



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

**Date:** **Wednesday, 5 September 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, 26 July 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, 26 July 2018 at 1pm.

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#### PRESENT

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

#### IN ATTENDANCE

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

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**1 Apologies**

There were apologies received from Councillor's Paterson and Baird.

**Resolution**

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

**That the Community and Policy Committee accept the apologies.**

**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 Macpherson, seconded Cr Harpur and **resolved:**

**That the minutes of Community and Policy Committee meeting, held on 9 May 2018 be confirmed as a true and correct record of that meeting.**

**Reports**

**8.1 Southland District - Shaping Positive Community Futures - Stage 2 - Where are we heading?**

**Record No: R/18/5/10470**

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

Mark Cox (BERL) addressed the meeting introducing the second in a series of reports on Southland District to inform shaping positive community futures for the district.

Mr Cox explained the series as a whole is concerned with answering separate broad questions the Council needs to ask about social and economic conditions in the District and its communities.

**Resolution**

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

**That the Community and Policy Committee:**

- a) **Receives the report titled "Southland District - Shaping Positive Community Futures - Stage 2 - Where are we heading?" dated 4 July 2018.**
- b) **Endorses the report titled "Southland District - Shaping Positive Community Futures - Stage 2 - Where are we heading?" dated 4 July 2018.**
- c) **Considers the results of the Southland District Stage 2 Where are we heading? BERL Report – May 2018 and provides feedback.**

**8.2 Venture Southland third quarter report 2017-18**

**Record No: R/18/5/11321**

Venture Southland Group Manager, Business and Strategy, Steve Canny and Group Manager, Events, Tourism and Community, Bobbi Brown were in attendance for this item.

Mr Canny advised the report provides an update on the key objectives, projects and performance measures for Venture Southland for the 2017/18 third quarter.

**Resolution**

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

**That the Community and Policy Committee:**

- a) **Receives the report titled "Venture Southland third quarter report 2017-18" dated 12 June 2018.**

**Reports for Resolution**

**7.1 BERL Helping to Shape Positive Community Futures - Project 3 Where do we actually want to be?**

**Record No: R/18/5/10473**

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

**Resolution**

Moved Cr Perham, seconded Cr Kremer

**That the Community and Policy Committee:**

- a) **Receives the report titled "BERL Helping to Shape Positive Community Futures - Project 3 Where do we actually want to be?" dated 5 July 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) **Endorse engaging BERL to complete “BERL Helping to Shape Positive Community Futures - Project 3 Where do we actually want to be?”**
- e) **Note that this Project 3 Where do we actually want to be? is the final piece of work in the three staged project titled “How BERL can help to shape Positive Community Futures.”**

The meeting concluded at 2.27pm

CONFIRMED AS A TRUE AND CORRECT RECORD AT A  
MEETING OF THE COMMUNITY AND POLICY  
COMMITTEE HELD ON THURSDAY, 26 JULY 2018

**DATE:**.....

**CHAIRPERSON:**.....



## Community Governance Elected Representative Working Group - Terms of Reference

**Record No:** R/18/8/19257

**Author:** Clare Sullivan, Governance and Democracy Manager

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

☒ Decision

☐ Recommendation

☐ Information

### Purpose

- 1 The purpose of the report is to amend the Terms of Reference for the Community Governance Elected Representative Working Group (the working group) to reflect the next stage of the Community Governance Project.

### Executive Summary

- 2 In July 2018 the Council adopted its final proposal on the Representation Review. The working group was established to provide feedback and inform points for consideration, the development of issues and options and governance requirements and assist in the community engagement process. The working group provided a strong political voice in delivering the Representation Review project and process to communities throughout the District.
- 3 In addition, the non-councillor members of the working group were appointed to the Hearings Panel (that comprised the Council) to hear submissions and make recommendations to the Council on the Representation Review.
- 4 The next stage of the Community Governance Project is to implement the outcome of the Representation Review and provide a new way of working to support the new governance structure. The support of the new governance structure is critical to the success of it. Therefore it is considered that the working group has a crucial role to play in assisting with this.
- 5 This report provides updated terms of reference for the working group to acknowledge the changing role as the Community Governance Project progresses.

## **Recommendation**

**That the Community and Policy Committee:**

- a) Receives the report titled “Community Governance Elected Representative Working Group - Terms of Reference” dated 26 August 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 continuation of the Community Governance Elected Representative Working Group to progress the implementation of the Community Governance Project**
- e) Approves the updated Terms of Reference of the Community Governance Elected Representative Working Group as noted in paragraphs 10 and 11.**
- f) Reconfirms the membership of the Community Governance Elected Representative Working Group to be:**
  - Mayor Gary Tong**
  - Cr Julie Keast**
  - Cr Brian Dillon**
  - Cr Ebel Kremer**
  - Andre Bekhuis**
  - Brian McGrath**
  - Pam Naylor**
  - Pam Yorke**



## **Background**

- 6 The working group was a vital part of the consideration of the Representation Review. Members attended the community conversations and briefings for elected members, provided feedback and informed points for consideration, the development of issues and options. In addition, the non-councillor members were appointed to the Hearings Panel that heard and considered the submissions received.
- 7 As Council moves into the next phase of the Community Governance Project of implementing the Representation Review structure and focussing on a new way of working to support the new structure it is considered that the working group will have a crucial role to support the implementation.
- 8 Throughout the Community Governance Project Council identified and developed a set of Guiding Principles which provided a framework from which it developed the Representation Review. The principles are community leadership, clear purpose, small council big community, full district coverage, equity of representation, district-wide framework for service delivery, localism – input and involvement, relationships first, streamline delivery – reduce the moving parts, tailored and targeted delegations to meet the purpose and the organisation structure to reflect the governance structure. These principles continue to inform and guide the development of the new way of working.

## **Issues**

- 9 If the Committee agrees that it would be useful for the working group to continue meeting and play a role in the implementation of the new structure then new terms of reference need to be adopted. These are set out below:
- 10 The role of the working group will be to focus, comment and support the processes identified in the Community Governance Reference Document that was endorsed by Council. The document set out a new way of working for Community boards. Matters the working group will consider include the introduction of new standing orders, role of members, code of conduct, induction and training, reporting, reporting to the community, the relationship with Council and the protocols relating to local groups operating in their local community.
- 11 The working group may decide to invite other members to discuss particular matters as it sees fit.

## **Factors to Consider**

### **Legal and Statutory Requirements**

- 12 The working group is not a committee or subcommittee and is therefore not subject to the Local Government Act 2002 or LGOIMA. It has no decision-making authority.

### **Community Views**

- 13 Not applicable.

### **Costs and Funding**

- 14 Costs for the Representation Review are provided for in the 2018/19 Annual Plan.

### Policy Implications

- 15 There are no policy implications.

### Analysis

#### Options Considered

- 16 There are two options – either for the working group to continue for the implementation phase or not.

### Analysis of Options

#### Option 1 – Endorse the continuation of the working group

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"><li>• Supports a successful implementation of the representation review and community governance project</li><li>• Enables elected members views and feedback to be included and factored into the new way of working.</li></ul>	<ul style="list-style-type: none"><li>• None identified</li></ul>

#### Option 2 – Working Group does not continue

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"><li>• Less meetings to attend for elected members</li></ul>	<ul style="list-style-type: none"><li>• The introduction of the new structure may not be as smooth.</li></ul>

### Assessment of Significance

- 17 Low significance.

### Recommended Option

- 18 Option 1 is the recommended option.

### Next Steps

- 19 If the continuation of the working group is supported then it a meeting will be arranged. It is envisaged that several meetings will be held before the end of 2018 and into 2019.

### Attachments

There are no attachments for this report.

# Draft Stewart Island/Rakiura Visitor Levy Policy and Bylaw

Record No: R/18/6/13225

Author: Robyn Rout, Policy Analyst

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☒ Recommendation

☐ Information

## Purpose

1. The purpose of this report is for the Community and Policy Committee to consider the draft Stewart Island/Rakiura Visitor Levy Policy (the draft Policy) and the draft Stewart Island/Rakiura Visitor Levy Bylaw (the draft Bylaw). This report seeks feedback from the Committee.
2. It is proposed that the Committee recommend to Council that it endorse the draft Policy and draft Bylaw for public consultation.

## Executive Summary

3. The Policy and Bylaw were adopted on 12 December 2012. They are now due for review.
4. To help identify aspects of the current Policy and Bylaw that need to be revised, staff asked for feedback from internal and external stakeholders. The draft Policy and Bylaw include a number of changes and incorporate the feedback received. The draft Policy and Bylaw are included with this report as Attachments A and B.
5. Some of the key changes incorporated into the draft Policy are:
  - streamlining the application and allocation process
  - changes to who allocates the levy
  - discontinuing the Technical Advisory Group (TAG)
  - allowing applications and allocations for salary and wages
  - altering the allocation process by establishing categories for applications, and guidelines for the proportion of levy funds that the Stewart Island/Rakiura Visitor Levy Allocations Subcommittee (the Subcommittee) could give to each category
  - allowing multi-year funding to service loans for projects such as capital works projects
  - specifying that some levy funding should be allocated to a reserve to ensure Council can meet its multi-year funding commitments.
6. Only minor amendments are proposed to the draft Bylaw, which include:
  - removing that Council will collect levies on its website
  - outlining that levies will be collected in a collection box on the Main Wharf in Oban.
  - removing that Council will detail on signage, the agents appointed to collect levies on Council's behalf
  - detailing the infringement fee that has been set by way of regulation.
7. Staff seek feedback from the Committee on the draft Policy and Bylaw. The two main options presented in the report relate to whether the Subcommittee or the Community and Policy Committee should allocate funding to applicants.

8. If the Committee recommend that Council endorses the draft Policy and Bylaw for consultation, they will be presented to Council on 19 September with the recommendation that they are put out for consultation.

## **Recommendation**

### **That the Community and Policy Committee:**

- a) Receives the report titled “Draft Stewart Island/Rakiura Visitor Levy Policy and Bylaw” dated 27 August 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) Considers the draft Stewart Island/Rakiura Visitor Levy Policy and the draft Stewart Island/Rakiura Visitor Levy Bylaw and provides feedback.**
- e) Endorses the draft Stewart Island/Rakiura Visitor Levy Policy with Section 10A (which retains the current Stewart Island/Rakiura Visitor Levy Allocations Subcommittee and adds a member to that Subcommittee to represent iwi).**
- f) Endorses the draft Stewart Island/Rakiura Visitor Levy Bylaw.**
- g) Recommends to Council that it release the draft Stewart Island/Rakiura Visitor Levy Policy for public consultation.**
- h) Recommends to Council that it release the draft Stewart Island/Rakiura Visitor Levy Bylaw for public consultation.**
- i) Notes that changes to the current delegations of the Stewart Island/Rakiura Visitor Levy Allocations Subcommittee will be required if the draft Stewart Island/Rakiura Visitor Levy Policy is adopted.**

## **Background**

### **The Act**

9. Although Stewart Island/Rakiura has a small resident population, it is a destination for a large number of short-term visitors. This creates a unique funding challenge for Council. In recognition of this, Parliament adopted the Southland District Council (Stewart Island/Rakiura Visitor Levy) Empowering Act 2012 (the Act). The purpose of the Act is to provide a mechanism for Council to set and collect levies and obtain revenue from passengers travelling to Stewart Island/Rakiura, in order to better provide services, facilities, and amenities for those persons while they are on the Island.
10. The Act establishes who is a visitor in relation to collecting the levy, it gives Council the right to make a bylaw to prescribe the rate of levies that may be imposed on or in respect of visitors, and it outlines information about infringements.
11. The Act also outlines that levies collected under the Act and revenue collected by an approved operator must be used for 1 or more of the following purposes:
  - funding, wholly or in part, activities used by visitors or any class of excluded visitor:
  - funding, wholly or in part, activities on the Island for the benefit of visitors or any class of excluded visitor:
  - mitigating the adverse effects of visitors or excluded visitors on the environment of the Island

### **Council's current Policy and Bylaw**

12. Following the adoption of the Act, Council adopted a Stewart Island/Rakiura Visitor Levy Policy (the current Policy) and a Stewart Island/Rakiura Visitor Levy Bylaw (the current Bylaw) in December 2012. The current Policy and Bylaw became operative and levies and revenue started being collected, in October 2013.
13. The current Policy contains practical information about how the visitor levy operates (see Attachment C). It outlines who has to pay levies and revenue, and how a person can prove they are exempt.
14. Revenue is collected from visitors on behalf of Southland District Council by Approved Operators (Stewart Island Flights, Stewart Island Experience and ISS Mckay) and levies are collected in a collection box from visitors arriving on the Island as freedom travellers.
15. Currently, Venture Southland administer the fund, with a TAG providing recommendations, strategic insight and technical expertise to the Subcommittee regarding funding applications.
16. The Stewart Island/Rakiura Visitor Levy Allocations Subcommittee, as a subcommittee of Council, is disestablished at the end of each triennium and needs to be re-established by the new Council at the beginning of each triennium. This Subcommittee currently meet annually to allocate funding. To be considered for funding, applications have to be for the purposes outlined in the Act, and priority is given to applications for activities or projects that can demonstrate the widest public benefit.

17. The current Bylaw outlines the levy amount that is imposed (\$5), how it is collected, and the relevant offences and penalties. The infringement fee for each infringement offence has been set by way of a regulation made under the Act, and is \$250. The current Bylaw is included with this report as Attachment D.

### **Financial information**

18. The current Bylaw and Policy came into effect in October 2013. The table below shows information on the funds that have been collected since that time.

Year ended	\$ (GST excl)	No of visitors	No who travelled on a cruise ship	%	No who travelled with an approved operator	%	No of others (aka freedom travellers)	%
June 14 (9 months)	113,567	26,120	2,981	11%	22,946	88%	194	1%
June 2015	133,251	30,648	2,083	7%	28,335	92%	230	1%
June 2016	158,511	36,457	2,492	7%	33,872	93%	94	-
June 2017	159,372	36,656	2,187	6%	34,302	93.5%	167	0.5%
June 2018	193,143	44,423	6,839	15%	37,490	85%	94	-
<b>Total</b>	<b>757,844</b>	<b>174,304</b>	<b>16,582</b>	<b>9.5%</b>	<b>156,945</b>	<b>90%</b>	<b>779</b>	<b>0.5%</b>

19. Over this period funds paid have amounted to \$710,659. These funds have been paid to support the tourist experience on the Island. Analysis into where funds have been allocated, and for what purpose, is as follows:

	\$ Infrastructure	\$ Museum Development	\$ Wi-Fi	\$ Environment	\$ Visitor Information	\$ Total	% Share
Local Community Groups	83,000	72,500	5,249	28,582	13,997	203,328	29%
Council	507,331	-	-	-	-	507,331	71%
<b>Total</b>	<b>590,331</b>	<b>72,500</b>	<b>5,249</b>	<b>28,582</b>	<b>13,997</b>	<b>710,659</b>	<b>100%</b>
<b>% Share</b>	<b>83%</b>	<b>10%</b>	<b>1%</b>	<b>4%</b>	<b>2%</b>	<b>100%</b>	

### **The review process to date**

20. Although the current Bylaw is not legally required to be reviewed by any set time, recent legal advice has indicated it would be good practice to begin a review of the current Bylaw, as a reasonable period of time has elapsed since it was adopted. The Policy also states that it will be reviewed within 6 years of adoption, which is December this year.

21. To help identify aspects of the current Policy and Bylaw that should be revised, staff undertook an initial round of preliminary consultation and obtained feedback from internal and external stakeholders (staff members, members of the Stewart Island/Rakiura community and stakeholders involved with the Levy). Staff used the feedback received to help develop the draft Policy and Bylaw.
22. A second round of preliminary consultation involved providing copies of the draft Policy and Bylaw to interested parties/stakeholders and to people who have applied to receive Levy Funding in the past, and seeking their feedback. Three responses were received and these have been considered by staff.
23. Staff have discussed aspects of the draft Policy with elected representatives who have indicated support for some of the key changes outlined in the draft Policy, such as having allocation categories as a guide, being able to commit to giving funds in future allocation rounds, and having a reserve.
24. In regard to who should allocate levy funds, some elected representatives have questioned whether the Subcommittee should be continued or whether the Committee should have this responsibility, with input from the approved operators and local iwi.

## **Issues**

### **Proposed key changes**

#### **Streamlining the application and allocation process**

25. Stakeholders expressed views that the application and allocation process needs to be more streamlined and that better communication is required. On this basis staff have included a number of minor changes in the draft Policy to promote a more efficient and transparent process.
26. The draft Policy states that the application process, currently administered through Venture Southland, will be administered by Council. Staff have included in the draft Policy more ability for a staff member or contractor to communicate with an applicant around any minor issue with the application. In the proposed changes, an applicant can also request to be heard at the allocation meeting.
  -
27. Dates and timeframes have been included to ensure the fund is administered in an efficient way, and to better manage expectations. It is now stated:
  - when advertisements will be placed, seeking applications
  - when applications will close
  - when payments will be made
  - when applicants will be notified whether or not their application was successful.

#### **Allocating levy funds**

28. Feedback and consideration suggests there are two options for the draft Policy.
29. Option 1 (the recommended Option) is that the Stewart Island/Rakiura Visitor Levy Allocations Subcommittee allocates funds.

## **Community and Policy Committee**

**5 September 2018**

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30. Feedback that is in support of the Subcommittee continuing to allocate funds is:
- having more independence
  - having local input
  - having tangata whenua or the Department of Conservation as representatives on the Subcommittee.
31. Staff have considered the preliminary feedback received, and recommend having a member to represent iwi on the Subcommittee.
32. Option 2 is that the Community and Policy Committee should allocate funds.
33. Some feedback questioned the need for the Subcommittee and suggested that the Community and Policy Committee make allocations with involvement from the approved operators and iwi. The feedback did not consider whether the approved operators and iwi would have voting rights at the allocations meeting.
34. Currently the Community and Policy Committee allocate a number of grants such as the Community Initiatives Fund, so it could be seen as being more consistent if allocations are made by the Committee.
35. Staff have included two versions of section 10 (Section 10A and Section 10B) in the draft Policy. Option 1 is outlined in Section 10A, and Option 2 is outlined in Section 10B.
36. The advantages and disadvantages of both options are set out in the 'Analysis of Options' section below.

### **Discontinuing TAG**

37. The preliminary consultation feedback received was that TAG considering the applications and providing advice, is a confusing step that makes the allocation process less transparent. It was also raised that the relationship between TAG and the Subcommittee was unclear. Feedback was received that TAG may not actually be adding value to the process, and whether it was necessary. It was outlined that the Subcommittee often doesn't follow the recommendations made by TAG, and that it was felt that this demonstrated the lack of need for TAG. Concerns were also raised about frequent conflict of interests that arise in TAG.
38. Taking stakeholder feedback and feedback received at the Committee workshop into account, staff have not included TAG in the draft Policy. If TAG is removed, Council's 'Terms of Reference/Delegations for Committee and Subcommittees' will need to be updated to remove a reference to TAG.
39. In the draft Policy, a staff member or contractor will support the allocation process, and will provide information around eligibility and strategic fit against the criteria.

### **Allowing allocations for salary/wage**

40. A large amount of feedback was received from external stakeholders that applications for salary/wages should be eligible for levy funding. It was felt that an inconsistent approach to salary/wages is currently being applied. For example, it was outlined that salary/wages are being allocated funding if those costs are part of the operational costs of completing a wider project,



but if an applicant applies for funding solely to cover a salary/wage, then the application is being declined. It was also outlined that the purpose of the levy is to better provide for visitors while they are on the Island, and that allocating funds to salary/wage can greatly enhance the visitor experience.

41. In response to stakeholder feedback, to ensure consistent decisions are made, and to ensure alignment with the purpose of the Act, it has been specifically stated in the draft Policy that applications can be made to cover salary/wages. This change also takes into account that historically applications have been made requesting funding for applications relating to salary/wage.

**Establishing categories for applications, and giving an indication of the proportion of funds that could be given to each category**

42. Through the preliminary consultation process, it was identified that some stakeholders have strong views on where levy funds should be allocated. Stakeholders thought funds should be allocated to a wide range of projects/events, and some stakeholders thought there shouldn't be too much (or any) funding allocated towards infrastructure, such as wharfing.
43. The draft Policy states that applications will be categorised and the policy gives guidance on the percentage of the available funds that could be allocated to each category. Feedback received from elected representatives was that there should still be discretion on where funds are allocated.
44. The categories and percentages have been developed to take into account how to best provide services, facilities, and amenities for visitors while they are on the Island. The categories and percentages introduce greater transparency, better management of expectations and a strategic approach to allocating funds. This approach is to help ensure that sufficient funding is given to areas where there is currently a need to provide for visitors.
45. The categories and the percentages have been developed after considering the applications that have previously been made, how funds have been allocated in the past, and after completing analysis on how funds may need to be allocated in the future.
46. As is outlined in the 'legal and statutory requirements' section below, to align with the delegation currently given to the Subcommittee, any strategic approach is determined by the Subcommittee.

**Multi-year funding, and having a reserve**

47. Feedback received through the preliminary consultation process has highlighted that there are efficiencies that can be gained through making changes to the current Policy, in relation to how levy funds are allocated. Currently when levy funding is being used to pay for large infrastructure projects such as the Ulva Island wharf replacements, annual allocations are made and funding is built up slowly over time until there is a sufficient amount to complete the project. Accumulating funds in this way is not always effective or efficient.
48. The draft Policy takes into account the feedback received by allowing multi-year funding commitments. This allows commitments to service loans drawn to cover capital works projects. This change would allow organisations to operate more effectively, as they would have a commitment to receive funding for a specified period of time, and to plan and operate accordingly.

49. If multi-year funding is allowed, consideration is given to keeping some money in reserve. The purpose of having a reserve would be so it could be used to cover commitments that have been made, if the situation arises where there is less funding available for allocation. This could come about if there were less visitors to the Island due to an event such as a global financial crisis, or if there was either a local or international event (such as a natural disaster or a terrorism incident), that affected the number of people travelling to the Island.
50. Analysis has indicated that if there was a year with low visitor numbers and \$50,000 had been kept in reserve, there would be sufficient funding available to meet commitments that had been made to cover loans. The analysis undertaken has been based on estimations of the upper level of commitment that is likely to have been made, at any one time.
51. The draft Policy outlines that a Ten Year Funding Plan will be developed (by either the Subcommittee or Committee) as part of each Long Term Plan cycle. This Plan will provide forecasting around future revenue streams and also decisions to be made on what proportion of funds should be allocated towards multi-year commitments.

#### **Changes to the draft Bylaw**

52. A number of minor changes are being proposed to the draft Bylaw.
53. Staff have proposed removing that Council will collect levies on its website, as this cannot currently be done and won't be available in the near future.
54. Staff have also included a change that the visitor levy can be paid at a collection box on the main wharf in Oban, as this box is currently where most levy payments from freedom travellers are being received.
55. Staff have also removed that Council will detail on signage at major points of entry to the Island, the agents appointed to collect the visitor levy on Council's behalf. This change is proposed as Council does not currently have any agents acting for it. The draft bylaw would still allow agents of Council to collect the levy if Council wanted to pursue that method of collection.
56. In May 2014, the Southland District Council (Stewart Island/Rakiura Visitor Levy - Infringement Fee and Form) Regulations 2014 were made, which set an infringement fee of \$250 for an infringement offence under the Act. A proposed change in the draft Bylaw, is including the amount of the infringement fee.

#### **Things that were considered where no change is proposed**

##### **The amount of levy/revenue collected**

57. Quite strong feedback was received from Island residents that the amount of levy imposed and revenue collected should stay at five dollars per person. There were perceived concerns that any increase in the amount may contribute towards making the Island an unaffordable destination. There was some feedback from external stakeholders that analysis on the amount of levy imposed and revenue collected should be considered as part of the revenue process.
58. Staff have undertaken analysis on other visitor levies, landing fees and similar set charges, particularly in New Zealand and Australia. The five dollars levied on passengers and visitors to

Stewart Island/Rakiura is not out of line with what is being imposed elsewhere, but it is on the lower end of the scale.

59. In the draft Policy staff have not proposed any changes to the amount of levy imposed and revenue collected.
60. It is important to consider that an increase in the amount of levy and revenue collected from visitors/passengers would result in more funding being available each year to provide for visitors to the Island. The Committee could consider at this time if it has a desire to increase the amount collected from visitors/passengers. The current Policy outlines that when an increase is considered, public consultation will occur via the Annual Plan or Long Term Plan process, and any increase would not take effect until 1 October the following year. So if there is support for increasing the amount of levy/revenue imposed, Council would have to abide by this clause of the current Policy.
61. In relation to the amount of levy imposed and revenue collected, it is important to be mindful of the impact that other visitor levies and/or taxes will have on visitors/passengers travelling to Stewart Island Rakiura. The Government has proposed that tourists arriving in New Zealand could be charged up to \$35 to enter the country under a new International Visitor Conservation and Tourism Levy.

#### **The way levies and revenue are collected**

62. There was a general consensus that the collection of the levy and revenue from approved operators was running reasonably smoothly. It was identified that some freedom travellers and visitors on chartered vessels are not paying the visitor levy, and this is supported by the information presented in paragraph 18 above, showing that the amount of levy collected annually from the collection box, has been decreasing. The approved operators have communicated that they find it difficult to identify who is exempt.
63. The draft Policy does not propose altering the way levies and revenue are collected. Staff will approach chartered vessel operators and ask them to remind their passengers that they are required to pay the levy. Staff will also work with approved operators to try and ensure they can effectively identify which passengers are required to pay revenue.

#### **Factors to Consider**

##### **Legal and Statutory Requirements**

64. Southland District Council (Stewart Island/Rakiura Visitor Levy) Empowering Act 2012 provides that Council may make bylaws in accordance with the Local Government Act 2002 (the LGA) to prescribe:
  - the rates of levies that may be imposed on or in respect of 'visitors', and
  - the means by which those levies are to be collected.
  -
65. It is proposed that Council will undertake consultation on the draft Policy and Bylaw in accordance with the Special Consultative Procedure outlined in section 83 and 87 of the LGA. This will involve staff preparing and Council adopting a formal Statement of Proposal, having a consultation period of not less than one month, and allowing people to present their views to Council in a manner that enables spoken interaction, such as by having a hearing.

66. As has been mentioned above, if Council does adopt changes to who allocates levy funding or it removes the TAG, changes will need to be made to update the 'Terms of Reference/Delegations for Committee and Subcommittees'.
67. An important legal consideration is that if Committee support disestablishing the Subcommittee, Council would have to negotiate a variation to its contract with two of the approved operators, as under current contractual commitments, the approved operators have the right to nominate a representative to the Allocations Committee. Council staff would have to obtain this agreement promptly, as there would be no point in putting a draft policy out for consultation that couldn't be actioned. In Council's contract with the approved operators it states that either Council or an approved operator can terminate the contract by providing at least six months' notice of termination, but that termination shall not take effect during the peak months of October to April.
68. Currently, in addition to being able to make decisions regarding funding applications, the Subcommittee has delegated authority to determine strategic outcomes for the Stewart Island/Rakiura Visitor Levy Fund. On this basis, unless changes are made to the Subcommittee's delegations, it will be necessary for the Subcommittee to consider having allocation categories and percentages. The Subcommittee has given its feedback on the draft Policy and support in part that guidelines for allocation categories be made, ensuring discretion to allocate remained with the Subcommittee.
69. The Subcommittee also has delegated authority to set policy in relation to the collection and enforcement of the Stewart Island/Rakiura Visitor Levy. The Subcommittee has given its feedback on the draft Policy and support the collection and enforcement methods outlined.

**Community Views**

70. As has been outlined above, input has been sought from internal stakeholders and there has been two rounds of preliminary consultation undertaken with external stakeholders, to help guide the direction for changes in the draft Policy and Bylaw. A number of those suggestions have been incorporated in the drafts presented to the Committee.
71. Council will be able to further ascertain community views on the draft Policy and Bylaw when it undertakes formal consultation in accordance with the Special Consultative Procedure.
72. There is a large amount of community interest (particularly on Stewart Island/Rakiura) in how the visitor levy operates and how funding is allocated. Staff anticipate that a reasonable amount of feedback will be received through the consultation process, and that the media may also be interested in this issue.

**Costs and Funding**

73. There would only be minor costs associated with progressing the draft Policy and Bylaw through to the consultation process, including the costs associated with staff time and advertising. These costs would be met within current budgets.

**Policy Implications**

74. As is outlined above, the draft Policy contains some significant changes to the governance, administration and allocation of the Stewart Island/Rakiura visitor levy. These include the addition of funding allocation categories and allowing for future allocation commitments.

75. Staff have identified some other implications that may occur as a result of the changes outlined in the draft Policy. These include changes to who (or what organisations) applies for funding and that small community projects may get a larger proportion of funding than they have historically.

## **Analysis**

### **Options Considered**

- **Option 1** – That the Stewart Island/Rakiura Visitor Levy Allocations Subcommittee allocating funding (10A)
- **Option 2** – That the Community and Policy Committee allocate funding (10B)
- **Option 3** – Retain the current Policy and the current Bylaw.

### **Analysis of Options**

#### **Option 1 – Recommend to Council that it adopt the draft Policy with Section 10A, and the draft Bylaw, for public consultation**

<i>Advantages</i>	<i>Disadvantages</i>
<p><b>Advantages of Subcommittee allocating funds</b></p> <ul style="list-style-type: none"> <li>• It is likely Island residents in particular will support retaining the Subcommittee as it has a number of members who are familiar with the Island and perceived as more likely to be more aware of visitor requirements than members of the Committee.</li> <li>• Having a smaller group decide how levy funding is allocated, may be easier/more practical.</li> <li>• It may be easier to retain the Subcommittee as varying contracts with approved operators would require both parties to agree to the variation – which may be difficult to achieve.</li> </ul> <p><b>General advantages</b></p> <ul style="list-style-type: none"> <li>• Incorporates tikanga Maori into the allocation process.</li> <li>• Less conflicts of interest with the removal of TAG.</li> <li>• Less confusing/simpler with the removal of TAG</li> </ul>	<p><b>Disadvantages of Subcommittee allocating funds</b></p> <ul style="list-style-type: none"> <li>• The Subcommittee may not be required as allocations could be made by the Committee. Having a Subcommittee may be making the process more complex than it needs to be.</li> <li>• Conflicts of interest may arise as members of the Subcommittee have close connections to the Island.</li> <li>• Creates slightly more administrative burden than if the Committee allocated funds.</li> <li>• Having the Subcommittee allocate funding is not consistent with how other community grants are currently made.</li> </ul> <p><b>General disadvantages of the draft Policy</b></p> <ul style="list-style-type: none"> <li>• There is more risk associated with giving multi-year commitments, rather than the current practice of just allocating funds in the present allocation round.</li> <li>• Changes proposed to the current Policy, may not be supported by people in the District.</li> </ul>

<ul style="list-style-type: none"> <li>• A clearer, more transparent allocation process than the current Policy. This will help to manage expectations around how funds will be allocated.</li> <li>• A clear timeline is set around application and allocation dates.</li> <li>• Ensures there is a consistent approach to salary and wages.</li> <li>• More clear who is eligible for funding.</li> <li>• The draft Policy was developed considering the applications that have been made, how funds have been allocated in the past, and how funds may need to be allocated in the future.</li> <li>• The draft Policy introduces a strategic approach to allocating funds. This will help ensure that sufficient funding is given to areas where there is currently a need to provide for visitors.</li> <li>• Levy funding could be used more efficiently and effectively than under the current Policy.</li> <li>• Having a reserve is financially prudent.</li> <li>• The draft Policy and Bylaw have been updated to reflect the current day, such as including the infringement fee set through regulations etc.</li> </ul>	
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**Option 2 – Recommend to Council that it adopt the draft Policy with Section 10B, and the draft Bylaw, for public consultation**

<i>Advantages</i>	<i>Disadvantages</i>
<p><b>Advantages of Committee allocating funds</b></p> <ul style="list-style-type: none"> <li>• The Committee allocating funding might make the process simpler.</li> <li>• There may be slightly less administrative burden if the Committee allocates funds.</li> <li>• Having Committee allocate funding is consistent with how other community grants are currently made.</li> </ul>	<p><b>Disadvantages of Committee allocating funds</b></p> <ul style="list-style-type: none"> <li>• It is likely Island residents in particular will support retaining the Subcommittee so there is more local insight being given when funds are allocated.</li> <li>• Conflicts of interest would arise when the Committee was allocating funds to applications made by Council.</li> </ul>

<p><b>General advantages</b></p> <ul style="list-style-type: none"> <li>• Incorporates tikanga Maori into the allocation process.</li> <li>• Removing TAG will assist in reducing conflicts of interest.</li> <li>• Less confusing/simpler with the removal of TAG</li> <li>• A clearer, more transparent allocation process than the current Policy. This will help to manage expectations around how funds will be allocated.</li> <li>• A clear timeline is set around application and allocation dates.</li> <li>• Ensures there is a consistent approach to salary and wages.</li> <li>• More clear who is eligible for funding.</li> <li>• The draft Policy was developed considering the applications that have been made, how funds have been allocated in the past, and how funds may need to be allocated in the future.</li> <li>• The draft Policy introduces a strategic approach to allocating funds. This will help ensure that sufficient funding is given to areas where there is currently a need to provide for visitors.</li> <li>• Levy funding could be used more efficiently and effectively than under the current Policy.</li> <li>• Having a reserve is financially prudent.</li> <li>• The draft Policy and Bylaw have been updated to reflect the current day, such as including the infringement fee set through regulations etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Discontinuing the Subcommittee and the approved operators not having voting rights, may not be supported by approved operators.</li> <li>• This option would require getting agreement from approved operators to vary their contract with Council, which may not be supported.</li> <li>• Having a larger group decide how levy funding is allocated, may be harder/less practical.</li> <li>• The approved operators may not be willing to attend the allocation meeting if they do not have voting rights.</li> <li>• The Subcommittee allows approved operators the opportunity to have a say in how the levy funding is allocated. This was done in part to compensate them for their efforts in collecting revenue from passengers (which can be an administrative burden and can impose costs on the approved operators).</li> </ul> <p><b>General disadvantages of the draft Policy</b></p> <ul style="list-style-type: none"> <li>• Changes proposed to the current Policy, may not be supported by people in the District.</li> <li>• There is more risk associated with giving multi-year commitments, rather than the current practice of just allocating funds that have already been collected.</li> </ul>
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**Option 3 – Recommend to Council that it retain the current Policy and the current Bylaw**

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"> <li>• The current Policy and Bylaw have been adopted for nearly 6 years, so they are known by Council staff and Island residents.</li> </ul>	<ul style="list-style-type: none"> <li>• No clear time frame is set around application and allocation dates.</li> <li>• The TAG and Subcommittee relationship is confusing and not very transparent.</li> </ul>

<ul style="list-style-type: none"><li>• Only committing to allocate funds that have already been collected, is more risk adverse.</li><li>• The current process around fund allocation is simpler.</li><li>• It is likely Island residents in particular will support retaining the Subcommittee.</li><li>• Local insight is provided when allocations are made.</li><li>• The Subcommittee is currently able to come to a decision on how to allocate funding (the current dynamic is working).</li><li>• It would eliminate the risks associated with the Subcommittee not approving the strategic approach outlined, and not being able to vary contracts with the approved operators.</li><li>• This is in line with some community views obtained through the pre-consultation process.</li></ul>	<ul style="list-style-type: none"><li>• Conflicts are likely to occur, both in TAG and in the Subcommittee.</li><li>• Having a Subcommittee and TAG may create more administrative burden than is necessary.</li><li>• The current Policy does not allow the levy and revenue collected to be used as effectively and efficiently by Council as it could.</li><li>• There are inconsistencies regarding allocating funds to salary and wages.</li><li>• It is not always clear what is eligible for funding.</li><li>• Does not incorporate tikanga Maori into the allocation process.</li></ul>
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### **Assessment of Significance**

76. It has been identified that this matter is not significant in relation to Council's Significance and Engagement Policy and the LGA. However, as has been identified above, on Stewart Island/Rakiura there is a reasonable amount of interest in the visitor levy.

### **Recommended Option**

77. Staff recommend that the Committee proceed with Option 1 – and have the Stewart Island/Rakiura Visitor Levy Allocations Subcommittee allocate levy funding. This would mean that the Committee recommend to Council that it adopt the draft Policy with Section 10A, and the draft Bylaw, for public consultation.

### **Next Steps**

78. If the Committee endorses Option 1, staff will make any recommended changes and undertake any other necessary steps, and present the draft Policy and Bylaw to Council at its meeting 19 September. Staff would recommend to Council that the draft documents be adopted for consultation in accordance with the Special Consultative Procedure. It is proposed that the consultation process will take place 27 September to 9 November, thus avoiding Stewart Island/Rakiura's peak season and aiming for maximum community engagement.
79. Staff currently have legal advisors reviewing the draft Policy and Bylaw, so if changes are recommended through that process, they will be presented to Council in September.
80. If the Committee proceed with Option 2, staff will liaise with approved operators to see if an agreement can be reached on a variation to the approved operator contract.



81. If the Committee proceed with Option 3, staff will also make any recommended changes and undertake any other necessary steps, and present the draft Policy and Bylaw to Council at its meeting 19 September.

## **Attachments**

- A Draft Stewart Island/Rakiura Visitor Levy Policy [↓](#)
- B Draft Stewart Island/Rakiura Visitor Levy Bylaw [↓](#)
- C Final Stewart Island/Rakiura Visitor Levy Policy [↓](#)
- D Final Southland District Council Stewart Island/ Rakiura Visitor Levy Bylaw 2012 [↓](#)

## Stewart Island/Rakiura Visitor Levy Policy



**Role Responsible:** Activity Manager Community Assistance

**Date approved:**

**File Number:** R/18/2/4407

### 1.0 Purpose

This policy provides guidance on governance and administration of the Stewart Island/Rakiura Visitor Levy. The policy outlines who is liable to pay levies and revenue and it outlines how levies and revenue will be collected, administered, allocated and enforced.

### 2.0 Background

Although Stewart Island/Rakiura has a small resident population, it is a destination for a large number of short-term visitors. This creates a unique funding challenge for Southland District Council.

The Southland District Council (Stewart Island/ Rakiura Visitor Levy) Empowering Act 2012 (the Act) was passed into law on 26 March 2012. The Act empowers Southland District Council set and collect levies and obtain revenue from visitors to Stewart Island/ Rakiura. Under the Act, funds must be used to better provide services, facilities, and amenities for Island visitors

### 3.0 Definitions

<b>Activity</b>	Has the meaning given in Section 5(1) of the Local Government Act 2002. This includes: <ul style="list-style-type: none"> <li>the provision of facilities and amenities</li> <li>the making of grants</li> <li>the performance of regulatory and other governmental functions</li> </ul>
<b>Agent</b>	A business entity that enters into a contractual arrangement with Southland District Council to collect the Levy from its passengers on behalf of Council
<b>Approved Operator</b>	Agreement between Southland District Council and a transport vessel operator for the collection and payment of revenue, the operator becomes the Approved Operator. The Approved Operators are Real Journeys on behalf of Stewart Island Experience, Stewart Island Flights Limited and ISS McKay Limited on behalf of the cruise ships
<b>A staff member</b>	A staff member from Southland District Council
<b>Contractor</b>	A contractor approved by Council
<b>Council</b>	Southland District Council



<b>Dependent</b>	A person primarily under the care and responsibility of another person, living with that person as a member of their family and substantially reliant on that person for financial support
<b>Freedom Traveller</b>	A visitor who travels to the Island by means other than as a passenger of an approved operator. This includes chartered vessels and independent travel. It does not include people who travel via the ferry (Stewart Island Experience) or scheduled flights (Stewart Island Flights) or cruise ships
<b>Island</b>	Stewart Island/Rakiura
<b>Levy</b>	The sum of money (inclusive of GST) collected under Stewart Island/Rakiura Visitor Levy Bylaw 2019
<b>Maori Land</b>	Has the meaning given in Te Ture Whenua Maori Act 1993
<b>Rakiura Maori Land Trust</b>	The Rakiura Maori Lands Trust is governed by six Trustees appointed by the Maori Land Court upon recommendation from the beneficial owners. The Rakiura Maori Land Trust holds lands and funds in trust for many Rakiura Maori descendants
<b>Ratepayer</b>	A person who is named on a current rates notice of a rating unit on the Island. Only persons who are named on current rates notices are considered to be ratepayers, regardless of who funds rates payments
<b>Resident</b>	A person recognised as living on the Island for electoral residency purposes under Section 23 of the Local Electoral Act 1986
<b>Revenue</b>	Revenue (inclusive of GST) collected by an approved operator in accordance with contractual arrangements with Council
<b>Subcommittee</b>	Stewart Island/Rakiura Visitor Levy Allocations Subcommittee
<b>Tenant</b>	A person who has a tenancy agreement for a rating unit on the Island under the provisions of the Residential Tenancies Act 1986
<b>The Act</b>	The Southland District Council (Stewart Island/Rakiura Visitor Levy) Empowering Act 2012
<b>Visitor</b>	Any person who travels to the Island and is not exempt from payment of levies or revenue under the Act or the provisions of this policy

#### 4.0 Collection

The Act provides for the collection of money from two sources:

1. **Revenue** collected on behalf of Southland District Council by Approved Operators
2. **Levy** income from visitors arriving as freedom travellers

Through contractual arrangements, Southland District Council will collect **revenue** from **passengers who travel with** Approved Operators. Approved Operators include **Real Journeys Limited** (on behalf of Stewart



Island Experience Limited), Stewart Island Flights Limited and ISS McKay Limited on behalf of cruise ships. Passengers will pay the Approved Operator in accordance with the terms of carriage ie, the levy will form part of their ticket price. If the passenger travels via an Approved Operator and pays a local or child fare, the Approved Operator will not charge the levy.

Under the Stewart Island/Rakiura Visitor Levy Bylaw 2019, Southland District Council will collect the levy. The levy will be collected from freedom travellers (ie those who are visitors under the Act, so it does not include people who travel with an Approved Operator). Where a person is a freedom traveller the categories of exemption outlined in Clause 4.1 below apply. This means that if a freedom traveller is not exempt, he or she will have to pay the levy.

#### 4.1 Who Pays

All individuals travelling to Stewart Island/Rakiura must pay the levy or pay revenue to an Approved Operator unless they are exempt.

There are several categories of exemption. These are:

- residents, ratepayers and tenants of Stewart Island/Rakiura and their spouses, civil union partners, de facto partners, or dependents
- beneficiaries of the Rakiura Māori Land Trust or individuals who have an ownership interest in a Māori land block on the Island
- visitors who remain on the Island for any continuous period of 21 days or more
- owners of a transport vessel or individuals employed under contract to work on a transport vessel
- individuals whose visit is entirely within the boundaries of the Rakiura National Park
- persons under the age of 18 years on the date of arrival on the Island.

Where the resident or ratepayer exemption applies to a person, the exemption does not automatically apply to the whole family or group. The exemption applies to the ratepayer(s) set out on the rates notice and their spouse, civil union partner, de facto partner or dependents. This does not include visiting adult children or grandchildren (unless they are dependents).

Holiday home owners are exempt if they are a ratepayer on the Council's rates notice. However, beneficiaries of family trusts are unlikely to be exempt if they are not designated by name as ratepayers on the Southland District Council rates notice.

The exemption does not apply to visiting trades-people unless the person stays for more than 21 consecutive days. Volunteer visitors are also required to pay the levy unless they fall within a category of exemption.

Visiting entirely within the boundaries of the Rakiura National Park means the person visiting does not arrive or leave through the township of Oban.

#### 5.0 Calculation

The amount of the levy is set out in the Stewart Island/Rakiura Visitor Levy Bylaw 2019 and is currently set at \$5.00. In the event an increase in the levy or revenue amount is considered, public consultation will



occur via the Southland District Council Annual/Long Term Plan process. If Council decides to increase the levy amount, the increase will not take effect until 1 October in the year following the decision.

## 5.1 Arrangements with Approved Operators

Approved Operators will collect **revenue** on behalf of Southland District Council in accordance with contractual arrangements. The contractual arrangements will be negotiated for each Approved Operator taking into account the individual circumstances of each transport business.

Apart from **ISS McKay Limited**, Approved Operators will **collect revenue from passengers** on both inbound and outbound journeys (\$2.50 each way). This allows for passengers who use different modes of transport to travel to and from the Island and allows the levy to be apportioned across the modes of transport on an equitable basis.

**ISS McKay will collect \$5 from each passenger carried to or from Stewart Island/Rakiura (or its internal waters) on behalf of Southland District Council. This applies regardless of whether or not that passenger disembarks and regardless of the number of times the passenger disembarks and embarks.**

## 5.2 Collection of the Levy from Freedom Travellers

The Stewart Island/Rakiura Visitor Levy Bylaw 2019 outlines **levy** collection from visitors who travel to the Island via private or chartered transportation ie, freedom travellers. A levy of \$5.00 will be payable when the **visitor** arrives on the Island. Southland District Council has provided a collection box to receive payments. **This is placed on the Main Wharf in Oban.** Freedom travellers can deposit levy payments at this location at any time. Southland District Council will also enter into agreements with an agent(s) operating chartered vessels to collect the levy from passengers on behalf of Southland District Council.

Only one payment is required per person for the duration of their stay on the Island. Travel to neighbouring Islands (excluding the mainland) will not constitute leaving the Island.

## 6.0 Proof of Exemption

Persons **who are not required to pay the visitor levy or revenue** can apply for a Southland District Council photo identification card. Southland District Council photo identification cards will be accepted as proof of exemption by Approved Operators and agents. They will also be accepted by enforcement officers monitoring compliance with the Stewart Island/Rakiura Visitor Levy Bylaw 2019.

A Southland District Council photo identification card will be issued and renewed at no cost to **the** applicant. Renewing a Southland District Council photo identification card will require confirmation of entitlement using documentation as set out in Appendix A. Photographs will also be updated at the time of renewal. It is the responsibility of the card holder to advise the Council of any change in contact details or exemption status.

The card remains the property of Southland District Council. Cards are not transferable and cardholders retain sole responsibility for use of the card issued to them. A replacement fee will apply to lost or damaged cards. This fee will be set out in the Southland District Council Schedule of Fees and Charges.





Agreements between Southland District Council and Approved Operators **with respect to exemption identification** are reached on an individual basis and may differ. A Southland District Council photo identification card may be required by the Approved Operator at the time of ticket purchase or boarding the vessel for an exemption to be granted.

Each Approved Operator may choose to compile a list of names eligible for local fares. Eligibility for a local fare is a commercial decision made at the discretion of Approved Operators and is not influenced or administered by Southland District Council. Individuals can contact Approved Operators to ascertain whether they maintain such a list and to determine their eligibility for inclusion. Eligibility for local fares may mean that there is no requirement to apply for and carry a photo identification card when travelling.

## 6.1 Application for Exemption

An application to receive a Southland District Council photo identification card can be made by attending the Southland District Council office located at 15 Forth Street, Invercargill or by sending a completed application form to PO Box 903, Invercargill 9840 accompanied by a colour passport sized photo of each applicant.

Applicants are also required to provide documentation which proves their exemption. Examples of accepted documentation to prove exemption status are set out in Appendix A.

## 7.0 Refunds

People who have been charged the levy but believe that they are exempt under the Act can apply to Southland District Council to receive a refund.

Refund applications should state the reason for the claim, along with a copy of supporting documentation as set out in Appendix A.

An application for a refund must be made within six months of the date of travel.

## 8.0 Audit

Southland District Council has the ability to audit the collection and payment of the levy by agents and revenue by Approved Operators. Audit procedures may include a review of visitor numbers against funds received.

## 9.0 Enforcement

Part 2 of the Act outlines infringement offences. Any person considered a visitor that has evaded payment or falsely claims that they are not a visitor will be considered to have committed an infringement offence.

An infringement fee **has been** set by way of regulation and will be displayed on signs erected on the Island. **The amount of the infringement fee is \$250.** Infringement notices can be issued by Southland District Council Enforcement Officers **if they observe a person committing an infringement offence or if they have reasonable cause to believe that a person has committed an infringement offence.**



Southland District Council photo identification cards are accepted as proof of exemption. A ticket issued by an approved transport operator, a cruise ship boarding pass or a receipt from the collection box or a levy collection agent will also be accepted as proof of revenue payment.

### **OPTION 1 – the Committee endorses Section 10 below (where the Subcommittee allocates funds)**

#### **10A Administration**

The Subcommittee has delegated responsibility to make decisions regarding funding from the Stewart Island/Rakiura Visitor Levy Fund.

The Subcommittee is subordinate decision making body of the Community and Policy Committee. The Subcommittee is subject to standard audit procedures. The Community and Policy Committee will be informed of funding decisions via memoranda. Southland District Council's Annual Report will contain an itemised statement of the Stewart Island/Rakiura Visitor Levy Fund each year.

#### **10.1 Subcommittee Membership**

The Subcommittee will meet annually to review applications and allocate funding.

The Subcommittee will consist of the following members appointed by Council:

- a representative recommended by each of the Approved Operators (three in total)
- a Community Board representative
- the Councillor for Stewart Island
- a member to represent iwi
- an independent Councillor who will act as a representative of Southland District Council and be appointed by the Council.

The independent Councillor will act as Chair of the Subcommittee.

The Chair of the Subcommittee will have a casting vote, which can only be exercised to resolve an evenly split vote.

If a Subcommittee member has any connection to an application greater than that of the general public that member should declare an interest in the relevant application, prior to it being considered. In such circumstances, the member affected shall still be entitled to speaking and voting rights, unless the member has a pecuniary interest in the application.

Further information on the appointment of the member to represent iwi is provided in Appendix B.

#### **10.2 Applications**

The application process will be administered by Southland District Council. Advertisements will be placed at the beginning of March seeking applications and outlining the deadline for receipt of applications. The application period will close at the end of March.



Applications to the Stewart Island/Rakiura Visitor Levy Fund must be made using the appropriate documentation provided by Southland District Council. All applications must include:

- an outline of the project or work requiring funding, including a timeline.
- if the project involves physical works, scale conceptual plans including site plans.
- any requirement for resource or building consent.
- a business plan for the project including costs and on-going funding requirements, if any.
- evidence of legal status of the applicant (eg, charitable trust or body corporate).
- an assessment of how the project is for the benefit of visitors.
- declarations of interest.

An application can be made for funding in relation to salary and wages, and an application can relate to a range of things such as the development or maintenance of existing facilities, services and projects.

Applicants can indicate on their application form if they would like to be heard by the Subcommittee.

Late applications will not be considered.

### 10.3 Allocation Process

A three step process will be undertaken to allocate funds. The three steps are:

- Step 1 Assessing if the application is eligible for funding
- Step 2 Assessing which category the application falls under
- Step 3 Allocating funds to applications from each category (using the funding allocation percentages as a guide and based on the strength of the application).

#### Step 1: Assessing if the application is eligible for funding

To be considered for funding, applications must be consistent with Section 6(b) of the Act. Section 6(b) states that revenue and levies collected must be used to fund:

- activities used by visitors; or
- activities on the Island for the benefit of visitors; or
- to mitigate the adverse effects of visitors on the environment of the Island.

If an application is not consistent with section 6(b) of the Act, this will be identified by a staff member or contractor.

Where appropriate, a staff member or contractor may liaise with an applicant to discuss their application (if further information is needed, or if there is a minor issue with the application etc). The applicant will be permitted to make minor amendments to their application in this circumstance.

If, after engaging with the applicant, the staff member or contractor thinks the application is still not eligible for funding, the staff member or contractor will communicate this to the Subcommittee at its allocation meeting.





### Step 2: Assessing which category the application falls under

Applications that are consistent with section 6(b) of the Act will be assessed by a staff member or contractor as being in one of the following categories.

ALLOCATION CATEGORY	DESCRIPTION
<b>Council/Community owned infrastructure</b>	Applications relating to Council's/the Community's physical and organisational structures and facilities (e.g. buildings, roads, power supply etc).
<b>Operational costs</b>	Applications by non-profit organisations to meet their operational needs/requirements.
<b>Small community projects</b>	Applications that do not relate to infrastructure, that request \$5,000 or less. These applications must be made by Stewart Island resident/s, ratepayer/s or tenant/s.

A staff member or contractor will communicate to the Subcommittee, which category they believe the application falls under. It is possible that an application will fit into more than one category.

### Step 3 - Allocating funds in accordance with the funding allocation percentages and based on the strength of the applications

#### Funding allocation categories and percentages

The Subcommittee will consider the allocation categories when it allocates funding. Although it has complete discretion, as a guide, the Subcommittee may allocate the funding received on an annual basis, to applications in each category and to reserves, in accordance with the funding allocation percentages outlined below.

ALLOCATION CATEGORY	FUNDING ALLOCATIONS
<b>Council/community owned infrastructure</b>	60-70% (% of the funds available annually that will be allocated to Council/community owned infrastructure)
<b>Operational costs</b>	20-25% (% of the funds available annually that will be allocated to operational costs)
<b>Small community projects</b>	5-10% (% of the funds available annually that will be allocated to small community projects)
<b>Reserves</b>	1-5% (% of the funds available annually that will be allocated to reserves)

The Subcommittee will work to maintain a reserve fund of around \$50,000. A reserve is to be kept so there is the ability to service loans taken out by applicants, if there are occasions when less levy funds are collected from visitors. The amount allocated to reserves each year is at the discretion of the



Subcommittee, however, if reserves are low, the Subcommittee will consider allocating a higher proportion of the percentage outlined above (for example 5% rather than 1%) to build up the reserve.

#### **The strength of the application**

The Subcommittee will allocate funds to applications in the allocation categories (aside from to reserves), based on the strength of the application. The strength of an application will be determined by the extent it will:

- provide for visitors to the island, and/or
- effectively mitigate the adverse effects of visitors on the environment of the Island.

Applications that primarily benefit a single or limited number of persons or entities will be given a low priority.

The Subcommittee will have regard to the extent that the proposed project will also benefit the local community.

A staff member or contractor will provide guidance to the Subcommittee, on the strength of an application. This guidance will consider the two factors outlined above, and indicate whether the application is strong, acceptable or weak.

#### **Committing to allocating funds in the future**

The Subcommittee can commit to giving funds in an application round, to an applicant in future allocation rounds. This could be done by the Subcommittee to commit to service loans drawn such as to cover capital works projects. When this can occur, and for how many years, relates to the allocation category of the application, and is outlined in the table below.

ALLOCATION CATEGORIES	THE NUMBER OF YEARS THE SUBCOMMITTEE CAN COMMIT TO GIVING FUNDS TO AN APPLICANT, IN FUTURE ALLOCATION ROUNDS
<b>Council/Community owned Infrastructure</b>	Up to 10 years (the current allocation round, and the next 9 allocation rounds)
<b>Operational costs</b>	Up to 3 years (the current allocation round, and the next 2 allocation rounds)
<b>Small community projects</b>	1 year (just the current allocation round)

Allocations in each funding year will include those funds committed from prior years.

The Subcommittee will develop a Ten Year Funding Plan as part of each three year Long Term Plan cycle. This Plan will provide forecasting around future revenue streams and also enable the Subcommittee to have a view on what proportions they might want to allocate towards multi-year commitments.

#### **General points about allocation**

Payments will be made on 20 June each year unless a prior agreement has been made for Council to hold the funds.



Funding can be allocated to an applicant when they have received funding for the same or a similar thing, on a previous occasion.

Applicants are not required to have spent the funding that has been allocated to them previously, in order to be eligible for further funding.

The Subcommittee can elect to allocate a lower level of funding to an applicant, but it cannot allocate more than what the applicant has requested.

When an application is considered by Subcommittee, the applicant will be promptly notified within 2 weeks of the Subcommittee meeting whether or not their application was successful, and if it was successful, the amount of funding they were allocated.

The Subcommittee will not give further levy funding to an applicant if they have not returned their accountability form to Council (even if the accountability form is just outlining that the work is still to be completed etc).

### **OR, OPTION 2 – the Committee endorses Section 10 below (where the Committee allocates funds)**

## **10B Administration**

The Community and Policy Committee (the Committee) has the delegated authority and will make decisions to approve applications from the Stewart Island/Rakiura Visitor Levy Fund. A meeting will be held annually where the Committee makes allocations.

The Committee is subject to standard audit procedures. Southland District Council's Annual Report will contain an itemised statement of the Stewart Island/ Rakiura Visitor Levy Fund each year.

The Approved Operators and a person to represent iwi, will be invited to the allocation meeting to provide local insight. Only Committee members will have voting rights. The Committee may also invite any other stakeholders they would like to be present at the allocation meeting.

### **10.1 Applications**

The application process will be administered by Southland District Council. Advertisements will be placed at the beginning of March seeking applications and outlining the deadline for receipt of applications. The application period will close at the end of March.

Applications to the Stewart Island/Rakiura Visitor Levy Fund must be made using the appropriate documentation provided by Southland District Council. All applications must include:

- an outline of the project or work requiring funding, including a timeline.
- if the project involves physical works, scale conceptual plans including site plans.
- any requirement for resource or building consent.
- a business plan for the project including costs and on-going funding requirements, if any.
- evidence of legal status of the applicant (eg, charitable trust or body corporate).
- an assessment of how the project is for the benefit of visitors.



- declarations of interest.

An application can be made for funding in relation to salary and wages, and it can relate to a range of things such as the development or maintenance of existing facilities, services and projects.

Applicants can indicate on their application form if they would like to be heard by the Committee.

Late applications will not be considered.

## 10.2 Allocation Process

A three step process will be undertaken to allocate funds. The three steps are:

- Step 1 Assessing if the application is eligible for funding
- Step 2 Assessing which category the application falls under
- Step 3 Allocating funds to applications from each category (using the funding allocation percentages as a guide and based on the strength of the application).

### Step 1: Assessing if the application is eligible for funding

To be considered for funding, applications must be consistent with Section 6(b) of the Act. Section 6(b) states that revenue and levies collected must be used to fund:

- activities used by visitors; or
- activities on the Island for the benefit of visitors; or
- to mitigate the adverse effects of visitors on the environment of the Island.

If an application is not consistent with section 6(b) of the Act, this will be identified by a staff member or contractor.

Where appropriate, a staff member or contractor may liaise with an applicant to discuss their application (if further information is needed, or if there is a minor issue with the application etc). The applicant will be permitted to make minor amendments to their application in this circumstance.

If, after engaging with the applicant, the staff member or contractor thinks the application is still not eligible for funding, the staff member or contractor will communicate this to the Committee at the allocation meeting.

### Step 2: Assessing which category the application falls under

Applications that are consistent with section 6(b) of the Act will be assessed by a staff member or contractor as being in one of the following categories.

ALLOCATION CATEGORY	DESCRIPTION
<b>Council/Community owned infrastructure</b>	Applications relating to Council's/the Community's physical and organisational structures and facilities (e.g. buildings, roads, power supply etc).



ALLOCATION CATEGORY	DESCRIPTION
Operational costs	Applications by non-profit organisations to meet their operational needs/requirements.
Small community projects	Applications that do not relate to infrastructure, that request \$5,000 or less. These applications must be made by Stewart Island resident/s, ratepayer/s or tenant/s.

A staff member or contractor will communicate to the Committee, which category they believe the application falls under. It is possible that an application will fit into more than one category.

### Step 3 - Allocating funds in accordance with the funding allocation percentages and based on the strength of the applications

#### Funding allocation categories and percentages

The Committee will consider the allocation categories when it allocates funding. Although it has complete discretion, as a guide, the Committee may allocate the funding received on an annual basis, to applications in each category and to reserves, in accordance with the funding allocation percentages outlined below.

ALLOCATION CATEGORY	FUNDING ALLOCATIONS
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Small community projects	5-10% (% of the funds available annually that will be allocated to small community projects)
Reserves	1-5% ((% of the funds available annually that will be allocated to reserves)

The Committee will work to maintain a reserve fund of around \$50,000. A reserve is to be kept so there is the ability to service loans taken out by applicants, if there are occasions when less levy funds are collected from visitors. The amount allocated to reserves each year is at the discretion of the Committee, however, if reserves are low, the Committee will consider allocating a higher proportion of the percentage outlined above (for example 5% rather than 1%) to build up the reserve.

#### The strength of the application

The Committee will allocate funds to applications in the allocation categories (aside from to reserves), based on the strength of the application. The strength of an application will be determined by the extent it will:

- provide for visitors to the island, and/or
- effectively mitigate the adverse effects of visitors on the environment of the Island.





Applications that primarily benefit a single or limited number of persons or entities will be given a low priority.

The Committee will have regard to the extent that the proposed project will also benefit the local community.

A staff member or contractor will provide guidance to the Committee, on the strength of an application. This guidance will consider the two factors outlined above, and indicate whether the application is strong, acceptable or weak.

### **Committing to allocating funds in the future**

The Committee can commit to giving funds in an application round, to an applicant in future allocation rounds. This could be done by the Committee to commit to service loans drawn such as to cover capital works projects. When this can occur, and for how many years, relates to the allocation category of the application, and is outlined in the table below.

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Allocations in each funding year will include those funds committed from prior years.

The Committee will develop a Ten Year Funding Plan as part of each three year Long Term Plan cycle. This Plan will provide forecasting around future revenue streams and also enable the Committee to have a view on what proportions they might want to allocate towards multi-year commitments.

### **General points about allocation**

Payments will be made on 20 June each year unless a prior agreement has been made for Council to hold the funds.

Funding can be allocated to an applicant when they have received funding for the same or a similar thing, on a previous occasion.

Applicants are not required to have spent the funding that has been allocated to them previously, in order to be eligible for further funding.

The Committee can elect to allocate a lower level of funding to an applicant, but it cannot allocate more than what the applicant has requested.

When an application is considered by Committee, the applicant will be promptly notified within 2 weeks of the Committee meeting whether or not their application was successful, and if it was successful, the amount of funding they were allocated.



The Committee will not give further funding to an applicant if they have completed a project, but they have not returned their accountability form to Council.

### 11.0 Accountability

Applicants will be required to complete and provide Council with accountability forms after the project/activity has been completed.

Any funds that are not spent by the applicant (completing what was outlined in their application), within 5 years of the decision to allocate the applicant funding, must be returned to Council and the fund.

If any funding is returned, information on the amount and why the funding was returned, will be communicated to the Subcommittee at the annual allocations meeting.

### 12.0 Review

Southland District Council will review the Stewart Island/Rakiura Visitor Levy Bylaw and this Policy within 6 years of adoption.



## APPENDIX A: DOCUMENTS WHICH CAN BE USED TO CLAIM EXEMPTION OR REFUND

The table below contains a list of documents which will be accepted as proof of exemption from the need to pay the Stewart Island/Rakiura Levy.

These documents will be accepted in relation to 1) applying for a photo identification card and 2) applying for a refund.

Original documentation from both Category A and Category B must be presented concurrently. Southland District Council requires proof of both identity and levy exemption status. A current address will need to be provided to receive notice of renewals and other information.

This is not a comprehensive list and other equivalent documents may be accepted when applying for a Southland District Council photo identification card or applying for levy refund.

<b>AT LEAST ONE PHOTO ID MUST BE PRODUCED FROM CATEGORY A (THE NAME ON THE DOCUMENT MUST BE EXACTLY THE SAME AS THE APPLICANTS NAME)</b>	
Passport (Passports can be accepted up to two years past the expiry date)	
Proof of Age card with photo	
Drivers Licence	
Public Service Employee ID card bearing photo	
Education ID card bearing photo	
Firearms Licence	
<b>AT LEAST ONE FORM OF IDENTIFICATION FROM CATEGORY B</b>	
<b>REASON FOR EXEMPTION</b>	<b>EXAMPLE OF ACCEPTED PROOF OF EXEMPTION</b>
<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Tenants</li> <li>• Residents</li> </ul>	<p>One or more of the following documents showing name and address on Stewart Island:</p> <ul style="list-style-type: none"> <li>• Notice of rates or VG number verified by Rates Department. Rates Notices must state that the applicant is the owner of the property to which the Rates Notice was sent and the document must be current at the time of the application.</li> <li>• Tenancy Agreement.</li> <li>• Utilities bill.</li> <li>• Insurance Renewal Advice.</li> <li>• Motor Vehicle Registration.</li> <li>• Electoral roll number.</li> <li>• Mortgage documents.</li> <li>• Current Land Titles Office records.</li> </ul>
<ul style="list-style-type: none"> <li>• Spouses of a ratepayer or tenant.</li> </ul>	<ul style="list-style-type: none"> <li>• Application to be made in conjunction with the respective person.</li> </ul>





<ul style="list-style-type: none"> <li>• Civil union or de facto partner of a ratepayer or tenant.</li> <li>• <b>Dependents</b> of a ratepayer or tenant.</li> </ul>	
<ul style="list-style-type: none"> <li>• Rakiura maori land trust beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Southland district council may be able to check property rights via the <a href="http://www.maorilandonline.govt.nz">www.maorilandonline.govt.nz</a> website or work with the Rakiura Māori Land Trust to access its database of beneficiaries.</li> </ul>
<ul style="list-style-type: none"> <li>• People under the age of 18.</li> </ul>	<ul style="list-style-type: none"> <li>• Passport.</li> <li>• School student concession card.</li> <li>• Birth Certificate.</li> </ul>
<ul style="list-style-type: none"> <li>• Owners or those working on transport vessels.</li> </ul>	<ul style="list-style-type: none"> <li>• Employment documentation (eg, payslips, letter from employer).</li> </ul>
<ul style="list-style-type: none"> <li>• Visitors whose visit is for 21 days or more.</li> </ul>	<ul style="list-style-type: none"> <li>• Tickets or invoices showing names and dates of arrival and departure.</li> <li>• Receipts for accommodation covering the relevant time period.</li> </ul>



## APPENDIX B: THE MEMBER OF THE SUBCOMMITTEE TO REPRESENT IWI

Council will request local iwi to nominate an appropriate person who would like to be on the Subcommittee. This position is a voluntary role. If a willing representative is not identified through making the request, Council will then approach people who may be suitable for the role.

The appointment of a member to represent iwi will be reviewed every three years, after Council elections.



## Southland District Council

Stewart Island/Rakiura Visitor Levy Bylaw ~~2012~~2019

DRAFT

Southland District Council  
Te Rohe Pōtae o Murihiku

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15 Forth Street  
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**Document Revision**

Date	Amendment	Amended by	Approved by	Approval date
2019	Review and revision of Bylaw	Council	Council	XX 2019

## 1 Title and Commencement

- (a) this Bylaw may be cited as the Southland District Council Stewart Island/Rakiura Visitor Levy Bylaw ~~2012~~2019.
- (b) this ~~Bylaw~~ shall come into ~~operation force~~ on ~~1 4-October-2013~~October 2019.

## 2 Purpose of Bylaw

The Bylaw is made to prescribe:

- (a) the rate of the levy that shall be imposed on or in respect of visitors; and
- (b) the means by which the levy is to be collected.

This Bylaw does not apply to a person who travels to or from Stewart Island/Rakiura under a contract of carriage with an Approved Operator (as defined in the Act) or who is otherwise excluded from the definition of visitor under the Act. As at the date of this Bylaw the Approved Operators are Real Journeys Limited (on behalf of Stewart Island Experience Limited), Stewart Island Flights Limited, and ISS McKay Limited (as agent for the cruise ship operators).

## 3 Interpretation

In this Bylaw, unless the context requires otherwise:

“**Act**” means the Southland District Council (Stewart Island/Rakiura Visitor Levy) Empowering Act 2012.

“**Council**” means the Southland District Council.

“**GST**” means goods and services tax chargeable under the Goods and Services Act 1985.

“**Levy**” means the levy set under clause 4 of this Bylaw.

“**Visitor**” has the same meaning as in the Act. For the avoidance of doubt, as at the date of this Bylaw this excludes a person who travels to or from the Stewart Island/Rakiura under a contract of carriage with an Approved Operator (as defined in the Act) or who is otherwise excluded from the definition of visitor under the Act.

## 4 Levy for Visitors to Stewart Island/Rakiura

The levy for a visitor who travels to Stewart Island/Rakiura is \$5 (inclusive of GST).

## 5 Surrounding Islands

For the avoidance of doubt, a visitor who has paid a levy for travel to Stewart ~~Island~~Island/Rakiura shall not be required to pay an additional levy for return travel from Stewart Island/Rakiura to a surrounding Island.

## 6 Means of collection of levies

Levies will be collected:

- (a) ~~By the Council at any of its offices; and~~  
~~(b) and By Council at its collection box on the Main Wharf in Oban on the Council's website (when available); and~~  
 (b)(c) By agents of the Council appointed to collect levies on its behalf. ~~Details of the agents who have been appointed to collect levies will be given on the signs erected by the Council at major points of entry on Stewart Island/Rakiura under Section 5(3) of the Act and on the Council's website.~~

## 7 Offences and Penalties

A person commits an infringement offence under the Act who:

- (a) Evades the payment of a Levy payable by that person; or
- (b) Falsely claims that he or she is not a visitor.

The infringement fee for each infringement offence ~~will be~~ <sup>has been</sup> set by regulations made under the Act set by way of a regulation made under the Act and it is \$250.

This Bylaw has been made and confirmed by a resolution passed at a meeting of the Southland District Council held on ~~Wednesday 12 December XX 2012~~2019.

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

**MAYOR**

CHIEF EXECUTIVE

**POLICY:** STEWART ISLAND/RAKIURA VISITOR LEVY

**ROLE RESPONSIBLE:** Activity Manager Community Assistance

**DATE APPROVED:** 23 February 2017

**DATE AMENDED:**

**FILE NO:** R/17/1/1098

### 1.0 PURPOSE

This policy provides guidance on governance and administration of the Stewart Island/Rakiura Visitor Levy. The policy outlines who is liable to pay the levy as well as how the levy will be collected, administered, allocated and enforced.

### 2.0 BACKGROUND

Although Stewart Island/Rakiura has a small resident population, it is a destination for a large number of short-term visitors. This creates a unique funding challenge for Southland District Council.

The Southland District Council (Stewart Island/ Rakiura Visitor Levy) Empowering Act 2012 (the Act) was passed into law on 26 March 2012. The Act empowers Southland District Council set and collect levies and obtain revenue from visitors to Stewart Island/ Rakiura. Under the Act, funds must be used to better provide services, facilities, and amenities for Island visitors.

### 3.0 DEFINITIONS

**The Act** - the Southland District Council (Stewart Island/ Rakiura Visitor Levy) Empowering Act 2012.

**Council** - the Southland District Council.

**Island** - Stewart Island/Rakiura.

**Levy** - the sum of money (inclusive of GST) collected under Stewart Island/ Rakiura Visitor Levy Bylaw 2012.

**Revenue** - revenue (inclusive of GST) collected under Stewart Island/ Rakiura Visitor Levy Bylaw 2012, by an approved operator in accordance with contractual arrangements with the Council.

**Visitor** - any person who travels to the Island and is not exempt from payment of levy or revenue under the Act or the provisions of this policy.

**Approved Operator** - once an agreement is reached between Southland District Council and a transport vessel operator for the collection and payment of revenue, the operator becomes an Approved Operator. The Approved Operators are Real Journeys on behalf of Stewart Island Experience, Stewart Island Flights and ISS McKay on behalf of the cruise ships.

**Agent** - a business entity that enters into a contractual arrangement with Southland District Council to collect the Levy from its passengers on behalf of the Council.

**Resident** - a person recognised as living on the Island for electoral residency purposes under Section 23 of the Local Electoral Act 2001.

**Ratepayer** - a person who is named on a current rates notice of a rating unit on the Island. Only persons who are named on current rates notices are considered to be ratepayers, regardless of who funds rates payments.

**Tenant** - a person who has a tenancy agreement for a rating unit on the Island under the provisions of the Residential Tenancies Act 1986.

**Dependant** - a person primarily under the care and responsibility of another person, living with that person as a member of their family and substantially reliant on that person for financial support.

**Activity** - has the meaning given in Section 5(1) of the Local Government Act 2002 This includes:

- (a) the provision of facilities and amenities; and
- (b) the making of grants; and
- (c) the performance of regulatory and other governmental functions.

**Freedom traveller** - a visitor who travels to the Island by means other than as a passenger of an approved operator. This includes chartered vessels and independent travel. It does not include people who travel via the ferry (Stewart Island Experience) or scheduled flight (Stewart Island Flights) or cruise ships.

**Rakiura Māori Land Trust** - the Rakiura Māori Lands Trust is governed by six Trustees appointed by the Māori Land Court upon recommendation from the beneficial owners. The Rakiura Māori Land Trust holds lands and funds in trust for many Rakiura Māori descendants.

#### 4.0 COLLECTION

The Act provides for the collection of money from two sources:

1. **Revenue** collected on behalf of Southland District Council by Approved Operators; and
2. **Levy** income from visitors arriving as freedom travellers.



Through contractual arrangements, Southland District Council will collect *revenue* from Approved Operators. Approved Operators include Stewart Island Experience (the ferry), Stewart Island Flights (scheduled airline service) and cruise ships. Passengers will pay the Approved Operator in accordance with the terms of carriage ie, the levy will form part of their ticket price.

However, if the person travels via an Approved Operator and pays a local or child fare, the Approved Operator will not charge the levy.

Under the Stewart Island/Rakiura Visitor Levy Bylaw 2012, Southland District Council will collect the *levy*. The *levy* will be collected from freedom travellers, ie those who are visitors under the Act but do not travel as passengers of an Approved Operator. Where a person is a freedom traveller the categories of exemption in Clause 4.1 apply. This means that if a person is not exempt, he or she will have to pay the levy.

The Act exempts people visiting the Island for a continuous period of 21 days. If revenue is collected from such individuals, they can seek a refund from Southland District Council by providing proof they have been on the Island for at least 21 days.

#### 4.1 Who Pays

All individuals travelling to Stewart Island/Rakiura must pay the levy or pay revenue to an Approved Operator unless they are exempt under the Act or pay a local fare.

The Act provides several categories of exemption. These are:

1. Residents, ratepayers and tenants of Stewart Island/Rakiura and their spouses, civil union partners, de facto partners, or dependants;
2. Beneficiaries of the Rakiura Māori Land Trust or individuals who have an ownership interest in a Māori land block on the Island;
3. Visitors who remain on the Island for any continuous period of 21 days or more;
4. Owners of a transport vessel or individuals employed under contract to work on a transport vessel;
5. Individuals whose visit is entirely within the boundaries of the Rakiura National Park;
6. Persons under the age of 18 years on the date of arrival on the Island.

Where the resident or ratepayer exemption applies to a person, the exemption does not automatically apply to the whole family or group. The exemption applies to the ratepayer(s) set out on the rates notice and their spouse, civil union partner, de facto partner or dependant. This does not include visiting adult children or grandchildren (unless they are dependants). Holiday home owners are exempt if they are a ratepayer on the Council's rates notice. However, beneficiaries of family trusts are unlikely to be exempt if they are not designated by name as ratepayers on the Southland District Council rates notice.

The exemption does not apply to visiting trades-people unless the person stays for more than 21 days. Volunteer visitors are also required to pay the levy unless they fall within a category of exemption.

Visiting entirely within the boundaries of the Rakiura National Park means the person visiting does not arrive or leave through the township of Oban.

## 5.0 CALCULATION

The amount of the levy is set out in the Stewart Island/Rakiura Visitor Levy Bylaw 2012 and is currently set at \$5.00.

In the event an increase in the levy amount is considered, public consultation will occur via the Southland District Council Annual/ Long Term Plan process. If Council decides to increase the levy amount, the increase will not take effect until 1 October in the year following the decision ie, Approved Operators will receive 15 months lead in time before they start collecting the new amount.

### 5.1 Arrangements with Approved Operators

Approved Operators will collect revenue on behalf of Southland District Council in accordance with contractual arrangements. The contractual arrangements will be negotiated for each Approved Operator taking into account the individual circumstances of each transport business.

Apart from cruise ships, Approved Operators will charge the levy for both inbound and outbound journeys (\$2.50 each way). This allows for passengers who use different modes of transport to travel to and from the Island and allows the levy to be apportioned across the modes of transport on an equitable basis.

### 5.2 Collection of the Levy from Freedom Travellers

The Stewart Island/Rakiura Visitor Levy Bylaw 2012 outlines levy collection from visitors who travel to the Island via private or chartered transportation ie, freedom travellers. A levy of \$5.00 will be payable when the person arrives on the Island. Southland District Council has provided a collection box to receive payments, placed at the Southland District Council office at 10 Ayr Street, Oban. Freedom travellers can deposit levy payments at this location at any time. Southland District Council will also enter into agreements with an agent(s) operating chartered vessels to collect the levy from passengers on behalf of Southland District Council.

Only one payment is required per person for the duration of their stay on the Island. Travel to neighbouring Islands (excluding the mainland) will not constitute leaving the Island.

## 6.0 PROOF OF EXEMPTION

Persons exempt under the Act can apply for a Southland District Council photo identification card. Southland District Council photo identification cards will be accepted as proof of exemption by Approved Operators and agents. They will also be accepted by enforcement officers monitoring compliance with the Stewart Island/Rakiura Visitor Levy Bylaw 2012.

A Southland District Council photo identification card will be issued and renewed at no cost to exempt applicants. Renewing a Southland District Council photo identification card will require confirmation of entitlement using documentation as set out in Appendix A. Photographs will also be updated at the time of renewal. It is the responsibility of the card holder to advise the Council of any change in contact details or exemption status.

The card remains the property of Southland District Council. Cards are not transferable and cardholders retain sole responsibility for use of the card issued to them. A replacement fee will apply to lost or damaged cards. This fee will be set out in the Southland District Council Schedule of Fees and Charges.

Agreements between Southland District Council and Approved Operators are reached on an individual basis and may differ. A Southland District Council photo identification card may be required by the Approved Operator at the time of ticket purchase or boarding the vessel for an exemption to be granted.

Each Approved Operator may choose to compile a list of names eligible for local fares. Eligibility for a local fare is a commercial decision made at the discretion of Approved Operators and is not influenced or administered by Southland District Council. Individuals can contact Approved Operators to ascertain whether they maintain such a list and to determine their eligibility for inclusion. Eligibility for local fares may mean that there is no requirement to apply for and carry a photo identification card when travelling.

#### 6.1 Application for Exemption

An application to receive a Southland District Council photo identification card can be made by attending the Southland District Council office located at 15 Forth Street, Invercargill or by sending a completed application form to PO Box 903, Invercargill 9840 accompanied by a colour passport sized photo of each applicant.

Applicants are also required to provide documentation which proves their exemption. Examples of accepted documentation to prove exemption status are set out in Appendix A.

Two categories of card will exist, distinguished from one another by colouring. The first category will cover people with long term exemptions, including ratepayers, residents and beneficiaries of the Rakiura Māori Land Trust. Cards issued to individuals in this category will be valid for a period of up to five years.

A second category of card will be issued to people who have a temporary exemption due to circumstances such as seasonal work or extended temporary stay on the Island. These cards will be valid for a fixed period of time up to six months. To align with seasonal work trends, fixed periods for temporary cards will be from 1 October to 31 March and from 1 April to 30 September each year.

#### 7.0 **REFUNDS**

People who have been charged the levy but believe that they are exempt under the Act can apply to Southland District Council to receive a refund. Refund applications should state the reason for the claim, along with a copy of supporting documentation as set out in Appendix A.

An application for a refund must be made within six months of the date of travel.

#### 8.0 **AUDIT**

Southland District Council has the ability to audit the collection and payment of the levy by agents and revenue by Approved Transport Operators. Audit procedures may include a review of visitor numbers against funds received.

## 9.0 ENFORCEMENT

Part 2 of the Act outlines infringement offences. Any person considered a visitor that has evaded payment or falsely claims that they are not a visitor will be considered to have committed an infringement offence.

An infringement fee is set by way of regulation and will be displayed on signs erected on the Island. Infringement notices can be issued by Southland District Council Enforcement Officers. Enforcement Officers are authorised to request proof of payment or exemption from individuals.

Southland District Council photo identification cards are accepted as proof of exemption. A ticket issued by an approved transport operator, a cruise ship boarding pass or a receipt from the collection box or a levy collection agent will also be accepted as proof of payment.

## 10.0 ADMINISTRATION

The Stewart Island/Rakiura Visitor Levy Subcommittee (the Subcommittee) has delegated responsibility to make decisions regarding funding from the Stewart Island/Rakiura Visitor Levy Fund. Decisions will be based on the compatibility of applications with allocation criteria and alignment with strategic outcomes determined by the Subcommittee.

The Stewart Island/Rakiura Visitor Levy Subcommittee is a Subcommittee of the Community and Policy Committee and is subject to standard audit procedures. The Community and Policy Committee will be informed of funding decisions via memoranda. Southland District Council's Annual Report will contain an itemised statement of the Stewart Island/ Rakiura Visitor Levy Fund each year.

### 10.1 Stewart Island/ Rakiura Visitor Levy Subcommittee Membership

The Subcommittee will meet annually to review applications and allocate funding. The Subcommittee will consist of the following members appointed by Council:

- A representative recommended by each of the Approved Operators (three in total).
- One Community Board representative and the Councillor for Stewart Island.
- One independent Councillor who will act as a representative of Southland District Council and be appointed by the Council. The independent Councillor will act as Chair of the Subcommittee.

The Chair of the Subcommittee will have a casting vote, which can only be exercised to resolve an evenly split vote.

### 10.2 Technical Advisory Group

The Subcommittee will be supported by a Technical Advisory Group (TAG). The TAG will be appointed by Southland District Council to provide strategic insight and technical expertise regarding funding applications. The Technical Advisory Group will provide recommendations to the Subcommittee based on an assessment of the demand for projects, their viability, likely impact and alignment with strategic outcomes.

### 10.3 Allocation Criteria

Allocations will be made in May of each year. The application process will be administered by Venture Southland. Advertisements will be placed once the fund is open to receive applications and will include the deadline for receipt of applications. Late applications will not be considered.

Only funds that have been received by Southland District Council at the time of advertisement will be allocated.

To be considered for funding, applications must be consistent with Section 6(b) of the Act. Section 6(b) states that revenue and levies collected must be used to fund:

1. Activities used by visitors;
2. Activities on the Island for the benefit of visitors; or
3. To mitigate the adverse effects of visitors on the environment of the Island.

These criteria do not exclude applications for funding in relation to the development or maintenance of existing facilities, services and projects. However, no funds will be allocated retrospectively for projects that have already been completed.

In considering applications, the Subcommittee will give priority to applications for activities or projects that can demonstrate the widest public benefit. Applications that primarily benefit a single or limited number of persons or entities will be given a low priority.

Applications to the Stewart Island/Rakiura Visitor Levy Fund must be made using the appropriate documentation provided by Venture Southland. All applications must include:

- An outline of the project or work requiring funding, including a timeline.
- If the project involves physical works, scale conceptual plans including site plans.
- Any requirement for resource or building consent.
- A business plan for the project including costs and on-going funding requirements, if any.
- Evidence of legal status of the applicant (eg, charitable trust or body corporate).
- An assessment of how the project meets the purposes of the Act and responds to the set strategic outcomes.
- Declarations of interest.

If a Subcommittee member has any connection to an application greater than that of the general public that member should declare an interest in the relevant application, prior to it being considered. In such circumstances, the member affected shall still be entitled to speaking and voting rights, unless the member has a pecuniary interest in the application.

### 11.0 **REVIEW**

Southland District Council will review the Stewart Island Rakiura Bylaw and this Policy within 6 years of adoption.

### APPENDIX A: DOCUMENTS WHICH CAN BE USED TO CLAIM EXEMPTION OR REFUND

The table below contains a list of documents which will be accepted as proof of exemption from the need to pay the Stewart Island/Rakiura Levy.

These documents will be accepted in relation to 1) applying for a photo identification card and 2) applying for a refund.

Original documentation from both Category A and Category B must be presented concurrently. Southland District Council requires proof of both identity and levy exemption status. A current address will need to be provided to receive notice of renewals and other information.

This is not a comprehensive list and other equivalent documents may be accepted when applying for a Southland District Council photo identification card or applying for levy refund.

At least one photo ID must be produced from Category A The name on the document must be exactly the same as the applicant's name	
<ul style="list-style-type: none"> <li>• Passport (Passports can be accepted up to two years after the expiry date).</li> <li>• Proof of Age Card with photo.</li> <li>• Drivers Licence.</li> <li>• Public Service Employee ID Card bearing a photo.</li> <li>• Education ID Card with photo.</li> <li>• Firearms licence.</li> </ul>	
At least one form of identification from Category B	
Reason for exemption	Example of accepted proof of exemption
<ul style="list-style-type: none"> <li>• <i>Ratepayers.</i></li> <li>• <i>Tenants.</i></li> <li>• <i>Residents.</i></li> </ul>	<p>One or more of the following documents showing name and address on Stewart Island:</p> <ul style="list-style-type: none"> <li>• Notice of rates or VG number verified by Rates Department. Rates Notices must state that the applicant is the owner of the property to which the Rates Notice was sent and the document must be current at the time of the application.</li> <li>• Tenancy Agreement.</li> <li>• Utilities bill.</li> <li>• Insurance Renewal Advice.</li> <li>• Motor Vehicle Registration.</li> <li>• Electoral roll number.</li> <li>• Mortgage documents.</li> <li>• Current Land Titles Office records.</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Spouses of a ratepayer or tenant.</i></li> <li>• <i>Civil union or de facto partner of a ratepayer or tenant.</i></li> <li>• <i>Dependants of a ratepayer or tenant.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Application to be made in conjunction with the respective person.</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Rakiura Māori Land Trust beneficiaries.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Southland District Council may be able to check property rights via the <a href="http://www.Maorilandonline.govt.nz">www.Maorilandonline.govt.nz</a> website or work with the Rakiura Māori Land Trust to access its database of beneficiaries.</li> </ul>
<ul style="list-style-type: none"> <li>• <i>People under the age of 18.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Passport.</li> <li>• School student concession card.</li> <li>• Birth Certificate.</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Owners or those working on transport vessels.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Employment documentation (eg, payslips, letter from employer).</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Visitors whose visit is for 21 days or more.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Tickets or invoices showing names and dates of arrival and departure.</li> <li>• Receipts for accommodation covering the relevant time period.</li> </ul>

**SOUTHLAND DISTRICT COUNCIL****STEWART ISLAND/RAKIURA VISITOR LEVY BYLAW 2012**

This Bylaw is made under the Southland District Council (Stewart Island/Rakiura Visitor Levy) Empowering Act 2012 in accordance with the Local Government Act 2002.

**1. TITLE AND COMMENCEMENT**

- (a) This Bylaw may be cited as the Southland District Council Stewart Island/Rakiura Visitor Levy Bylaw 2012.
- (b) This shall come into operation on 1 October 2013.

**2. PURPOSE OF BYLAW**

This Bylaw is made to prescribe:

- (a) The rate of the levy that shall be imposed on or in respect of visitors; and
- (b) The means by which the levy is to be collected.

This Bylaw does not apply to a person who travels to or from Stewart Island/Rakiura under a contract of carriage with an Approved Operator (as defined in the Act) or who is otherwise excluded from the definition of visitor under the Act. As at the date of this Bylaw the Approved Operators are Real Journeys Limited (on behalf of Stewart Island Experience Limited), Stewart Island Flights Limited and ISS McKay Limited (as agent for the cruise ship operators).

**3. INTERPRETATION**

In this Bylaw, unless the context requires otherwise:

"**Act**" means the Southland District Council (Stewart Island/Rakiura Visitor Levy) Empowering Act 2012.

"**Council**" means the Southland District Council.

"**GST**" means goods and services tax chargeable under the Goods and Services Act 1985.

"**Levy**" means the levy set under clause 4 of this Bylaw.

"**Visitor**" has the same meaning as in the Act. For the avoidance of doubt, as at the date of this Bylaw this excludes a person who travels to or from Stewart Island/Rakiura under a contract of carriage with an Approved Operator (as defined in the Act) or who is otherwise excluded from the definition of visitor under the Act.

4. **LEVY FOR VISITORS TO STEWART ISLAND/RAKIURA**

The levy for a visitor who travels to Stewart Island/Rakiura is \$5 (inclusive of GST).

5. **SURROUNDING ISLANDS**

For the avoidance of doubt, a visitor who has paid a levy for travel to Stewart Island/Rakiura shall not be required to pay an additional levy for return travel from Stewart Island/Rakiura to a surrounding Island.

6. **MEANS OF COLLECTION OF LEVIES**

Levies will be collected:

- (a) By the Council at its offices and on the Council's website (when available); and
- (b) By agents of the Council appointed to collect levies on its behalf. Details of the agents who have been appointed to collect levies will be given on the signs erected by the Council at major points of entry on Stewart Island/Rakiura under Section 5(3) of the Act and on the Council's website.

7. **OFFENCES AND PENALTIES**

A person commits an infringement offence under the Act who:

- (a) Evades the payment of a Levy payable by that person; or
- (b) Falsely claims that he or she is not a visitor.

The infringement fee for each infringement offence will be set by regulations made under the Act.

This Bylaw has been made and confirmed by a resolution passed at a meeting of the Southland District Council held on Wednesday 12 December 2012.

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

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CHIEF EXECUTIVE**



## Community Futures - Research and Analysis Work Programme Update

Record No: R/18/7/18174

Author: Michelle Stevenson, Strategy and Policy Manager

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

### Purpose

- 1 The purpose of this report is to provide an update to the Committee on the Community Futures – Research and Analysis Work Programme and to provide project plans for each of the identified work streams.

### Executive Summary

- 2 The Community and Policy Committee at its 9 May 2018 meeting endorsed the establishment of an ELT project team to lead the Community Futures – Research and Analysis Work Programme.
- 3 This endorsement follows an approach mandated by Council for staff to undertake big picture research and analysis that will inform the future work of Council as part of the LTP 2021-31.
- 4 The Community Futures – Research and Analysis Work Programme is included in Councils Executive Leadership Team Business Plan, and identified as one of six prioritised strategic projects.
- 5 The work programme and project plans completed at this stage in the schedule include:
  - socio-demographic projects – BERL
  - climate change and implications for Southland District Council (SDC)
  - service delivery framework – district vs. local levels of service
  - rating affordability modelling and scenario planning and implications for SDC
  - future infrastructure and asset renewal strategy
  - Land and Water Plan implications for SDC
  - community facility functional hierarchy framework
  - community partnership, community assistance and funding alignment approach
  - technological change impact on communities and implications for SDC
- 6 Each of these work streams is important to inform decision making around potential impacts organisation and district wide, and to inform the development of the LTP 2021-31, and associated activity management plans.

- 7 It is recommended however, that the work stream around future infrastructure and asset renewal strategy not be included in this programme of works as a stand-alone project. Council staff have identified that this would likely involve a duplication of ISO 55000, (the current International Standard for asset management) and the New Zealand Asset Management Support (NAMS) Optimised Decision-Making Guidelines. The strategy for asset renewals will be identified and updated through each of the activity management plans to inform the LTP 2021-31 process, and so is not necessary to replicate through this programme of work.
- 8 This report provides an overall work plan to ensure that the work stream is prioritised, allocated appropriate resource and that projects are delivered in a sequential and logical manner. The attached calendar identifies the projects in sequential order.
- 9 The Community Futures – Research and Analysis Work Programme is being coordinated by the Strategy and Policy Team and is a council wide initiative of key strategic projects and how they integrate into forming advice and understanding for the LTP 2021-31.

## **Recommendation**

### **That the Community and Policy Committee:**

- a) **Receives the report titled “Community Futures - Research and Analysis Work Programme Update” dated 26 August 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 advancement of the Community Futures – Research and Analysis Work Programme approach.**
- e) **Receives the project plans for the identified work streams to inform the development of the LTP 2021-2031.**
- f) **Supports the approach to not include the future infrastructure and asset renewal strategy as a stand-alone project, and recognises it would be a duplication of ISO 55000, the international standard covering management of assets.**
- g) **Notes the Executive Leadership Team is to continue monitoring the overall work programme and report back to this Committee on its progress at regular intervals.**

## **Background**

- 10 The Community and Policy Committee at its 9 May 2018 meeting endorsed the establishment of an ELT project team to lead the Community Futures – Research and Analysis Work Programme. This endorsement followed the prior work undertaken by staff around Community Futures 2040

which provided a snapshot of high-level topics to be considered for future research and analysis work.

- 11 This endorsement follows an approach mandated by Council for staff to undertake big picture research and analysis that will inform the future work of Council as part of the LTP 2021-31. The data gathered, research and analysis undertaken will support and inform Council in its decision making process in the future, and support Activity Managers in activity management planning.
- 12 One of the three key issues Council consulted on in its LTP 2018-28 was to ‘invest in our community future planning’. This investment will allow for a greater understanding of the districts changing demographics, socio economic conditions, visitor trends and the emerging impacts of climate change and technological advancement that will lead to more informed decision making in the future.
- 13 The Community Futures – Research and Analysis Work Programme is part of Councils Executive Leadership Team Business Plan, and identified as one of six prioritised strategic projects.

### **Issues**

- 14 The projects identified as priority work streams in the Community Futures – Research and Analysis Work Programme, while stand-alone projects, are pieces of a larger puzzle that do not exist in isolation.
- 15 This is a complex piece of work and will require flexibility in the development and delivery to ensure the prioritisation method achieves the best results for Council and the district. The completion of the individual projects will inform advice and understanding for the development of the LTP 2021-31, with the agreed milestones included in the LTP 2021-31 project plan as appropriate.
- 16 The purpose of each project is identified below:
  - **socio-demographic project** – BERL will undertake three sequential research projects to consider the social and economic conditions in the district and its communities. Where are we now? Where are we heading? And where do we actually want to be?  
*this project is underway and has completed two of the research projects, with the third approved by Council to be completed by the end of 2018*
  - **climate change** – to develop a better understanding of the risks and impacts of climate change on the district, and develop a coordinated response to the projected impacts
  - **service delivery framework** – determine the most appropriate form, standard and/or level of service required to meet communities needs in the future. This includes developing an understanding of implications to service provision, costs, revenue and finance approaches
  - **rating affordability modelling and implications** – to understand income levels in the district communities, and develop affordability measures for communities related to Council delivery of services and activities. To understand the implications of decisions on rating affordability for the district

- **Land and Water Plan implications** – to understand the implications of the Land and Water Plan implementation on the future provision of services to local communities
- **community facility functional hierarchy framework** – to understand the cohesive network and hierarchy of community, private and Council owned facilities in Southland district. This will inform Councils future decision making around the ownership, management, governance and funding of existing and planned facilities in the district.
- **community partnership, assistance and funding alignment** – to understand the role and implications of Council in community funding, partnering and assistance. To develop a funding model that supports the future needs of communities and Council in relation to the activities and services provided by Council within the district
- **technological change impacts on communities and implications for SDC** – to better understand the possible impact of technological change on Southland communities, including industries, work and land use patterns, community involvement, engagement and lifestyle choices.

17 The projects identified above need to be delivered in a logical and sequential manner to ensure that they are developed and delivered with the most appropriate information available. There are a number of projects that will run concurrently and provide input to other projects as they evolve.

18 It is important to acknowledge that flexibility and deviations from milestones may be necessary, and to identify any implications on the delivery of projects as this may occur. The ELT Working Group has been established to ensure that this flexibility is considered and will support the Strategy and Policy Team by overseeing the programme delivery.

## **Factors to Consider**

### **Legal and Statutory Requirements**

19 At the point of considering the project plans for each of the projects identified, there are no legal or statutory requirements to consider.

20 As the individual work streams progress, any requirements will be identified as appropriate and brought to the attention of the committee.

21 However, it is important to acknowledge that Council has commissioned and completed work as part of the 2018-2028 Long Term Plan that this work stream is a priority for the upcoming 2021-2031 Long Term Plan processes. The overall work programme will assist in informing decisions around the LTP 2021-31 – which is a legal and statutory requirement for Council.

### **Community Views**

22 There are a number of projects throughout this work plan that will require community views to be taken into consideration. While some of these have yet to be identified and undertaken, there has been a considerable amount of community views sought in a number of the work streams to date.

23 The community facilities work has had extensive community research undertaken in 2017 by Venture Southland as part of the letter of expectation, and involved a large number of interviews

and discussions with community groups around the use, costs and any issues associated with their local community facilities. This was not limited to Council facilities, however did exclude recreational facilities. While a significant amount of community views have been sought in relation to this project, there will likely be further views sought.

- 24 In relation to the socio-economic projects (BERL), Council has spent 2 years participating in various discussions, conversations and future thinking about the work needed to prepare for community futures, and the work stream to invest in big picture research and analysis was a consultation topic in the LTP 2018-28 Consultation Document.
- 25 This initial update report to the Committee acknowledges that there is more work be done in this space over the next 12-24 months.

### **Costs and Funding**

- 26 There may be the need for additional resources, outside of the LTP 2018/19 resource allocation to be considered in relation to the combined work streams identified, depending on the timing of the work to be undertaken.
- 27 Although some projects have yet to determine the costs that may be incurred, there is an early indicator that both external consultants, and use of existing in-house resource will be required to fulfil the requirements of some of the projects.
- 28 Project managers have identified at this stage, an additional \$52,000 and approximately 600 staff hours may be required to fulfil projects identified in this priority work programme. These relate specifically to the community facility hierarchy framework and rating affordability projects, and anticipated staff hours towards community funding alignment, technological change impacts, and the community facility hierarchy framework.
- 29 These indicative costs are calculated on the work programme required, and if necessary would require unbudgeted expenditure and/or reforecasting reports to be submitted to Council for consideration.

### **Policy Implications**

- 30 There are a number of projects throughout this work plan that may require recommended changes to Council Policy. Although these have yet to be identified and undertaken, it should be noted as a result of the findings, proposed actions and subsequent decisions there may be implications for current policy and future policy considerations.
- 31 This initial update report to the Committee acknowledges that there is more work be done in this space over the next 12-24 months.

### **Analysis**

#### **Options Considered**

- 32 The work stream for the Community & Futures – Research and Analysis Programme is an integrated approach to project delivery across the organisation.
- 33 Council has had information presented from BERL around the current and projected trends for the district as they relate to population growth and decline, economic prosperity, labour market forces, and how these all relate and may impact on our district communities.

- 34 There have been significant discussions around the need for further work in relation to climate change, technological changes and the impacts, the implications of rating affordability on communities. Specifically a key question is related to what are the implications of decisions made by Council on rating affordability and sustainability?
- 35 The district has some aging infrastructure and will need to consider how it prioritises the future renewal, repairs and replacement of this around the district. There have been discussions around the way in which Council delivers its services, and what levels of service are appropriate across the district.
- 36 Alongside this, the importance of community leadership, partnering, funding and assistance forms the basis of the on-going work around the future support and assistance to move to a sustainable approach of small Council, big community.
- 37 There are two options to be considered in this report.

### **Analysis of Options**

#### **Option 1 – Progress with the overall work stream as it is identified in the individual project plans**

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"><li>the approach to undertake ‘big picture’ research and analysis is consistent with the mandate from Council</li><li>the individual project plans will be undertaken as part of a larger piece of work that integrates their outputs to inform development of the LTP 2021-31</li><li>the integration of the work stream reinforces the ‘one district’ approach at an operational level</li><li>there is transparency and coordination of the work streams to ensure greater alignment across Council</li><li>the work stream provides the platform to work strategically to shape the district Council wants for the future</li></ul>	<ul style="list-style-type: none"><li>there may be unbudgeted expenditure required to undertake the work stream</li><li>any delay in prioritised sequential projects may jeopardise the initiation or completion of another project</li></ul>

#### **Option 2 – Undertake any or all individual projects in isolation from the overall work stream**

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"><li>individual projects do not need to consider the timeframes of projects that have no direct impact on their completion</li><li>timeframes for projects can be managed at a pace that does need to consider other</li></ul>	<ul style="list-style-type: none"><li>the approach to undertake ‘big picture’ research and analysis, as mandated from Council, may be compromised</li></ul>

projects and implications for delay or increased timeframes <ul style="list-style-type: none"><li>there may be less additional funding or staff resource required towards projects</li></ul>	<ul style="list-style-type: none"><li>an integrated approach to inform the development of the LTP 2021-31 will not be achieved</li><li>there is greater risk of less transparency and alignment across Council</li><li>activity management planning will not be supported in a coordinated approach</li></ul>
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### **Assessment of Significance**

- 38 This project is not considered significant in relation to Council's Significance and Engagement Policy.

### **Recommended Option**

- 39 It is recommended that Option 1 be supported, and that the Community and Policy Committee endorse the progression of the overall work stream as it is identified in the individual project plans.

### **Next Steps**

- 40 If endorsed, the project plan calendar will be discussed with the ELT Working Group to establish a clear prioritisation and sequential approach to the work programme. It is acknowledged that some of the projects are stand-alone and will inform the development of other work streams.
- 41 The overall work programme of the Community Futures – Research and Analysis Work Programme is being coordinated by the Strategy and Policy Team. It is a council wide project that will consider key strategic projects and how they integrate into forming advice and understanding for the LTP 2021-31.
- 42 Any additional work generated by these projects will meet the reforecasting timeframe of March 2019, and can be incorporated into planning at that time.
- 43 If endorsed, the Community and Policy Team will be provided with regular updates for comment around the overall work programme, and any individual work streams as required.
- 44 If option 2 is considered, the Strategy and Policy Team will discuss individual prioritised projects with the ELT Working Group.
- 45 If Council opt to consider option 3, all work currently underway towards the Community Futures – Research and Analysis Work Programme will cease.

### **Attachments**

- A Technological change impact on communities and implications for SDC project plan [↗](#)
- B Community Futures Research and Analysis Work Programme - Socio Demographic Research and Analysis – BERL Project Plan [↗](#)
- C Service delivery framework - district vs. local service provision and LoS SDC project plan [↗](#)
- D Community partnerships, assistance and funding alignment approach SDC project plan [↗](#)
- E Community facility functional hierarchy framework Project Plan [↗](#)
- F Climate Change Building knowledge and resilience project plan [↗](#)

- G Regional Water and Land Plan Implications – project plan [↓](#)
- H Rates Affordability for SDC Project Plan [↓](#)
- I Project Calendar - Community and Futures Research and Analysis Programme 2018 [↓](#)



# Technological Change impact on communities and implications for SDC Project Plan

## 1. Project Outline

### 1.1 PROJECT INFORMATION

Project Leader/Sponsor: Rex Capil

Project Manager: Rex Capil

Project Name: Technological Change impact on communities and implications for SDC

Project Start Date	July 2018	Project Finish Date	December 2018
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### DOCUMENT CONTROL

Version	Date	Author(s)	Comments
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1			

### 1.2 PURPOSE / OBJECTIVES

To understand the impact of technological change on communities, industries, work patterns, land use patterns and lifestyle choices.

To consider the impact of technological change on community involvement, social cohesion and engagement.

To prepare a discussion document based on a desktop review of recent findings and research papers.

To provide recommendations for consideration of next phases of work and scope of such required on this topic.

To develop an aligned approach with other topics for the Community Futures Research and Analysis Work Programme and consider further analysis work required to satisfy overall Council priorities and direction to inform 2021-2031 LTP.

To develop baseline assumptions and standardised approach to assist forecasting and prioritisation for activity managers and future service provision requirements

### 1.3 KEY DECISIONS IMPACTING THIS PROJECT

Resource allocation to complete.

Acknowledgement that this subject is real and ‘the future isn’t tomorrow – it’s (all the little decisions we make) today’

## 2. Project Scope

### 2.1 IN SCOPE

This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

- (a) Desktop review of research and literature

### 2.2 OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

- Technological rating and ranking of technical aspects
- Assessment of likelihood and impact measurements

### 2.3 ASSUMPTIONS AND CONSTRAINTS

- Assumption that initial work will be undertaken in house
- Assumption that further detailed analysis work will need to be contracted to an external provider with relevant expertise and technical subject matter understanding

### 2.4 RISKS

- Analysis not completed on time to inform next steps of CF R&A Work programme
- Evidence based findings not sufficient to support decisionmaking requirements

## 3. Projects Tasks, Deliverables and Milestones

### PROJECT TIMELINE

3.1 TIMEFRAME Completion by December 2018

### 3.2 KEY DELIVERABLES

#### DELIVERABLES

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Discussion Document prepared for consideration by Community and Policy Committee meeting	October 2018		Rex
Scope next stages of project based on recommendations from C&P Committee	November 2018		Michelle, Corporate Performance Lead

Undertake next stages as defined	December 2018		Michelle, Corporate Performance Lead
Internal analysis to inform assumptions and issues and options for the CF R&A Work programme	February 2019		Michelle, Corporate Performance Lead
<b>3.4 TASK</b>	<b>Forecast Due Date</b>	<b>Actual Date</b>	<b>Responsibility</b>
Discussion Document Research and Analysis	August 2018		Rex
Discussion Document Preparation and recommendations	September 2018		Rex
Discussion Document Presented to C&P Committee	October 2018		Rex
Scoping as required	November 2018		Michelle/Corporate Performance Lead
Commission next stages of work scoped	November 2018		Michelle/Corporate Performance Lead
Internal analysis to inform assumptions	January 2019		Michelle/Corporate Performance Lead
Issues and Options paper prepared for endorsement to align with LTP 2021-2031 project plan – for endorsement by C&P Committee	February 2019		Michelle/Corporate Performance Lead

## 4. Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Councillors		
ELT		
Activity Managers		

## 5. Work Management Plan

5.1 RESOURCE PLAN				
Name	Role	Company/Council	Duration	Hours (Total)
Rex Capil				60

Michelle Stevenson				30
Corporate Performance Lead				30
ELT				4
Note: This resource table is always a work in progress				

## 6. Budget

Task	People Hours	Open (\$'000)	Comments
TBD			TBD – based on recommendations and resolutions of C&P Committee

# Socio Demographic Research and Analysis - BERL Project Plan

## 1. Project Outline

### 1.1 PROJECT INFORMATION

Project Leader/Sponsor: Rex Capil

Project Manager: Rex Capil

Project Name: How BERL can help to shape positive community futures

Project Start Date	July 2017	Project Finish Date	December 2018
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### DOCUMENT CONTROL

Version	Date	Author(s)	Comments
1			

### 1.2 PURPOSE / OBJECTIVES

BERL to undertake three sequential research projects to consider the social and economic conditions in the District and its communities:

Project 1 – Where are we now?

Situational analysis

Trend analysis of social and economic environment

Core industry analysis and relationship to different communities

Project 2 - Where are we heading?

BAU scenario projection of future employment and population

Future industry growth and decline

Actions to support sustainable economic and population growth

Project 3 – Where do we actually want to be?

Shaping the future to enable the vision

Defining SMART actions

Test SMART actions

Integrate SMART actions into the LTP 2021-2031

### 1.3 KEY DECISIONS IMPACTING THIS PROJECT

Resource allocation to complete

## 2. Project Scope

### 2.1 IN SCOPE

This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

- (a) BERL project proposal

### 2.2 OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

- Specific individual community analysis
- Specific activity analysis

### 2.3 ASSUMPTIONS AND CONSTRAINTS

### 2.4 RISKS

- Analysis not completed on time to inform next steps of CF R&A Work programme

## 3. Projects Tasks, Deliverables and Milestones

### PROJECT TIMELINE

#### 3.1 TIMEFRAME

Completion by December 2018

#### 3.2 KEY DELIVERABLES

#### DELIVERABLES

#### 3.3 KEY MILESTONES

	Forecast Due Date	Actual Date	Responsibility
Project 1	December 2017	December 2017	Rex with BERL
Project 2	May 2018	May 2018	Rex with BERL
Project 3	December 2018		Rex with BERL
Internal analysis to inform assumptions and issues and options for the CF R&A Work programme	January 2019		Michelle, Corporate Performance Lead

#### 3.4 TASK

	Forecast Due Date	Actual Date	Responsibility
Project 3 Community and Policy Committee endorsement for Project 3	July 2018		Rex
Project 3 Defining SMART Actions	August 2018		Rex with BERL

Project 3 Testing the SMART Actions	October 2018		Rex with BERL
Project 3 Final draft documentation	November 2018		Rex with BERL
Project 3 Final report presentation to C&P Committee	December 2018		Rex with BERL
Internal analysis to inform assumptions	December 2018		Michelle/Corporate Performance Lead
Issues and Options paper prepared for endorsement to align with LTP 2021-2031 project plan – for endorsement by C&P Committee	February 2019		Michelle/Corporate Performance Lead

#### 4. Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
BERL	Contractor	To complete project
Councillors		
ELT		
Activity Managers		

#### 5. Budget

Task	Contract Fee	Open (\$'000)	Comments
Project 1	\$25,000		Completed
Project 2	\$40,000		Completed
Project 3	\$80,000		
TOTAL	\$145,000		

# Service Delivery Framework Project Plan

## 1. Project Outline

### 1.1 PROJECT INFORMATION

Project Leader/Sponsor: Matt Russell

Project Manager: Matt Russell

Project Name: Service Delivery Framework – District vs Local Levels of Service

Project Start Date	August 2018	Project Finish Date	June 2021
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### DOCUMENT CONTROL

Version	Date	Author(s)	Comments
1	August 2018	Matt Russell	Project outline completed

### 1.2 PURPOSE / OBJECTIVES

The purpose of the Service Delivery Framework project is to review and develop Council's Levels of Service (LoS) relating to services and assets and to determine the most appropriate form/standard/level of service required to meet community needs in the future.

This project will consider existing levels of service and investigate how levels are determined, what the minimum requirements are and how prescriptive they need to be.

The project will investigate the application of levels of service within the local and district strategic context, considering the implications by activity and service provision within the region.

Investigation into the financial implications and consultation requirements of the review will also be included.

### 1.3 KEY DECISIONS IMPACTING THIS PROJECT

As this is a project that has broad implications throughout the organisation, a Project Delivery Team has been established to complete the review.

## 2. Project Scope

### 2.1 IN SCOPE

This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

- (a) Revised and finalised proposed Levels of Service Framework for inclusion in the 2021 LTP.



- (b) The 2021 LTP programme of works reflects the LoS revisions committed to.
- (c) Clear Strategic Framework for each of the Council's Activities in order to inform subsequently proposed LoS.
- (d) Clear understanding and linkage between proposed LoS and the cost/revenue and finance implications.
- (e) Collective engagement and understanding across the Services and Assets group, ELT and Councillors.

## 2.2 OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

- «type data»

## 2.3 ASSUMPTIONS AND CONSTRAINTS

- Assumption that initial work will be undertaken in-house by the Projects Delivery Team
- Assumption that the Project Delivery Team will utilise additional delivery support as required (i.e. external consultant resource)

## 2.4 RISKS

- Analysis not completed on time to inform next steps of the Service Delivery Framework project.
- Evidence based findings not sufficient to support decision-making requirements.

## 2.5 KEY PROJECT DEPENDENCIES

Improvement programme development	Depends on completion of Roadmap
ELT endorsement	Depends on completion of Roadmap and Improvement programme

# 3. Projects Tasks, Deliverables and Milestones

## PROJECT TIMELINE

3.1 TIMEFRAME	Completion by June 2021
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## 3.2 KEY DELIVERABLES

### DELIVERABLES

- production of the Roadmap in a consolidated visual format for review
- development of the prioritised Asset Management improvement programme
- ELT review and endorsement of both the Roadmap and the proposed Improvement Programme
- develop and implement an Open Space Strategy for Community Facilities (not just limited to Parks and Reserves)
- review and amend LoS associated with each activity within Services and Assets Group
- consult with the Community on the proposed changes to the LoS Framework

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
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Roadmap completed	Oct 2018		Ian Marshall
Improvement Programme developed	Nov 2018		Ian Marshall
ELT endorse Improvement Programme	Dec 2018		Matt Russell
Open Space Strategy	Dec 2019		Matt Russell
Activity Review	Dec 2020		Matt Russell
LTP consultation	June 2021		Matt Russell
<b>3.4 TASK</b>	Forecast Due Date	Actual Date	Responsibility

## 4. Stakeholder Management

### 4.1 STAKEHOLDERS

Stakeholder	Nature of Relationships	Nature of Involvement
Community	Research	Information sharing
SDC Staff		Activity managers
ELT		Decision

## 5. Work Management Plan

### 5.1 RESOURCE PLAN

Name	Role	Company/Council	Duration	Hours Per Week
Matt Russell	Project Sponsor	SDC		
Project Delivery team		SDC		
ELT		SDC		

Note: This resource table is always a work in progress

**6. Budget**

Task	People Hours	Open (\$'000)	Comments
TOTAL			

# Community assistance and funding approach Project Plan

## 1. Project Outline

### 1.1 PROJECT INFORMATION

Project Leader/Sponsor: Rex Capil

Project Manager: Michelle Stevenson

Project Name: Community partnerships, assistance and funding alignment approach

Project Start Date	March 2018	Project Finish Date	June 2019
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### DOCUMENT CONTROL

Version	Date	Author(s)	Comments
1	August 2018	Michelle Stevenson	Project outline completed

### 1.2 PURPOSE / OBJECTIVES

The purpose of this project is to review and develop Council's approach to Council managed funding schemes and associated funding support to community organisations.

The project will investigate alternate methods to the current system, and provide an alternative option to the way in which Council administers community funding and funding assistance.

The review will include investigation into the role of Community Boards and community funding, and the role of Council as decision makers for community funding assistance

Council staff and the Chair of the Community & Policy Committee have undertaken a tour of neighbouring Councils and discussed with TLA staff the funding models that they have in place.

The feedback has indicated a wide range of community funding and approaches being utilised by our immediate neighbours, and provides some valuable insights into the methodology being used and why.

Some of these learnings will be taken into consideration in the discussions and forming of a funding approach and model that could suit Southland District communities and Council into the future.

### 1.3 KEY DECISIONS IMPACTING THIS PROJECT

SDC staff resources are continued to be made available to complete the project

## 2. Project Scope

### 2.1 IN SCOPE

- (a) All Council managed community funding and funding assistance given by Southland District Council
- (b) Community Initiatives fund and all other Council grants
- (c) Investigation into Council funding for Community Boards

## 2.2 OUT OF SCOPE

- Funding assistance not originating or managed by Council
- Partnership funding with central government for large projects or roles (TIF, PGF funds etc)

## 2.3 ASSUMPTIONS AND CONSTRAINTS

- Council's funding and funding support is not the sole funds a group receives and if any funds were to be reduced or removed leaves the group without funds in total
- The current funding model is no longer the most efficient way to proceed and a review is required
- The Council is open to hearing an alternative model for Council community funding and funding support

## 2.4 RISKS

- Council making more changes within communities could be seen in a negative light
- Council determines that the current level of funding is no longer required and currently funded groups are without funds they may rely on annually.

# 3. Projects Tasks, Deliverables and Milestones

## PROJECT TIMELINE

3.1 TIMEFRAME To be completed by June 2019 – 1 July 2019 implementation

## 3.2 KEY DELIVERABLES

### DELIVERABLES

- investigate an alternative approach to Council's funding and contracting for service community organisations
- develop a funding model that reflects Council's funding and funding support
- present funding model to Council for adoption

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Issues and options paper for ELT consideration	February 2019		Michelle Stevenson
Present findings report to Community & Policy Committee	April 2019		Michelle Stevenson
Develop funding and funding support model for adoption by Council	June 2019		Michelle Stevenson

3.4 TASK	Forecast Due Date	Actual Date	Responsibility
Complete research with other TLA's	August 2018		Michelle Stevenson
Draft funding model to key staff for comment – activity manager, governance manager, group manager community futures minimum	October 2018		Michelle Stevenson
ELT consideration and feedback incorporated	February 2019		Michelle Stevenson
Prepare report for Community & Policy Committee	April 2019		Michelle Stevenson
Incorporate feedback from Committee into draft	May 2019		Michelle Stevenson
Prepare final report and present model to Council for adoption	June 2019		Michelle Stevenson

## 4. Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Neighbouring TLA's	Research	Information sharing
SDC staff	Contributors	Activity Manager/ sounding boards
Councillors		Decision

## 5. Budget

Task	People Hours	Open (\$'000)	Comments
Complete research with TLA's	80	2,000	Project team of Cr, activity manager, governance manager and project lead visited surrounding TLA's
Project manager	80		
TOTAL	160	2,000	In-house project completion

# Community Facility Functional Hierarchy Project Plan

## 1. Project Outline

### 1.1 PROJECT INFORMATION

Project Leader/Sponsor: Rex Capil

Project Manager: Simon Moran

Project Name: Community Facility Future Provision Strategy

Project Start Date	1/7/18	Project Finish Date	28/2/2019
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### DOCUMENT CONTROL

Version	Date	Author(s)	Comments
1	«Type Date»	«Author»	«Comments»

### 1.2 PURPOSE / OBJECTIVES

To prepare an issues and options paper which will inform the development of a Community Facility Future Provision Strategy incorporating facility planning protocols and guidelines for the District (to include purpose, criteria for why, what, where, management structure options, ownership options, Health and Safety obligations, Council's role and responsibility) to be developed and delivered from 2021 and beyond.

Community facilities are defined as the following:

- Public and private facilities that are available for use and hire by the general public
- Recreational facilities including sports grounds, pools, open spaces

### 1.3 KEY DECISIONS IMPACTING THIS PROJECT

Any open space policy decisions that may be taken prior to the delivery of this project.

## 2. Project Scope

### 2.1 IN SCOPE

This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

- Identification of all community use facilities by type and location regardless of whether publicly or privately owned.
- Assessment of legislative requirements associated with facilities on public land/reserves
- Assessment of levels of use

- (d) Use of previous Stewart Island and District facilities project information
- (e) Analysis of the H&S obligations in relation to facility types
- (f) Identification of criteria for determining a facilities functional hierarchy
- (g) Identification of ownership and management options
- (h) Analysis of Council's role and responsibility in relation to each facility

## 2.2 OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

- Assessment of Council's funding role
- Recommendations regulating to the future provision of specific facilities and/or facility types

## 2.3 ASSUMPTIONS AND CONSTRAINTS

- As appropriate future work will address those issues that are out of scope
- Not all facilities will be widely known about therefore it is likely a small portion of facilities will not be identified.

## 2.4 RISKS

- This work is only a snapshot in time based on reasonably available information

## 2.5 KEY PROJECT DEPENDENCIES

Activity	Depends On

## 3. Projects Tasks, Deliverables and Milestones

### PROJECT TIMELINE

3.1 TIMEFRAME July 2018 – February 2019

### 3.2 KEY DELIVERABLES

#### DELIVERABLES

- «Deliverables»

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Completed facilities inventory & analysis	20/12/18		Simon/Kevin/Consultant
Report to Council	28/2/19		Simon/Kevin



3.4 TASK	Forecast Due Date	Actual Date	Responsibility
Complete a facilities inventory & analysis	20/12/18		Consultant
Write the Issues & Options paper for Council	28/2/19		Simon/Kevin

## 4. Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Michelle Stevenson	Staff	Part of the wider project
Kevin McNaught	Staff	Facilities activity manager and part of the wider project

## 5. Work Management Plan

5.1 RESOURCE PLAN				
Name	Role	Company/Council	Duration	Hours Per Week
Part 1 - Consultant	Research	Consultant	7.5	40
Staff	Oversight and report preparation	Council	7.5	Average = 5
Part 2 – Further work by Strategy & Policy	Identifying the implications of all the projects for Council			

Note: This resource table is always a work in progress

## 6. Budget

Task	People Hours	Open (\$'000)	Comments
Research	300	\$50,000	Consultant
Oversight of the project/consultant	20		Simon/Kevin
Write and deliver issues and options paper	20		Simon/Kevin
TOTAL	340	\$50,000	

# Climate Change: Building Knowledge and Resilience Project Plan

## 1. Project Outline

### 1.1 PROJECT INFORMATION

Project Leader/Sponsor: Bruce Halligan

Project Manager: Rebecca Blyth

Project Name: Climate Change: Building Knowledge and Resilience

Project Start Date	July 2017	Project Finish Date	December 2018
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### DOCUMENT CONTROL

Version	Date	Author(s)	Comments
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### 1.2 PURPOSE / OBJECTIVES

Climate change is likely to impact both council and the community through sea level rise, inundation, erosion, storm surges, flooding, temperature changes and rainfall changes. The extent of this impact in the Southland context is not well understood and therefore Council's planning documents do not adequately address how those impacts could be managed.

The overall objectives for the Climate Change Project are:

1. To develop a better understanding of the risks and impacts of climate change, and
2. To develop a co-ordinated response to the impacts of climate change
3. To better align with Regional Policy Statement direction which directs a precautionary approach towards managing the effects of climate change and sea level rise.

The Climate Change Project can be broken into three (not necessarily consequential) phases:

1. Building knowledge - Information gathering / developing our understanding of risks and impacts
2. Building resilience – working with communities to develop a plan for responding to the risks and impacts
3. Mitigation – reduce our own, and support our communities to reduce their greenhouse gas emissions

**This project plan addresses phase one 'building knowledge' only.**

### 1.3 KEY DECISIONS IMPACTING THIS PROJECT

1. Funding for continued technical work – aspects of this work have been budgeted for and collaboration at a regional level has ensured efficient use of staff time and funding, however there will be a need for specialist advice in a Southland District Context.
2. Regional Working Group – a regional working group at a staff level has been progressing this work stream since March 2018, a decision as to whether this approach continues or not is yet to be made at a Senior Management and Governance level.
3. Timeframes for the completion of advice to feed into the Long Term Plan 2021 preparation cycle.
4. Continued allocation of staff time to lead or contribute to this project. The magnitude of staff time required to continue progressing this project has not yet been assessed and will impact on the ability for the project to be completed within timeframes.

## 2. Project Scope

### 2.1 IN SCOPE

This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

Those components of climate change shown in orange in Figure 1 above, are the matters intended to be included in phase one of the Climate Change Project. Therefore the focus of this first stage will be on understanding the impacts of climate change on the delivery of Council infrastructure and services, as well as understanding the risks for communities along the coast.

### 2.2 OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

There are a number of other agencies doing work in the climate change space. The intention of this project is not to replicate any of this work, but it is useful to note how this work could fit into our wider understanding of climate change. This will be particularly useful when entering phase 2 of the project which is to address how we respond to the impacts of climate change. Therefore, outlined below are the components of climate change which are outside the scope for Phase One (shown in blue) and some examples of the other work that is being done to better understand those elements of climate change.

COMPONENT OF CLIMATE CHANGE OUT OF SCOPE FOR PHASE 1	ALTERNATIVE INFORMATION SOURCE / WHY IT IS BEING EXCLUDED FROM SCOPE
MITIGATION	<p>When considering mitigation options it is important to understand the context for NZ and what our emissions are made up of. The 2017 PcE 'Stepping Stones' report states 49% come from agriculture, 18% from transport, 15% from industry, 5% each from electricity and waste, and 8% from 'other' sources. This is quite different from other countries where electricity and transport are the largest contributors.</p> <p>There is work being done in each of these spaces by industry groups, and the Productivity Commission is also looking into how we transition to a low emissions economy. An issues paper was released in August 2017 and submissions on this closed October 2017.</p> <p><a href="https://www.productivity.govt.nz/inquiry-content/3254?stage=2">https://www.productivity.govt.nz/inquiry-content/3254?stage=2</a></p>

	<p>The recent Central Government elections are also likely to contribute to what work might be done in the field of climate change mitigation.</p> <p><u>Local work</u></p> <p>Venture Southland is in the initial stages of a Carbon Reduction project which will look at establishing a baseline for carbon emissions for the region and tie in with other work programmes such as the wood burning initiative to reduce these emissions.</p>
<b>DISTRICT WIDE – COMMUNITY &amp; BUSINESS IMPACTS</b>	<p>Much like the mitigation options, there are a number of industry groups considering what the impacts for their businesses might be.</p> <p>The Deep South National Science Challenge, ‘Impacts and Implications’ workstream is also looking at the cascade of effects on transport links, businesses and local and national economies.</p>
<b>DISTRICT WIDE AND COASTAL – ENVIRONMENTAL IMPACTS</b>	<p>There are a number of environmental impacts to be considered and DOC have prepared some reports looking at the potential impacts of climate change including a 2013 report “Potential effects of climate change on New Zealand’s terrestrial biodiversity and policy recommendations for mitigation, adaptation and research” and a 2014 report “Adapting to a changing climate: a proposed framework for the conservation of terrestrial native biodiversity in New Zealand”</p> <p><a href="http://www.doc.govt.nz/Documents/science-and-technical/sap257.pdf">http://www.doc.govt.nz/Documents/science-and-technical/sap257.pdf</a></p> <p>The Deep South National Science Challenge also has a workstream looking at the impacts and implications of climate change, including the environmental impacts.</p>

## 2.3 ASSUMPTIONS AND CONSTRAINTS

### Timeframes

This work will be based on a 100 year timeframe, recognising that climate change is a long term challenge that we face, and the solutions could affect investments which have long expected lives.

### Projections

The Ministry for the Environment has released Climate Change Projections for New Zealand based on simulations undertaken for the 2013 IPCC 5<sup>th</sup> Assessment. These projections were released in 2016, and look out to 2120. The projections use four scenarios, known as representative concentration pathways (RCPs). The best case scenario is referred to as RCP2.6, and the worst case is RCP8.5. Given these projections have been released by central government they will be used in the reports prepared as part of this project. It is acknowledged that as more information becomes available, these scenarios could change, however reports developed now will need to be based on information currently available.

## 2.4 RISKS

RISK	LIKELIHOOD	HOW IT WILL BE MANAGED
<b>NEGATIVE COMMUNITY RESPONSE – I.E. TO LINES ON A MAP AND IMPLICATIONS FOR PRIVATE PROPERTY VALUES</b>	Medium	Development of a robust engagement plan that allows communities to be part of process to understand the impacts and subsequent processes around what responses might be.

		The use of scenarios to understand impacts, rather than producing maps with fixed hazard lines.
<b>LACK OF POLITICAL SUPPORT (POTENTIALLY RELATED TO RISK ABOVE AROUND COMMUNITY RESPONSE) LEADING TO A RISK THAT NO ACTION IS TAKEN</b>	Medium	Communication of already known impacts of climate change at a national level and risks of doing nothing.
<b>COMMUNITY DEVELOPS EXPECTATIONS / ASSUMPTIONS AROUND WHAT COUNCIL WILL DO IN RESPONSE TO IMPACTS</b>	Medium	Development of a robust engagement plan that provides clarity around the two stages of the project and the communities' role in shaping the potential responses.
<b>UNCERTAINTY AROUND SCENARIOS FOR CLIMATE CHANGE</b>	Medium	Using a variety of scenarios based on the widely recognised, International Panel for Climate Change science, which acknowledges the different levels of mitigation that could be taken.

### 3. Projects Tasks, Deliverables and Milestones

#### PROJECT TIMELINE

3.1 TIMEFRAME Completion by December 2018

#### 3.2 KEY DELIVERABLES

##### DELIVERABLES

- A report outlining the potential impacts of climate change as they relate to the community generally and council services, in particular including anticipated changes in return periods for key natural hazard events, changes in predicted rainfall volumes and temperature, and anticipated sea level rise based on IPCC scenarios;
- A joint governance workshop between all councils to outline the implications of the potential impacts of climate change and work through the next steps for analysis and research.
- A report (with associated mapping) translating the complex models and predictions presented in the first technical report into a format that is understandable by Southlands communities, and the completion of location and impact specific projects to build on the information in the first report.
- A report analysing the information from the science report and community engagement, identifying key Council infrastructure and communities that may be vulnerable / at risk;
- A plan for engaging with the community around responding to the impacts of climate change to inform Phase 2 of the overall Climate Change work programme.

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Joint Council working group set up for Phase 1 – Building Knowledge	December 2017	December 2017	Initially SDC – transitioned to ES
Climate Change Impacts Report	June 2018	August 2018	Gavin McCullagh - ES
Councillor Workshop in findings of Report	July 2018	July 2018	Rebecca Blyth - SDC
Joint councils Communication and Engagement Plan	August 2018	TBC	Rebecca Blyth – SDC with Louise Pagan SDC
Identification of joint regional project next steps	August 2018	September 2018 (TBC)	ES with TA's
Completion of further impact and location specific work / projects	TBC	TBC	ES with TA's
Staff Report - Internal analysis to understand risks and impacts	January 2019	TBC	Rebecca Blyth – with key staff SDC
3.4 TASK	Forecast Due Date	Actual Date	Responsibility
Develop Project Plan for phase 1 – building knowledge	December 2017	Draft completed December 2017	Courtney Ellison - SDC
Develop Brief for Regional Climate Change Impacts report	December 2017	December 2017	Courtney Ellison - SDC
Develop engagement plan for regional project <ul style="list-style-type: none"> <li>Key communication messages</li> <li>Approach to community engagement around building mutual understanding of impacts of Climate Change</li> </ul>	February 2018	Draft completed August 2018	Rebecca Blyth – SDC with Louise Pagan SDC and other councils.
Engage consultant to prepare Climate Change Impacts report (Refer to project brief)	February – June 2018	August 2018	ES – with joint working group
Review and workshop findings of climate change report with working group and elected representatives.	July – November 2018	TBC – November 2018	ES with joint working group
Community engagement as per engagement plan developed earlier	December 2018 – on going	TBC	SDC
Agree and commission further impact and location specific work / projects	August - ongoing	TBC	ES with joint working group
Analysis of science report and implications for council infrastructure and communities, including consideration of community engagement.	September - ongoing	TBC	SDC or in conjunction with joint working group

Preparation of report outlining risks and impacts with a proposed engagement with community and key stakeholders process.	TBC – acknowledge need to coordinate with LTP project plan.		Rebecca Blyth – SDC in conjunction with key internal staff and joint working group.
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## 4. Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Southland District Council <ul style="list-style-type: none"> <li>• Councillors</li> <li>• Community Boards</li> <li>• CDAs</li> <li>• Resource Management</li> <li>• Services and Assets</li> <li>• Community Futures</li> <li>• GIS</li> </ul>	Internal key staff (strategic and operational)  Governance	Partner (CB's and CDA's – inform and consultation)
Te Ao Marama Inc (Eva Hendriks)	Iwi	Partner
Environment Southland (Gavin McCullagh)	External key staff	Partner
Invercargill City Council (Liz Devery)	External key staff	Partner
Gore District Council (Ian Davidson-Watts)	External key staff	Partner
Emergency Management Southland (Angus McKay)	Specialist knowledge	Consultation to identify what existing information they hold that could contribute to understanding the impacts of climate change.
Rate payers and residents		Engagement for two purposes: <ul style="list-style-type: none"> <li>• To understand what the community knows of climate change and its impacts – i.e. what are they already experiencing</li> <li>• To discuss and build a common understanding of the science around climate change and potential impacts</li> </ul>



## 5. Budget

Task	Contract Fee	Open (\$'000)	Comments
Climate Change Impacts Report	SDC Share \$		Completed
	\$		
TOTAL	\$		

# Water and Land Regional Plan Implications Project Plan

## 1. Project Outline

### 1.1 PROJECT INFORMATION

Project Leader/Sponsor: Matt Russell

Project Manager: Ian Evans

Project Name: Water and Land Regional Plan Implications

Project Start Date	July 2017	Project Finish Date	July 2020
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### DOCUMENT CONTROL

Version	Date	Author(s)	Comments
1			

### 1.2 PURPOSE / OBJECTIVES

The purpose of this project plan is to outline at a high level the timeframes associated with the development and completion of the proposed Land and Water Regional Plan (pWLRP).

The objective of undertaking a project plan for this planning process is to provide an opportunity schedule work flow across council projects. This is necessary as the final form of the Regional Plan will have associated implications not only for our asset management and design, but also the ongoing funding of these assets by the community.

The Regional Plan will also have implications for how business and industry operate within Southland and it is important for council to understand the implications of this for the community it plans for.

### 1.3 KEY DECISIONS IMPACTING THIS PROJECT

1. Decision to be involved in the appeal process of the pWLRP – jointly with ICC and GDC.
2. Directions from the Court regarding case management – have resulted in a significantly different process for dealing with appeals being established. This will significantly expand the timeframe and resource involved in the appeal process from SDC's perspective.
3. Environment Court Decisions on the policy framework, underlying science and Section 32 Analysis – these are proposed to be dealt with first and will determine the framework that the rules / regulation will be considered within.
4. Any mediation undertaken prior to reaching Environment Court Hearing on the Rule framework – may focus the appeal points and result in the need to increase or alternatively decrease the level of resourcing required for this project.
5. Once the Plan has been finalised Council will need to allocate additional resource to understand and plan for the resulting impacts on its assets and communities.

## 2. Project Scope

### 2.1 IN SCOPE

This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

The pWLRP RMA process – involving mediation, preparation of expert evidence, attendance at planning meetings, pre hearing mediation and hearings.

The consideration of the impacts of changes in the policy and rule framework affecting council provided services.

### 2.2 OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

Consideration of the impacts of the pWLRP on other resource users or wider community aspirations with regard to use and development of land and water..

### 2.3 ASSUMPTIONS AND CONSTRAINTS

#### Timeframes

This project is subject to externally imposed timeframes by the Environment Court. There is little ability to influence these timeframes.

#### Outcomes

The Council is actively involved along with a number of other parties in working towards balanced outcomes that address their concerns. However the final decision on these matters will be made by the Court and those decisions are subject to appeal to the High Court on points of law only.

These processes can result in unexpected or unplanned for outcomes.

### 2.4 RISKS

See above

## 3. Projects Tasks, Deliverables and Milestones

### PROJECT TIMELINE

3.1 TIMEFRAME	Completion by July 2020
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### 3.2 KEY DELIVERABLES

#### **DELIVERABLES**

1. Evidence and attendance as directed by the Environment Court
2. Analysis of decisions on the management and provision of Council assets including the practical impact on engineering design and levels of service. Consideration of funding implications as a result of any changes in engineering design requirements or levels of service.

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Hearing into Policy Framework	March 2019		Joint councils – managed by counsel
Decisions on Policy Framework	Estimated October 2019		
Any appeals on Policy Framework decisions – to the High Court would need to be settled prior to any work on the Rule Framework	Unknown		
Mediation on Rule Framework (dependent on above).	2020		Joint councils – managed by counsel
Hearing on Rule Framework	Mid 2020		As above
Decisions on Rule Framework			
Any appeals on the Rule Framework decisions – to the High Court.			
Completed Regional Plan – enabling analysis of the implications to SDC asset management and funding.	Ongoing from December 2019		Ian Evans – with specialist support
3.4 TASK	Forecast Due Date	Actual Date	Responsibility
As above			

## 4. Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Southland District Council <ul style="list-style-type: none"> <li>• Councillors</li> <li>• Resource Management</li> <li>• Services and Assets</li> <li>• Community Futures</li> </ul>	Internal key staff (strategic and operational)  Governance	Partner
Other councils joined with our appeal (ICC & GDC)	Part of joint appeal	Partner
Anderson Lloyd Lawyers – Michael Garbett	Contractor	Counsel to TA's including SDC
Ratepayers and residents	Inform and advise	Inform and advise
Stantec	Contractor	Technical and planning input for joint TA's.

## 5. Budget

Task	Contract Fee	Open (\$'000)	Comments
	\$		
TOTAL	\$		

# Rates Affordability

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## 1. Project Outline

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### 1.1 PROJECT INFORMATION

Project Leader/Sponsor: Steve Ruru

Project Manager: Anne Robson

Project Name: Rates Affordability

Project Start Date	«Start Date»	Project Finish Date	31 December 2019
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### DOCUMENT CONTROL

Version	Date	Author(s)	Comments
1	7 August 2018	Anne Robson	Preliminary project scope subject to detailed work analysis

### 1.2 PURPOSE / OBJECTIVES

To further progress Councils understanding of how much rates (possibly ES as well as SDC) form part of Ratepayers household income based on the 2016 census.

### 1.3 KEY DECISIONS IMPACTING THIS PROJECT

Council will use the information gathered to inform its rate setting process.

## 2. Project Scope

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### 2.1 IN SCOPE

This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

- Obtain details of household income
- Compare current Council rates charged to household income
- Discussion of the findings with Elected Members

### 2.2 OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

- Making any changes to budgets or asset plans as a result of the information received.
- Updating any IT system data fields to enable this research work to be repeated

- Development of any additional reports to further understand Councils current rating levels
- Development of any KPI's or rating constraints as a result of the data presented.

### 2.3 ASSUMPTIONS AND CONSTRAINTS

- That other than obtaining data from Statistics NZ all work on this research will be completed internally.
- The latest census data is not available till March 2019 and then phased as to the release of what data so the data may be older.

### 2.4 RISKS

- That the relevant staff resourcing will not be available when required due to other work, vacancies etc.
- That Stats NZ will not be able to provide the necessary information in the format required

### 2.5 KEY PROJECT DEPENDENCIES

Activity	Depends On
N/A	

## 3. Projects Tasks, Deliverables and Milestones

### PROJECT TIMELINE

3.1 TIMEFRAME To December 2019

### 3.2 KEY DELIVERABLES

#### DELIVERABLES

- Information regarding the household income of Southland District Residents in the manner yet to be defined (eg: Ward, town, sector) compared to the average rates charged on the same basis.
- A report to Elected Members outlining the findings for consideration as part of the Long Term Plan 2021-2024.

### 3.3 KEY MILESTONES

	Forecast Due Date	Actual Date	Responsibility
Scope out project specifics			Anne/Finance Team
Obtain rating units in mesh blocks			Shelley/Adrian
Obtain Household income in mesh blocks			Finance/Statistics NZ
Prepare report on findings	June 2019		Anne/Finance team

### 3.4 TASK

	Forecast Due Date	Actual Date	Responsibility
Scope the proposed approach to this piece of research			Anne/Finance team

Discuss the proposed approach with the CEO and potentially Council			Anne/Finance team
Update the scope to include the amended detail discussed			Anne
Prepare and discuss the information required with GIS			Anne/Shelley/Adrian
Prepare and discuss the information required with Statistics NZ			Anne/Finance Team
Review the information received			Anne/Finance Team
Prepare a draft report of the information received			Anne/Finance team
Discussion of the draft report with the CEO			Anne/Finance Team
Discussion of the draft report with Council	June 2019		Anne/Finance team
Gather any further information, make necessary amendments to the report			Anne/Finance team
Present final report to Council	Sept/Oct 2019		Anne/Finance team

## 4. Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Steve Ruru	Project Sponsor	Discussion and review
Elected Members	Receivers of information	Receive information and question/decide way forward
GIS Staff (Adrian)	Data informant	Provide rating units in mesh blocks

## 5. Work Management Plan

5.1 RESOURCE PLAN				
Name	Role	Company/Council	Duration	Hours Per Week
Anne Robson	CFO			
Shelley Dela Llana	Accountant			
Adrian Buddle	GIS			
Finance team				
Note: This resource table is always a work in progress				



6. Budget

Task	People Hours	Open (\$'000)	Comments
Statistics NZ		\$2,000	When last completed cost \$400. Building in contingency
TOTAL		\$2,000	



							Issues & options paper for ELT consideration		Present findings report to C&P Committee		Develop funding & funding support model for adoption by Council				
	Complete research with other TLAs		Draft funding model to key staff for comment – Activity Manager, Governance Manager, Group Manager, CF minimum				ELT consideration & feedback incorporated		Prepare report for C&P Committee	Incorporate feedback from Committee into draft	Prepare final report & present model to Council for adoption				
			Discussion Document prepared for consideration by C&P Committee meeting	Scope next stages of project based on recommendations from C&P Committee	Undertake next stages as defined		Internal analysis to inform assumptions, issues & options for the CF R&A Work programme								
	Discussion Document. Research & analysis	Discussion Document. Preparation & recommendations	Discussion Document. Presented to C&P Committee	Scoping as required. Commission next stages of work scoped		Internal analysis to inform assumptions	Issues & Options paper prepared for endorsement to align with LTP 2021-2031 project plan – for endorsement by C&P Committee								

			Roadmap completed	Improvement programme developed	ELT endorse Improvement Strategy								Open Space Strategy	December: Activity review	June: LTP consultation
	Climate Change Impacts report (ES)	Identification of joint regional project next steps (ES with TAs)	Completion of further impact and location specific work/projects (ES with TAs) (Date TBC)			Staff Report – Internal analysis to understand risks & impacts									
	Joint councils Communication & Engagement Plan														
	Develop Engagement Plan for regional project <ul style="list-style-type: none"><li>key communication messages</li><li>approach to community engagement around building mutual understanding of impacts of Climate Change</li></ul>	Analysis of science report & implications for council infrastructure & communities, including consideration of community engagement. Ongoing.	Preparation of report outlining risks& impacts with a proposed engagement with community & key stakeholders process (Date TBC)	Review & workshop findings of climate change report with working group & elected representatives (ES with joint working group)	Community engagement as per engagement plan developed earlier. Ongoing.										
	Engage consultant to prepare Climate Change Impacts report (ES)														

	Agree & commission further impact & location specific work/projects (ES with joint working group). Ongoing.														
					Completed facilities inventory & analysis		Report paper to Council								
					Complete a facilities inventory & analysis (Venture?)		Write the Issues & Options paper for Council								
							Hearing into Policy Framework					Decisions on Policy Framework (estimated date)	Completed Regional Plan – enabling analysis of the implications of the asset management and funding (ongoing)	Mediation on Rule Framework (dependent on any appeals on Policy Framework decisions)	
												Any appeals on Policy Framework decisions to the High Court would need to be settled prior to any work on the Rule Framework		Hearing on Rule Framework (mid 2020)	
														Decisions on Rule Framework	
														Any appeals on the Rule Framework decisions to the High Court	

					BERL Project 3	Internal analysis to inform assumptions & options for the <b>CF R&amp;A</b> Work programme									
	Project 3: Defining SMART Actions		Project 3: Testing the SMART Actions	Project 3: Final draft documentation	Project 3: Final report presentation to <b>C&amp;P Committee</b>  Internal analysis to inform assumptions		Issues & Options paper prepared for endorsement to align with LTP 2021- 2031 project plan – for endorsement by <b>C&amp;P Committee</b>								

## Policy, Bylaw and Delegations Manual review

**Record No:** R/18/8/19493

**Author:** Jane Edwards, Policy Analyst

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

☐ Decision

☐ Recommendation

☒ Information

### Purpose

- 1 The purpose of this report is to provide an update to the Committee on the progress of the Policy, Bylaw and Delegations Manual review undertaken by the Strategy and Policy team, and to inform the Committee of the next steps in this process.

### Executive Summary

- 2 Over the last three months, the Strategy and Policy team has compiled a list of current policies and bylaws held by Council.
- 3 This review list was created for the purpose of identifying and prioritising the future work that will be undertaken by the Strategy and Policy team.
- 4 The review list has been distributed amongst Group Managers and Activity Managers and meetings set up with each in order to discuss and identify priorities for review, legal compliance that might have been omitted, and any policies and bylaws that are outdated or have been superseded.
- 5 There is opportunity in doing this review to determine a manageable Policy register, and to identify where guidelines and procedures may be more appropriate or valuable.
- 6 The Delegations Manual, being written by an external consultant Rebecca McElrea, has now been completed to draft form and has been distributed to senior staff and Activity Managers for review and feedback.

### Background

- 7 The establishment of a comprehensive list of Council's policies and bylaws had been undertaken in 2016, however this information was not kept up to date.
- 8 Consequently, a more thorough review was required in order to ensure that Council's legislative obligations were being met, and that the current policies and bylaws held by Council, are the most appropriate and meet the District's requirements.

### Issues

- 9 The Strategy and Policy team has only recently had the staffing available to undertake this task.
- 10 Having the opportunity to meet with Activity Managers and senior staff has allowed for obsolete policies and those that have been superseded to be identified and placed in a list by priority of date due for review.

- 11 There are also a number of policies that have been identified by policy owners that may be better utilised as a set of guidelines or procedures, and these will be worked through with council staff as appropriate, ensuring that all legislative requirements are still being met.
- 12 Following this, the Strategy and Policy team will undertake a prioritisation of policy review, (that excludes those as legislative requirements) based on organisational priority.
- 13 There are, in addition, an estimated seven bylaws that will be due for review within the next 12-24 months that will utilise a significant amount of resource in the Strategy and Policy team.

### **Factors to Consider**

#### **Legal and Statutory Requirements**

- 14 A comprehensive review is essential to ensure Council is meeting its legislative requirements.

#### **Community Views**

- 15 The Strategy and Policy team would like to acknowledge the excellent response from staff providing input into both the draft Delegations Manual and the policy and bylaw review schedule to date. There was a high level of engagement from policy owners and valuable insights gained into priority, content and categorisation of each of Council's policies and bylaws.

#### **Costs and Funding**

- 16 There has been no additional cost to Council outside of staff hours in undertaking this review.

#### **Next Steps**

- 17 From the feedback received from staff, the Strategy and Policy team are currently establishing a work programme that identifies the future priorities and deadlines for policy and bylaw review.
- 18 This information will also be used to inform decision making regarding content and re-categorisation of current policies, many of which could be more appropriately reclassified as procedures or guidelines.

review has been completed.

### **Recommendation**

#### **That the Community and Policy Committee:**

**Receives the report titled "Policy, Bylaw and Delegations Manual review" dated 21 August 2018.**

### **Attachments**

There are no attachments for this report.



## Venture Southland fourth quarter report 2017/2018

**Record No:** R/18/8/19241

**Author:** Paul Casson, Chief Executive

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

☐ Decision

☐ Recommendation

☒ Information

### Summary

This report contains a complete breakdown of Venture Southland's key objectives for the fourth quarter of the 2017/2018 year. Venture Southland's work programme for 2017/18 was formulated through consultation with its major stakeholders. The consultation resulted in a letter of expectation which identified objectives and strategic projects for Venture Southland to carry out to contribute to making Southland one of the most attractive and prosperous regions in New Zealand.

Venture Southland's performance against the set objectives is outlined in the following tables, along with commentary regarding the results and a status determined for each measure; green for achieved, orange for not achieved, but progress made, and red for not achieved.

### Recommendation

**That the Community and Policy Committee:**

- a) **Receives the report titled "Venture Southland fourth quarter report 2017/2018" dated 21 August 2018.**

### Attachments

- A Venture Southland Quarterly Report - Quarter Four 2017-2018 [↓](#)



## QUARTERLY REPORT

### Fourth Quarter (April, May & June) 2017/18

This report contains a complete breakdown of Venture Southland's key objectives for the fourth quarter of the 2017/18 year. Venture Southland's work programme for 2017/18 was formulated through consultation with its major stakeholders. The consultation resulted in a letter of expectation which identified objectives and strategic projects for Venture Southland to carry out to contribute to making Southland one of the most attractive and prosperous regions in New Zealand.

Venture Southland's performance against the set objectives is outlined in the following tables, along with commentary regarding the results and a status determined for each measure; green for achieved, orange for not achieved, but progress made, and red for not achieved.



Achieved



Not achieved but progress made



Not achieved

### Quarter Four Highlights

#### Provincial Growth Fund (PGF)

Venture Southland has assisted a number of groups in preparing their Expression of Interest for the Provincial Growth Fund (PGF) during the quarter. The government has committed to investing \$3 billion to regional economic development over the next three years through the fund, and Southland has the potential to benefit significantly. There are a number of regional projects that meet the fund criteria of lifting productivity, enhancing economic development, creating sustainable jobs, building welcoming communities and helping to meet climate change targets. Due to the confidential nature of the applications, the project details cannot be disclosed. Venture Southland is also providing administrative support to the Transitional Advisory Group (TAG) which was established to assess if applications fit with agreed regional priorities.

#### TRENZ

Venture Southland partnered with Dunedin and Tourism Waitaki to bring TRENZ to Otago for the first time in the event's history. TRENZ is an annual business-to-business travel and trade event that showcases New Zealand's tourism industry. The event saw up to 1500 international travel and tourism buyers, media and NZ tourism operators converge on Dunedin to meet New Zealand's top tourism operators and learn about their products and services. Southland was strongly represented at the event with eight appointment streams for Destination Fiordland and five appointment streams for Venture Southland. Due to the close proximity of the event, a number of tourism famils (familiarisation of tourism related activities, locations, personalities and accommodation) were able to be held across the Southland region by both Venture Southland and Destination Fiordland staff.

**Pop Up Job shop**

The Southland Pop Up Job Shop returned for its second year and expanded across the region with shops held in Invercargill, Gore and Te Anau during the month of April. The initiative is part of Venture Southland's co-ordinated response to Southland's projected labour shortage and aligns well with the Southland Regional Development Strategy goal of attracting 10,000 more people to the region. Supported by the Southland Chamber of Commerce and Southern Directionz the pop-up shops were a success with over 700 employment opportunities advertised across the three shops, and high engagement and interaction with the advice, seminars and programmes on offer.

**Lumsden Heritage Trust Funding**

Venture Southland assisted the Lumsden Heritage Trust to secure \$62,252 in funding from the Lottery Grants Board. The funding application was prepared by Venture Southland alongside John Titter and Rob Scott of the Lumsden Heritage Trust. The funding will allow the development of a purpose-built canopy to protect the town's class A 1896 railway carriage. The railway precinct project will contribute to the preservation of the Lumsden town centre, which is a hub for local communities and visiting tourists in Northern Southland. Two stages of the restoration project are already complete – relocating the carriage from Wairio to Lumsden and restoration of the passenger carriage. The construction of the purpose-built canopy is the third stage of the project with the installation of fire prevention equipment and the creation of information boards to follow.

**'Seeing Stars' – the Southland Dark Skies Story**

Venture Southland coordinated 'Seeing Stars' – the Southland Dark Skies Story event which was held in June. The event included presentations from the Southland Astronomical Society, Dean Whaanga of Awarua Runanga and Te Ao Marama, and Aurora and night-sky photographer, Dr Stephen Voss, and highlighted the special nature of the region's night skies and the importance of protecting them. The event was accompanied by a 'Dark Shot' photography competition which was won by Elizabeth King. The event and photography competition further promoted the potential for Southland's night sky to be internationally recognised. Venture Southland continues to work alongside the Stewart Island Promotion Association to establish a Dark Sky Sanctuary on Stewart Island/Rakiura, with a draft application to the International Dark Sky Association submitted in July.

**Business survey**

The results of the 2018 Business survey found that for the first time since the business survey began in 2014, Southland businesses were reporting employing more people than in the previous year. The data collected also found more businesses to be adapting their employment practices to recruit younger people and women, and working to retain older people in the workforce. These findings support the on-going work of Southland Youth Futures and the labour market team in the attraction and retention sector.

**Awarua Satellite Station virtual field trip**

Venture Southland's Awarua Ground Station featured in a virtual field trip for schools across New Zealand. The *Land, Sky and Space* virtual field trip, sponsored by Land Information New Zealand (LINZ), webcast to schools from the Awarua satellite ground station in May. The tour focused on Venture Southland's involvement in an SBAS technology research project and provided students from around New Zealand with a real-life example of how precision satellite positioning works. The tour fell under the wider satellite-based Earth observation work carried out by Venture Southland as part of the NZ Functional Space research and development programme.

## Regional Statistics

### Priority Area: Southland Increase in Population

SOURCE: 2013 CENSUS

Population 93,339 ↑ +2,463 Up on 2006 Census

Projected population 99,200  
as at June 30 2018 Source: MBIE Regional statistics

Population Over 65 16.8%\* ↑ +0.4% 15.1%  
At 30 June 2017 between 30 June 2016 and 2017 At 30 June 2017 NZ

\*\*This is the estimated resident population at 30 June in each year, summaries age group. Subnational population estimates at 30 June were obtained by updating census night base population of each area for births, deaths and net migration

### Priority Area: Increase in Regional GDP

GDP Per Capita \$57,785 ↑ 7.4% Share of national GDP 2.1% GDP PER CAPITA IN NZ \$56,441  
SOURCE: MBIE Regional Economic Activity Tool<sup>1</sup> Year to Mar 2017 % change between 2016 and 2017, year to March Year ended March 2017 For the year to March 2017

Regional GDP<sup>2</sup> \$5.686 million ↑ \$5.272 million  
SOURCE: Stats NZ YE Mar 2017 YE March 2016

### Priority Area: Increase in Number of New Businesses

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

Southland Business Units 14,019 2017

New Businesses 30 ↓ Down on 2016

### Priority Area: Increase in Job Opportunities

SOURCE: MBIE Regional Economic Activity Tool<sup>4</sup>

	Southland annualised rate (Year to March 2018)*	Percentage change between 2017 and 2018	NZ Annualised rate (Year to March 2018)*	Percentage change between 2017 and 2018
Participation Rate	72.8% ↓	2.9% (year to March)	70.7% ↑	0.5%

<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 gross domestic product: Year ended March 2017*. Retrieved from <https://www.stats.govt.nz/information-releases/regional-gross-domestic-product-year-ended-march-2017>

<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>

Unemployment Rate	4.1%	↓	0.9% year to March	4.6%	↓	0.4% (Year to March)
NEET Rate (15 to 24-year-olds not in employment, education and training)	10.1%	↓	3.7% (year to March)	11.7%	↓	0.4% (year to March)

\* These are annual average figures. Results are subject to large sample errors, especially in smaller regions.

#### Job Seeker Benefit Recipients by Territorial Local Authority (TLA)

Source: Ministry of Social Development: June Quarter 2018<sup>5</sup>

	June Quarter Total		March Quarter Total		June Quarter 18-24 total		March Quarter 18-24 age total		Dec Quarter 18-24 age total
Gore District	322	↓	302		108	↓	110	↓	130
Invercargill City	1592	↓	1372		626	↑	551	↓	691
Southland District	428	↓	371		143	↑	127	↓	154

#### Priority Area: Increase in Household Income

Source: MBIE Regional Economic Activity Tool<sup>6</sup>

	Southland		Percentage change		New Zealand
Mean Household Income	\$74,100 For 2017	↓	-14.5% between 2016 and 2017		\$97,100 For 2017

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.

Mean Weekly Rent	\$242 year to January 2018	↑	4.2% Between Jan 2017 and 2018		\$433 Year to January 2018
Mean House Value	\$273,870 year to December 2017	↑	+8.6% Between December 2016 & 2017		\$671,145 Year to December 2017
Deprivation Index*	5.0 For 2013		0.2 The change between 2006 and 2013		NZ: 5.4 2013 Census
Household Internet Access	71.6% 2013		18.5% between 2006 and 2013		76.8% 2013

<sup>5</sup> Ministry of Social Development (2017): *Quarterly Benefit fact sheets – Territorial authority's data tables*. Retrieved from <http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/benefit/>

<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>

\*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.

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

SOURCE: STATISTICS NZ COMMERCIAL ACCOMMODATION MONITOR YEAR END (YE) May 2018






\*Statistics are from commercial sources only


<b>Total Expenditure Southland Region</b>	<b>9.5%</b>	<b>↑</b>	<b>\$657 million YE May 2018</b>
• Southland RTO Expenditure*	11.0%	↑	\$426 million YE May 2018
• Fiordland RTO Expenditure*	6.8 %	↑	\$231 million YE May 2018
<i>*Revised figures not yet available</i>			
Number of Guest Nights			
<b>Total Southland RTO Guest Nights</b>	<b>7.6%</b>	<b>↑</b>	<b>465,080 YE May 2018</b>
• Southland RTO International Guest Nights	17.2%	↑	180,453 YE May 2018
• Southland RTO Domestic Guest Nights	2.3%	↑	284,627 YE May 2018
Number of Guest Nights			
<b>Total Fiordland RTO Guest Nights</b>	<b>9.5%</b>	<b>↑</b>	<b>715,354 YE May 2018</b>
• Fiordland RTO International Guest Nights	8.3%	↑	528,987 YE May 2018
• Fiordland RTO Domestic Guest Nights	13.2%	↑	186,368 YE May 2018
Occupancy Rate			
<b>Total Southland Region Occupancy Rate by territorial local authority</b>	<b>43.3%</b>	<b>↑</b>	<b>Up 2.0% YE May 2017</b>
• Overall Invercargill Occupancy Rate	40.0%	↑	0.85% YE May 2017
• Overall Southland District Occupancy Rate	41.1%	↑	0.17% YE May 2017
• Overall Gore District Occupancy rate	48.8%	↑	4.86% YE May 2017

## 1. Regional Strategies, Assessments and Advocacy

Venture Southland, not confined by traditional council boundaries is uniquely positioned to promote and provide direction for the whole Southland region. This includes the planning and development of strategies that ensure a clear pathway forward for the region that aligns with local and central government and wider industry initiatives.

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 at a national level and continues to work closely with central government for the benefit of Southland.

		Status	Notes
1.1	Support the implementation of the Southland Regional Development Strategy Action Plan		<p>Venture Southland (VS) continues to support the implementation of the Southland Regional Development Strategy Action Plan with 25 of the projects listed facilitated and/or implemented by VS.</p> <p>A meeting was held with Sarah Hannan and Sarah Brown in March 2018 to confirm project transition from the Southland Regional Development Strategy office to Venture Southland for the other projects outlined in the Action Plan.</p> <p>VS CEO and MBIE regional advisor continue to meet every four weeks to oversee this transition.</p>
1.2	Southland Destination Plan		<p>VS is facilitating the development of the Southland Destination Plan.</p> <p>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.</p>
1.3	Southland Digital Strategy		<p>The strategy is complete and available for review.</p> <p>VS continues to seek improvement of mobile cellular coverage, and rural and urban broadband deployment.</p>
1.4	Southland Regional Heritage		<p>Strategic regional planning of heritage continues with VS playing a key coordination and support role. Projects include Project Arc (Regional Museum Digitisation and Storage Project), museum redevelopment at the Southland Museum and Art Gallery (SMAG), Andersons House and the Living Dinosaur experience.</p> <p>Development of the overarching Arts, Culture and Heritage framework is currently being undertaken by VS and the Southland Regional Heritage Advisory Subcommittee.</p>
1.5	Advocate on behalf of the region for services/revenue		<p>VS has advocated on behalf of the region to New Zealand Transport Agency (NZTA) and the Ministry of Business, Innovation and Employment (MBIE) regarding telecommunications, roading and cycling.</p> <p>Staff have also been involved in discussions of key tourism issues at a national level relating to freedom camping, Airbnb and social license of tourism to operate.</p>






1.6	Regional response to Central Government tenders and submissions		A number of opportunities have been identified in the last quarter with responses to Central Government on the Productivity Commission, Zero Carbon Bill, Regional Land Transport Plan and International Visitor Conservation and Tourism Levy.
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## 2. Destination Development

The destination development section overlaps with almost all other sections in this document and reflects the integrated approach of Venture Southland. There are a number of projects and initiatives that focus on developing Southland as a preferred place to live, work, study, visit, and invest in. This includes international education, attraction and retention strategies and supporting the development of commissionable trade tourism products.

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


		Status	Notes
2.1	Market Analysis and Statistics		Three monthly tourism key indicator documents published in the last quarter.
	Information provided as required to allow informed decision making		VS participated in the MBIE Tourism Domain Plan review into how tourism data is gathered and analysed. Also contributed to the review of the International Visitor Survey (IVS).
	Monthly tourism key market indicators report.		Qrious reviewed methodology and recommenced work on travel patterns analysis.
2.2	Market Insights Data Project		This project has merged into the Southland Story project which VS is facilitating the implementation of.
	Work alongside Air New Zealand, MBIE to identify and test key regional themes for Southland Identity.		The Terms of Reference have been confirmed and formation of a Strategic Advisory Group is underway to ensure stakeholder involvement with the project.
			Further funding has been secured through MBIE to assist with this project's implementation.
2.3	Regional Event Strategy and Development		A two-stage process has been initiated to review and develop a framework to guide regional events. Stage one is a desk top review of best practise options including current situation analysis which is due to be finished by September. Stage two will require stakeholder input to develop the framework moving forward.
2.4	Assist Invercargill City Council (ICC) with the Inner City Rejuvenation Project		VS is providing support as requested including supporting individual project developments that contribute to the city's rejuvenation such as the relocation of the Invercargill i-SITE to Wachner Place.
2.5	Southland Cycling Strategy (Referred to as "Ride Southland")		A complete draft of the strategy has been adopted by Gore District Council and is moving through the Invercargill City Council (ICC), Southland District Council (SDC) and Environment Southland (ES) processes.

			A submission to ES was prepared as part of Regional Land Transport Plan and support is being provided to ICC regarding the development of alternative cycle trail routes between Invercargill and Bluff.
2.6	<p>Southern NZ Cruise Strategy</p> <p>Support the implementation of the cruise strategy alongside key stakeholders</p> <p>Establish regional cruise forum</p>		VS recently contributed to 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		<p>VS has provided support to both Catlins Coast and South Catlins Charitable Trust on the implementation of the strategy. This has included considering the impact of the Tumu Toka Curioscape project, associated infrastructure projects and freedom camping.</p> <p>VS partnered with Clutha District Council to look at the provision of tourism infrastructure in the area and the desire of the community to view the Catlins as a 'whole'.</p>
2.8	Tumu Toka Curio Bay Natural Heritage Centre (Referred to as "Tumu Toka Curioscape")		<p>Tumu Toka Curioscape was officially declared open by Southland District Council Mayor Gary Tong on July 19 2018. The centre, which cost \$2.5million, includes a café, public toilets and the Gateway Experience, where visitors learn about the history, Maori connection, geology and wildlife of Curio Bay through interactive technology.</p> <p>VS is continuing to support the South Catlins Charitable Trust with ongoing reporting which is required for the next three years. Additional support is also being provided to the operators including engaging an external consultant to review marketing and customer service.</p>
2.9	<p>Southland Museum and Art Gallery (SMAG)</p> <p>Feasibility assessment(s) undertaken for projects including potential funding sources</p>		<p>The Southland Museum and Art Gallery (SMAG) was closed indefinitely to the public in April due to safety concerns of the museum buildings.</p> <p>The outcomes of the ICC's Long Term Plan (LTP) will determine the direction of associated priority projects and VS will provide support and resource where required.</p> <p>A Feasibility assessment has been undertaken for the Living Dinosaur Project.</p>
2.10	Anderson Park		Option 4 (shared revenue, multi-use model) of Anderson House proposal was investigated with a final report presented to ICC for consideration and inclusion in the Long Term Planning process.

			While this work is complete ICC have indicated they may require further support with the next steps of the project.
2.11	Tourism Industry Capability Building Hold workshops building capability of current and future tourism operators.		One trade development workshop held with Tourism New Zealand.  Digital, trade marketing and health & safety workshops have been scheduled for later in the 2018 year to build the capability of tourism operators.
2.12	MBIE Regional Tourism Infrastructure Fund (TIF)  Assist Council staff to prepare and support two applications to this fund.		VS coordinated the submission of an application to the TIF for funding to upgrade the Lumsden Railway Precinct on behalf of SDC in October 2017. This resulted in a successful allocation of \$220,000.  MBIE has recently announced the second round of this fund and VS is currently preparing 2 applications for both the Invercargill City Council and the Southland District Council relating to Bluff, Waikawa, Monkey Island, Clifden Bridge and Te Anau.
2.13	Support applications to the MBIE Tourism Growth Partnership Fund		This fund is no longer in existence.
2.14	Around the Mountains Cycle Trail operational requirements		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.  OPP members updated 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  Implementation of interpretation plan		Implementation of this project is underway alongside SDC, including site selection and signage design
2.16	Living Dinosaur Project (formerly known as “Kakaporium”)		A feasibility study has been carried out, with the associated report presented to ICC. Negotiations are commencing with DOC and potential commercial partners. VS is providing a range of support including project coordination and preparation of funding agreements.

			This project has been determined as a priority in ICC's Long Term Plan.
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**Projects supporting Destination Development – not specified in the 2017/18 work programme**

Bluff Strategic Planning		VS is supporting the Bluff Community Board, local community and Invercargill City Council with undertaking a strategic planning process for the town. VS's involvement will ensure coordination and prioritisation.
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### 3. Diversification of Southland's Economy


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

Investigation of diversification opportunities can lead to employment opportunities through the formation of new industries and their associated support services. Some of the projects listed are ongoing and will continue to be updated each quarter.

		Status	Notes
3.1	Aeromagnetic Geological Survey		Final flying for the Southland region will take place in summer 2018/2019 with interpretation of the data to follow. A brief has been produced for a local science partner to undertake further analysis in 2018. This work rests on the completion of the initial data sourcing work as outlined above.
3.2	Awarua and Lochiel Ground stations  Deliver services to five satellite and space organisations.		Negotiations for ground station services have commenced with three additional agencies during the last quarter.  The potential for a ground operations centre is being scoped and contract for services with CSST being discussed.  Expert input into strategic and financial planning has commenced with the support from New Zealand Trade and Enterprise (NZTE). Additional negotiations for two potential contracts were undertaken at the What on Earth Colloquium in Wellington in March
3.3	Support the Film Otago-Southland Trust to identify film opportunities for the region  Aim for 52 production days for the year.		Provisional figures for the 2017/18 year have identified 60 filming and production days in the Southland region.  Please note that this figure may change as a result of numbers that were still waiting to be received from DOC and other sources at the time of publication.
3.4	Promote opportunities for investment Facilitate six significant investment opportunities.		Investment profiles have been completed for five opportunities; silica, high health functional foods, a data processing centre, a satellite ground operations centre and data centre, and a large industry technology investment.
3.5	Tourism product development Assist in bringing eight new tourism		Fifteen small tourism operators have been assisted in the quarter, four of whom have brought their product to market in the last quarter.

	products to the market		
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**Projects supporting Diversification of Southland's economy – not specified in the 2017/18 work programme**

Provincial Growth Fund		VS is assisting a number of community groups in formulating their expression of interest application forms for the Provincial Growth Fund. Southland has the potential to benefit from this fund with a number of regional opportunities meeting the set criteria of enhancing economic growth, creating sustainable jobs, building welcoming communities and helping to meet climate change targets. Due to the confidential nature of the applications, the nature of the projects cannot be disclosed.
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#### 4. Business Service Efficiency and Competitiveness

As the Southland Regional Business Partner (in partnership with New Zealand Trade and Enterprise and Callaghan Innovation), Venture Southland provides a wide range of services to meet the needs of the many businesses operating in Southland. These include business advice referral services, funding information and facilitating a mentor programme.


The services offered ensure that Southland businesses are operating as efficiently as possible, and encourage innovation, and research and development within the sector. 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.

		Status	Notes
4.1	Facilitate the Regional Business Partner Programme		The 2017/2018 Regional Business Partner programme has successfully been delivered. Review sessions held with NZTE and Callaghan Innovation have determined that they are happy with the Southland's continued high-performance programme.
	\$200,000 in funding allocated to Southland businesses		Successful delivery of the NZTE Capability Funding programme in which \$240,000 of vouchers were allocated throughout the 2017/18 funding year.
	50 mentor client matches		30 mentor-client matches have been made in this year. Growth in the numbers of mentors will allow increased matches to be made for next year.  12 of the 14 regions across New Zealand saw a decline in the uptake of the mentor programme. This is primarily due to an increase in the uptake of one-to-one training opportunities through the NZTE voucher programme.
	Train 50 mentors		There are now 55 mentors trained.
	Allocate \$250,000 from the Callaghan Innovation and Development Fund		Over five million dollars of funding was approved for the 2017/18 year from the Callaghan Innovation and Development Fund.  A number of high-value projects are currently in the pipeline, with potential for funding of over \$750,000.
	Complete 140 client business assessments		218 client assessments/discovery sessions were completed. This is 145% of NZTE target.  The net promoter score of the programme is 70, exceeding the annual KPI of 50 for the year.
4.2	Innovation support and		Creative HQ Innovation and the Accelerator programme continue to support Southland businesses.



	Programmes Deliver workshops as a need is identified		<p>Work is ongoing with Creative HQ around the business innovation support platform to ensure appropriate functionality is tailored to the needs of local businesses.</p> <p>Workshops and events held during the quarter included a visit to the Awarua Ground station as part of the national Tech Week initiative, and a start-up weekend.</p>
4.3	Business training and support  Deliver training as a need is identified.		<p>New programmes identified and delivered on various topics including the 'future jobs' with a series of support presentations held over the first 6 months of 2018</p> <p>Digital enablement support is being delivered through NetHui Southland which will be held in October 2018.</p> <p>Design Thinking workshops are currently being planned for delivery in late 2018.</p>
4.4	Business survey analysis  Complete Business survey by May 2018		<p>The fourth annual Southland business survey concluded in May with 350 Southland businesses participating.</p> <p>For the first time since 2014, Southland businesses were reporting employing more people than in the previous year. More businesses are also adapting their employment practices to recruit younger people and women, and working to retain older people in the workforce. These findings support the on-going work of Southland Youth Futures and the labour market team in the attraction and retention sector.</p> <p>Attraction and retention of workforce continues to be the number one strategic challenge for Southland businesses.</p>
4.5	Deliver LEAN Management training to seven businesses		<p>Three businesses participated in the six-month Lean cluster, and completed the programme in September 2017.</p> <p>The six-month Lean cluster was not delivered in 2018 due to insufficient numbers.</p> <p>A smaller two-day workshop was held in May/June enabling smaller businesses to participate in a Lean programme that better suits their capacity. 12 businesses participated in this.</p> <p>A review of the Lean programme and delivery will be undertaken in the second half of 2018 to ensure it continues to meet local need.</p>
	Deliver Dairy Lean to 12 farm		DairyNZ now deliver the Farm Tune programme. This year 15 Farms participated in the programme with VS providing support where required.
	Continued support for 30 businesses to attend other Lean support initiatives		The 5s, small business improvement programmes and LEAN forums are currently planned for late 2018 with the promotion of these events currently underway.












4.6	Methane recovery Continue to investigate the opportunity for capturing methane from effluent ponds and converting it to energy		<p>Vs continues to investigate the opportunities presented through methane recovery. Monitoring of methane at Glenearla farm has begun under a contract funded by EECA.</p> <p>Additional scoping to support an application for further assessment through the waste minimisation fund has also commenced.</p>
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## 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 people to the region and ensuring skilled workers remain in Southland. 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 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.		<p>Work is ongoing with MBIE and Immigration NZ regarding the implementation of the strategy.</p> <p>VS 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>The labour market team continues to support the implementation of the strategy with the following roles;</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		<p>Delivery for the 2017/2018 Southland Youth Futures programme reached 1190 students across 13 schools. This broad effort is focused on Year 10 students, although Year 11's and 12's have also accessed the broad programmes.</p>
	Deliver in-school programmes to over 1200 secondary students across Southland.		
	Deliver 12 workplace site visit days		<p>Nine workplace site visits were delivered, with 104 students and 15 staff participating across 10 schools and 2 foundation studies providers (YMCA and Community College Southland). This programme focuses on Year 12 and 13 students and foundation students studying NZEA Level 1-3 courses.</p> <p>More site visits are scheduled for the remainder of the 2018 year.</p>






	Have over 30 'youth friendly' employers in the region		45 youth friendly employers have registered as 'youth friendly' employers in the region as part of the programme.
5.3	Build partnerships to drive migrant attraction and retention		<p>The Southland labour market coordinator continues to develop strong partnerships that drive the attraction and retention of skilled workers in Southland.</p> <p>Programmes such as the skills placement role further enhance this activity with networks established with employers and recruitment agencies. Workshops focusing on migrant retention are also being delivered in partnership with MBIE.</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")		<p>The project will no longer be based in Te Anau as community feedback has determined that there are already welcoming mechanisms in place in this area.</p> <p>Research will be carried out to determine a new location to develop this pilot project.</p>
5.5	Promote migration to visitors  MBIE i-SITE Attraction Pilot (see 7.10)		<p>See 7.10 for full update.</p> <p>Progress for the MBIE i-SITE Attraction Pilot has been halted due to the closure of the Southland Museum and Art Gallery. MBIE has granted an extension to the project as a result of this and the pilot will resume, and be completed, by the end of the year.</p>
5.6	Welcoming Communities Pilot (see 9.6 Community Development)		<p>VS is the programme coordinator for the pilot in Southland and will oversee the implementation of set objectives alongside the local advisory group.</p> <p>The draft Southland/Murihiku Welcoming Plan has been developed which provides the framework for the pilot moving forward. Implementation of the plan will begin once feedback from Councils and the wider community is received.</p>
5.7	Pathways to employment  Work with Education New Zealand, local education providers and industries to provide pathways for graduating		<p>VS provided a number of pathways to employment throughout the year including Pop Up Job Shops and workshops alongside the ongoing work carried out by Southland Youth Futures.</p> <p>The 2018 Pop-Up Job Shops were delivered in Invercargill, Te Anau and Gore. Over 700 vacancies were advertised across the shops; 539 jobs advertised in Invercargill, 130 in Gore and 55 in Te Anau. People who visited the shops were also able to directly connect with, recruiters, CV advice and other job placement programmes such as the Skills Placement role.</p>



	international students into employment		<p>71% of survey respondents said the Pop Up Job Shop increased their knowledge of jobs available in Southland, and supported the initiative being repeated.</p> <p>110 people have accessed information through the MBIE funded skills placement programme, with 17 people finding pathways to employment.</p> <p>CV enhancement and interview technique training workshops continue to be held on a regular basis. Including those in partnership with key stakeholders such as the Multi-Cultural Council.</p>
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## 6. International Education

Venture Southland works in partnership with Education New Zealand to deliver its Regional Partnership Programme which is designed to support the development and growth of international education in Southland.

The Southern Education Alliance (SEA) and subsequent "Study Southland" brand, which is supported by Venture Southland, is part of this initiative. Study Southland represents the education providers of the Southland region, including primary and secondary schools as well as the Southern Institute of Technology and focuses on the promotion of Southland as a quality educational destination.

		Status	Notes
6.1	Partner with Education New Zealand (ENZ) to develop the implementation phase of the Southern Education Strategy.		<p>VS works in partnership with Education New Zealand (ENZ) and regional education providers as part of its Regional Partnership Programme (RPP).</p> <p>Following the implementation phase of the strategy Education New Zealand has confirmed the funding contract for the 2018/19 period.</p> <p>Further funding has been secured under the International Student Wellbeing Strategy. This funding has been used to deliver seminars, workshops and a Rugby experience for international students.</p> <p>A survey is currently being carried out with both current and former international students. The results of the survey, which will close in August, will help to improve the student experience and guide the activities in the region.</p>
	Establish the Southern Education Alliance (SEA) Governance group		<p>A SEA Governance Group has been formed and continues to discuss programme roll out across the region including the development of the International Education Prospectus, regional school contacts, marketing material and confirmation of the Study Southland brand.</p> 
	Set targets for the region based on current market trends		<p>The plan submitted 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 the lead agency and identifies the total budget per annum.</p>
	Promote Southland as a destination for students		<p>The Second Study Southland Workshop was held on the 21 June 2018 in partnership with ISANA. The theme of this workshop was the pastoral care of international students.</p> <p>Southland was promoted as a preferred destination for international students at the 2018 ICEF Agent Workshop in Auckland in April. The SEA Coordinator met with 35 agents</p>





			<p>from 8 different countries: Vietnam, Colombia, India, Philippines, China, Korea, Japan and Mexico.</p> <p>Venture Southland hosted 3 educational Agents during the quarter, one from Brazil, one from Mexico and another local agent that recruits from Colombia and Russia.</p> <p>Attendance of the International Education Manager at the 2018 New Zealand &amp; China Youth Leadership Summit, held in China in July.</p> <p>Study Southland Facebook page currently has 1,103 followers with 18,684 people reached in the quarter.</p> <p>International Students' enrolments in the Southland region increased by 3% in the calendar year of 2017 compared to 2016, while New Zealand recorded a 5% national decrease in enrolments across New Zealand for 2017. 80% are enrolled at SIT and 20% at the schools.</p>
	Develop generic marketing collateral, aligned to the Southland Destination Strategy and Southland Labour Market Strategy		A Welcome to Southland flyer was created in 4 languages: Portuguese, Spanish, English and Mandarin.
	Facilitate the development of the Southern Education Alliance website.		Southland as a preferred international education destination is currently promoted via the Southlandnz.com website under the Study section.
	Develop branding for Southern Education Alliance		The website will continue to be improved, using information being gathered from the International Student Survey.

## 7. Destination Promotion












Promotion of the region through consistent marketing and communication is essential to strengthen the Southland brand, drive demand and give visitors more reasons to spend more and stay longer.

Partnerships that have been developed over the years are essential to promoting Southland and allow Southland to leverage greater promotional opportunities. Involvement in marketing alliances and relationships developed at a national level within entities like Tourism New Zealand, Tourism in Aotearoa (TIA), Air New Zealand, Cruise New Zealand, Region Tourism New Zealand (RTNZ), CINZ, and DOC, are all beneficial to the promotion of Southland as a preferred destination.



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.

		Status	Notes
7.1	Conduct 18 marketing and promotional campaigns		<p>Seven marketing and promotional campaigns were undertaken for the quarter including:</p> <ol style="list-style-type: none"> <li>1. Bluff Oyster Invercargill Activation</li> <li>2. AA Traveller campaign (hiking, holiday parks, China)</li> <li>3. Southern Rumble – SPW with the Rock/MediaWorks</li> <li>4. New Zealand Geographic – Southern Icons</li> <li>5. Young Farmer of the Year 50<sup>th</sup></li> <li>6. Meet In – conference and meetings promotion</li> <li>7. TRENZ delegate promotions</li> </ol> <p>Projects in preparation include:</p> <ul style="list-style-type: none"> <li>TravelWireAsia</li> <li>Southland NZ V2.0 (delayed to site development)</li> <li>People of Southland</li> <li>Southland Party Wellington</li> <li>The Life Magazine</li> <li>Southland Visitor Guide</li> <li>Around the Mountains Cycle Trail</li> <li>Southern Scenic Route Web and Guide</li> </ul> <p>20 promotional campaigns have been undertaken in total for the 2017/18 year.</p>
7.2	Tourism publicity and media engagement		For a detailed listed of media engagement and tourism publicity please see additional notes at the conclusion of the report.
	Generate 96 media pieces		<p>60 media results have been achieved for this quarter.</p> <p>Highlights for the quarter include Wanderlust Travel Magazine, CNN Travel feature, Walk My World Social Media Coverage of Rakiura Track and article in North and South magazine.</p> <p>218 media results have been recorded to date for the 2017/18 year.</p>
	Coordinate 18 media famils		<p>Four media famils have been conducted during the quarter.</p> <p>Highlights for the quarter include the media famils that were coordinated for international media attending TRENZ,</p>



			North and South media famil to Northern Southland and coverage of the Silver Ploughs in Thornbury.
			23 media famils carried out in total for the 2017/18 year.
7.3	Tourism supply and trade development Engage with 200 agents		236 agents have been engaged with during the quarter and 416 engaged with to date for the 2017/18 year.
	Attend a minimum of four trade shows		For further information on this engagement please see additional notes at the conclusion of the report.
	Present regional profile and product offerings of 70 Southland operators		Attendance at Australian Mega Famil and TRENZ during the 4 <sup>th</sup> quarter.
	Coordinate 10 trade famils		To date, five trade shows have been attended for the year.
	Participate in eight international marketing alliance (IMA) activities		The trade manual, profiling regional product offerings and showcasing Southland as a preferred conference and trade destination is now complete.
	Develop three trade itineraries		This quarter has seen trade famils carried out for Loyo Travel, XperieNZ and ATS Pacific along with Pre and Post TRENZ famils. The number of participants across these famils was 64 agents.
			Fourteen trade famils have been completed for the year to date.
7.4	Digital Marketing		Participation in seven IMA activities to date. Notably the fourth included TRENZ which co-hosted by the Pure Southern Lands IMA. Other activities include Kiwilink USA, Japan/Korea, UK, South East Asia, and China (x2).
	Obtain top three ranking for regional search engine searches		Review of IMA relationships being undertaken.
	Growth of website traffic (+10%)		Four trade itineraries have been developed throughout the year.
	Growth of operator listing on Southlandnz to 420 (+19%)		Maintained the number one and two ranking for regional search engine searches, achieving the target of a top three ranking.
	Growth of consumer/trade/industry databases (+8%)		168% of the website traffic target has been achieved throughout the year. For more information on this please see additional notes.
			The new SouthlandNZ website has launched with currently 1253 (+293%) live listings of a total 1337 (+318%) (Places and Businesses), 2193 photos, 126 Pages.
			There has been a 1% growth in consumer/trade/industry databases for the quarter (annual growth of 15% of databases).




	Growth of social media engagement (+12%)		<p>98% of the social media community growth target has been achieved.</p> <p>73% of the social media reach growth target has been achieved. While strong growth in Instagram performance the economic model implemented by Facebook challenges traditional organic reach achievements.</p> <p>For more information on this please see additional notes.</p>
7.5	Southland promotional merchandise		<p>Southland promotional materials created and shared including posters, bags, beanies, pens, duck callers and tea towels. Further materials being developed include chocolates, key rings, blankets, bandanas and table runners.</p>

### Destination Fiordland

7.6

Marketing via Destination Fiordland



Continued engagement with local operators, and marketing of Destination Fiordland through a weekly newsletter. The newsletter continues to have an open rate higher than the industry average (April 47.8% open rate, May was 49.3% open rate and June was 42.7% open rate)

Website stats continue to grow:






Channel: Fiordland.org.nz	Sessions	Users	Page views	Pages/Session	Bounce Rate
Data sourced from Google Analytics					
			1253		
Apr-18	15564	7	33186	2.13	63.46
			1034		
May-18	12667	6	27518	2.17	63.13
Jun-18	11592	9582	25936	2.24	60.75

% changes on same period last year were

Channel: Fiordland.org.nz	Sessions	Users	Page views
Data sourced from Google Analytics			
Apr-18	23.23%	19.68%	16.71%
May-18	9.15%	6.13%	-0.23%
Jun-18	29.61%	28.38%	19.86%




			<p>Attendance of Destination Fiordland at key meetings throughout the quarter:</p> <ul style="list-style-type: none"> <li>• Tourism New Zealand updates and IBO training in Auckland (April) 160 operators in attendance</li> <li>• South East Asia training for agents in Wellington (April)</li> <li>• Hosted Pre and Post TRENZ famils 7 and 25 agents respectively</li> <li>• TRENZ Trade show (May)</li> <li>• Two Southern Lakes Meetings (joint IMA marketing alliance) (May)</li> <li>• TIA Discussing Tourism workshop (June)</li> </ul> <p>Hosted networking functions for Destination Fiordland Members with a guest speaker from Qualmark.</p> <p>Commissioned an audit on the Fiordland.org.nz website, results due to be available next quarter.</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>		<p>7 conferences held during the quarter (74 conferences have been held to date). Attended national MEETINGS sales conference alongside local operators of ILT, Transport World and Scenic Hotels.</p> <p>Preparing content for CINZ conference event planning guide and Invercargill Meet In mega famil.</p>
	Provision of bid support information		The bid template and Conference Manual has been finalised. The investigation is currently underway into interactive digitisation of this via Southlandnz.com
	Coordinate the Conference Incentive Fund		Coordination of the conference incentive fund continues alongside the ILT.
	Prospect 50 conference opportunities, undertaking 12 bids to attract six additional conferences		<p>21 conferences prospected during the April to June period.</p> <p>Bid development this quarter included Rugby Southland on U19 Jock Hobbs tournament, NZ Aviation, Quarry, Road Engineers, 2walk2cycle, Masters Joiners.</p> <p>58 conferences prospected for the 2017/18 year.</p>
	Represent the region through		<p>Representation at 5 events (10 to date)</p> <p><b>Conference Promotion/Representation</b></p>

	four events, activities and industry channels		<ol style="list-style-type: none"> <li>1. MBIE CAS - Report</li> <li>2. Master Joiners - Famil</li> <li>3. Young Farmers Committee Member</li> <li>4. MEETINGS</li> <li>5. Harding Consultants</li> </ol>
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### Invercargill i-SITE




7.8	Manage the Invercargill i-SITE including implementing the review undertaken in 2016/17		<p>Recommendations of the review undertaken in 2016/17 continue to be implemented.</p> <p>The i-SITE temporarily moved to the Northend Bowls Club in April following the decision to close SMAG due to safety concerns.</p> <p>The Invercargill i-SITE will move to a purpose-built portable building in Wachner place in early September 2018.</p> <p>The move will allow the i-SITE to have a presence in the city centre while construction of other inner city developments took place.</p>																														
7.9	Grow revenue 8%		<table><tr><th>Revenue</th><th>2016/17</th><th>2017/18</th><th>Variation</th><th>%</th></tr><tr><td>Commission</td><td>\$11,696</td><td>\$10,800</td><td>(\$896)</td><td>(7.70%)</td></tr><tr><td>Other</td><td>\$11,330</td><td>\$11,190</td><td>\$140</td><td>(1.0%)</td></tr><tr><td><b>Expenditure</b></td><td></td><td></td><td></td><td></td></tr><tr><td>Salaries</td><td>\$47,472</td><td>\$48,438</td><td>(\$966)</td><td>(2%)</td></tr><tr><td>Other*</td><td>\$9,000</td><td>\$14,804</td><td>(\$5,804)</td><td>(64.5%)</td></tr></table> <p>*Retail sales, advertising revenue and ticket sales commissions.</p> <p>The commission is showing as being \$896 below the prior year and other revenue is broadly the same as the prior year.</p> <p>The drop off in commission was expected with the shift to the North End Bowling Club after the museum closure.</p> <p>Staff costs are above the prior year as additional staff were used for various events and while looking at alternative locations for the i-SITE. Other expenditure is up from the prior year due to costs associated with moving and fitting out the North End Bowling Club.</p>	Revenue	2016/17	2017/18	Variation	%	Commission	\$11,696	\$10,800	(\$896)	(7.70%)	Other	\$11,330	\$11,190	\$140	(1.0%)	<b>Expenditure</b>					Salaries	\$47,472	\$48,438	(\$966)	(2%)	Other*	\$9,000	\$14,804	(\$5,804)	(64.5%)
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Other*	\$9,000	\$14,804	(\$5,804)	(64.5%)																													
7.10	MBIE i-SITE Attraction Pilot (see 5.5)		<p>VS is facilitating a national pilot project, in partnership with MBIE, to investigate the potential to transition visitors into migrants using the Invercargill i-SITE is ongoing.</p> <p>With the recent relocation of the i-SITE due to the closure of SMAG, this pilot has been put on hold. MBIE have extended the contract and data recording period to account for the closure and relocation of the i-SITE.</p>																														



7.11	Department of Conservation i-SITE partnership		i-SITE staff have had training on the Great Walks and other DOC products with the i-SITE developed to hold information on the products. Sales have commenced. The partnership has also included the Responsible camping initiative. Due to the relocation of the i-SITE implementation of the promotional plan scheduled alongside DOC has been delayed.
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## 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 element in the approach to promote Southland as an attractive place to live, study, work and visit.

Venture Southland has long recognised the economic and social value events bring to the region. Along with promoting events, Venture Southland also assists in determining the feasibility of events and calculating their economic and social impact.

		Status	Notes
8.1	Delivery and support of events  Generate spectatorship in excess of 40,000 per annum		The delivery and support of events across the Southland region has resulted in spectatorship of 59,000 to date. During the quarter delivery and support of the following events was carried out: <ul style="list-style-type: none"> <li>- Southland Festival of the Arts</li> <li>- ILT Kidzone</li> <li>- Southland Heritage Month</li> <li>- HopNVine</li> <li>- Bluff Oyster and Food Festival</li> </ul> Planning for the following events was also carried out during the quarter: <ul style="list-style-type: none"> <li>- Take a Kid to Footy with Rugby Southland</li> <li>- SPW Southern Rumble</li> <li>- Hokonui Fashion Awards</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		12 event newsletters have been distributed with 146 events promoted in the Southland events calendar during the quarter. The newsletter has also been rejuvenated with the new design.
8.3	Develop an approach and platform for aligning, planning, coordinating and funding events in the region		The Southland Regional Event Strategy will align with this target (see 2.3).  The Event Capability Forum was reconvened in April with 25 events specialists in attendance.  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 Provide support to 12 regional events		As above 8.3. Support has been provided at 13 regional events including the SPW Rumble, Hokonui Fashion Awards, Take A Kidd to Footy and Events Managers Network.
8.5	Economic and social impact assessment 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		Economic and/or social impact assessments to be completed where a need is identified.

## 9. Community Development



Venture Southland, by way of its funding agreement with Southland District Council, plays a key role in supporting local communities to maintain a proud Southland community spirit, particularly in rural areas.

Venture Southland works alongside local groups to partner with Councils, community funders and other stakeholders to achieve success in a range of community-led projects and initiatives. The work carried out by Venture Southland can be split into three main areas; building community capacity and capability, local community initiatives and community funding.




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 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		<b>Shared Service Pilots</b>  Following a strong appetite for the pilot in Edendale/Wyndham, opportunities are being explored around the recruitment of an individual to undertake the shared services role in this area.  The role will encompass general secretarial services as well as other specific skills such as advertising and social media management.  After consultation with the Winton pilot groups, a collective decision (alongside SDC) was made to place this pilot area on hold at this stage.
9.2 Community Facilities Project  The project aims to prioritise and implement the key findings determined from the research undertaken in 2016-2017		The final report for the community facilities project was submitted to SDC on 31 August 2017.  It is anticipated that further projects will eventuate as a result of this project. Venture Southland staff are currently working alongside SDC with community engagement requirements for facility planning in Ohai

## Community Planning

		Status	Notes
9.3	Southland District local community sustainability strategic approach  Approach successfully developed and delivered		This project is aimed at developing a District-wide approach to community development which will be ratified by SDC.  An initial workshop was held in November (facilitated by SDC), and the Community Development team are awaiting information from SDC regarding a follow-up workshop.
9.4	Community futures and community leadership plans		Assisted SDC with the delivery of a series of workshops, held in November, which allowed the wider community to have input into the development of Community Leadership Plans in Invercargill, Gore, Te Anau, Otautau and Wallacetown.  Awaiting further information from SDC regarding the next phase of this project.
9.5	Community Education  Deliver a series of workshops to be held throughout Southland to educate the local community about a relevant issue or topic.		A successful pool water treatment course was held earlier in the year.  Process underway to update Community Organisation Needs Assessment Fact Sheets. These are popular sources of information that are regularly distributed to the community as required.



## Local Initiatives

		Status	Notes
9.7	Local Community Project Support		The Community Development team has worked with 38 community groups within the Southland District in the past quarter. These are:
	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.		Catlins Coast Inc. Catlins Heritage Trail Central Southland Vintage Machinery Trust Drummond Pool Committee Fiordland Players Trust Hollyford Trust Lumsden Bike Park Committee Lumsden Heritage Trust Lumsden Museum Lumsden Squash Club Menzies College Rugby Menzies Rugby Club Mokoreta/Redan Hall Moores Reserve Combined Sports Complex Trust Mossburn Senior Citizens Ohai Hall Ohai Railway Fund Trust Otahu Flat Restoration Committee Otautau Lions Otautau Museum Trust Otautau Pool Committee Otautau Promotions Otautau Skate Park Committee Rakiura Heritage Trust Rimu Memorial Restoration South Catlins Charitable Trust South Catlins Promotions Southland Heritage Building Preservation Trust Spirit of Mossburn Festival Te Anau Rotary Te Anau Trails Trust Thornbury Vintage Tractor Club Tuatapere Guide Book Upper Mataura Education Trust Waiau Area School Winton RSA Wyndham A&P Committee Wyndham Skate Park Committee
			Total of 110 local community groups assisted to year end

**Additional Notes:****Media Results**

1. Media Result - Arrival Magazine, Transport World - Autumn 2018
2. Media Result - Arrival Magazine, Dig This - Autumn 2018
3. Media Result - Arrival Magazine, Insiders Tip, Warrick Low - Autumn 2018
4. Media Result - South Korea, Property Journal, NZ Luxury Escapes - April 2018
5. Media Result - Germany, Westfalenpost.de, Stewart Island - April 2018
6. Media Result - Germany, abendblatt.de, Stewart Island - April 2018
7. Media Result - Germany, nrz.de, Stewart Island - April 2018
8. Media Result - Germany, Berliner Morgenpost.de - April 2018
9. Media Result - UK IMP File, Wanderlust Travel Magazine, Stewart Island - April 2018
10. Media Result - Arrival Magazine, Must Do, South Island Dig This - Autumn 2018
11. Media Result - Arrival Magazine, Southland Feature - Autumn 2018
12. Media Result - Arrival Magazine, Chinese Section, Bluff Oyster - Autumn 2018
13. Media Result - South Korea, Naver News NZ's must-eat succulent sea foods, Bluff Oysters - April 2018
14. Media Result - South Korea, Media Daum, NZ's must-eat succulent sea foods - April 2018
15. Media Result - South Korea, Tour Korea, NZ's must-eat succulent seafood - April 2018
16. Media Result - South Korea, Donga Ilbo, NZ's must-eat succulent seafood - April 2018
17. Media Result - South Korea, News 1, NZ's must-eat succulent seafood - April 2018
18. Media Results - Kia Ora Magazine, June Agenda, Fibre Octave - May 2018
19. Media Result - Stuff, Pam Wade, World Famous in NZ: Ulva Island - May 2018
20. Media Result - South Korea, Travel Info, NZ luxury escapes - May 2018
21. Media Result - Australia, MSN, Best places to view the stars in NZ, Stewart Island - May 2018
22. Media Result - Brazil, Monique Renne, Information Piece getting around NZ - April 2018
23. Media Result - South Korea, Naver News (The Trip), NZ Luxury Escape, BRTW & Dig This - May 2018
24. Media Result - South Korea, Mobile-C, NZ Luxury escapes, Dig This & BRTW - May 2018
25. Media Result - South Korea, E-Travel, NZ Luxury Escape - May 2018
26. Media Result - South Korea, Travel Bike News, NZ Luxury Escapes - May 2018
27. Media Result - South Korea, News Zum (News1), NZ Luxury escapes - May 2018
28. Media Result - Canada, CAA Saskatchewan, NZ Natural Paradise, Stewart Island - May 2018
29. Media Result - Canada, Journal de Quebec.com, Hiking in NZ, Great Walks - May 2018
30. Media Result - Brazil, Brasil Fashion News, NZ's incredible wild life, Stewart Island Kiwi - May 2018
31. Media Result - Brazil, Syndicated Story - Borracha TV, NZ's incredible wild life, Stewart Island Kiwi - May 2018
32. Media Result - Brazil, Massa News, NZ's incredible wild life, Stewart Island Kiwi - May 2018
33. Media Result - Brazil, Porto Noticias, NZ's incredible wild life, Stewart Island Kiwi - May 2018
34. Media Result - Brazil, Rota 55, NZ's incredible wild life, Stewart Island Kiwi - May 2018
35. Media Result - Brazil, Trip 4U, NZ's incredible wild life, Stewart Island Kiwi - May 2018
36. Media Result - Brazil, Turismo Em Pauta, NZ's incredible wild life, Stewart Island Kiwi - May 2018
37. Media Result - Brazil, Turismo SA, NZ's incredible wild life, Stewart Island Kiwi - May 2018
38. Media Result - Brazil, Turista Profissional, NZ's incredible wild life, Stewart Island Kiwi - May 2018
39. Media Result - Brazil, Viajar Pelo Mundo, NZ's incredible wild life, Stewart Island Kiwi - May 2018
40. Media Result - Argentina, Travel with me, NZ's hidden gems, The Catlins - May 2018
41. Media Result - Australia, Jolyonbird Facebook post, Rakiura Track - May 2018
42. Media Result - Australia, Jolyonbird Facebook post 2, Rakiura Track - May 2018
43. Media Result - Australia, Jolyonbird Facebook post, Rakiura Track Sunset - May 2018
44. Media Result - Japanese TV show Sekai Fushigi Hakken, Zealandia Travel Programme, Curio Bay - June 2018
45. Media Result - Gateway South CHCH Airport Magazine, Dark Skies - Winter Edition
46. Media Result - Women On Wheels (WOW) best travel destinations for motorheads, SSR - June 2018
47. Media Result - Stuff, Southern Stays: Bluff - June 2018
48. Media Result - North and South, SilverPlough 2018, Thornbury - June 2018
49. Media Result - IMP UK Phoebe Smith, The Times, In search of the southern lights, Rakiura track - June 2018
50. Media Result - US, Twitter CNN International, Where to see the Aurora Australis in NZ, Stewart Island & The Catlins - June 2018
51. Media Result - US Twitter CNN, Where to see the Aurora Australis in NZ, Stewart Island and The Catlins - June 2018
52. Media Result - USA, Facebook - CNN Travel, Where to see the Aurora Australis in NZ, Stewart Island and The Catlins - June 2018
53. Media Result - Singapore, Golf Asia, Perfect Reflections mirror images photograph in NZ, Mavora Lake - June 2018
54. Media Result - South Korea, Syndicated Travel Info, Travel Bike News, Media1, Tour Korea, Naver News, NZ Cycle Trails ATM - June 2018
55. Media Result - USA, Travel Wire News, Starry night, Where to see the Aurora Australis in NZ, Stewart Island and The Catlins - June 2018

56. Media Result - USA, CNN.com, Starry nights where to see the Aurora Australis in New Zealand, The Catlins and Stewart Island - June 2018
57. Media Result - China, National Tourism, Different NZ Eight Southland Experiences that you may not know, Dig This and Kiwi Spotting - June 2018
58. Media Result - China, Syndicated - www.guojialvye.com, Eight South Island Experience that you may not know, Dig This and Wild Kiwi Encounter - June 2018
59. Media Result - China, Sottoc We Chat, Eight South Island Experiences that you may not know, Dig This and Wild Kiwi Encounter - June 2018

**Media Famlis** (including social)

1. IMP Germany, Great Outdoors Magazine – April 2018
2. Turen går til New Zealand, Denmark Travel Writer – April 2018
3. North and South Magazine , Mike White – April 2018
4. IMP TRENZ Media Famil – May 2018

## 7.4 Digital

Channel	Current Total Community - As at Jun 30 2018	Total Community as at June 30 2017 (Last year)	Total New Community Apr 1 2018 - Jun 30 2018 (This Quarter)	Total Reach July 1 2016 - June 30 2017 (Last year)	Total Reach Apr 1 2018 - Jun 30 2018 (This Quarter)	Total Reach July 1 2017 - June 30 2018 (This year)
<b>Total</b>	86,671	79,407	1,314	N/A	N/A	N/A
<b>Databases (Target +8% 15,528)</b>	16,662 (+15%)	14,378	452	N/A	N/A	N/A
<b>Facebook Southland NZ</b>	35,878 (+4%)	34,535	206	1,616,925	210,548	988,328
<b>Instagram Southland NZ</b>	26,054 (+11%)	23,438	441	N/A	203,961	450,283
<b>Twitter Southland NZ</b>	3,834 (+9%)	3,529	32	97,142	26,576	88,873
<b>Facebook INV i-Site</b>	4,243 (+20%)	3,527	183	685,887	103,144	409,341
<b>Total Social Media (Target +10%, Reach 2.67m, Comm 71.5k)</b>	70,009 (+8%)	65,029	862	2,429,954	544,229	1,936,825

Channel: southlandnz.com Data sourced from Google Analytics	Sessions	Users	Page views	Pages/Session	Bounce Rate	Operator Listings
<b>Year: July 1 2016 - June 30 2017</b>	79,702	62,897	214,812	N/A	N/A	352
<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
<b>Quarter 3: Jan 1 2018 - Mar 31 2018</b>	57,739	43,060	152,566	2.64	63.94%	1309
<b>Quarter 4: April 1 2018 - June 30 2018</b>	36,865	28,142	92,866	2.52	59.83%	1337
<b>Year: July 1 2017 - June 30 2018</b>	147,416	111,254	389,553	3	59%	1337
<b>Annual Target (+10% )</b>	87,672 (Sum)	69,187 (Sum)	236,293 (Sum)	2.70 (Average)	35% (Average)	420

## 8.1 Event Delivery:

		Facilitated (VS Lead Role)	Supported (VS Support Role)
<i>Event</i>	<i>Date</i>	<i>Number of attendees (approx.)</i>	
ILT Kidzone	Jul 2017	11,000	
Hokonui Fashion Awards	Jul 2017		1,200
Interschool Speech Competition	Sep 2017	200	
New Zealand Men's Netball Nationals	Sep 2017		400
Spring Festival	Sep – Oct 2017	7800	
Conference Estimate for quarter	Jul – Sep 2017		1400 (*17)
DownRiver Dash/Cycle to Celebrate	Dec 2017	200	200
Conference Estimate for quarter	Oct – Dec 2017		1600 (*22)
SDC Holiday Programme	Jan 2018	300	
Summer Sounds	Jan 2018		150
Rev Up	Jan 2018		120
Southland Buskers Festival	Jan 2018		6,000
Shakespeare in the Park	Feb 2018	1000	
Burt Munro Challenge	Feb 2018	8,000	
Southern Field Days	Feb 2018		n/a
Heritage Month	Mar 2018		600
Conference Estimate for quarter	Jan – Mar 2018		2400 (*29)
HopNVine	Apr 2018		900
Southland Festival of the Arts	Apr – May 2018	3,000	
Southern Steel	Apr – Jun 2018		8,500
Bluff Oyster and Food Festival*	May 2018	500	4,500
Southern Professional Wrestling	Year 2017/18		1,500
Conference Estimate for quarter	Apr – Jun 2018		1000 (*12)
Other Events Supported	Year 2017/18	200	3,000
<b>TOTAL</b>		<b>32,000</b>	<b>27,000</b>

## Events held since the end of quarter 4:

SPW Southern Rumble	Jul	1500
ILT Kidzone	Jul	11000
Young Farmers	Jul	1500



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

### Recommendation

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

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:

#### C10.1 Organisational Service Delivery - Community Led Development Approach

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
Organisational Service Delivery - Community Led Development Approach	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.</p> <p>s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</p>	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.