout Southland to educate the local community about a relevant issue or topic.</p>	ONGOING	<p>Pool water quality training has been carried out over the quarter.</p> <p>All of the committees which run Southland’s pools were offered the opportunity to attend a one day water quality training with subsidies secured via the SDC Community Initiatives Fund and Community Trust of Southland.</p> <p>Fourteen Southland pools attended, and consultation with the pools has commenced around their interest in meeting again in May/June for a networking event.</p> <p>Possible topics and speakers at this event include a guest speaker on pool heating (to complement the launch of</p>

			<p>Venture Southland's pool heating guide), funding information and sustainability strategies, and attendance of pool suppliers.</p> <p>The Volunteer group workshop series is ongoing</p> <p>Research is being undertaken into the topic and method of engagement for volunteer group workshops this year.</p> <p>Engaging additional partners, the topic of funding sustainability, and the opportunity to wrap a mentoring program around the workshops is being explored by the team at present.</p> <p>The joint venture workshop series pilot is ongoing</p> <p>A pilot of Venture teams collaborating to deliver a series of workshops is being trialled on Stewart Island in 2018 in collaboration with the Stewart Island Promotion Association.</p> <p>Worksafe and the business team are providing an information session in February 2018, and the tourism team are providing a workshop on Digital Marketing in September. A third community-related topic is being explored for May 2018.</p>
9.6	Welcoming Communities Pilot	ONGOING	<p>See 5.6 for full update.</p> <p>Direct assistance with the delivery of the pilot programme alongside individual councils, the Labour Market Coordinator and Welcoming Communities Coordinator.</p>



## Local Initiatives

		Status	Notes
9.7	<p>Local Community Project Support</p> <p>A minimum of 100 community groups assisted to support and lead their own community projects which align with District priorities and regional and national initiatives.</p> <p>Supporting volunteers empowers local communities as per the Southland Regional Development Strategy</p>	ONGOING	<p>58 groups assisted in the second quarter to lead their own community projects. These organisations and/or projects are detailed below and further information is available on request:</p> <p>Rakiura Museum</p> <p>Fiordland Players Club</p> <p>Tuatapere Community Board, Railway Project</p> <p>Tuatapere Guide Book project</p> <p>Gorge Road CDA</p> <p>Wyndham A &amp; P Association</p> <p>Wyndham Pony Club</p> <p>Wyndham and Districts Historical Society</p> <p>Mokotua Hall Committee</p> <p>Friends of Lumsden School (bike track)</p> <p>Garston School</p> <p>Garston CDA Subcommittee</p> <p>Cycle and Celebrate Event</p> <p>14 Southland Community Swimming Pools (water treatment course)</p> <p>South Coast Environment Centre</p> <p>Fire and Emergency New Zealand</p> <p>Southern Pig Hunting Club</p> <p>Otautau Community Worker Trust</p> <p>6 funders via Southland Funders Forum (including CTOS, DIA, ILT, SDC, ICC, Te Pūtahitanga)</p> <p>Down River Dash, Mossburn</p> <p>Athol Gallery Trust</p> <p>The Upper Maitara Trust</p> <p>Mossburn Senior Citizens</p> <p>Bush Haven Otatara</p> <p>Gunn's Camp – Hollyford Museum Trust</p> <p>Nightcaps War Memorial</p> <p>Southern Boardriders</p> <p>Otautau Flowers, Quilts &amp; Crafts Day</p> <p>Colac Bay Boat Ramp</p> <p>Te Hikoi</p> <p>Wreys Bush Hall Committee</p> <p>Rakiura Museum</p> <p>Humpridge Track</p> <p>Classical Music Festival, Te Anau</p> <p>Edendale War Memorial</p> <p>Wyndham Archway restoration</p> <p>Welcome Rock and Real Country</p> <p>Balfour Gun Club</p> <p>South Catlins Charitable Trust</p> <p>Catlins Coast Inc.</p>