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## NOTICE OF MEETING

**Notice is hereby given of the Meeting  
of the Finance and Policy Committee  
to be held in the Council Chamber, First Floor,  
Civic Theatre, 88 Tay Street, Invercargill on Tuesday  
18 March 2025 at 2.00 pm**

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

MICHAEL DAY  
CHIEF EXECUTIVE

## Finance and Policy Committee - Public

18 March 2025 02:00 PM

<b>Agenda Topic</b>	<b>Page</b>
1. Apologies	
2. Declaration of Interest	
a. Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.	
b. Elected members are reminded to update their register of interests as soon as practicable, including amending the register at this meeting if necessary.	
3. Public Forum	
4. <a href="#">Minutes of the Finance and Policy Committee Meeting Held on 19 November 2024 (A5642095)</a>	4
5. <a href="#">2024/2025 Quarter Two Performance - Great South Update (A5768720)</a>	9
5.1 <a href="#">Appendix 1 – Great South Quarter Two 2024/2025 Accountability Report for Invercargill City Council (A5768700)</a>	15
6. <a href="#">2024/2025 Quarter Two Performance (A5783520)</a>	44
6.1 <a href="#">Appendix 1 - 2024/2025 Quarter Two Performance Report (A5794105)</a>	51
6.2 <a href="#">Appendix 2 - Roadmap to Renewal (A5792014)</a>	105
7. <a href="#">Financial Update at 31 January 2025 (A5794995)</a>	106
7.1 <a href="#">Appendix 1 - Riskpool Call to Members Letter (A5811488)</a>	118
8. Public Excluded Session	

**Public Excluded Session**

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

- a) Minutes of the Public Excluded Session of the Finance and Projects Committee Meeting Held on 19 November 2024
- b) Financial Update – as at 21 January 2025

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:

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under Section 48(1) for the passing of this resolution</b>
a) Minutes of the Public Excluded Session of the Finance and Projects Committee Held on 19 November 2024	<p><b>Section 7(2)(a)</b> Protect the privacy of natural persons, including that of deceased natural persons</p> <p><b>Section 7(2)(h)</b> Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities</p> <p><b>Section 7(2)(i)</b> Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p><b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7</p>
b) Financial Update – as at 31 January 2025	<p><b>Section 7(2)(a)</b> Protect the privacy of natural persons, including that of deceased natural persons</p> <p><b>Section 7(2)(i)</b> Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p><b>Section 48(1)(a)</b> That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7</p>

**MINUTES OF FINANCE AND POLICY COMMITTEE, HELD IN THE COUNCIL CHAMBERS,  
FIRST FLOOR, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY  
19 NOVEMBER 2024 AT 3.00 PM**

**Present:** Cr L F Soper (Chair)  
Cr A J Arnold  
Cr R I D Bond  
Cr G M Dermody  
Cr T Campbell  
Cr D J Ludlow  
Cr B R Stewart

**In Attendance:** Cr P M Boyle  
Mr M Day – Chief Executive  
Mrs P Christie – Group Manager – Finance and Assurance  
Mrs T Hurst – Group Manager – Community Engagement and Corporate Services  
Mr R Capil – Group Manager – Community Spaces and Places  
Mr J Shaw – Group Manager - Consenting and Environment  
Ms R Suter – Manager – Strategy and Policy  
Ms L Knight – Manager – Strategic Communications  
Mr J Botting – Manager – Financial Planning  
Miss K Braithwaite – Team Leader Communications  
Ms M Sievwright – Senior Executive Support

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## 1. Apologies

Mayor W S Clark, Cr I Pottinger, Mrs P Coote, Rev E Cook

Moved Cr Ludlow, seconded Cr Arnold and **RESOLVED** that the apologies be accepted.

## 2. Declaration of Interest

Nil.

## 3. Public Forum

### 3.1 Emergency Management Southland Presentation - Regional Civil Defence Group Plan - Mr Jim Tetlow and Ms Tracy Fraser

Mr Tetlow and Ms Fraser took the meeting through a PowerPoint presentation which outlined the Strategic Plan for the next five years.

In response to a question regarding risk readiness, it was noted that part of the process was to look at existing systems, by working with teams and post response recovery debriefs.

In response to a question regarding recovery and the previous events and where the responsibility for funding should sit, it was noted that recovery authorities had been set up, particularly in the North Island. It was noted recovery would potentially cost billions of dollars and was beyond the capability of local councils.

In response to a question regarding key areas for improvement including who could declare a disaster, it was noted that this would be included in the Plan. Training would also be available to councillors.

In response to a question regarding community consultation, it was noted that this would be early March.

In response to a question regarding whether emergency management would cover a major accident on Bluff Highway, it was noted that it would.

It was noted that councillors were not as aware of emergency management, and required training. It was noted that there would be training available in the New Year.

The Chair thanked Mr Tetlow and Ms Fraser for attending the meeting.

#### **4. Minutes of the Finance and Policy Committee Meeting held on Tuesday 17 September 2024**

A5550052

Moved Cr Stewart, seconded Cr Ludlow and **RESOLVED** that the Minutes of the Finance and Policy Committee meeting held on Tuesday 17 September 2024 be confirmed.

#### **5. 2024/2025 Quarter One Performance - Great South Update**

A5556248

Ms C Abeysinghe was in attendance for this item.

Ms Abeysinghe took the report as read. She noted that Great South were tracking well against all KPIs, noting there was a discrepancy between what was published in the Long-term Plan and what was being reported on. She highlighted a few areas which had been successful, which included Data Insights Southland Hub (DISH), housing, development ready customer mapping and aquaculture projects at Ocean Beach.

In response to a question regarding how Great South were involved, it was noted that this would be included in the next report.

In response to a question regarding social media campaigns, it was noted that staff were looking at clicks through to sites. Impressions were how many times it appeared in someone's feed and staff needed to monitor how many impressions came through. This would progress through to an activation from the viewer. National campaigns would have great impressions as the audience was wider.

In response to a question regarding the Australian campaign, and how many persons came to Southland due to this campaign, it was noted that it was of the 82,000 clicks it was impossible to track how many came to Southland. It was noted that while it was not available now, it was something that could be looked into in the future.

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

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

## **6. 2024/2025 Quarter One Performance**

A5605694

Mrs Patricia Christie, Ms Rhiannon Suter and Mr Jaimee Botting spoke to the report.

There were a number of new KPIs which were being measured for the first time, as well as a few new measures from the Government. There was an annual target of 85% for non-government KPIs and this was at 91% so far. At this stage surplus was higher than expected.

In response to a question regarding the satisfaction survey and if there was any way to get people's perceptions, it was noted that this was inherently people's perceptions and could only be considered as part of a larger picture.

In response to a question regarding unbudgeted costs, it was noted they were included in the report.

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

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

### **Recommends to Council:**

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

**7. Financial Update – November 2024**

A5609377

Mr Jaimee Botting spoke to this item.

Fitch Rating had awarded Council with AA+ rating and the Chair congratulated the Finance team for this effort.

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

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

**8. Public Excluded Session**

Moved Cr Stewart, seconded Cr Ludlow and **RESOLVED** that the public be excluded from the following parts of the proceedings of this meeting, namely:

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

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

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

disadvantage,  
commercial activities

**Section 7(2)(i)**

Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

- b. Financial Update – as at 30 September 2024

**Section 7(2)(a)**

Protect the privacy of natural persons, including that of deceased natural persons

**Section 48(1)(a)**

That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7

**Section 7(2)(i)**

Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

- c. ICHL 2024/2025 Quarter One Performance

**Section 7(2)(h)**

Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities

**Section 48(1)(a)**

That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7

There being no further business, the meeting finished at 4.17 pm.



## 2024/2025 QUARTER TWO PERFORMANCE – GREAT SOUTH UPDATE

<b>To:</b>	Finance and Policy Committee
<b>Meeting Date:</b>	Tuesday 18 March 2025
<b>From:</b>	Trudie Hurst, Group Manager – Community Engagement and Corporate Services
<b>Approved:</b>	Michael Day - Chief Executive
<b>Approved Date:</b>	Monday 3 March 2025
<b>Open Agenda:</b>	Yes

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### Purpose and Summary

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

### Recommendations

That the Finance and Policy Committee:

1. Receives the report “2024/2025 Quarter Two Performance - Great South Update”.
2. Receives the Great South report on Quarter Two Performance (A5768700).

### Background

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

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

Similar to Quarter One, this quarter, Great South is reporting against their Statement of Intent KPIs. The Long-term Plan set KPIs will be reported on in the Annual Report as required.

### Issues

#### Final Statement of Intent Performance Measures

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

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

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

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

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

### **Next Steps**

Great South performance will be reported quarterly to the Finance and Policy Committee.

### **Attachments**

Attachment 1 – Great South Quarter Two 2024/2025 Accountability Report for Invercargill City Council (A5768700).

A5768700



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>SOI-2025-26</b>			
<b>DISH - Launch Operate and Maintain DISH</b> Regional Strategy			
Owner	Bobbi Brown	Old KPI ID	SOI 2425_32
KPI Status	Q2 In Progress	Quarter Status	Q2 In Progress
<p><b>Q2 Report</b>      Target    Actual</p> <p>Launch &amp; Promote MVP - <b>COMPLETED</b></p> <ul style="list-style-type: none"> <li>- Internal and external launch of DISH has been completed.</li> <li>- Socialisation emails circulated which included a presentation about the development process of DISH, what DISH currently provides and future DISH enhancements.</li> <li>- Socialisation with Venture Taranaki, Venture Timaru and Northland INC (EDAs)</li> </ul> <p>Develop a schedule of reports (considering needs of Great South, its' shareholders and others) - <b>IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>- Report schedule has been completed and implemented.</li> <li>- Data and reporting needs consultation is underway and nearing completion. Feedback has been limited and being collated</li> </ul> <p>Consider upgrading existing dashboards or development of 2 new dashboards</p> <ul style="list-style-type: none"> <li>- 2 new dashboards will be delivered before June 2025 - Population and Net Zero. Outlining of these will begin in Q3</li> </ul>			

<b>SOI-2025-27</b>			
<b>DISH - Grow and Expand</b> Regional Strategy			
Owner	Bobbi Brown	Old KPI ID	SOI 2425_33



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

KPI Status	02 In Progress	Quarter Status	02 In Progress
<p><b>Q2 Report</b>      Target    Actual</p> <ul style="list-style-type: none"> <li>- Socialisation completed with internal and external launches, along with socialisation email which included a presentation about the development process of DISH, what DISH currently provides and future DISH enhancements.</li> <li>- Socialisation with Venture Taranaki, Venture Timaru and Northland INC (EDA's)</li> <li>- Continual promotion and alignment discussions of DISH at 2TEG and various local government meetings</li> <li>- Draft Data Governance Framework completed and circulated with relevant internal staff.</li> <li>- Report schedule has been completed and implemented.</li> <li>- Yet to be investigated as will depend on outcome of Council's spatial planning processes.</li> <li>- Report outlining revenue recovery is underway</li> <li>- Data and reporting needs consultation is underway and nearing completion. Feedback has been limited and being collated</li> </ul>			

<p><b>SOI-2025-34</b></p> <p><b>Regional Advocacy and Deals - Meetings with Central Government</b></p> <p><b>Regional Strategy</b></p>			
Owner	Bobbi Brown	Old KPI ID	SOI 2425_34
KPI Status	02 In Progress	Quarter Status	02 In Progress
<p><b>Q2 Report</b>      Target    Actual</p> <p>Supporting Stats NZ to look at rolling out national data systems by providing feedback on our procurement process and DISH system.</p>			





**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>SOI-2025-35</b>			
<b>Regional Advocacy and Deals - Funding Applications</b>			
<b>Regional Strategy</b>			
Owner	Bobbi Brown	Old KPI ID	SOI 2425_35
KPI Status	02 In Progress	Quarter Status	02 In Progress
<b>Q2 Report</b>	Target	Actual	
<ul style="list-style-type: none"> <li>- Continue to partner with Kānoa re the RIF and consideration of applications and alignment to the Beyond 2025 plan.</li> <li>- Regional Forum in Nov was successfully held with five ministers attending.</li> </ul>			

<b>SOI-2025-36</b>			
<b>Regional Advocacy and Deals - Submissions</b>			
<b>Regional Strategy</b>			
Owner	Bobbi Brown	Old KPI ID	SOI 2425_36
KPI Status	02 In Progress	Quarter Status	02 In Progress
<b>Q2 Report</b>	Target	Actual	
<ul style="list-style-type: none"> <li>- Support provided to the Southern Dairy Hub for a grant application to Kānoa/RIF which was submitted in December 2024.</li> </ul>			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>SOI-2025-37</b>			
<b>Housing - Deliver 4 projects from the Housing Action Plan</b>			
<b>Regional Strategy</b>			
Owner	Bobbi Brown	Old KPI ID	SOI 2425_37
KPI Status	02 In Progress	Quarter Status	04 On Schedule
<b>Q2 Report</b>			
	Target	Actual	
<p>PROJECT 1: Prepare discussion document for regional leaders which outlines options for a regional housing framework and structure - <b>COMPLETED Q1</b></p> <p>PROJECT 2: Develop and maintain the Regional Digital Housing Portal / website - <b>YET TO START</b></p> <p>PROJECT 3: Maintain the housing data dashboard and produce associated reporting where reporting permits - <b>UNDERWAY</b></p> <p>Feedback collated in Housing dashboard post launch; schedule developed for the delivery of the housing report; Socialisation of the housing data dashboard underway e.g. hui with the Southland Community Housing Group in December.</p> <p>PROJECT 4: A 'Development Ready' customer journey mapping exercise with each of the Southland councils was undertaken. This will show the experience of the consenting / house building process from the perspective of builders, homeowners, and developers, with the outcome being observations and recommendations to help the region - <b>COMPLETED</b></p> <p>'Development Ready' customer journey mapping exercise has been completed in Q2 and results / findings have been delivered to stakeholders.</p>			

<b>zSOI-2025-41</b>			
<b>Housing - Support Individual Councils</b>			
<b>Regional Strategy</b>			
Owner	Bobbi Brown	Old KPI ID	SOI 2425_38
KPI Status	02 In Progress	Quarter Status	09 Complete



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>Q2 Report</b>	Target	Actual
<p><b>KPI COMPLETED IN Q1 BUT IS ONGOING</b></p> <ul style="list-style-type: none"> <li>• Support provided to SDC to develop their Housing Action Plan including advice, technical support and data and insights.</li> <li>• Connected Councils with central Govt agencies – Kainga Ora etc.</li> <li>• Connected potential elderly housing developers with GDC, ICC and SDC.</li> <li>• Support provided to SDC re the Luxmore Housing Subdivision, Stewart Island Senior Housing project and Otautau housing opportunities.</li> <li>•</li> </ul>		

<b>SOI-2025-31</b>			
<b>Aquaculture - Facilitate the Development of the Regional Aquaculture Strategy</b>			
<b>Regional Strategy</b>			
Owner	Bobbi Brown	Old KPI ID	SOI 2425_39
KPI Status	02 In Progress	Quarter Status	02 In Progress
<b>Q2 Report</b>	Target	Actual	
<p>Scope the aquaculture strategy - Scoping continuing as update in Q1.</p> <p>-Partnership with Environment Southland agreed to which details an aligned approach to develop the Strategy as well as the Coastal Plan review in terms of stakeholder consultation/engagement.</p> <p>-Note that it was useful to present the Strategy to the Regional Forum recently held by Kānoa attended by 5 ministers. We were also able to highlight the connections between different pieces of work, regulation (e.g Coastal Plan and national aquaculture strategy review).</p> <p>Development of the aquaculture strategy - No additional update from Q1.</p>			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>SOI-2025-32</b>			
<b>Aquaculture - Support local and central government and Iwi</b>			
<b>Regional Strategy</b>			
Owner	Bobbi Brown	Old KPI ID	SOI 2425_40
KPI Status	02 In Progress	Quarter Status	02 In Progress
<b>Q2 Report</b>			
	Target	Actual	
<p>Socialisation of aquaculture with Iwi and councils including connecting with private sector:</p> <ul style="list-style-type: none"> <li>- Socialisation continuing as per Q1 update.</li> <li>- Note Regional Forum where a number of private sector businesses were able to connect with local and central govt.</li> <li>- Meetings with South Port, Councils and Kānoa to discuss infrastructure.</li> </ul> <p>Support Environment Southland with development and socialisation of the revised Regional Coastal Plan:</p> <ul style="list-style-type: none"> <li>- Partnership with Environment Southland agreed to which details an aligned approach to develop the Aquaculture Strategy as well as the Coastal Plan review in terms of stakeholder consultation/engagement.</li> </ul> <p>NOTE: KPI WAS DEEMED COMPLETED IN Q1 BUT IS ONGOING</p>			

<b>SOI-2025-96</b>			
<b>Analyse agricultural data and feed into the Regional Emissions Report for 2024</b>			
<b>Strategic Projects</b>			
Owner	Steve Canny	Old KPI ID	SOI 2425_24
KPI Status	02 In Progress	Quarter Status	02 In Progress



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<p><b>Q2 Report</b>      Target    Actual</p> <p>Further updates on livestock numbers will be undertaken later in the year</p>
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<p><b>SOI-2025-97</b></p> <p><b>Forestry - Land use change data and insights</b></p> <p><b>Strategic Projects</b></p>			
Owner	Steve Canny	Old KPI ID	SOI 2425_25
KPI Status	02 In Progress	Quarter Status	02 In Progress
<p><b>Q2 Report</b>      Target    Actual</p> <p>We have prepared the interim emissions data based on previous April 2024 report. Final version to be completed once the harvest and planting data from MPI has been released. This is likely to be in April 2025.</p> <p>Final report for 2024 emissions is proposed to be completed on or before 30 June 2025.</p>			

<p><b>SOI-2025-98</b></p> <p><b>Deliver the report which tracks mobile phone coverage across the region</b></p> <p><b>Strategic Projects</b></p>			
Owner	Steve Canny	Old KPI ID	SOI 2425_26
KPI Status	06 Complete	Quarter Status	09 Complete



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>Q2 Report</b>	Target	Actual
Full report compiled and presented to GS Board and Joint Shareholders in December 2024.		

<b>SOI-2025-42</b>			
<b>Publish Beyond Great - Great South's Business Newsletter 6 times per year</b>			
<b>Business Support and Diversification</b>			
Owner	Chami Abeysinghe	Old KPI ID	SOI 2425_21
KPI Status	Q2 In Progress	Quarter Status	04 On Schedule
<b>Q2 Report</b>	Target <b>3</b>	Actual <b>3</b>	
July newsletter sent 30/07/2024. September newsletter sent 30/09/2024 November newsletter sent 6/12/2024			

<b>SOI-2025-61</b>			
<b>Showcase 6 Southland businesses achieving success</b>			
<b>Business Support and Diversification</b>			
Owner	Chami Abeysinghe	Old KPI ID	SOI 2425_22



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

KPI Status	02 In Progress	Quarter Status	04 On Schedule
<p><b>Q2 Report</b>      Target <b>1</b> Actual <b>1</b></p> <p>One success story has been shared within our newsletter. The business shared their success within Southland and talking about building strong relationships and Southland punching above its weight.</p>			

<p><b>SOI-2025-62</b></p> <p><b>Businesses in Southland - guide to our region</b> <b>Business Support and Diversification</b></p>			
Owner	Chami Abeysinghe	Old KPI ID	SOI 2425_23
KPI Status	01 Pending	Quarter Status	01 Pending
<p><b>Q2 Report</b>      Target    Actual</p> <p>Scheduled to be completed during Q3 and Q4.</p>			

<p><b>SOI-2025-65</b></p> <p><b>Ensure 85 Percent of website traffic comes from key markets</b> <b>Regional Promotion</b></p>			
Owner	Mark Flood	Old KPI ID	SOI 2425_01



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

KPI Status	02 In Progress	Quarter Status	04 On Schedule
<p><b>Q2 Report</b>      Target    Actual</p> <p>Results for Website visitation as of 31 December:                      - Southland NZ: 91% of total pageviews (553,344) come from our key markets (goal is 85%)                      - Fiordland NZ: 80% of total pageviews (170,852) come from our key markets (goal is 85%)</p> <p>Top visited pages during Q2.</p> <p>Southland NZ:</p> <ol style="list-style-type: none"> <li>1. Events - add where majority of people are coming from</li> <li>2. Invercargill - Things to Do</li> <li>3. Fiordland - Accommodation</li> <li>4. Homepage</li> <li>5. Events -Back Your Backyard</li> </ol> <p>Fiordland NZ:</p> <ol style="list-style-type: none"> <li>1. Fiordland National Park</li> <li>2. Doubtful Sound</li> <li>3. Te Anau</li> <li>4. Homepage</li> <li>5. Day Walks Te Anau</li> </ol> <p>Notes on Website Traffic:                      Steady traffic across the sites with a few outliers in October (both sites) and December (Fiordland website). Most views during those spikes (and in general) come from Auckland &amp; Christchurch. There is no direct click-through relation from campaigns. Still, during those months, we did have the Kia Ora Hump Ridge Article and the Southland Article in New Idea during October, and Fiordland had social ads running during December. The social campaigns and organic social posts keep our traffic steady throughout the year, with campaigns helping to push awareness to our key audiences, such as New Zealand, Australia, the UK and the USA. All four are in our top 5 countries that frequent the site, and Singapore is in the top 5 countries with the most views.</p> <p>Marketing Website:  <a href="https://lookerstudio.google.com/u/0/reporting/5a134124-017b-46ca-8e95-7e0ea69a8da9/page/1M">https://lookerstudio.google.com/u/0/reporting/5a134124-017b-46ca-8e95-7e0ea69a8da9/page/1M</a></p>			





**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

Results for Social Engagement: Social reach and impressions for Fiordland from 1 July to 31 December 2024 versus the same period the previous year are still down roughly 80% across Facebook and Instagram due to the lack of campaigns. Campaigns started towards the end of Q2, so the next quarter should see a slight uptick. For Southland, the numbers are more positive on Facebook at only 7%, down from last year. This is due to ad campaigns. Instagram is still down 75% compared to last year, as we are not running any campaigns on Instagram.

Southland NZ:  
 - Reach: 2,083,499 people  
 - Followers: 162,102 people

Fiordland NZ  
 - Reach: 773,542 people  
 - Followers: 46,005 people

<b>SOI-2025-66</b>			
<b>3 Digital Campaigns</b>			
<b>Regional Promotion</b>			
Owner	Mark Flood	Old KPI ID	SOI 2425_02
KPI Status	02 In Progress	Quarter Status	09 Complete
<b>Q2 Report</b> Target <b>3</b> Actual <b>4</b>			
Campaign Overview:			
Spring Social Campaign:			
- 5 August - 1 October 2024 (Domestic) - Completed in Q1			
- 1 March - 30 April 2025 (International)			



## GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL KPI REPORT 2024/25 – Q2

### Autumn Social Campaign

- 1 September - 31 October 2024 (International) - Completed in Q2
- 15 February - 15 April 2025 (Domestic)

### Summer Social Campaign

- 15 November - 5 January 2025 (Domestic) - Completed in Q2
- 1 June - 31 July 2025 (International)

### NZME - Australia Campaign

- 1 July 2024 - 31 August 2024 - Completed in Q1

### NZME - Always On Domestic

- 1 July 2024 - 30 June 2025 - Currently Live

### Take Time Off - Te Anau Time Social Campaign

- 9 December 2024 - 20 January 2025 - Currently Live

### Like Social Campaign Fiordland

- 12 December 2024 - 6 February 2025 - Currently Live

### Like Social Campaign Southland

- 8 January - 28 February 2025 - Q3

### Seasonal Newsletter Signup Campaign

- 13 December - 27 December 2024 - Completed in Q2

### Completed:

Autumn Social Campaign (International) 1 September - 31 October 2024

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

- "Things to Do" ads highlight various activities and attractions that appeal to visitors from various backgrounds.

Summer Social Campaign (Domestic) 15 November 2024 - 5 January 2025



## GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL KPI REPORT 2024/25 – Q2

The Autumn Social campaign aims to promote Murihiku Southland as a destination for visitors during summer. The Campaign highlights the region's events and experiences, encouraging travellers to explore our stunning landscapes, indulge in delicious cuisine, and try things unique to Southland.  
- "Events" ads primarily focus on a local domestic audience, promoting community engagement and participation.  
- "Things to Do" ads highlight various activities and attractions that appeal to visitors from various backgrounds.

### Seasonal Newsletter Signup Campaign

Social Campaign to push our seasonal Visitor Newsletter to our key audiences worldwide.

### Currently Live:

NZME - Always On Domestic 1 July 2024 - 30 June 2025

The Always On Campaign generated awareness and consideration of travelling to Southland. It targeted people in Auckland and Otago interested in travel, sustainability, food & beverage. Between July and November, the ads were seen over 865,000 times by 343,000 unique people, which means people have seen this Campaign an average of 2.5 times. That motivated them to click through to our website to learn more 1,777 times.

### Take Time Off - Te Anau Time Campaign

The Take Time Off Social Campaign aims to promote Te Anau as a summer destination. The campaigns target travellers across New Zealand (excluding Te Anau & surroundings) interested in outdoor travel and outdoor recreation. The Campaign uses creative from the popular Te Anau Time campaign and highlights the need to "take time off" to experience something new.

### Like Social Campaign Fiordland

Social Campaign to promote following our social channels to our key audiences worldwide

### Like Social Campaign Southland

Social Campaign to promote following our social channels to our key audiences worldwide

### **Results:**

#### Autumn Social Campaign:

Impressions: 164,900

Reach: 115,848

Clicks to Site: 9,643

#### Summer Social Campaign:

Impressions: 103,299



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

Reach: 43,136 Clicks to Site: 1,358  NZME Always On Campaign Impressions: 865,952 Reach: 343,630 Clicks to Site: 1,777  Seasonal Newsletter Signup Campaign Impressions: 57,525 Reach: 38,764 Clicks to Site: 1,691
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<b>SOI-2025-67</b>			
<b>Updated 3 Marketing Collateral (Tourism Marketing)</b>			
<b>Regional Promotion</b>			
<b>Owner</b>	Mark Frood	<b>Old KPI ID</b>	SOI 2425_03
<b>KPI Status</b>	02 In Progress	<b>Quarter Status</b>	02 In Progress
<b>Q2 Report</b>			
	Target	Actual	
Hike Fiordland: The Hiking Passport Guide - Printed and distributed - Stock is at the Te Anau office for easy operator access - 1 Box in Invercargill office as backup			
Murihiku Eats: The Murihiku Southland Food Guide			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

- Printed and distributed
- Majority of Stock is at the Invercargill office, with a few boxes in Te Anau

Murihiku Southland Visitor Guide and Map (Postponed)

- The map design has been developed in collaboration with Naked Creative.
- A meeting will be held to discuss the layout and feel of the brochure.
- Once finalised, the project will be sent to the printer by the end of Q4.

<b>SOI-2025-68</b>			
<b>3 Famils (Tourism Marketing)</b>			
<b>Regional Promotion</b>			
Owner	Mark Frood	Old KPI ID	SOI 2425_04
KPI Status	02 In Progress	Quarter Status	09 Complete
<b>Q2 Report</b> Target <b>0</b> Actual <b>3</b>			
<ol style="list-style-type: none"> <li>1. November: TNZ Team &amp; Board visit to Invercargill</li> <li>2. November: Opening of Hump Ridge Track &amp; Stewart Island Famil with Aussie Journalist in partnership with TNZ</li> <li>3. December: Kia Ora: A food-focused family in Southland, with additional stories on Paddock-to-Plate and day trips from Invercargill (Gore, Stewart Island, The Catlins, etc.).</li> </ol> <p>Famils Currently in the works/Updates</p> <ul style="list-style-type: none"> <li>- Burt Munro Challenge Famil with Aussie Journalist (February) - cancelled journalist was unable to travel over during timeframe</li> <li>- TNZ Scouting Trip for Secret Promo project</li> <li>- TNZ Staff - Post TRENZ Famil (May)</li> </ul>			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>SOI-2025-69</b>			
<b>15 Media Results (Tourism Marketing)</b>			
<b>Regional Promotion</b>			
Owner	Mark Flood	Old KPI ID	SOI 2425_05
KPI Status	Q2 In Progress	Quarter Status	Q9 Complete
<p><b>Q2 Report</b> Target <b>4</b> Actual <b>6</b></p> <p>Visit Southland October:</p> <ol style="list-style-type: none"> <li>1. Kia Ora: Hump Ridge Track Article</li> <li>2. New Idea - Southland Article (Are Media Famil April 2024)</li> </ol> <p>Visit Southland November:</p> <ol style="list-style-type: none"> <li>1. Motupohue Adventure Park (multiple Outlets)</li> <li>2. Heartland Ride Opening (multiple outlets)</li> </ol> <p>Visit Fiordland October:</p> <ol style="list-style-type: none"> <li>1. Kia Ora: Hump Ridge Track Article</li> </ol> <p>Visit Fiordland November:</p> <ol style="list-style-type: none"> <li>1. Nautilus Marine Magazine: Fiordland Discovery Article</li> </ol> <p>Media Coverage for Southland during Q2:</p> <ul style="list-style-type: none"> <li>- The number of stories generated is: 24 (Year to date: 49)</li> <li>- with an Equivalent Advertising Value (EAV) of: \$3,649,230 (TNZ) (Year to date: \$5,141,744)</li> </ul> <p>XXX ADD INTERESTING RESULTS PILLARS</p> <p>Media Coverage for Fiordland:</p>			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

- The number of stories generated is: 84 (Year to date: 130) - with an Equivalent Advertising Value (EAV) of: \$2,210,710 (TNZ) (Year to date: \$7,739,085)		
<b>ICC</b> Delivered: <b>2</b>  1. Motupohue Adventure Park (multiple Outlets) 2. New Idea - Southland Article (Are Media Famil April 2024)	<b>SDC</b> Delivered: <b>4</b>  1. Kia Ora: Hump Ridge Track Article 2. New Idea - Southland Article (Are Media Famil April 2024) 3. Heartland Ride Opening (mutliple outlets) 4. Nautilus Marine Magazine: Fiordland Discovery Article	<b>GDC</b> Delivered:

<p><b>SOI-2025-70</b></p> <p><b>Attend 5 trade shows (Tourism Trade)</b></p> <p><b>Regional Promotion</b></p>			
<b>Owner</b>	Mark Frood	<b>Old KPI ID</b>	SOI 2425_06
<b>KPI Status</b>	02 In Progress	<b>Quarter Status</b>	02 In Progress
<p><b>Q2 Report</b>                      Target    Actual</p> <p>No Trade shows are held in the Q2 quarter; however, follow-up and continued contact with connections from TECNZ are maintained in Q2. Commitments and planning for RTNZ (Q2) and TRENZ (Q3) are underway.</p> <p>TECNZ was held in Invercargill on August 6,7 and 8 August 2024.                  The conference is held annually in a region of New Zealand, providing 300 delegates with the opportunity to gain the latest industry insights from engaging speakers and to network with peers.                  The trade portion of the event gives Regions/ Tourism operators a chance to sit down 1 on 1 with Inbound operators to discuss updates and opportunities to generate trade. Great South was duelling hosting and attending trade events, with many great connections and opportunities fostered.</p>			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>SOI-2025-71</b>			
<b>Attend 2 partnered famils (Tourism Trade)</b> Regional Promotion			
Owner	Mark Frood	Old KPI ID	SOI 2425_07
KPI Status	02 In Progress	Quarter Status	09 Complete
<b>Q2 Report</b> Target <b>1</b> Actual <b>1</b>			
<p>TNZ Leaders &amp; Qualmark Famil - The TNZ leadership meeting was held in Invercargill 7 &amp; 8 November. Great South utilized this opportunity to host and engage with the TNZ Leadership team, as well as famil them on Invercargill &amp; Bluff experience as was their request. Sites: Visited: Ascot Park Hotel, The Batch Cafe, Bill Richardson Transport World, Toot Sweet, Motorcycle Mecca, Striling Point, Bluff Distillery &amp; Foveaux Puaa meeting, Langlands Hotel, Invercargill Airport.</p>			

<b>SOI-2025-72</b>			
<b>2 Murihiku itineraries adopted from Milford Opportunities Project (Tourism Trade)</b> Regional Promotion			
Owner	Mark Frood	Old KPI ID	SOI 2425_08
KPI Status	02 In Progress	Quarter Status	09 Complete
<b>Q2 Report</b> Target <b>1</b> Actual <b>1</b>			
<p>In alignment with MOP project, we design itineraries which promote approaching Piopiotahi from Te Anau, utilizing group transportation TRENZ 2025 itinerary - overnights Distinction Hotel, South Discoveries for road transport, sightseeing and Milford Sound cruise.</p>			





**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>SOI-2025-73</b>			
<b>Develop 1 new iwi experience (Tourism Trade)</b>			
Regional Promotion			
Owner	Mark Frood	Old KPI ID	SOI 2425_09
KPI Status	02 In Progress	Quarter Status	02 In Progress
<b>Q2 Report</b>	Target	Actual	
Matariki initiative involving Te Ao Mārama, Iwi & SDC - 9 Matariki way points around Southland being developed into a regional story telling experience.			

<b>SOI-2025-64</b>			
<b>Attend 3 conference events (Business Events)</b>			
Regional Promotion			
Owner	Mark Frood	Old KPI ID	SOI 2425_12
KPI Status	02 In Progress	Quarter Status	04 On Schedule
<b>Q2 Report</b>	Target	Actual	
Attendance at trade event - The Office EA PA Show - Auckland (October) Attendance at trade event - AuSAE Linc Conference - Christchurch (October) Attendance at trade event - BE Expo - Auckland (November)			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

<b>SOI-2025-95</b>			
<b>Murihiku Southland Destination Strategy - Implementation Plan Development</b>			
<b>Regional Promotion</b>			
Owner	Mark Frood	Old KPI ID	SOI 2425_11
KPI Status	Q2 In Progress	Quarter Status	Q2 In Progress
<b>Q2 Report</b>	Target	Actual	
Draft report has been written and is now just awaiting a data update and information from a couple of remaining stakeholders. This draft will be reviewed in January before the final version is sent to our graphic designer.			

<b>SOI-2025-94</b>			
<b>Progress at least 3 projects from the Murihiku Southland Destination Strategy 2023-2029</b>			
<b>Regional Promotion</b>			
Owner	Mark Frood	Old KPI ID	SOI 2425_10
KPI Status	Q2 In Progress	Quarter Status	Q2 In Progress
<b>Q2 Report</b>	Target	Actual	
<p>Dark Skies</p> <ul style="list-style-type: none"> <li>* Continued to work on inputting and assessing images and information collected in relation to lighting compliance from trip to Milford Sound.</li> <li>* Visited Te Anau to assess lighting compliance on all buildings in the area to support our application to Dark Sky International</li> <li>* Worked to connect the Royal NZ Astronomical Society annual speaker series with key groups in Southland. Stewart Island Promotion Association have now registered an expression of interest to host this international speaker, as part of their required outreach programme.</li> <li>* Started preparation work to complete annual Dark Sky International report for Rakiura International Dark Sky Sanctuary.</li> </ul>			



## GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL KPI REPORT 2024/25 – Q2

### Te Taurapa o Te Waka - Motupōhue Bluff Visitor Experience

- \* Met with the project team, Awarua Rūnaka and Hemi Whaanga on a potential VR representation of the project concept. This can be used during the marae birthday celebrations scheduled for February 2025 but will also support funding approaches to be made within the year.
- \* Met with Dean Whaanga and the project team on the Matariki Pou project and discussed the Bluff Motupōhue Pou not yet developed and how this could become an interim stage of the TTOTW project.

### Bluff Motupōhue Tourism Master Plan

- \* Continue to meet with and work alongside the Project Coordinator.
- \* Prepared an update on the BMTMP for the Bluff Community Board and presented this at their November meeting. This had strong feedback and they will consider projects from the plan to include as part of their Bluff priorities within the ICC Long Term Plan.
- \* Met with ICC team and wider stakeholders to support the opening of Te Wahi Tākaro o Motupōhue Adventure Park.
- \* Visited Ocean Beach to take part in their new paua tours tourism product.

### Tourism Sector Sustainability

- \* The Murihiku Southland Sustainable Tourism Programme is currently on hold until there is resource to support its delivery as this was a joint activity with the Sustainability Planner role which is currently unfilled.
- \* Ran a meeting with the Fiordland community to support the establishment of a Responsible Fiordland group which would focus on moving towards single use plastic free, similar to the SUCFree Wanaka initiative. This had a low turnout, partly due to the timing at year end when operators are busy. Will reassess the approach here in early 2025.

### Southland Murihiku Food Tourism Strategy implementation

- \* Kia ora famil has taken place and filming for our regional food video has been complete with the final version to come in 2025.
- \* Appointed an external contractor to undertake key actions focused on implementation of the Southland Murihiku Food Tourism Strategy. This includes the development of a food tourism microsite within SouthlandNZ, a food tourism toolkit and a producer database.
- \* Hospitality focussed sustainability programme on hold until the pathway forward for the Murihiku Southland Sustainable Tourism Programme is clear.

### Other

- \* Cycle tourism - created a further report on the proposed Regional Trails Entity and what deliverables this could achieve over a 3–5-year period. Presented this to the Great South Joint Shareholders Committee who are supportive and see the benefits but are unable to fund it at this time. Updated key stakeholders and trails groups in the region and presented the proposal and outcome to the Great South Board.
- \* Met with Clutha Development as part of our twice yearly in person meetings schedule outlined in our MOU for the management of tourism in the Catlins. Discussed joint activity and upcoming areas where we could partner.
- \* Worked with the Regional Strategy team on the tourism platform included within DISH and on the reporting template and insights that will be shared moving forward.



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

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<b>SOI-2025-86</b>			
<b>Increase on number of events listed on SouthlandNZ Calendar (Events)</b>			
<b>Regional Promotion</b>			
Owner	Mark Frood	Old KPI ID	SOI 2425_13
KPI Status	02 In Progress	Quarter Status	04 On Schedule
<b>Q2 Report</b> Target    Actual			
1 July - 31 December year to date: 355 (The number of events that occurred during the time period)			

<b>SOI-2025-87</b>			
<b>Increase overall page views on SouthlandNZ regional calendar (Events)</b>			
<b>Regional Promotion</b>			
Owner	Mark Frood	Old KPI ID	SOI 2425_14
KPI Status	02 In Progress	Quarter Status	05 Ahead Of Schedule
<b>Q2 Report</b> Target <b>22000</b> Actual <b>41271</b>			
1 July - 31 December year to date results: TOTAL: 41,271			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

- Arts Murihiku Events Calendar (/arts-murihiku-events-calendar/): 754
- Heritage South (/heritage-south/): 58
- ILT Stadium (/ILT-stadium-southland/): 445
- Active Southland (/active-southland-calendar/): 483
- Back your back your yard (/events/events-southland/): 19,070
- SouthlandNZ main events calendar (/events/): 15,047
- Spring campaign (/events/southland-event-guides/spring-event-guide/): 2,059
- Summer campaign (/events/southland-event-guides/summer-event-guide/): 2,696
- Autumn campaign (/events/southland-event-guides/autumn-event-guide/): 390
- Winter campaign (/events/southland-event-guides/winter-event-guide/): 269

<b>SOI-2025-89</b>			
<b>Support delivery of Burt Munro Challenge (Event Delivery)</b>			
<b>Regional Promotion</b>			
Owner	Mark Frood	Old KPI ID	SOI 2425_16
KPI Status	02 In Progress	Quarter Status	04 On Schedule
<b>Q2 Report</b>	Target	Actual	
Planning underway			

<b>SOI-2025-90</b>			
<b>Deliver ILT Kidzone Festival (Event Delivery)</b>			
<b>Regional Promotion</b>			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

Owner	Mark Frood	Old KPI ID	SOI 2425_17
KPI Status	02 In Progress	Quarter Status	03 Behind Schedule
<b>Q2 Report</b> Target   Actual  No 2025 activity occurred			

<b>SOI-2025-91</b>  <b>Regional Marketing Cluster Campaigns (Events)</b> <b>Regional Promotion</b>			
Owner	Mark Frood	Old KPI ID	SOI 2425_18
KPI Status	02 In Progress	Quarter Status	04 On Schedule
<b>Q2 Report</b> Target   Actual  Event marketing is done via seasonal social media campaigns through the Southland NZ Channel. For more information go to: SOI-2025-66 - 3 Digital Campaigns  Completed: Autumn Social Campaign (International) 1 September - 31 October 2024 The Autumn Social campaign aims to promote Murihiku Southland as a destination for visitors during autumn. The campaign highlights the region's events and experiences, encouraging travellers to explore our stunning landscapes, indulge in delicious cuisine, and try things unique to Southland. - "Things to Do" ads highlight various activities and attractions that appeal to visitors from various backgrounds.  Summer Social Campaign (Domestic) 15 November 2024 - 5 January 2025 The Autumn Social campaign aims to promote Murihiku Southland as a destination for visitors during summer. The campaign highlights the region's events and experiences, encouraging travellers to explore our stunning landscapes, indulge in delicious cuisine, and try things unique to Southland. - "Events" ads primarily focus on a local domestic audience, promoting community engagement and participation.			



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL  
KPI REPORT 2024/25 – Q2**

- "Things to Do" ads highlight various activities and attractions that appeal to visitors from various backgrounds.

**Results:**  
 Autumn Social Campaign:  
 Impressions: 164,900  
 Reach: 115,848  
 Clicks to Site: 9,643

Summer Social Campaign:  
 Impressions: 103,299  
 Reach: 43,136  
 Clicks to Site: 1,358

SOI-2025-100																											
<b>Produce the Regional Emissions Report</b>																											
Strategic Projects																											
Owner	Steve Canny	Old KPI ID	SOI 2425_27																								
KPI Status	02 In Progress	Quarter Status	02 In Progress																								
<table border="1"> <thead> <tr> <th>O2 Report</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td colspan="3">SOI-2025-101</td> </tr> <tr> <td colspan="3">Regional emissions reports has been completed, however we are waiting for final data from MPI and MfE for forestry.</td> </tr> <tr> <td colspan="3"><b>Review and update the Net Zero Southland</b></td> </tr> <tr> <td colspan="2">Strategic Projects</td> <td>SDC Delivered:</td> <td>GDC Delivered:</td> </tr> <tr> <td>Owner</td> <td>Steve Canny</td> <td>Old KPI ID</td> <td>SOI 2425_28</td> </tr> <tr> <td>KPI Status</td> <td>02 In Progress</td> <td>Quarter Status</td> <td>02 In Progress</td> </tr> </tbody> </table>				O2 Report	Target	Actual	SOI-2025-101			Regional emissions reports has been completed, however we are waiting for final data from MPI and MfE for forestry.			<b>Review and update the Net Zero Southland</b>			Strategic Projects		SDC Delivered:	GDC Delivered:	Owner	Steve Canny	Old KPI ID	SOI 2425_28	KPI Status	02 In Progress	Quarter Status	02 In Progress
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KPI Status	02 In Progress	Quarter Status	02 In Progress																								



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL  
KPI REPORT 2024/25 – Q2**

<b>Q2 Report</b>		
	Target	Actual
<p>Net Zero Southland 2021 is being reviewed and updated. The background formulas have been reviewed and have been converted to include the latest emissions factors and the effects of Tiwai smelter remaining in the region.</p> <p>This interim data will be prepared and consultation with key stakeholders will take place in Q3/4 of the 2024/25 FY.</p>		
<b>ICC</b> Delivered:	<b>SDC</b> Delivered:	<b>GDC</b> Delivered:





**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

SOI-2025-102			
<b>Prepare an Action Plan to guide implementation of the Regional Energy Strategy</b>			
Strategic Projects			
Owner	Steve Canny	Old KPI ID	SOI 2425_29
KPI Status	Q2 In Progress	Quarter Status	Q2 In Progress
<p><b>Q2 Report</b>                      Target    Actual</p> <p>1. Energy profile for Southland including the number of boiler conversions, what remains to be converted, new industry demands and probability modelling. This is ongoing with a presentation to be made in Q1 2025.</p> <p>2. Biogenic Methane project supported;</p> <p>    a. Projects that require biogenic methane including enabling multiple farming units to have one biogenic methane recovery plant – regulatory change (SDC/GDC)</p> <p>    b. LPG converted to methane – evaluate methane recovery at Clifton, looking at higher value methane use probability (cooking gas, crematorium etc.,)</p> <p>3. Looking at export markets and the carbon related disclosures</p> <p>4. Decarbonisation videos to encourage greater participation by businesses. We hosted our last decarbonisation workshop in October with 12 participants representing Back Country Foods and the Hump Ridge Track. This great walk envisions to be recognised as the only low carbon great walk in NZ, supporting inbound operators that are wanting low carbon experiences.</p> <p>5. Ongoing socialisation and education of the importance of verified sustainability practices for exporters to bring greater value to products and services offered from the region.</p>			
ICC Delivered:	SDC Delivered:	GDC Delivered:	



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

SOI-2025-104			
<b>Prepare two technical reports for biogenic methane and woody-biomass</b>			
Strategic Projects			
Owner	Steve Canny	Old KPI ID	SOI 2425_30
KPI Status	02 In Progress	Quarter Status	02 In Progress
<p><b>Q2 Report</b>                      Target    Actual</p> <p>Biogenic Methane:</p> <ul style="list-style-type: none"> <li>* Supported a private investment in biogenic methane recovery and advocated for greater use of biogenic methane as a substitute fuel for diminishing LPG.</li> <li>* Change in government policy and funding has affected the number of projects.</li> </ul> <p>Woody biomass</p> <ul style="list-style-type: none"> <li>* Provided forward pathways on volumes and materials that are likely to be needed in the region. A regional update on woody biomass volumes is underway in Q3 of the 2024/25 FY. It is expected that the demand will grow from 215,000tns to 550,000tns by 2028.</li> <li>* We currently have over 60 biomass boilers operating in the region.</li> <li>* Very high spot prices during late winter and early spring within NZ has created significant interest in the use of alternative energy sources to support renewable energy resilience.</li> </ul>			
ICC Delivered:	SDC Delivered:	GDC Delivered:	



**GREAT SOUTH ACCOUNTABILITY REPORT FOR INVERCARGILL CITY COUNCIL**  
**KPI REPORT 2024/25 – Q2**

SOI-2025-105		
<b>Prepare a spatial plan identifying favourable locations for renewable energy generation</b>		
Strategic Projects		
Steve Canny	Old KPI ID	SOI 2425_31
02 In Progress	Quarter Status	02 In Progress
<b>Q2 Report</b>	Target	Actual
Report complete, with 114 sites identified. This technical report is being converted to a public document which will be completed on or before 30 April 2025.		
ICC Delivered:	SDC Delivered:	GDC Delivered:

## 2024/2025 QUARTER TWO PERFORMANCE (DECEMBER 2024)

**To:** Finance and Policy Committee

**Meeting Date:** Tuesday 18 March 2025

**From:** Patricia Christie, Group Manager – Finance and Assurance

**Approved:** Michael Day - Chief Executive

**Approved Date:** Thursday 13 March 2025

**Open Agenda:** Yes

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### Purpose and Summary

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

### Recommendations

That the Finance and Policy Committee:

1. Receives the report “2024/2025 Quarter Two Performance (December 2024)”
2. Notes that 81 of 113 (72%) of the performance measures are either met or on track, 13 are being monitored (12%) and twelve (11%) will not be able to be met in 2024/2025. This compares to 68% in Quarter Two of the previous financial year and is no change to Quarter One this year.
3. Notes the performance report contains provisional results and these may change as more data is accumulated throughout the year.
4. Notes that seven of the 17 activities have a year-to-date net operating financial performance variance lower than budget by more than 5%. This compares to eight in Quarter One.

### Recommend to Council:

5. Approves the budget adjustments outlined in the Schedule of changes to the plan (budget) in the Quarter Two.

## Background

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

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

## Issues

### Management of the business

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

- Service performance – at the end of Quarter Two, 83% of performance measures set by Council<sup>1</sup> are on track or being monitored (down from 93% in Quarter One), noting that these results are provisional and may change as more data is accumulated throughout the year. This is against an annual target of 80%.
- Capital programme delivery - 91% of the budgeted capital programme for the first six months of the year has been delivered, noting that Quarter Two has continued the traditionally slow first half of the year as programmes are contracted and brought on line. A wet Quarter Two has also contributed to some projects being delayed like Branxholme supply main renewal. The Quarter Two capital delivery equates to 26% of the annual capital expenditure budget.
- Financial performance – At the end of Quarter Two, operational budgets are +1.4% of the Long-term Plan (+ Additional budget decisions). This is against a target of +/- 5%.

### Service performance

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

Of the 40 levels of service, 24 (60%) are on track to be met in 2024/2025 (down from 65% in Quarter One), 10 (25%) are being monitored as potential risks (down from 28% in Quarter One) and five (13%) will not be met (up from 5% in Quarter One). The following areas are no longer on track: one public transport level of service is at risk and three levels of service will not be met (roading, aquatic services and venue and events services).

Similar to Quarter One, of the 113 performance measures, 81 (72%) are on track to be met (compared to 68% in Quarter Two of 2023/2024).

There are a further 13 measures which are currently being monitored (12%), and 12 which cannot be met this year – three require 100% delivery (and have not been met in Quarters One

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<sup>1</sup> As opposed to those set by DIA

and/or Two), two relate to public visits to Te Pātaka Taoka Southern Regional Collections Facility, five relating to hireage of Council venues, and one relating to the number of fatalities and serious injury crashes and unplanned pool closures, respectively.

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

Performance across the three waters areas remains strong, with no areas at risk of non-delivery.

Three of the six roading measures are on track to be achieved.

Of the remaining three, the final count of serious injury and fatalities crashes is not usually available until the end of the financial year, however, reports to date indicate that it's very unlikely the KPI will be met. For the remainder of the year, Council plans to focus on crash reduction and pedestrian safety with regular analysis of data and forward planning. Council partners with Southland District Council and Gore District Council for a region-wide approach to the road safety for all modes (pedestrians, cyclists and motorists). However, central funding for road safety promotion has been reduced and Council has had to adjust the reach of these programmes to match funding.

Most Solid Waste performance measures continue to be on track, with the exception of one currently being monitored.

The majority of the Leisure, Recreation and Wellbeing measures remain on track to meet the yearly targets. Council facilities and services continue to see strong demand, with usage to date exceeding the totals for the same period of 2023/2024 – this includes parks, Splash Palace, He Waka Tuia, library and bus patronage.

Highlights from the Corporate and Regulatory Services areas include:

- Steady increase in the number of projects supported by the Community Wellbeing Fund (39 at the end of Quarter Two of 2024/2025 compared to 30 for the same period last financial year).
- All food premise registrations, alcohol licences and LIM reports are issued within the statutory timeframes.
- Satisfaction with building, planning and property records as well as consenting process continues to be well above target.
- 98% of requests for services are under investigation or closed within 10 working days of being raised. All other Corporate Services measures are on track to be met.

Five of the seven Property Services measures remain on target. The remaining two, relating to the use of public toilets, are being monitored.

All but one of the Investments measures are on target. Net interest income is being monitored due to the ICL advance balance decreasing and therefore reducing the interest received.

## Satisfaction

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

Council undertook on-site surveying at Splash Palace in Quarter Two, with 100 responses collected. These results have had an impact on the cumulative satisfaction results for the year. It has always been understood that the change of methodology away from phone to online surveying contains a negativity bias. These results give an indication of the potential scale of this impact. Further on-site surveying is planned for other leisure, recreation and wellbeing activities through the remainder of 2024/2025 and into next financial year. The potential to add weighting of these results is being explored with the survey provider.

## Financial Performance

For the six months to 31 December 2024, excluding depreciation, Council had a net operating surplus of \$15.0 million. This is \$0.2 million better than budget of \$14.8 million.

Including depreciation, Council had a net operating deficit for the first half of the year of \$7.5 million, this is \$0.2 million better than the \$7.7 million deficit budgeted and \$4.0 million better than the same period last year.

Total revenue for the six months up to 31 December 2024 was \$64.3 million, lower than budget by \$0.8 million and higher than last year by \$9.8 million.

Total expenditure for the six months up to 31 December 2024 was \$71.8 million, lower than budget by \$1.0 million and higher than last year by \$5.8 million.

From an activity view, seven of the 17 activities' net operating financial performance were lower than budget by more than 5% variance. These include:

- Water – Lower water usage billing revenue has been generated as a number of customers are using their annual free allowance and wet weather has contributed to lower sales.
- Roading - Subsidy revenue is tracking lower with the funds from the December claim was not received until Quarter Three.
- Aquatic Services – General admissions revenue is down on budget with economic conditions encouraging frequent visitors to purchase memberships to reduce their costs. Electricity and woodchips consumption, which is used to heat the pool, was higher in Quarter Two due to the adverse weather conditions.
- Public Transport – Revenue is lower as there was a delay in the November claim for NZTA Waka Kotahi, which was received in Quarter Three. Total Mobility expenses is also running higher.
- Parks and Reserves - Forestry revenue is under achieved due to some of this year's planned harvest being processed in 2023/2024 to take advantage of the market price

in the last financial year. Cemeteries, crematorium and sportsground revenue is also lower than anticipated. It is unlikely that demand will increase to meet budget.

- Regulatory Services – Environmental Services revenue is lower than anticipated due to reduced parking fine volumes as a result of the infringement fee increase set by Government which came into effect on 1 October 2024.
- Planning and Building has seen an increased volume of commercial consents during the first half of the year which has required higher use of contractors to complete, which will be recovered through fees. Grant expenses for the Seismic grant have been uplifted faster than anticipated but will be managed within the budget.
- Corporate Services – Expenses are more than anticipated due to Local Water Done Well analysis work completed and timing differences in the staff cost allocation to capital projects in the Engineering Services and Information Services teams. The Local Water Done Well work will be offset with Government funding. These will be adjusted within Quarter three.

### **Change in policy on accruals**

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

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

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

Some of the variances within this report are due to this change in treatment. Over the coming year, continued revision to phasing will be completed. This phasing will also be applied to next years' Annual Plan numbers for a better comparison. The exceptions to this are finance revenue and expenses (principally interest), as well as salary and wages costs as these transactions fluctuate during the year due to when financial instruments mature and when employee leave is taken.



Most other revenue and expenses are consistent throughout the year, therefore are easier to adapt to the new treatment. There is no impact on the year-end figures as a full accrual process will still be completed in the month of June for the annual report.

### **Capital Delivery**

Capital expenditure of \$19.7 million has been spent in the first six months to 31 December 2024. This is lower than budget by \$1.9 million and is higher than last year spend by \$2.8 million. The programme has been slower in the first half of the year, capital contracting is traditionally slower in quarter one and wet weather in quarter two delaying work from being carried out.

There are a number of larger projects that are planned to be progressed over the remainder of the year, including Project 1225 and the completion of Branxholme Pipeline.

As signalled at the time of adoption of the Long-term Plan, Council's capital programme is a step change from the trend history of Council. This is being driven both by renewals in the horizontal infrastructure as the system ages and by Council's more ambitious project programme. Council's delivery is increasing but not fast enough to keep pace with the planned programme. There is a review being undertaken to realign the capital programme to what can be delivered this year. This is expected to lower the budget down to approximately \$70 million.

### **Roadmap to Renewal Projects**

Te Unua Museum of Southland build continues, with all piling and ground beams progressing as planned. The first walls are due early in the new year. The Experience works have fallen behind the programme due to slower-than-planned engagement by the iwi supporting team. The main contractor has lodged two of the three main consents and plans to lodge the third early in 2025.

At the end of Quarter Two, 80% of CCTV locations were live, with the remaining ones scheduled to go live in Quarter Three.

Stage Two of the Bluff Boat Ramp Renewal which includes the public toilet and fish processing unit is underway. The first concepts have been received and are being reviewed by the PMO team, on track to be ordered by February 2025.

There are no significant changes to be reported regarding progress of Esk Street West project. The design and construction phases have been slightly adjusted to align the project with the opening timeline.

Work on the Surrey Park Grandstand began in November 2024 and is on track to be completed by the end of May 2025. Demolition and excavation works have been completed and the reinstall of the refurbished gables end windows will be completed in January 2025.

### **Budget Changes**

During Quarter Two, changes were made to the 2024/2025 budget. These are detailed in the Schedule of changes to the plan (Budget) section of the Performance report attachment.

The key budget changes included in the December 2024 Performance report that Council will be asked to approve include:

### **Operational**

- -\$1.2 million lower subsidy revenue from NZTA Waka Kotahi to reflect the approved subsidised operational and capital programmes for the 2024-2027 period.
- -\$0.8 million lower interest revenue due to A) the short-term advance of \$18 million to Invercargill City Holdings Limited was repaid in July 2024, four months earlier than planned in the Long-term Plan, B) the average balance of the Invercargill Central advance is lower than planned due to repayments received.
- +\$0.7 million higher insurance premiums than planned, reflecting world-wide trend in insurance risk and rising asset replacement values.
- +\$0.3 million higher depreciation adjustment to align with capital programme movements and updated asset register.
- +\$0.4 million higher expense for ICC share of the Ocean Beach remediation work.

### **Capital**

- -\$5.0 million revision to phasing of Te Unua project to align with expect spend in 2024/2025. Total project spend was increased to align with Council approval in October 2025.
- -\$1.7 million revision of the Roding & Public Transport capital programmes to align with NZTA Waka Kotahi approved funding programme.
- -\$1.2 million removal of duplication error within the plan as capital renewal for water supply pipes was also included as part of the Branhholme pipe line project.
- -\$1.0 million of capital deferred to future years as programme will not be completed this year. This includes feasibility work for the Additional Pool at Splash Palace to be built in 2033-2034 and Splash Palace changing rooms renewal work.

Since December 2024, further proposed budget adjustments have been identified when preparing the Annual Plan 2025/2026. This have been included with the Finance update report, included in the agenda for Finance and Policy committee meeting 18 March 2025.

### **Next Steps**

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

### **Attachments**

1. 2024/2025 Quarter Two Performance Report (A5794105)
2. Roadmap to Renewal (A5792014)

A5794105



## PERFORMANCE REPORT

As at 31 December 2024





# PERFORMANCE REPORT

As at 31 December 2024

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### Traffic Light Colour Key & Report Guide

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*Financial Performance*  
*Capital Delivery Performance*

#### 2 Activity Performance

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

#### 3 All Of Council Detail

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



Invercargill City Council

# Traffic Light Colour Key & Report Guide

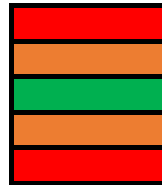
## Non Financial Performance

On target or achieved  
 Being monitored  
 Not achieved  
 No measure available



## Financial Performance

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

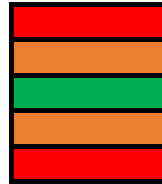


## Revenue

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

## Capital Delivery Performance

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



## Expenses & Capital

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

## Financial numbers

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

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

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

## Section 1 - Council Performance Summary

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# PERFORMANCE REPORT

As at 31 December 2024

**Non Financial Performance**

**Financial Performance**

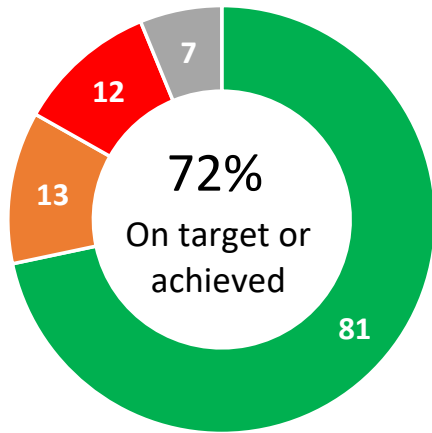
**Capital Delivery Performance**



Invercargill City Council

# Council Summary

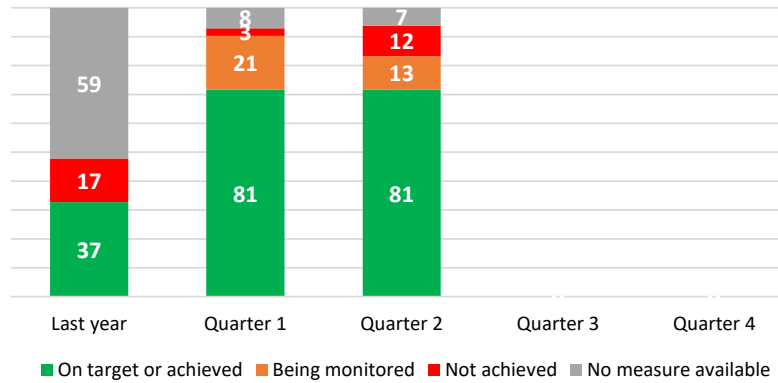
Non Financial Performance				
Level of Service (total 40)	On target or achieved	Being monitored	Not achieved	No measure available
	24 <small>60%</small>	10 <small>25%</small>	5 <small>13%</small>	1 <small>3%</small>



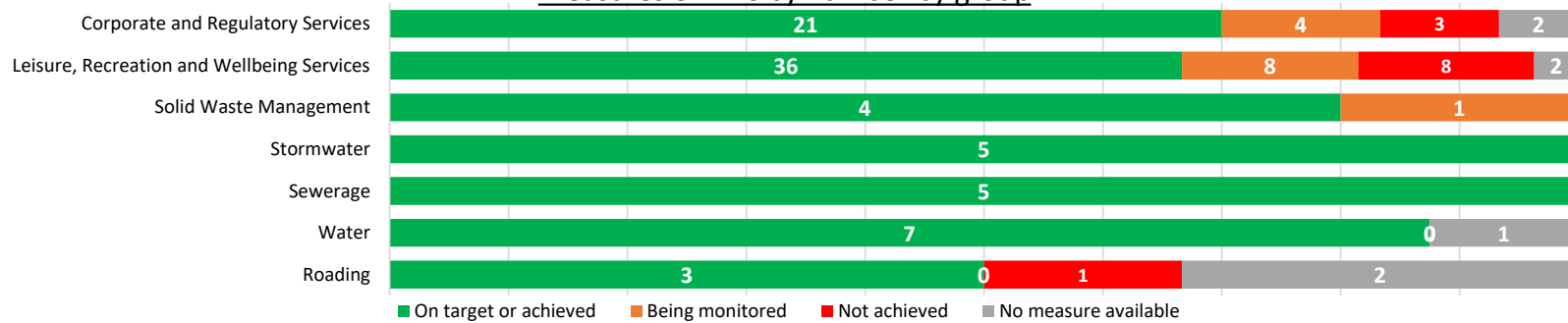
Measures of KPIs  
(113 total measures)

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

Measures of KPIs by number by quarter



Measures of KPIs by number by group



**Invercargill City Council**

## **Council Summary**

### **Non Financial Performance**

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

Of the 40 levels of service, 24 (60%) are on track to be met in 2024/2025 (down from 65% in Quarter One), 10 (25%) are being monitored as potential risks (down from 28% in Quarter One) and five (13%) will not be met (up from 5% in Quarter One). The following areas are no longer on track: one public transport level of service is at risk and three levels of service will not be met (roading, aquatic services and venue and events services).

Similar to Quarter One, of the 113 performance measures, 81 (72%) are on track to be met (compared to 68% in Quarter Two of 2023/2024).

There are a further 13 measures which are currently being monitored (12%), and 12 which cannot be met this year – three require 100% delivery (and have not been met in Quarters One and/or Two), two relate to public visits to Te Pātaka Taoka Southern Regional Collections Facility, five relating to hireage of Council venues, and one relating to the number of fatalities and serious injury crashes and unplanned pool closures, respectively.

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

Performance across the three waters areas remains strong, with no areas at risk of non-delivery.

Three of the six roading measures are on track to be achieved.

Of the remaining three, the final count of serious injury and fatalities crashes is not usually available until the end of the financial year, however, reports to date indicate that it's very unlikely the KPI will be met. For the remainder of the year, Council plans to focus on crash reduction and pedestrian safety with regular analysis of data and forward planning. Council partners with Southland District Council and Gore District Council for a region-wide approach to the road safety for all modes (pedestrians, cyclists and motorists). However, central funding for road safety promotion has been reduced and Council has had to adjust the reach of these programmes to match funding.



**Invercargill City Council**

## **Council Summary**

### **Non Financial Performance**

Most Solid Waste performance measures continue to be on track, with the exception of one currently being monitored.

The majority of the Leisure, Recreation and Wellbeing measures remain on track to meet the yearly targets. Council facilities and services continue to see strong demand, with usage to date exceeding the totals for the same period of 2023/2024 – this includes parks, Splash Palace, He Waka Tuia, library and bus patronage.

Highlights from the Corporate and Regulatory Services areas include:

- Steady increase in the number of projects supported by the Community Wellbeing Fund (39 at the end of Quarter Two of 2024/2025 compared to 30 for the same period last financial year).
- All food premise registrations, alcohol licences and LIM reports are issued within the statutory timeframes.
- Satisfaction with building, planning and property records as well as consenting process continues to be well above target.
- 98% of requests for services are under investigation or closed within 10 working days of being raised. All other Corporate Services measures are on track to be met.

Five of the seven Property Services measures remain on target. The remaining two, relating to the use of public toilets, are being monitored.

All but one of the Investments measures are on target. Net interest income is being monitored due to the ICL advance balance decreasing and therefore reducing the interest received.

### Satisfaction

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

Invercargill City Council

## Council Summary

### Non Financial Performance

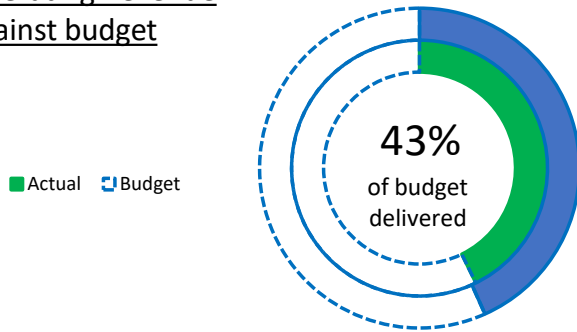
Council undertook on-site surveying at Splash Palace in Quarter Two, with 100 responses collected. These results have had an impact on the cumulative satisfaction results for the year. It has always been understood that the change of methodology away from phone to online surveying contains a negativity bias. These results give an indication of the potential scale of this impact. Further on-site surveying is planned for other leisure, recreation and wellbeing activities through the remainder of 2024/2025 and into next financial year. The potential to add weighting of these results is being explored with the survey provider.

Invercargill City Council

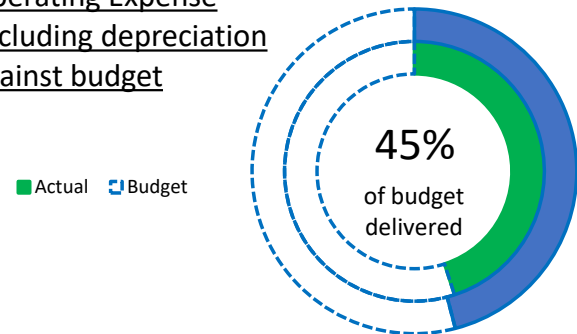
# Council Summary

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$15 million	\$14.8 million	\$0.2 million	\$41 million	\$43.9 million	-\$2.9 million

Operating Revenue against budget



Operating Expense excluding depreciation against budget



<u>Net operating surplus</u> <u>By activity</u> <i>excluding depreciation</i>	YTD Act vs Bud Variance (\$000)	Full Year Bud vs Plan Variance (\$000)
<b>Infrastructure</b>		
Water	- 300	+ 2
Sewerage	+ 897	+ 4
Stormwater	+ 340	+ 3
Roading	- 273	- 1,769
Solid Waste	+ 615	+ 161
<b>Leisure, Recreation and Wellbeing Services</b>		
Aquatic Services	- 202	- 228
Arts, Culture and Heritage	+ 563	+ 6
Elderly Persons Housing	+ 2	-
Libraries	+ 48	- 4
Public Transport	- 484	+ 403
Parks and Reserves	- 303	- 40
Venues and Events Services	+ 76	-
<b>Corporate and Regulatory Services</b>		
Democratic Process	+ 22	- 97
Regulatory Services	- 199	+ 1
Investments	+ 387	- 729
Property Services	- 15	-
Corporate Services	- 967	- 621
<b>Total ICC</b>	<b>+ 207</b>	<b>- 2,908</b>

Variance Colour Key:	Less than 90% or greater than 110%	Between 90%-95% or between 105%-110%	Between 95%-105%
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**Invercargill City Council**

## **Council Summary**

### **Financial Performance**

For the six months to 31 December 2024, excluding depreciation, the Council had a net operating surplus of \$15.0 million. This is \$0.2 million better than budget of \$14.8 million.

Including depreciation, Council had a net operating deficit for the first half of the year of \$7.5 million, this is \$0.2 million better than the \$7.7 million deficit budgeted and \$4.0 million better than the same period last year.

Total revenue for the six months up to 31 December 2024 was \$64.3 million, lower than budget by \$0.8 million and higher than last year by \$9.8 million.

Total expenditure for the six months up to 31 December 2024 was \$71.8 million, lower than budget by \$1.0 million and higher than last year by \$5.8 million.

From an activity view, seven of the 17 activities' net operating financial performance were lower than budget by more than 5% variance. These include:

Water – Lower water usage billing revenue has been generated as a number of customers are using their annual free allowance and wet weather has contributed to lower sales.

Roading - Subsidy revenue is tracking lower with the funds from the December claim was not received until Quarter three.

Aquatic Services – General admissions revenue is down on budget with economic conditions encouraging frequent visitors to purchase memberships to reduce their costs. Electricity and woodchips consumption, which is used to heat the pool, was higher in Quarter Two due to the adverse weather conditions.

Public Transport – Revenue is lower as there was a delay in the November claim for NZTA Waka Kotahi, which was received in Quarter three. Total Mobility expenses is also running higher.

Parks and Reserves - Forestry revenue is under achieved due to some of this year's planned harvest being processed in 2023/2024 to take advantage of the market price in the last financial year. Cemeteries, crematorium and sportsground revenue is also lower than anticipated. It is unlikely that demand will increase to meet budget.

Regulatory Services – Environmental Services revenue is lower than anticipated due to reduced parking fine volumes as a result of the infringement fee increase set by Government which came into effect on 1 October 2024, and has reduced the number of consumers not paying for parking. Planning and Building has seen an increased volume of commercial consents during the first half of the year which has required higher use of contractors to complete, which will be recovered through fees. Grant expenses for the Seismic grant have been uplifted faster than anticipated but will be managed within the budget.

Corporate Services – Expenses are more than anticipated due to Local Water Done Well analysis work completed and timing differences in the staff cost

Invercargill City Council

## Council Summary

### Financial Performance

#### Budget Changes

During quarter two, changes were made to the 2024/2025 budget. These are detailed in the Schedule of changes to the plan (Budget) section of the Performance report attachment.

The key budget changes included in the December 2024 Performance report that Council will be asked to approve include:

#### Operational

-\$1.2 million lower subsidy revenue from NZTA Waka Kotahi to reflect the approved subsidised operational and capital programmes for the 2024-2027 period.

-\$0.8 million lower interest revenue due to A) the short-term advance of \$18 million to Invercargill City Holdings Limited was repaid in July 2024, four months earlier than planned in the Long-term Plan, B) the average balance of the Invercargill Central advance is lower than planned due to repayments received.

+\$0.7 million higher insurance premiums than planned, reflecting world-wide trend in insurance risk and rising asset replacement values.

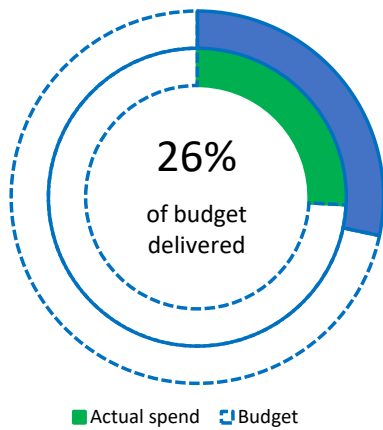
+\$0.3 million higher depreciation adjustment to align with capital programme movements and updated asset register.

+\$0.4 million higher expense for ICC share of the Ocean Beach remediation work.

Invercargill City Council  
**Council Summary**

**Capital Delivery Performance**

Capital spend against budget



Actual spend to date  
**\$19.7 million**

Total Budget for year  
**\$76.3 million**

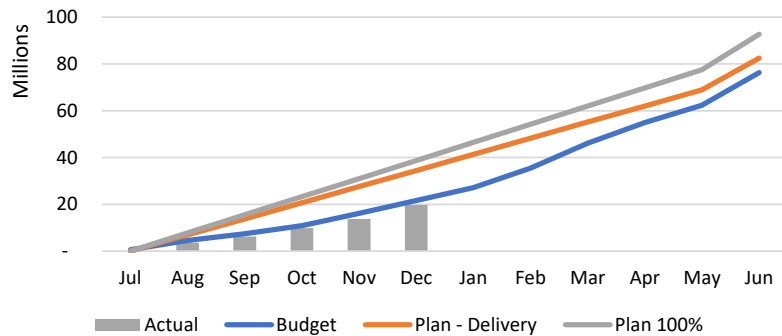
Total Plan (100% Delivery)  
**\$92.7 million**

Estimated Delivery % for year  
 82% Budget vs 100% Plan  
 89% Plan Delivery %

Capital expenditure of \$19.7 million has been spent in the first six months to 31 December 2024. This is lower than budget by \$1.9 million and is higher than last year spend by \$2.8 million. The programme has been slower in the first half of the year with capital contracting is traditionally slower in quarter one and wet weather in quarter two delaying work from being carried out.

There are a number of larger projects that are planned to be progressed over the remainder of the year, including Project 1225 and the completion of Branxholme Pipeline.

As signalled at the time of adoption of the Long-term plan, Council’s capital programme is a step change from the trend history of Council. This is being driven both by renewals in the horizontal infrastructure as the system ages and by the Council’s more ambitious project programme. Council’s delivery is increasing but not fast enough to keep pace with the planned programme. There is a review being undertaken to realign the capital programme to what can be delivered this year. This is expected to lower the budget down to approximately \$70 million.



The key budget changes included in the December 2024 Performance report that Council will be asked to approve include:

- \$5.0 million revision to phasing of Te Unua project to align with expect spend in 2024/2025. Total project spend was increased to align with Council approval in October 2025
- \$1.7 million revision of the Roothing & Public Transport capital programmes to align with NZTA Waka Kotahi approved funding programme.
- \$1.2 million removal of duplication error within the plan as capital renewal for water supply pipes was also included as part of the Branxholme pipe line project.
- \$1.0 million of capital deferred to future years as programme will not be completed this year. This includes feasibility work for the Additional Pool at Splash Palace to be built in 2033-2034 and Splash Palace changing rooms renewal work.



# PERFORMANCE REPORT

As at 31 December 2024

## Section 2 - Activity Performance

---

**Water**

**Sewerage**

**Stormwater**

**Roading**

**Solid Waste**

**Leisure, Recreation and Wellbeing Services**

**Corporate and Regulatory Services**

**Support of External Organisations**

Aquatic Services

Arts, Culture and Heritage

Elderly Persons Housing

Libraries

Public Transport

Parks and Reserves

Venues and Events Services

Democratic Process

Regulatory Services

Investments

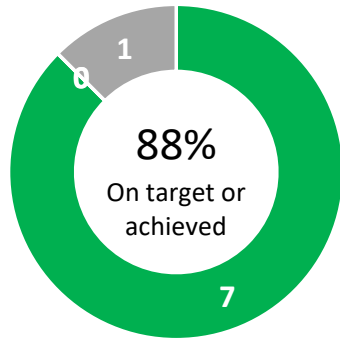
Property Services

Corporate Services



Wai  
**Water**

**Non Financial Performance - Summary as at 31 December 2024**



Measures of KPIs  
(8 total measures)

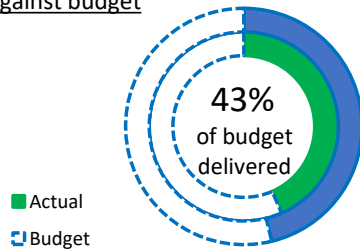
- On target or achieved
- Being monitored
- Not achieved
- No measure available

All Water Activity measures are set by the DIA. All but one remain on track to meet their targets for 2024/25. The water loss percentage will be available in Quarter Four.

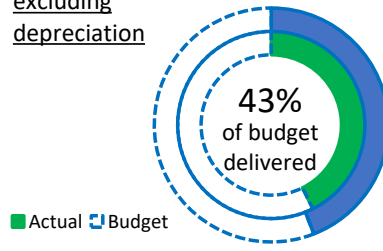
**Financial Performance - Summary as at 31 December 2024**

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$3.4 millions	\$3.7 millions	-\$0.3 millions	\$7.7 millions	\$7.7 millions	+\$0.0 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation



Water usage billing revenue is lower in the first half of the year as many customer are using their free allowance and wet weather has contributed to lower sales.



Waikeri

# Sewerage

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(5 total measures)

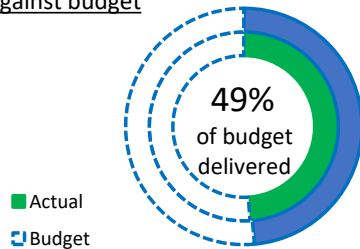
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Sewerage Activity covers the pipes, pumping stations and treatment plants for the collection, treatment and disposal of sewage in order to enhance the health and wellbeing of Invercargill residents. The performance measures are set by the DIA, and remain on track to meet their annual targets.

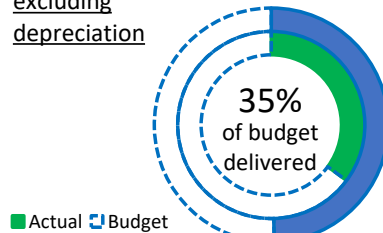
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$4.1 millions	\$3.2 millions	+\$0.9 millions	\$6.7 millions	\$6.7 millions	+\$0.0 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation



Expenses are favourable due to lower reactive maintenance required this year due to improved schedule maintenance. Sewerage model calibration and emptying Clifton sludge pond 1 due to happen in the second half of the year.

Wai tupuhi

# Stormwater

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(5 total measures)

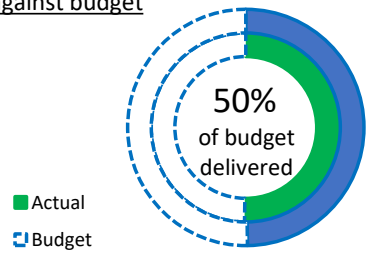
- On target or achieved
- Being monitored
- Not achieved
- No measure available

The Stormwater Activity ensures that Invercargill’s rivers, streams and estuary are not adversely affected by stormwater contamination discharges. At the end of Quarter Two, all measures remain on track to meet their annual targets.

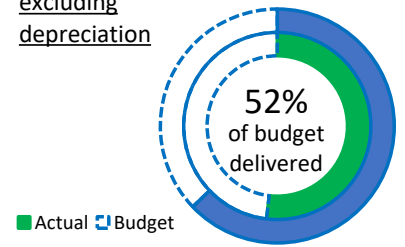
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$1.9 millions	\$1.6 millions	+\$0.3 millions	\$3.9 millions	\$3.9 millions	+\$0.0 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation

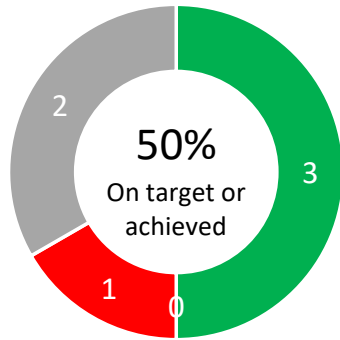


Expenses are favourable with lower rates expense incurred for the year. This is due to lower rate increases below the average on some of the stormwater properties. Budget will be revised in Quarter 3. Depreciation expense budget has been reduced for the year by \$300,000 due to variations between the actual & estimated 2023/2024 revaluation plus movements within the capital programme.

Ratonga rori

# Roading Services

## Non Financial Performance - Summary as at 31 December 2024



### Measures of KPIs (6 total measures)

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

The Roading Activity is responsible for providing a safe, connected and accessible transport system within Invercargill City.

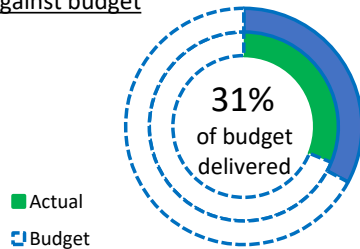
Three measures are on track to meet their targets for 2024/2025.

The number fatalities and serious injury crashes has exceeded the 2023/2024 result by two crashes and therefore, the target cannot be met. This measure is set by the Department of Internal Affairs (DIA) and the annual targets are expected to decrease each year, with a target of zero by 2030 (in line with the Government's Road to Zero Strategy).

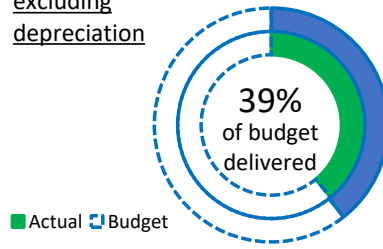
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$2.4 millions	\$2.6 millions	-\$0.3 millions	\$9.9 millions	\$11.6 millions	-\$1.8 millions

### Operating Revenue against budget



### Operating Expense against budget excluding depreciation

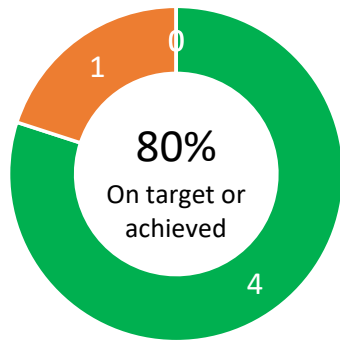


Budget is aligned to NZTA Waka Kotahi agreed final allocation. Operational allocations did not vary largely from the Plan. Capital expenditure was reduced materially in Safety improvements of -\$2.5m and Footpath renewal of -\$1m, ICC funded share of these amounts have been added back in for those categories, \$700,000 and \$300,000 respectively to align with ICC rate revenue generated. Budget subsidy has been reduced to reflect the reduced funded allocation from NZTA Waka Kotahi of \$2 million. The work program is advancing well and will accelerate during the warmer weather in the second half of the year. Subsidy revenue is tracking lower with the funds from the December claim was not received until Quarter three.

Para

## Solid Waste Management

### Non Financial Performance - Summary as at 31 December 2024



#### Measures of KPIs

(5 total measures)

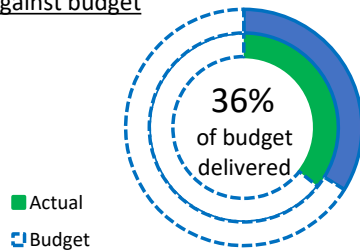
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Council continues to see an overall reduction in waste output which may be attributed to economic conditions and associated impact on consumer expenditure and consumption. Similar to Quarter One, four of the five performance measures are on track to meet their target. Regional discarded materials rate is being monitored as it is currently tracking higher compared to the same period in 2023/24. WasteNet continues to invest in education campaigns and initiatives to support waste minimisation and diversion.

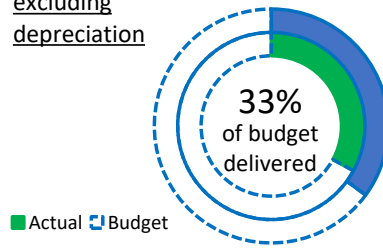
### Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$0.6 millions	-\$0.1 millions	+\$0.6 millions	\$0.4 millions	\$0.2 millions	+\$0.2 millions

#### Operating Revenue against budget



#### Operating Expense against budget excluding depreciation



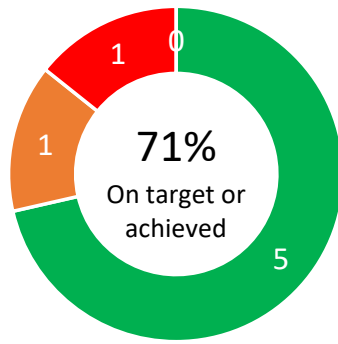
There was a notable reduction in waste volumes generated across the region throughout 2023/24 in comparison to historic averages. This was largely attributed to economic conditions which resulted in reduced consumer expenditure and consumption, and thus waste generation. This pattern has continued to date in 2024/25. WasteNet is continuing to educate the community to improve waste minimisation and recycling results.

Budget was increased for higher waste levy revenue now expected. The YTD budget net operating deficit reflects timing differences between revenue received and expenses paid.

Leisure, Recreation and Wellbeing Services

# Aquatic Services

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(7 total measures)

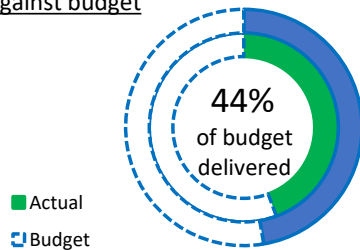
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Splash Place continues to be well utilised with overall users and learn to swim participation on target. Satisfaction improved in the second quarter, likely due to on-site surveying. The number of unplanned pool closures has exceeded the yearly target. This is being closely monitored however, it is an area where Council has little control over.

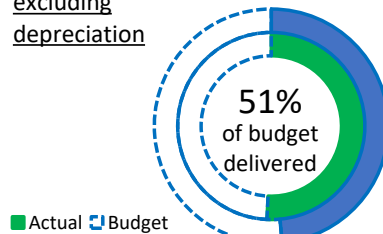
## Financial Performance - Summary as at 31 December 2024

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

Operating Revenue against budget



Operating Expense against budget excluding depreciation

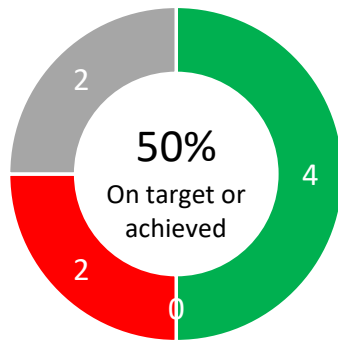


General admissions revenue is down on budget with economic conditions encouraging frequent visitors to purchase memberships to reduce their costs. Electricity and woodchips consumption, which is used to heat the pool, was higher in Quarter Two due to the adverse weather conditions. This is expected to reduce over Quarter Three with warmer summer months. Salaries and wages expenses are currently lower than anticipated but will increase during the summer holiday period. The YTD budget net operating deficit reflects timing differences between revenue received and expenses paid.

Leisure, Recreation and Wellbeing Services

# Arts, Culture and Heritage

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(8 total measures)

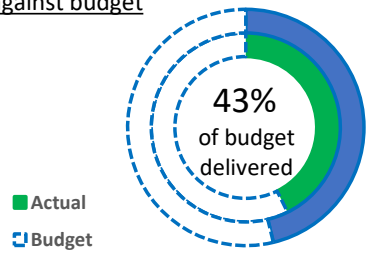
- On target or achieved
- Being monitored
- Not achieved
- No measure available

He Waka Tuia performance measures remain on track to meet their annual targets. Due to the condition of Te Pātaka Taoka not being operational, its two performance measures focused on visit numbers, will not be achieved in 2024/25.

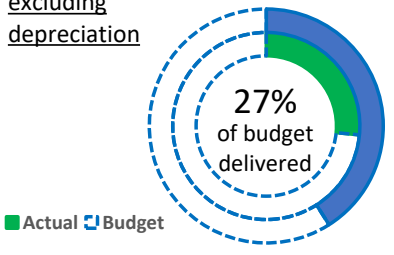
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$1.0 millions	\$0.4 millions	+\$0.6 millions	\$0.3 millions	\$0.3 millions	+\$0.0 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation



During Quarter two, Council withdrew from the Southland Regional Heritage Committee and therefore ended the grant payments to the committee. The rates funding for the grant, which would be paid back to Council via Te Kupeka Tiaki Toaka Trust, will instead be retained in Council for the operations the collections area. The budget currently does not reflect the change in process and will be revised in Quarter three.

Leisure, Recreation and Wellbeing Services

# Elderly Persons Housing

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(4 total measures)

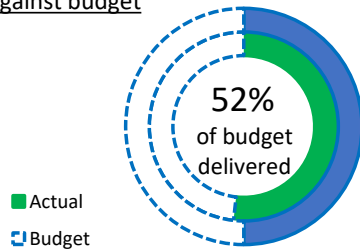
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Council’s housing units continue to be occupied in excess of the 95% target, and to date all requests for service have been responded to within the specified timeframes and regular inspections are undertaken every six months.

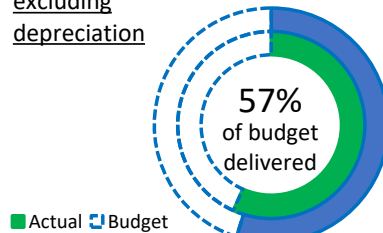
## Financial Performance - Summary as at 31 December 2024

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

Operating Revenue against budget



Operating Expense against budget excluding depreciation

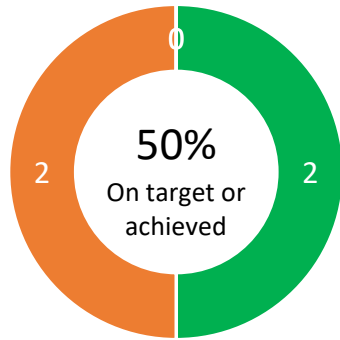


Tenancy revenue is more than anticipated, offset by higher maintenance costs as the service is currently experiencing a high turnover of tenancy and refurbishing cost. This should even out across the year.

Leisure, Recreation and Wellbeing Services

# Libraries

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(4 total measures)

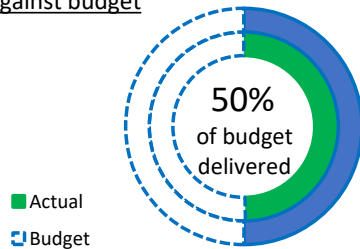
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Library Services encourages lifelong learning, digital literacy and reading across all ages and abilities, as well as collecting, preserving and guiding access to quality information. User numbers (including website engagements) are on track to reach the 500,000 target for the year. However, satisfaction and percentage of new collection items added continue to be monitored.

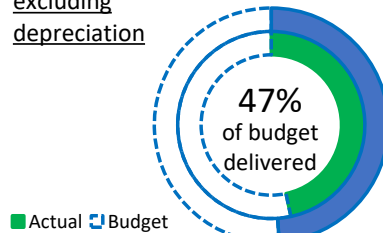
## Financial Performance - Summary as at 31 December 2024

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

Operating Revenue against budget



Operating Expense against budget excluding depreciation



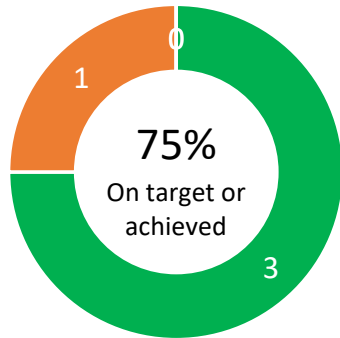
Salaries and wage expenses are less than anticipated for the first half of the year due to timing variances between actual and planned staffing movements.



Leisure, Recreation and Wellbeing Services

# Public Transport

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**

(4 total measures)

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

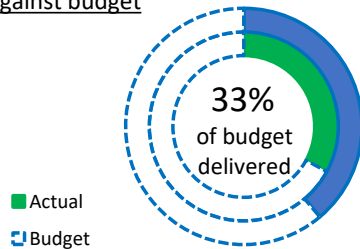
Public transport user numbers are tracking well, slightly above 2023/24 figures for the same period.

While only a small number of residents indicated they use the bus service and provided a satisfaction rating, the activity is on track to meet its target for satisfaction with quality. Satisfaction with price is slightly below target. It should be noted that subsidised fares are still in place, and should this change, it is likely to impact satisfaction.

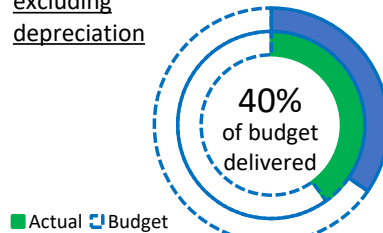
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
-\$0.1 millions	\$0.4 millions	-\$0.5 millions	\$0.5 millions	\$0.1 millions	+\$0.4 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation

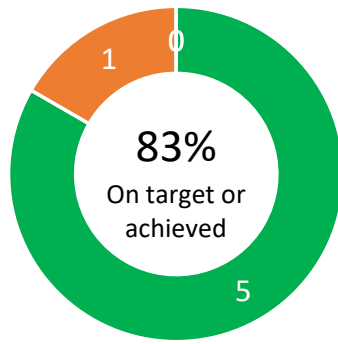


The YTD actual net operating deficit and revenue are due to a delay in the November claim for NZTA Waka Kotahi, which was received in Quarter three. Bus revenue is running similar to last year with fares were held at the same level. On the expense side Total Mobility is running higher than budget. NZTA Waka Kotahi has topped ICC's allocation by \$315,000 in the agreed triennium plus a subsequent \$200,000 allocation. The total cost for the full year is estimated to be \$1.9 million which is \$200,000 over agreed allocation including top ups. These top ups have not yet been confirmed in years two & three of the triennium allocation. Bus service on running to budget. Budget has been aligned to NZTA Waka Kotahi agreed final funding allocation.

Leisure, Recreation and Wellbeing Services

# Parks and Reserves

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(6 total measures)

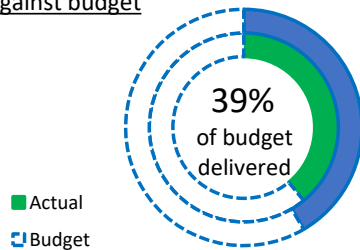
- On target or achieved
- Being monitored
- Not achieved
- No measure available

At the end of Quarter Two, four of the five measures are on track to be met. While still below target, satisfaction with parks and recreation spaces increased by three points. The negative commentary has continued since the low mow trial ceased in June 2024, however there has been a slight positive shift in commentary highlighting that our parks are great/amazing and that they are well maintained. The weather conditions during the first half of the year have also impacted the maintenance schedule of parks and open spaces and this is likely reflected in the commentary.

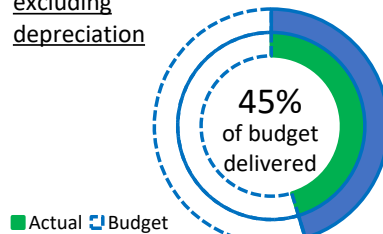
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$0.0 millions	\$0.3 millions	-\$0.3 millions	\$1.7 millions	\$1.8 millions	-\$0.0 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation

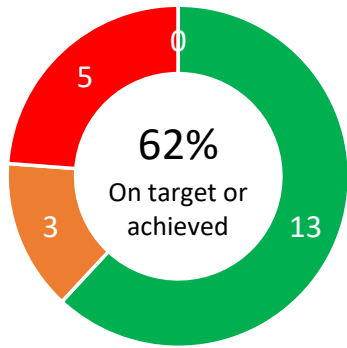


Forestry revenue is under achieved due to some of this year's planned harvest being processed in 2023/24 to take advantage of the market price in the last financial year. Cemeteries, crematorium and sportsground revenue is also lower than anticipated. It is unlikely that demand will increase to meet budget.

Leisure, Recreation and Wellbeing Services

## Venues and Events Services

### Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(21 total measures)

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

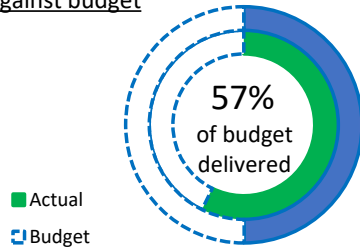
Thirteen venues measures are on track to meet their targets for the year, with a further three being closely monitored. Council continues to see demand from local not-for-profit groups for both the Civic Theatre and Scottish Hall. However, demand from international/national not for profits and local commercial clients is very limited for the Civic Theatre. Similarly, demand from international/national not for profits and commercial clients for the Scottish Hall is very limited. The targets for these measures are not in line with market requirements and as a result, the KPIs will not be met in 2024/2025.

The Civic Theatre auxiliary rooms occupancy target will also not be met in 2024/2025 due to Victoria Room no longer being available for hire.

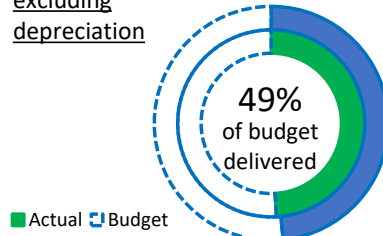
### Financial Performance - Summary as at 31 December 2024

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

Operating Revenue against budget



Operating Expense against budget excluding depreciation

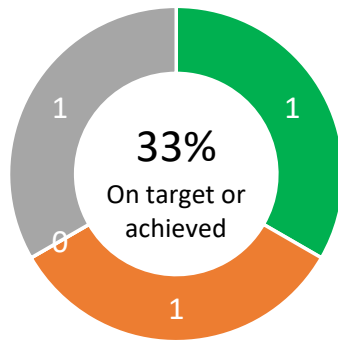


Higher revenue reflects the busy six months with Celtic Illusions, 7 days Live & Mamamia showing, as well as community event bookings over multiple days. Revenue is expected to be back in line with budget due to scheduled maintenance being undertaken in Quarter Three.

Corporate and Regulatory Services

# Democratic Process

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(3 total measures)

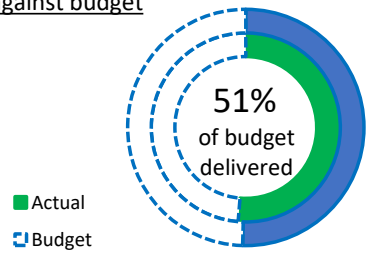
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Satisfaction lifted slightly to 19% at the end of Quarter Two. In-person surveying is being planned to supplement online responses. Council continues to see strong demand for the Community Wellbeing Fund.

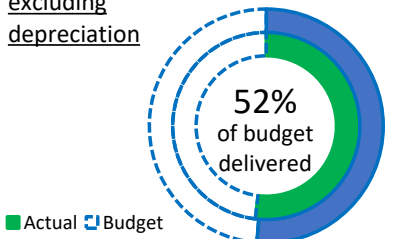
## Financial Performance - Summary as at 31 December 2024

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

Operating Revenue against budget



Operating Expense against budget excluding depreciation

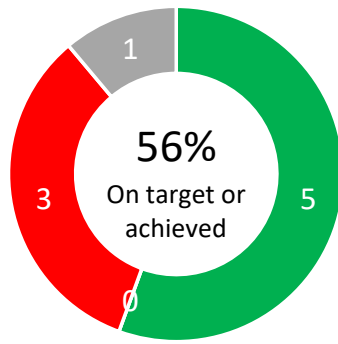


Community Grants have been uplifted slightly faster than anticipated during the first half of the year. These will be managed over the rest of the year to align with the budget allocation. The YTD budget net operating deficit reflects timing differences between revenue received and expenses paid.

Corporate and Regulatory Services

# Regulatory Services

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(9 total measures)

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

A small number of building consents, non-notified resource consents and code compliance certificated were granted outside of the statutory timeframes resulting in three missed measures.

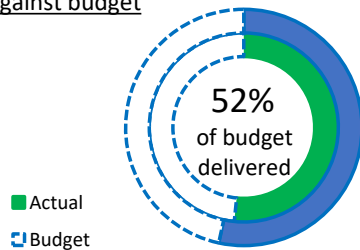
100% of LIMs, food licenses and alcohol licencing have also been issued within target timeframes.

The planning, building and property records department continues to deliver high levels of customer satisfaction.

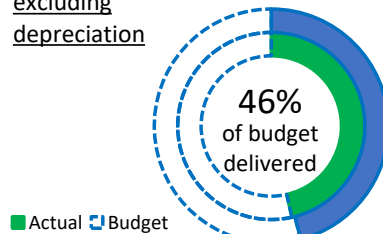
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$1.2 millions	\$1.3 millions	-\$0.2 millions	\$1.5 millions	\$1.5 millions	+\$0.0 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation

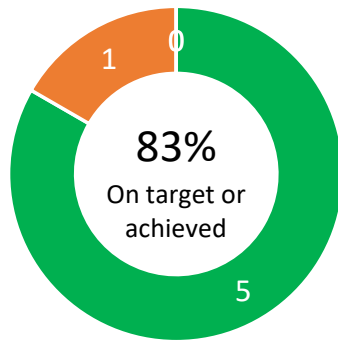


Environmental Services revenue is lower than anticipated due to reduced parking fine volumes as a result of the infringement fee increase set by Government which came into effect on 1 October 2024. Planning and Building has seen an increased volume of commercial consents during the first half of the year which has required higher use of contractor to complete, which will be recovered through fees. Grant expenses for the Seismic grant have been uplifted faster than anticipated but will be managed within the budget.

Corporate and Regulatory Services

# Investments

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**

(6 total measures)

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

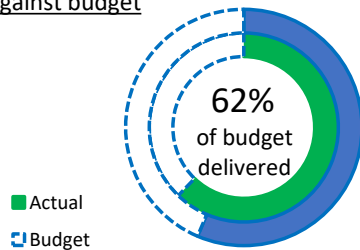
Property occupancy levels, percentage of portfolio income over asset value and net rate of return, as well as dividend income are on track to meet their targets.

For other investments, the net interest income is being monitored due to the ICL advance being lower than planned.

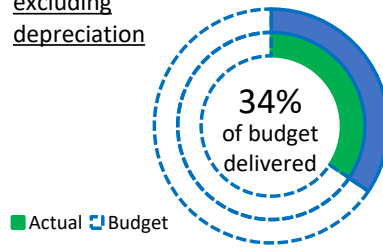
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$0.5 millions	\$0.1 millions	+\$0.4 millions	-\$3.9 millions	-\$3.1 millions	-\$0.7 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation



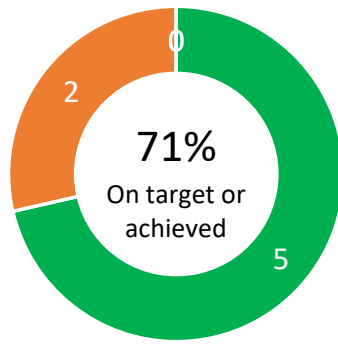
Finance revenue is more than anticipated due to high interest rates on term deposits during the first half of the year. This is expected to come back in line with budget due to maturing term deposits will likely renew on to lower rates based on the current decreasing interest rate market.

The budget has been decreased as lower Interest is now expected to be received due to A) the short-term advance of \$18 million to Invercargill City Holdings Limited was repaid in July 2024, 4 months earlier than planned in the LTP; B) the average balance of the Invercargill Central advance is lower than planned due to repayments received.

Corporate and Regulatory Services

# Property Services

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(7 total measures)

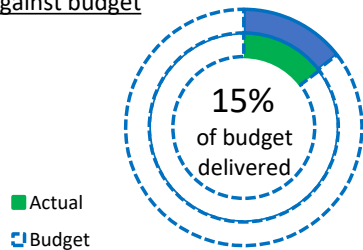
- On target or achieved
- Being monitored
- Not achieved
- No measure available

Four of the six Property Services measures remain on target. However, public toilets is an area that continues to be monitored. The operational target was met in the second quarter but earlier vandalism to toilets resulted in closure. Satisfaction continues to be below target.

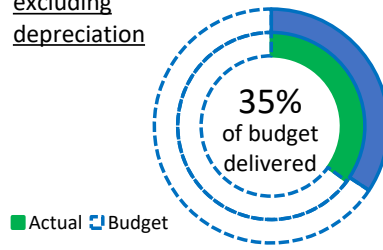
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
-\$0.4 millions	-\$0.4 millions	-\$0.0 millions	\$4.0 millions	\$4.0 millions	+\$0.0 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation



Operational Property expenses are slightly more than anticipated due to the non-capital costs from the CAB 1st and 3rd floor upgrades. Held within the Plan is \$1 million split between maintenance and capital renewals for any essential building repair work that may be required. Public Toilets are running to budget. Included in the budget is subsidy revenue for the Te Unu build of \$6.2m. Timing and level of funding for this year may vary but the overall level of funds targeted remains unchanged.

Corporate and Regulatory Services

# Corporate Services

## Non Financial Performance - Summary as at 31 December 2024



**Measures of KPIs**  
(5 total measures)

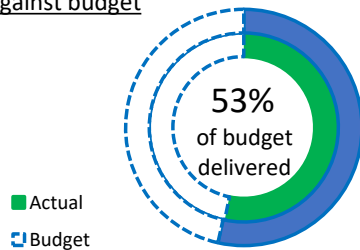
- On target or achieved
- Being monitored
- Not achieved
- No measure available

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

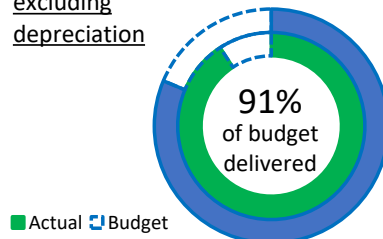
## Financial Performance - Summary as at 31 December 2024

YTD net operating surplus/(deficit) excluding depreciation			Full Year Budget Surplus/(Deficit) excluding depreciation		
Actual	Budget	Variance	Budget	Plan	Variance
\$0.6 millions	\$1.6 millions	-\$1.0 millions	\$7.9 millions	\$8.6 millions	-\$0.6 millions

Operating Revenue against budget



Operating Expense against budget excluding depreciation



Expenses are more than anticipated due to Local Water Done Well analysis work completed and timing differences in the staff cost allocation to capital projects in the Engineering Services and Information Services teams. The Local Water Done Well work will be offset with Government funding. These will be adjusted within Quarter three.

The \$0.6 million reduction from the plan to budget reflects increased Insurance premiums, reflecting world wide trend in insurance risk and rising asset replacement values.



Invercargill City Council

## Support for external organisations

Organisation / Fund	Budget	Actual	Funds remaining	Plan	Budget vs Plan Variance	Commentary
	Full year (\$000)	YTD (\$000)	(\$000)	Full year (\$000)	Full year (\$000)	
Active Southland	52	52	-	52	-	All of the grant has been uplifted
Bluff Indoor Pool Trust	129	129	-	129	-	All of the grant has been uplifted
Bluff Maritime Museum Trust	40	40	-	40	-	All of the grant has been uplifted
Emergency Management Southland	462	227	235	462	-	Quarter One and Two have been uplifted
Great South	1,868	934	934	1,868	-	Quarter One and Two have been uplifted
Invercargill Public Art Gallery / He Waka Tuia	613	255	358	613	-	Quarter One and Two have been uplifted
Saving Grace (IC2 Trust)	200	200	-	200	-	All of the grant has been uplifted
South Alive	25	25	-	25	-	All of the grant has been uplifted
Southland Indoor Leisure Centre Trust	700	175	525	700	-	Only Quarter One has been uplifted.
Southland Regional Heritage Committee	1,074	358	716	1,074	-	Invercargill City Council withdrew from Southland Regional Heritage Committee at the end of October 2024 ending the future grant payments. The funds used for the grant will be held within the Arts, Culture and Heritage activity for the collection operations and replaces the revenue from Te Kupeka Tiaki Taoka - Southland Regional Collections Trust which is no longer received
Southland One Stop Shop Trust	33	34	-1	33	-	All of the grant has been uplifted - difference is rounding
Te Ao Marama Inc.	110	-	110	110	-	Quarter One and Two have been uplifted - but coding needs correcting In Quarter Three
	<b>5,254</b>	<b>2,377</b>	<b>2,877</b>	<b>5,254</b>	-	
<b>Other grants funds:</b>						
Community Wellbeing fund	565	312	253	565	-	Thirty nine projects were supported in the first quarter
Heritage Building Strategy fund / Seismic Strengthening Funding	200	168	32	200	-	Awaiting for applicants to uplift grants once work has been completed
Facilities Maintenance fund	100	-	100	100	-	Not yet uplifted
	<b>865</b>	<b>480</b>	<b>385</b>	<b>865</b>	-	

## Section 3 - All Of Council Detail

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# PERFORMANCE REPORT

As at 31 December 2024

**Non Financial Performance**

*List of KPI measures*

**Financial Performance**

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

**Schedule of changes to plan (budget)**



Invercargill City Council

## Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
<b>Water</b>								
The extent to which the local authority's drinking water supply complies with the following parts of the drinking water quality assurance rules: (a) 4.4 T1 Treatment Rules; (b) 4.5 D1.1 Distribution System Rule; (c) 4.7.1 T2 Treatment Monitoring Rules; (d) 4.7.2 T2 Filtration Rules; (e) 4.7.3 T2 UV Rules; (f) 4.7.4 T2 Chlorine Rules; (g) 4.8 D2.1 Distribution System Rule; (h) 4.10.1 T3 Bacterial Rules; (i) 4.10.2 T3 Protozoal Rules; and (j) 4.11.5 D3.29 Microbiological Monitoring Rule.	100%	100%						
The percentage of real water loss from the Council's networked reticulation system. (Calculated according to the methodology outlined in Water NZ Water Loss Guidelines publication)	Less than 30%							Annual measure - to be reported in Quarter Four.
The average consumption of drinking water per day per resident within the Invercargill City Council territorial district	Less than 300 litres/day	206.5 litres/day						
The median response time for urgent callouts, (from the time the Council receives notification to the time that service personnel reach the site).	4 hours	23 minutes						
The median time to resolve urgent callouts (from the time the Council receives notification to the time that service personnel confirm resolution of the fault or interruption).	24 hours	1 hr 41 minutes						
Attendance for non-urgent call-outs: from the time that council receives notification to the time that service personnel reach the site	5 working days	2 days 17 hours and 7 minutes						
Resolution of non-urgent call-outs: from the time that the council receives notification to the time that service personnel confirm resolution of the fault or interruption	10 working days	2 days 22 hours and 26 minutes						

Invercargill City Council

### Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
The total number of complaints received by Council per 1,000 connections about any of the following: - Drinking water clarity - Drinking water taste - Drinking water odour - Drinking water pressure or flow - Continuity of supply - Council's response to any of these issues	<10 in total	0.53						

### Sewerage

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Number of dry weather sewerage overflows per 1,000 properties - DIA Performance Measure 1 (system and adequacy)	Max 4	0.334						
Compliance with Council's resource consents for discharge from its sewerage system measured by the number of: (DIA Performance measure 2 (discharge compliance)) - Abatement notices - Infringement notices - Enforcement orders - Convictions Received by the Council in relation to those resource consents.	Max 0	0						
a) The median response time from notification to arrival on-site to attend sewerage overflows resulting from a blockage or other fault in the sewerage system	<1 hour	30 minutes						
b) The median response time from notification to resolution of sewerage overflows resulting from a blockage or other fault in the sewerage system	<6 hours	1 hour 46 minutes						
DIA Performance Measure 4 (customer satisfaction) The number of complaints received about: 1. sewage odour 2. system faults 3. system blockages 4. Council's responsiveness (expressed per 1,000 properties connected to the Council's sewer system)	Max 4	1.54						

Invercargill City Council

### Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
<b>Stormwater</b>								
Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
DIA Performance measure 1 (system adequacy) (a) The number of flooding events that occur in the Invercargill City district	0.0	0.0						
DIA Performance measure 1 (system adequacy) (b) For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the Council's stormwater system)	0.0	0.0						
DIA Performance measure 2 (discharge compliance) Compliance with the Council's resource consents for discharge from its stormwater system, measured by the number of: - Abatement notices - Infringement notices - Enforcement orders - Convictions Received by Council in relation to those resource consents.	0.0	0.0						
DIA Performance measure 3 (response times) The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site	<1 hour	0.0						
DIA Performance Measure 4 (customer satisfaction) The number of complaints received about the performance of the stormwater system (expressed per 1,000 properties connected to the Council's stormwater system)	<4	1.53						

### Roading Services

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
The number of and change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	Lower than baseline	9 serious crashes (1 fatality, 16 people with serious injuries)						Annual measure. Road safety is a priority for the roading team. Campaigns/education efforts in this area has been done in partnership with SDC and GDC. It focuses on safety for young people and safety around schools with interventions such as pedestrian refuges, safer crossing points and variable speed signage. For the remainder of the year, Council plans to focus on crash reduction and pedestrian safety with regular analysis of data and forward planning. Council partners with SDC and GDC for a region-wide approach to the road safety for all modes (pedestrians, cyclists and motorists). However, central funding for road safety promotion has been reduced and Council has had to adjust the reach of these programmes to match funding.
The number of crashes involving intersections	Lower than baseline	21 crashes (5 serious, 16 minor)						Annual measure, monitoring of blackspots continues

Invercargill City Council

### Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
The average quality of ride, on a sealed local road network, measured by smooth travel exposure	Higher than the previous annual national average							Data not available (Te Ringa Maimoa data is released annually).
The percentage of the sealed local road network that is resurfaced	>5.55%							Work due to be completed in Quarter Three.
The percentage of footpaths within the district that fall within the level of service, or service standard for the condition of footpaths as set out in the Asset Management Plan	< 8% in very poor condition	1.81%						
The percentage of customer service requests relating to roads and footpaths, to which the territorial authority responds within the time frame specified in the Long-term Plan	75% of requests are responded to in five or less business days	86.16%						

### Solid Waste Management

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Regional discarded materials rate per person per annum (kgs)	≤650 Kg	319.74						As at the end of Q2, the discarded material rate per person has decreased by 6% when compared to the same period of the previous financial year. There has been a notable reduction in waste volumes generated across the region in recent periods when compared to historic averages, however monthly trends have continued to generally follow historic seasonal patterns. The overall reduction in waste output may be attributed to economic conditions which have resulted in reduced consumer expenditure and consumption, and thus waste generation.  WasteNet continues to invest in education campaigns and initiatives to support waste minimisation and diversion.
Recovery of recyclable materials (Actual Recycled - Invercargill City Council and Southland District Council)	≥4650 tonnes	2236						This metric is currently on track to be achieved for FY2024/25. FY2024/25 performance can be attributed to kerbside standardisation, which was implemented nationwide by MfE in 2024. WasteNet have been supporting this through on-going advertising and supporting community education.
Invercargill City and Southland District Councils actual recycled rate per person per annum (Kg)	≥54 Kg	25						This metric is currently on track to be achieved for FY2024/25. FY2024/25 performance can be attributed to kerbside standardisation, which was implemented nationwide by MfE in 2024. WasteNet have been supporting this through on-going advertising and supporting community education.

Invercargill City Council

### Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Reduction in kerbside waste sent to landfill	≤17000 tonnes	10591						The volume of kerbside waste directed to landfill as at the end of Quarter Two is comparable with the volume recorded for the same period of FY2023/24. These stagnant volumes are attributed to economic conditions and corresponding waste generation, as described above, whereas the long-term average is +3.5% increase per annum. WasteNet continues to invest in education campaigns and initiatives to support waste minimisation and diversion.
Waste diversion from landfill	30%	30%						Waste diversion percentage is generally consistent with that recorded for the same period of the previous financial year. On this basis, this metric is currently on track to be achieved for FY2024/2025 when considering historic seasonal patterns.

### Aquatic Services

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Annual number of Splash Palace users	Number of users per head of (Invercargill City) population 6.8	3.31						
	Total number of Splash Palace users 390,000	191,794						
Learn to swim participation	700	1601						820 swim school participants in Quarter One and 781 in Quarter Two.
Time pools are kept within operating guidelines of the New Zealand Pool Water Standards NZS5826:2010 to ensure the health and safety of pool users.	100%	100%						
Percentage of residents satisfied with the Splash Palace	75%	70%						Satisfaction improved in Quarter Two from Quarter One - this could be attributed to a change in how responses were received with nearly 100 responses being taken from pool users on-site at Splash Palace. Open ended responses showed that 55% rated Splash Palace as 'good' or 'good for kids', whilst 22% continued to have concerns with changing room layout and poolside access, both of which are planned to be addressed in 2025.
Time when a minimum of four 25 metre public lanes are available for swimming	95%	99%						
The number of unplanned pool closures	Less than 15 pool closure/year	15						Quarter Two saw an increase in faecal incidents in the pools causing pool closures, which has surpassed the 2024/2025 target. Similar closure levels were seen in the first half of 2024. These incidents are out of the control of staff.

Invercargill City Council

### Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
<b>Arts, Culture and Heritage</b>								
Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Annual number of He Waka Tuia users	Number of users per head of (Invercargill City) population	0.33	0.18					
	Total number of He Waka Tuia users	19,000	10,262					He Waka Tuia continues to focus on encouraging visitation by delivering innovative and diverse programmes for Invercargill audiences that sit alongside the exhibition programme - over Quarter Two, there was a focus on creative workshops for young people in Invercargill with the Summer Holiday creative programme 'Reindeer Snack Station' a sell-out - attracting over 625 young participants and their families over the week before Christmas.
Percentage of residents satisfied with He Waka Tuia Museum and Art Gallery		20%	48%					
Number of onsite and off-site exhibitions which celebrate our collections and the stories of Southland	12 exhibitions per annum 4 off-site; 8 onsite	5 onsite exhibitions						He Waka Tuia programming is focused on sharing the art and heritage collections of the community and celebrating contemporary creative excellence in Invercargill. Te Kupeka Tiaki Taoka Southern Regional Collections Trust and Southland Art Foundation art and artefacts were displayed at He Waka Tuia in Quarter Two as well as a celebration of contemporary arts in Southland for the popular ILT Murihiku Art Award annual awards and exhibition.
Annual number of visits to access the collection	300	0						This KPI will not be achieved for the 2024/25 year due to there being no intention to allow visitors to Te Pātaka Taoka while we continue to progress with organising staff and public areas and the collection items within the facility.
Annual number of school visits	10	0						This KPI will not be achieved for the 2024/25 year due to there being no intention to allow visitors to Te Pātaka Taoka while we continue to progress with organising staff and public areas and the collection items within the facility.
Annual number of Te Unua - Museum of Southland users	Total number of Te Unua - Museum of Southland users	0	0					not measured in 2024/2025
	Total number of Te Unua users per head of (Invercargill city) population	0	0					not measured in 2024/2025



Invercargill City Council

### Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
<b>Elderly Persons Housing</b>								
Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Units are occupied 95% of the time	95%	98%						
Requests for service are responded to and remedial action in place: - Urgent	24 hours	100% of RFS responded to and remedial action in place within 24 hours (average time 25 minutes)						There were no additional urgent RFS received in Quarter Two. Two urgent RFS were received in Quarter One.
Requests for service are responded to and remedial action in place: - Non-Urgent	5 working days	100% of RFS responded to and remedial action in place within 5 working days (average time less than 1 day)						A total of 137 non-urgent RFS have been received to date (56 of these were received during Quarter Two). In one instance, an RFS was updated in the system late due to staff being on leave, however the response and remedial action was in place within the specified timeframe.
Regular inspections are undertaken	100%	100%						117 inspections were carried out during the second quarter.

### Libraries

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Percentage of physical collections added in the past 5 years (excludes heritage collections)	≥60%	50%						Percentage is reflective of physical items purchased only and does not reflect portion of budgets used for e-books, e-audio, and e-magazines. Also, the increasing publishing costs and freight means less items have been purchased. The collections budget has been reduced for the past two years.
Percentage of residents satisfied with the library service	≥ 85%	78%						Overall, there were fewer open-ended responses in the current data collection period, resulting in proportionally fewer responses for each factor. There has been an ongoing increase in the number of respondents who comment on the helpful staff over the period of data collection. The number of respondents who rate the library less positively has increased, and the issues that have been raised include that the library is averaged or tired, and needs refreshing, that it has a limited range and that it has operational issues. Similarly, fewer respondents commented positively about the library being great for kids.
Annual number of library users	Physical visitors + website engagement = total number of Library users	500,000	262,726					
	Total number of users (physical visitors + website engagement) per head of (Invercargill city) population	8.8	4.53					

Invercargill City Council

## Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
<b>Public Transport</b>								
Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Annual number of public transport users	Number of users per head of (Invercargill City) population	2.5	2.8					Quarter Two figures are very similar to those seen in Quarter Two of 2023/24.
	Total number of public transport users	143,000	81,459					
Percentage of residents satisfied with quality of bus service	43%	47%						There is a theme with the user survey (although it is a very small sample). Areas to highlight action are coverage of routes and timetables not being convenient. On a positive note, 44% of users rated the service as "good", and an increase in satisfaction with drivers. New contract will bring a more modern fleet. Results are similar to 23/24.
Percentage of residents satisfied with price of bus service	60%	58%						Price is being held for the remainder of the financial year. It is similar and often less than other centres.

## Parks and Reserves

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Queens Park is accredited as a "Garden of National Significance"	Maintained	Maintained						Accreditation received at the end of 2024.
Percentage of residents satisfied with parks and recreation spaces	80%	66%						Negative commentary has continued since the low mow trials ceased and corresponds with dissatisfaction in roading corridor areas rather than parks and reserves. Anticipate increases once changes in planting regimes, where practical, and the gradual recognition of mowed areas improves.
Annual number for park usage	Percentage of users per head of (Invercargill city) population	75%	92%					There has been a constant increase in numbers to the Queens Parks - likely a result of events held during the Christmas/end of the year period. There has also been a rise numbers to the animal and aviary areas, likely due to free tours and warmer weather.
	Total number of park user counts	939,291	659,550					
Percentage of urgent requests for Parks and Recreation services are completed within specified timeframes.	90%	92%						In Quarter One, nine RFS were clasified as urgent, with one being outside of the timeframe. In Quarter Two, there were 16 RFS with one completed outside of the timeframe.
Number of Active Partnerships in place to support activation of Parks and Recreation Space	10	11						Two additional agreements have been signed during Quarter Two.

Invercargill City Council

## Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
<b>Venues and Events Services</b>								
Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Civic Theatre Occupancy - Main auditorium	35%	42%						
Civic Theatre Occupancy - Auxiliary Rooms	40%	26%						With the Council Administration Building decant, Victoria Room is being utilised as the Council Chambers. The Victoria Room was originally included in the business plan as a commercial space with potential to attract revenue and events. Achieving the yearly target will not be possible based on hirage of Wikitoria and Drawing Rooms only.
Civic Theatre - Hirage								
Not for Profit-Local	≥35	23						There is an increasing use of the Wikitoria room which proves more affordable than the main auditorium.
Not for Profit - National/ International	≥20	0						This target will not be met as not for profit events do not tour (touring events are treated as commercial and charged accordingly).
Commercial - Local	≥10	2						There is very limited local opportunity for commercial hires. This has also been hampered by the uncertainty of spaces available to hire with the decant. The target set is very ambitious and will not be met in 2024/2025.
Commercial - National/ International	≥30	20						There has been an increase in the number of national/international acts in Quarter Two (13) compared to Quarter One (7).
Percentage of residents satisfied with the Civic Theatre	80%	83%						Of the three venues, the Civic Theatre appears to be the most commonly visited, and there is a high level of satisfaction with the venue (83%). Open ended responses reflected this positive response, however concerns highlight the venue being underused, visiting being expensive, seating being uncomfortable, and not catering for the needs of those with mobility issues.
Scottish Hall - Occupancy	30%	36%						Occupancy levels increased in Quarter Two, following seasonal trends.
Scottish Hall - Hirage								
Not for Profit - Local	≥55	50						The vast majority of this use is from community, due to the price affordability.
Not for Profit - National/ International	≥5	0						This KPI will not be met in 2024/2025 due to very limited numbers of national/international not-for-profit hirers. The target is not in line with market requirements.

Invercargill City Council

**Non Financial Performance - List of KPI measures**

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Commercial - Local	≥5	3						For the first half of the financial year, Council utilised some Scottish Hall spaces for corporate accommodation. These will become available for hire again in the latter part of Quarter Three.
Commercial - National/ International	≥3	0						The Scottish Hall has little appeal to the national/international commercial market and it is very unlikely for this target to be achieved. The Community Lounge is the only space that attracts commercial use, however this is mainly for community training.
Percentage of residents satisfied with the Scottish Hall	60%	47%						At the end of Quarter Two, only 30 survey respondents indicated they had visited the Scottish Hall recently and provided a satisfaction rating. Satisfaction lifted from 24% in Quarter One, however the sample is too low to draw firm conclusions.
Rugby Park - Occupancy	7%	7%						Rugby Park occupancy is now on track as a result of the rugby season and Tough Kids Challenge. It is likely that occupancy will decline again in Quarter Three as the park traditionally has not been used during this period.
Rugby Park - Hirage Not for Profit - Local	≥10	1						There has been very limited access for the community due to the construction and improvements taking place. There are a number of club rugby games planned for later in the year.
Not for Profit - National/ International	≥2	5						This is mainly represented by the Tough Kids Challenge. It's a national event but not-for-profit.
Commercial - Local	≥2	8						
Commercial - National/ International	≥8	1						Northland-Southland game in October 2024.
Percentage of residents satisfied with Rugby Park	40%	42%						Nearly half of those who used Rugby Park were satisfied with the venue (42%). Despite this high level of satisfaction, responses were largely critical. Participants expressed concern regarding the maintenance of the venue, indicating that it was run-down. They also questioned the management of the venue, including questioning the Council's ownership and decisions regarding remediation and investment.
Annual number of users across all venues Number of users per head of (Invercargill City) population	1	0.9						
Total number of venue users	63,000	52,081						

Invercargill City Council

## Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
<b>Democratic Process</b>								
Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Percentage of residents satisfied with the opportunities Council provides for community involvement in decision making	20%	19%						The small increase in the second quarter does not significantly change the position. An in person surveying is planned to supplement online surveying.
Voter participation in elections	N/A - No election	N/A - No election						
Number of activities or events supported by the Community Wellbeing Fund	40	39						

## Regulatory Services

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Building consents are granted within statutory timeframe	100% of building consents are granted within statutory timeframe	99.50%						255 building consents were granted in Quarter Two with 3 of these granted outside of the statutory timeframe. Of the 3 consents that went over, two in December were commercial consents and they went over due to contractor workload/ resourcing issues. Commercial consents are more complex and take longer. The other one was human error by another contractor. 279 consents were issued in Quarter One (all within the statutory timeframes).
Non-notified resource consents not requiring a hearing are granted within statutory timeframe	100% of non-notified resource consents are granted within statutory timeframe	95%						89% of non-notified consents were processed within statutory timeframes. The Planning team have no control over the number of consents received and have a static level of resources available for processing, so depending on the number and type of consent applications received it is normal that compliance with statutory timelines will vary. The quarter saw an increase of 25% in the number of consents received, from 40 in Quarter One to 54 in Quarter Two i.e. the quarter was particularly busy for both our processing consultants and our staff, so everyone was juggling processing more applications at the same time. Timelines for several applications were lengthened due to complexity or delays in receiving internal comments. However, the majority are due to the lag in receiving replies from the applicants to requests for information – by the time the necessary information was received the planners were already at full capacity with other projects. It is also worth noting that 3 of the 4 consents that went overtime were combined subdivision and land-use, which makes it appear 6 went overtime, as they each contained two consenting decisions.

Invercargill City Council

**Non Financial Performance - List of KPI measures**

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Code Compliance Certificates are issued within statutory timeframe	100% of Code Compliance Certificates are issued within statutory timeframe	97%						227 CCCs were issued in Quarter Two, with 10 of these being issued outside of the statutory timeframe. The issue of CCCs is a manual process subject to human error and continuous performance attention. System improvements are being sought to automate this process which would address the issue. 225 CCCs were issued in Quarter One (with three of these issued outside of the statutory timeframes).
Food premises are registered within 20 working days	100% of food premises are registered within 20 working days	100%						16 new registrations were processed for in Quarter Two compared to 24 in Quarter One.
Alcohol licences not requiring a hearing are granted within 30 days	100% of alcohol licences not requiring a hearing are granted within 30 days	100%						132 applications not requiring a hearing were issued for Quarter Two (up from 99 in Quarter One). One application went to a hearing
Land Information Memorandum (LIM) Reports are issued within 10 working days	100%	100%						199 LIM reports were issued in Quarter Two, up from 187 in Quarter One.
Percentage of residents satisfied with service received from the Building, Planning and Property Records Department	50%	69%						The planning, building and property records department continues to deliver high levels of customer satisfaction.
Percentage of residents satisfied with the building and/or resource consent process	50%	81%						
Amount of eligible applications received to support heritage buildings (earthquake strengthening and/or heritage improvements)	Council's Heritage Funds are at least 90% subscribed each financial year							Annual measure, reported in Quarter Four.

Invercargill City Council

## Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
<b>Investments</b>								
Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Occupancy levels are greater than 95%	>95%	95%						
Total Gross Income over Total Asset Value	Total portfolio	4%						
	Portfolio excluding Strategic, Development and Vacant land	5%						
Net rate of return is greater than Council's planned cash deposit rate for the portfolio excluding Strategic, Development and Vacant land	> planned cash deposit rate 3.5%	4.25%						
Net interest income is higher than budgeted (variance)	> Budget	(301,753)						ICHL advance repaid Jul 2024 & ICL advance \$0.9m lower than plan with ICL repaying part of advance (Debt interest however fixed)
Dividend income is in line with budget (variance)	= Budget	0						\$5.5 million received in December 2024

## Property Services

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Requests for service are responded to and remedial action in place: - Emergency - H&S related requests.	24 hours	100% of RSF responded to and remedial action in place within 24 hours (average time 7 hours)						During Quarter Two, 8 RFS were responded to within 24 hours. Overall average time to respond was 7 hours. In Quarter One, 2 RFS were responded to within 24 hours.
Requests for service are responded to and remedial action in place: - Non-Urgent routine requests.	5 working days	100% of RSF responded to and remedial action in place within 5 working days (average time 1 day)						In Quarter Two, 58 non urgent RFS were responded to within 5 working days. 52 requests were responded two within 2 working days and 6 requests were responded to between 3 and 5 days. Overall average time to respond was 1 day. In Quarter One, 21 non urgent RFS were responded to.
All buildings have a current Building Warrant of Fitness	100%	100%						
Condition assessments are not older than 5 years old (of agreed buildings)	80%	100%						Next assessments are due in November 2026.
Asbestos Management Plans are reviewed and updated so they are not older than 5 years.	80%	84%						Re-surveying and plan reviews is planned for 30 sites. This work is currently being procured and will be completed during QuarterThree.
Percentage of residents satisfied with public toilet facilities in Invercargill District	55%	37%						Toilet renewals are ongoing, including renewals for end of asset life and new installations. New toilets are planned for Bluff, Stirling Point, Queens Park and Russell Square in 2024/25.

Invercargill City Council

### Non Financial Performance - List of KPI measures

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Public toilets are operational 95% of open hours (which is 24 hours per day)	95%	94%						Vandalism to toilets in July resulted in closure while awaiting parts. Toilets are now fully operational.

### Corporate Services

Measure	Target	YTD Result	LY	Q1	Q2	Q3	Q4	Commentary
Percentage of Requests for Service under investigation/ closed within 10 working days of being raised	80%	98%						In Quarter Two, 112 of 5,076 RFS were not under investigation/closed within the expected timeframe. In Quarter One, 134 of 5,459 RFS were not closed or investigated within expected timeframe.
Percentage of suppliers who are paid on time	85%	93%						
Accessible customer service	Customers are provided with a 24 hour 7 day a week call centre	99%	99.98%					
	Invercargill customers are provided with face to face customer services	1880 hours per annum	1002.92					
	Bluff customers are provided with face to face customer services	2045 hours per annum	1052.25					



Invercargill City Council

## Financial Performance

### Statement of Comprehensive Revenue and Expense

		Actual	Budget	Actual vs Budget Variance	Budget	Plan	Budget vs Plan Variance
		YTD	YTD	YTD	Full year	Full year	Full year
		(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Rates and penalties:	General rates	23,400	23,388	+ 12	46,776	46,712	+ 64
	Targeted rates	15,598	15,598	- 0	31,197	31,184	+ 13
	Rates penalties	524	590	- 65	965	965	-
Subsidies and grants:	Subsidies and grants for operating purposes	1,561	1,944	- 383	5,830	5,492	+ 338
	Subsidies and grants for capital expenditure	205	154	+ 51	12,664	14,239	- 1,574
Income from activity:	Fees & charges revenue	10,525	11,176	- 650	27,786	27,710	+ 76
	Rental revenue	1,821	1,845	- 25	3,691	3,699	- 8
	Fines & infringements	780	761	+ 19	1,522	1,519	+ 3
	Other Revenue	2,524	2,751	- 226	7,574	7,496	+ 78
Investment revenue:	Finance Revenue	1,857	1,419	+ 439	2,869	3,643	- 774
	Dividends & subvention payments	5,457	5,457	-	9,457	9,457	-
<b>Total revenue</b>		<b>64,252</b>	<b>65,083</b>	<b>- 831</b>	<b>150,331</b>	<b>152,116</b>	<b>- 1,784</b>
Employee expenses:	Salaries & Wages Expenses	17,397	17,041	+ 356	33,757	33,757	-
	ACC expenses	69	80	- 11	157	157	-
	Other Staff expenses	794	839	- 45	2,064	2,105	- 41
Other expenses:	Administration expenses	2,548	2,413	+ 135	5,764	5,484	+ 280
	Elected reps & Mana Whenua expenses	421	423	- 2	847	847	-
	Consultancy expenses	773	864	- 91	3,659	4,368	- 709
	Operational expenses	13,218	13,339	- 121	35,684	35,578	+ 106
	Utilities expenses	5,720	6,228	- 509	10,317	9,582	+ 735
	Repairs & maintenance	3,213	3,993	- 780	9,893	9,087	+ 807
	Grants & subsidies expenses	3,315	3,637	- 322	6,727	6,728	- 1
	Internal job cost allocation	(1,403)	(1,741)	+ 339	(5,817)	(5,817)	- 0
	Internal charges and overheads recovered	(1,103)	(1,167)	+ 64	(2,741)	(2,741)	-
	Internal charges and overheads applied	1,103	1,167	- 64	2,741	2,741	-
Finance expenses:	Finance Expenses	3,150	3,134	+ 16	6,269	6,268	+ 1
Depreciation:	Depreciation and Amortisation	22,585	22,550	+ 35	44,839	47,038	- 2,199
<b>Total expenses</b>		<b>71,803</b>	<b>72,802</b>	<b>- 999</b>	<b>154,159</b>	<b>155,182</b>	<b>- 1,022</b>
<b>Net operating surplus / (Deficit)</b>		<b>-7,551</b>	<b>-7,719</b>	<b>+ 168</b>	<b>-3,828</b>	<b>-3,066</b>	<b>- 762</b>

Invercargill City Council

## Financial Performance

### Statement of Comprehensive Revenue and Expense

	Actual	Budget	Actual vs Budget	Budget	Plan	Budget vs Plan
	YTD	YTD	Variance	Full year	Full year	Variance
	(\$000s)	(\$000s)	YTD	(\$000s)	(\$000s)	Full year
			(\$000s)			(\$000s)
Other gains/(losses)	-	-	-	1,062	1,062	-
<b>Surplus / (deficit) before tax</b>	<b>-7,551</b>	<b>-7,719</b>	<b>+ 168</b>	<b>-2,766</b>	<b>-2,004</b>	<b>- 762</b>
Income tax expense	-	-	-	-	-	-
<b>Surplus / (deficit) after tax</b>	<b>-7,551</b>	<b>-7,719</b>	<b>+ 168</b>	<b>-2,766</b>	<b>-2,004</b>	<b>- 762</b>
Property, plant and equipment revaluation gain (loss)	-	-	-	62,785	62,785	-
Carbon credit revaluation gains/(losses)	-	-	-	-	-	-
Cash flow hedges	-	-	-	-	-	-
<b>Total other comprehensive revenue and expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>62,785</b>	<b>62,785</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b>	<b>-7,551</b>	<b>-7,719</b>	<b>+ 168</b>	<b>60,019</b>	<b>60,781</b>	<b>- 762</b>

#### Statement of Comprehensive Revenue and Expense Variance

##### Revenue

General & Targeted rates	Rates revenue is higher than plan due to greater than expected growth above the projected rating base.
Rates penalties	Although rates penalties are tracking lower than expected, they were \$50,000 higher than for the same period last year.
Subsidies and grants for operating purposes	Funding from the Nov/Dec NZTA subsidy claims was not received until quarter three for Roading and Public Transport. Budget has been adjusted to align with NZTA Waka Kotahi agreed final funding allocation.
Subsidies and grants for capital expenditure	Funding from the Nov/Dec NZTA subsidy claims was not received until quarter three for Roading and Public Transport. Budget has been adjusted to align with NZTA Waka Kotahi agreed final funding allocation.

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Fees & charges revenue	<p>Water revenue was under budget due to number of customers are using their annual free allowance and wet weather has contributed to lower sales.</p> <p>Aquatic Centre revenue is down on budget with economic conditions encouraging frequent visitors to purchase memberships instead of general admissions revenue to reduce their costs.</p> <p>Cemeteries, crematorium and sportsground revenue is also lower than anticipated. It is unlikely that demand will increase to meet budget.</p>
Rental revenue	Year to date actuals are in line with budget and minor adjustments make to budget when compared to plan.
Fines & infringements	Year to date actuals are in line with budget and minor adjustments make to budget when compared to plan.
Other Revenue	Forestry revenue is under achieved due to some of this year's planned harvest being processed in 2023/24 to take advantage of the market price in the last financial year.
Finance Revenue	<p>Finance revenue is more than anticipated due to high interest rates on term deposits during the first half of the year. This is expected to come back in line with budget due to maturing term deposits will likely renew on to lower rates based on the current decreasing interest rate market.</p> <p>The budget has been decreased as lower Interest is now expected to be received due to A) the short-term advance of \$18 million to Invercargill City Holdings Limited was repaid in July 2024, 4 months earlier than planned in the LTP; B) the average balance of the Invercargill Central advance is lower than planned due to repayments received.</p>
Dividends & subvention payments	The first dividend from Invercargill City Holdings Limited was received in December 2024 as planned with the second dividend expected early quarter three.
<b>Expenses</b>	
Salaries & Wages Expenses	Variances reflect differences between actual and planned staffing levels and movements.
Other Staff expenses	Actual spend on Employment related costs was \$204,000, Other staff costs, including, FBT & Health and Safety staff costs was \$164,000, and Training & Travel was \$426,000.
Administration expenses	Includes software licenses, subscriptions, legal, postage and printing expenses. The overspend was driven by timing of subscriptions and software licenses costs.
Consultancy expenses	Variance reflects lower use of consultancy services across the Council, particularly in Roding & Planning service areas. The budget decrease reflects the change in reclassification of expenses between Consultancy, Operational and Repairs & Maintenance expenses

Finance and Policy Committee - Public - 2024/2025 Quarter Two Performance (A5783520)

Operational expenses	<p>The main drivers for the first six months underspend are:</p> <p>Three Waters - Pipe operational/Maintenance contract claim is behind on billing due to resourcing constraint at contractor and bad weather in quarter two.</p> <p>Solid Waste - Lower waste volumes have contributed to lower associated costs.</p> <p>Arts and Culture - Less materials and consumables have been required. This will also need realigned with new funding arrangements.</p> <p>Roading - Currently lower than budget in repairs and maintenance and is offset by a similar amount above budget in operational expenses where some repairs and maintenance expense has been booked.</p> <p>The budget increase reflects the change in reclassification of expenses between Consultancy, Operational and Repairs &amp; Maintenance expenses</p>
Utilities expenses	<p>Includes insurance, electricity &amp; rates expenses. Insurance expense budget has been increased from plan due to a change to risk rating of New Zealand, including Local Government activities, within the global insurance market. Rates expenses are tracking lower than plan.</p>
Repairs & maintenance	<p>The main drivers of for the first six months underspend are:</p> <p>Three Waters - Pipe Operational/Maintenance contract claim is behind on billing due to resourcing constraint at contractor and weather delays in quarter two.</p> <p>Roading - Roothing is lower than budget in repairs and maintenance and is offset by a similar amount above budget in operational expenses where some repairs and maintenance expense has been booked.</p>
Grants & subsidies expenses	<p>The main driver for the six months underspend is due to the Council withdrawing from the Southland Regional Heritage Committee and no longer paying a grant to them. Instead these funds will be used to fund the collections area of the Arts, Culture and Heritage activity. The Budget currently does not reflect this and will be revised within quarter three.</p>
Internal job cost allocation	<p>Recovery of internal staffing costs have been fully allocated to capital projects to date. IS staff costed to Our Council is adverse to budget due to delays in project timelines and staff fulfilment timing. The budget currently does not reflect this and will be revised within quarter three.</p>
Finance Expenses	<p>Year to date actuals are in line with budget and minor adjustments make to budget when compared to plan.</p>
Depreciation and Amortisation	<p>Depreciation for the full year is lower than plan due to variances between final positions of capital work in progress / asset values balances for 2023/2024 and the estimated position of assets within the Long-term Plan 2024-2034. This includes Property files Digitisation \$1.0 million, Our Council projects \$0.8 million and property/other projects \$0.6 million. Differences between the actual and estimate three waters asset revaluation are also included \$0.1 million.</p>

## Statement of Financial Position

As at 31 December 2024

	Actual	Budget	Plan	Budget vs Plan	Annual Report
	YTD	Full Year	Full Year	Variance	Full Year
	Dec 2024	2025	2025	2025	2024
	(\$000)	(\$000)	(\$000)	(\$000s)	(\$000)
<b>ASSETS</b>					
Cash and cash equivalents	10,829	12,122	2,311	+ 9,811	12,373
Trade and other receivables	44,213	13,428	17,025	- 3,597	13,428
Prepayments	4,338	1,721	1,372	+ 349	1,721
Inventories	366	366	619	- 253	366
Property, plant and equipment	1,169,152	1,260,938	1,261,291	- 353	1,172,776
Intangible assets	8,371	11,612	9,932	+ 1,680	7,650
Biological assets	3,894	4,030	4,502	- 472	3,894
Investment property	27,210	25,958	26,815	- 857	27,486
Investment in subsidiaries	76,569	76,569	76,569	-	76,569
Other financial assets - other investments	42,387	46,288	44,317	+ 1,971	60,002
Derivative financial instruments	365	365	751	- 386	365
<b>TOTAL ASSETS</b>	<b>1,387,695</b>	<b>1,453,397</b>	<b>1,445,504</b>	<b>+ 7,893</b>	<b>1,376,630</b>
<b>LIABILITIES</b>					
Trade and other payables	41,370	15,585	19,225	- 3,640	15,585
Provisions	1,381	1,318	877	+ 441	1,429
Employee benefit liabilities	2,927	4,434	3,921	+ 513	4,434
Borrowings	146,331	170,069	181,609	- 11,540	152,146
Tax payable	32	0	0		2
<b>Total liabilities</b>	<b>192,041</b>	<b>191,406</b>	<b>205,632</b>	<b>- 14,226</b>	<b>173,596</b>
<b>TOTAL EQUITY</b>					
Retained earnings	356,121	359,674	361,211	- 1,537	363,502
Other reserves	839,532	902,317	878,661	+ 23,656	839,532
<b>Total equity</b>	<b>1,195,654</b>	<b>1,261,991</b>	<b>1,239,872</b>	<b>+ 22,119</b>	<b>1,203,034</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>1,387,695</b>	<b>1,453,397</b>	<b>1,445,504</b>	<b>+ 7,893</b>	<b>1,376,630</b>

**Statement of Financial Position Variance**

**Assets**

Cash and cash equivalents	Change reflects a mixture of the 2023/2024 closing actual amount and timing of rates revenue received and supplier payments made.
Trade and other receivables	Change aligns the balance with the 2023/2024 closing actual amount
Prepayments	Change aligns the balance with the 2023/2024 closing actual amount
Inventories	Change aligns the balance with the 2023/2024 closing actual amount
Property, plant and equipment	Change reflects A) variances in movements of the capital programme spend between budget and the assumption in the plan; B) variances in the 2023/2024 asset revaluation amount between the assumption in the plan and actual valuation.
Intangible assets	Change reflects variances in movements of the capital programme spend between budget and the assumption in the plan.
Biological assets	Change reflects variances in movements of the capital programme spend between budget and the assumption in the plan.
Investment property	Change reflects A) variances in movements of the capital programme spend between budget and the assumption in the plan; B) variances in the 2023/2024 asset revaluation amount between the assumption in the plan and actual valuation.
Investment in subsidiaries	This balance includes shares held by Council in Invercargill City Holdings Limited
Other financial assets - other investments	Variance between plan and budget includes higher amounts of reinvestment of interest into term deposits above the assumption included in the Long-term plan.
Derivative financial instruments	Change aligns the balance with the 2023/2024 closing actual amount

**Liabilities**

Trade and other payables	Change aligns the balance with the 2023/2024 closing actual amount
Provisions	A provision for parking fine refunds was established after the Long-term plan was approved and has now been included in the budget.
Employee benefit liabilities	Change aligns the balance with the 2023/2024 closing actual amount
Borrowings	Borrowings are lower than plan as it reflects a lower capital programme spend than against plan.

## Schedule of changes to the plan (budget)

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

	Net Surplus / (Deficit) (\$000)	Capital (\$000)	
<b>Long-term Plan 2024/2025</b>	<b>-3,066</b>	<b>82,067</b>	
People and culture operations increase of \$265,000 to come from existing funding	0		Finance and policy report 17 September 2024
Depreciation revision	+ 2,521		An adjustment is required to the depreciation budget due to variances between final positions of capital work in progress / asset values balances for 2023/2024 and the estimated position of assets within the Long-term Plan 2024-2034. This includes Property files Digitisation \$1.0 million, Our Council projects \$0.8 million and property/other projects \$0.6 million. Differences between the actual and estimate three waters asset revaluation are also included \$0.1 million.
<b>Capital Project changes:</b>			
<i>Branxholme supply main renewal</i>		- 899	To maintain an unchanged total project life budget, an adjustment to the budget in this year is required for any over or under spend from the previous year. This adjustment is only done for capital projects with a set budget and lifespan i.e. Roadmap and Strategic projects .
<i>Alternative water supply - New supply source</i>		+ 526	
<i>Treatment Facilities - Bluff consent renewals</i>		- 207	
<i>City Streets - Esk Street West (Roadmap)</i>		+ 233	
<i>Bluff Boat Ramp - Stage 1 - Jetties (Roadmap)</i>		- 418	
<i>City Centre Masterplan Urban Play (Roadmap)</i>		- 55	
<i>Bluff Hill active recreation hub carpark redevelopment</i>		+ 606	
<i>Surrey Park grandstand renewals (Roadmap)</i>		+ 300	
<i>Civic Administration building - Redevelopment</i>		+ 182	
<i>Rugby Park building - Main stand strengthening</i>		+ 101	
<i>Our Council (Business Enhancement) Programme</i>		+ 550	
<i>CCTV - establishment (Roadmap)</i>		+ 1,065	Works on project are now expected to be completed in the current year instead of over three years. Total project costs remains unchanged.
<i>Pipe Network - General renewals</i>		+ 605	Mersey Street rising main pipe duplication project to be started a year ahead of plan. Total project costs remains unchanged.
<b>Revised budget 2024/2025 as at Q1 performance reporting date</b>	<b>-545</b>	<b>84,656</b>	
Revised rates revenue to align with generated rate set revenue	+ 77		Additional rating unit number growth above the assumption used in the LTP had generated additional revenue for the year.
Subsidy revenue revised to align with NZTA approved programme	- 1,236		in July 2024, NZTA approved the subsidised operational and capital programmes for the 2024-2027 period.
Lower Interest revenue from related party advances	- 846		Lower Interest is now expected to be received due to A) the short-term advance of \$18 million to Invercargill City Holdings Limited was repaid in July 2024, 4 months earlier than planned in the LTP; B) the average balance of the Invercargill Central advance is lower than planned due to repayments received.
Higher interest revenue from term deposit investments	+ 72		Bank Term Deposit rates have been higher during the first half of the year.

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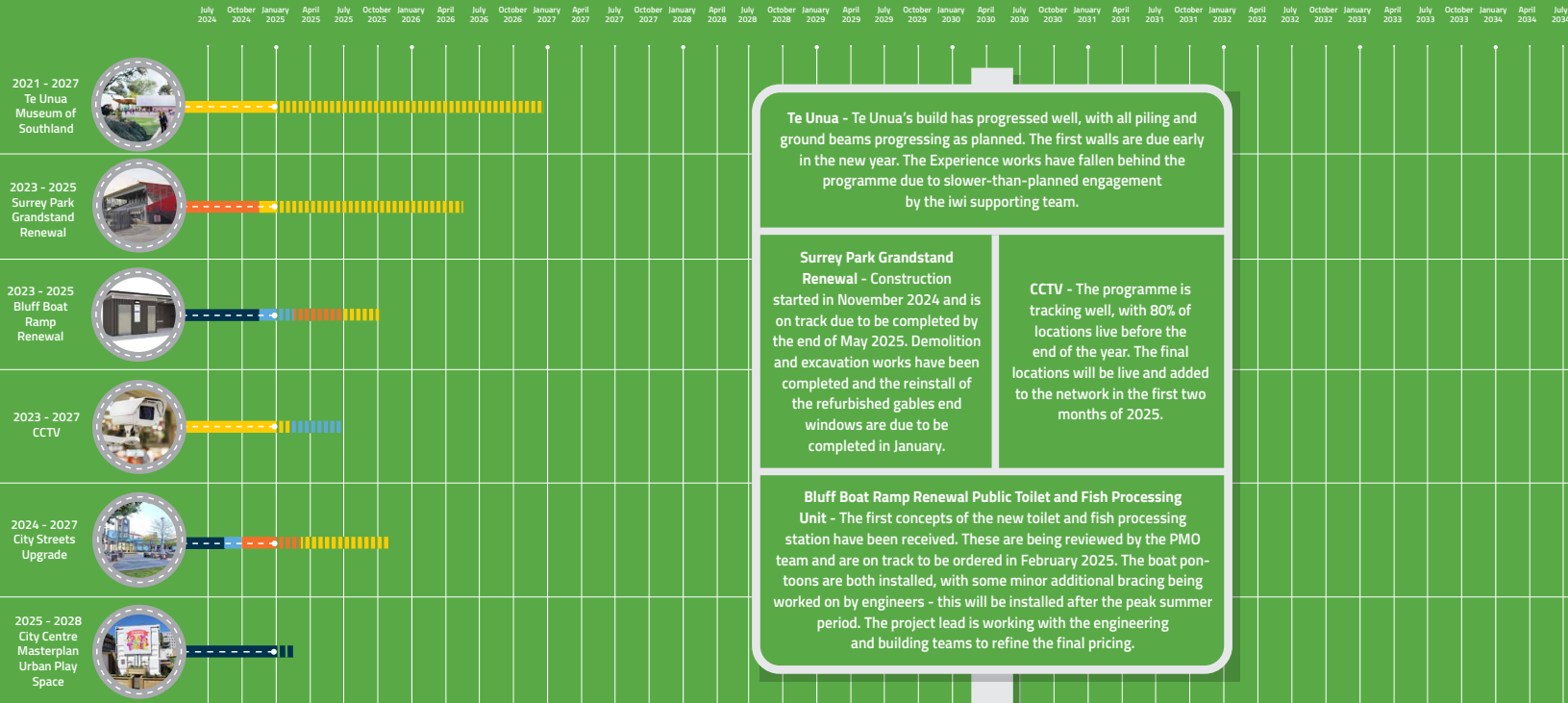
	Net Surplus / (Deficit) (\$000)	Capital (\$000)	
Insurance renewal higher than planned (Utilities expenses)	- 735		Insurance premiums were renewed in October and have increased higher than planned, reflecting world wide trend in insurance risk and rising asset replacement values.
Depreciation revision	- 322		Adjustments to align with Capital programme movements and updated asset register
Ocean Beach Remediation	- 360		Ocean Beach Remediation requires \$860k ICC share, \$500k was included in plan
Minor operational adjustments	+ 67		Minor adjustments & correction to classification errors
<b>Capital Project changes:</b>			
<i>Te Unua</i>		- 4,988	Revision to phasing of project to align with expect spend in 2024/2025. Total project spend was increased to align with Council approval in October 2025
<i>Additional Pool at Splash Palace</i>		- 155	Feasibility work deferred to future year. Capital spend still planned for 2033-2034
<i>Property - Aquatics</i>		- 831	Changing room renewal work has been deferred to future years
<i>Water Pipe Network - Supply</i>		- 1,236	Removal of duplication error as capital renewal for water supply pipes was also included as part of the Branxholme pipe line project.
<i>Roading &amp; Public Transport programmes</i>		- 1,657	Capital programme adjusted to align with NZTA approved funding programme
<i>Library books</i>		+ 100	Increase collection spend back to pre Covid levels to build up/replace book collections, in particular Large Print - Fiction as well as increase online content and platforms
<i>Various projects</i>		+ 410	Minor adjustments to programme to align with expected spend for year
<b>Revised budget 2024/2025 as at Q2 performance reporting date</b>	<b>-3,828</b>	<b>76,299</b>	





A5792014

# Roadmap to Renewal Delivery - Progress to 31 December 2024



**Te Unua -** Te Unua's build has progressed well, with all piling and ground beams progressing as planned. The first walls are due early in the new year. The Experience works have fallen behind the programme due to slower-than-planned engagement by the iwi supporting team.

**Surrey Park Grandstand Renewal - Construction** started in November 2024 and is on track due to be completed by the end of May 2025. Demolition and excavation works have been completed and the reinstall of the refurbished gables end windows are due to be completed in January.

**CCTV -** The programme is tracking well, with 80% of locations live before the end of the year. The final locations will be live and added to the network in the first two months of 2025.

**Bluff Boat Ramp Renewal Public Toilet and Fish Processing Unit -** The first concepts of the new toilet and fish processing station have been received. These are being reviewed by the PMO team and are on track to be ordered in February 2025. The boat pontoons are both installed, with some minor additional bracing being worked on by engineers - this will be installed after the peak summer period. The project lead is working with the engineering and building teams to refine the final pricing.



**PHASES**

- CONCEPT (dark blue circle)
- PLAN (light blue circle)
- DESIGN (orange circle)
- CONSTRUCTION (yellow circle)



**ESTIMATED COST**



## FINANCIAL UPDATE AS AT 31 JANUARY 2025

<b>To:</b>	Finance and Policy Committee
<b>Meeting Date:</b>	Tuesday 18 March 2025
<b>From:</b>	Jaimee Botting – Manager – Financial Planning Stephanie Roberts - Manager - Financial Services
<b>Approved:</b>	Patricia Christie – Group Manager Finance and Assurance
<b>Approved Date:</b>	Thursday 13 March 2025
<b>Open Agenda:</b>	Yes
<b>Public Excluded Agenda:</b>	No

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### Purpose and Summary

The purpose of this report is to provide an update on Council's financial position including, level of debt owed to Council from rates and operations to 31 January 2025.

### Recommendations

That the Finance and Policy Committee:

1. Receives the report "Financial Update as at 31 January 2025".
2. Notes the current state of Council finances.
3. Notes the current net debt and treasury position.
4. Notes that it has reviewed the sensitive expenditure listing provided.

#### Recommend to Council:

5. To approve the budget adjustments outlined in the "Financial Update as at 31 January 2025" report and note these budget adjustments have been used to form the base position of the Annual Plan 2025/2026 opening net debt position for consultation.

### Background

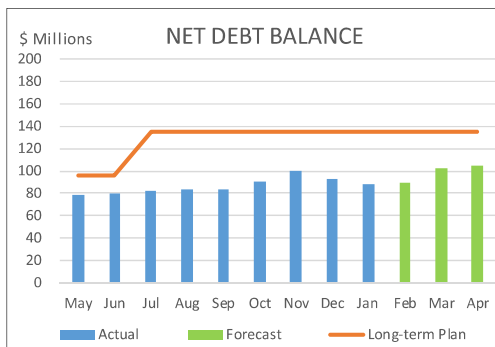
This report provides the Committee with an update on key financial issues and areas for Council including the regular reporting of net debt of Council (Borrowings and Investments) and debt owed to Council (Debt Management).

## Issues

### Net debt and Treasury update

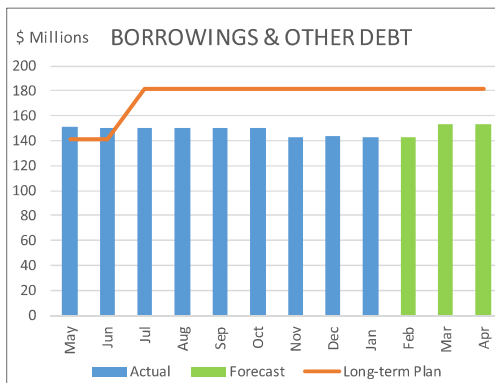
At 31 January 2025, Council had borrowings and other debt of \$143 million and cash investments of \$55 million. These generated a net debt balance of \$88 million. The highlights of Council's net debt position are provided below.

Credit Rating	Net Debt Balance	Borrowings & other debt
<b>AA+</b>	<b>\$88m</b>	\$143m
		LESS: Cash & Cash Investments
		\$55m



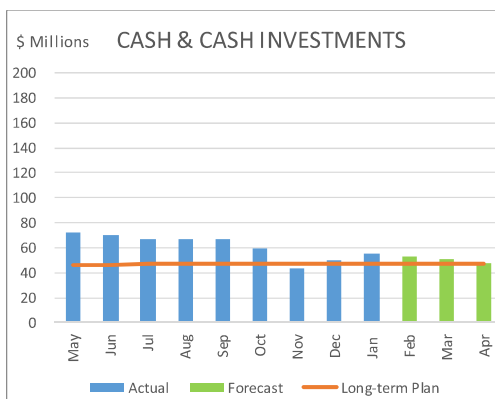
Debt ceiling cap is set at 1.5 times total revenue up to June 2024. This increases to 1.8 times from July 2024 onwards.

This is to allow capacity to cover any significant expenditure from an extraordinary event in the future.



November 2024: \$18 million borrowings repaid on maturity to LGFA. This borrowing was associated to the ICHL advance which was repaid.

Forecast: Further borrowings expected to be raised to cover capital expenditure.



July 2024: The \$18 million advance to ICHL was repaid with funds placed on term deposit until the associated loan matures.

Nov 2024: The \$18 million term deposit was used to repay maturing borrowings.

Jan 2025: The additional \$4 million dividend from ICHL was placed on term deposit inline with the investment strategy.

Forecast: Cash on hand balance varies per month based on payments made and rating revenue received.

**Net Debt Breakdown**

<b>Borrowings &amp; other debt</b>				Note
<b>Borrowings</b>				
<u>Party</u>	<u>Maturity date</u>	<u>Interest rate</u>		
LGFA	28/02/2025	4.39% Fixed	\$20,000,000	
LGFA	15/04/2025	5.61% Fixed	\$9,140,000	
LGFA	15/04/2025	1.49% Fixed	\$15,000,000	
LGFA	15/10/2025	0.59% Fixed	\$8,500,000	
LGFA	15/04/2026	1.09% Fixed	\$10,000,000	
LGFA	29/04/2026	4.32% Floating	\$10,000,000	
LGFA	29/04/2026	4.39% Floating	\$10,000,000	
LGFA	29/04/2027	4.50% Floating	\$10,000,000	
LGFA	29/04/2027	2.62% Fixed	\$10,000,000	
LGFA	29/04/2027	4.78% Floating	\$12,000,000	
LGFA	27/06/2027	5.33% Fixed	\$10,256,410	
LGFA	29/04/2028	4.51% Floating	\$10,000,000	
LGFA	15/05/2028	4.06% Fixed	\$10,000,000	
Accrued interest payable			\$646,761	
			<b>Total</b>	<b>\$145,543,171</b>
<b>Other debt</b>				
LGFA Borrower Notes			(\$2,878,910)	
Environment Southland - Clean Air Scheme			\$200,000	
Financing Lease - Canon			\$103,028 <sup>A</sup>	
			<b>Total</b>	<b>(\$2,575,882)</b>
<b>TOTAL BORROWINGS &amp; OTHER DEBT</b>				<b>\$142,967,290</b>
<b>LESS: Cash &amp; Cash Investments</b>				Note
<b>Cash and cash equivalents</b>				<b>\$11,461,749</b>
<b>Term Deposits</b>				
<u>Party</u>	<u>Maturity date</u>	<u>Interest rate</u>		
Westpac	24/04/2025	5.30%	\$5,714,353	
BNZ	28/04/2025	6.35%	\$4,556,864	
SBS	25/07/2025	6.00%	\$4,593,103	
ASB	12/01/2026	4.52%	\$4,000,000	
SBS	27/01/2026	4.90%	\$4,760,580	
SBS	27/01/2026	4.90%	\$141,363	
Accrued interest receivable			\$556,070	
				<b>\$24,322,333</b>
<b>Other Investments</b>				
Share investments			\$1,022,960	
Loan advances issued - Invercargill Central Limited			\$17,850,000 <sup>B</sup>	
Loan advances issued - Other			\$28,720	
			<b>Total</b>	<b>\$18,901,680</b>
<b>TOTAL CASH &amp; CASH INVESTMENTS</b>				<b>\$54,685,762</b>
<b>NET DEBT BALANCE</b>				<b>\$88,281,528</b>

<sup>A</sup> The Council entered into a 5 year finance lease agreement with Canon to supply copier machines

<sup>B</sup> As of 31 January 2025, the outstanding loan balance advanced to ICL amounted to \$17.85 million. The current lending limit that ICC can extend to ICL is \$31.45 million. A total of \$1.29 million has been repaid to ICC between 1 July 2024 & 31 January 2025.

<sup>C</sup> During November 2024 the \$18 million funds held on term deposit, from the early repayment of the advance to ICHL, was used to repay the borrowings associated with the initial advance.

**Sensitive Expenditure**

In accordance with Council's Sensitive Expenditure policy the list of sensitive expenditure for the Mayor, Councillors, Chief Executive and Executive Leadership Team is reported to the Finance and Policy Committee. The table below covers the period from 31 October to 24 February 2025.

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

Cost Centre	Period Expense Recorded	Transaction Amount	Who	Description	Supplier
Mayor	Feb-25	600.00		Event Costs - Citizenship Ceremony - 2 December 2024	Invercargill City Council - Civic Theatre
Mayor	Feb-25	900.00		Event Costs - Citizenship Ceremony - 16 December 2024	Invercargill City Council - Civic Theatre
Mayor	Feb-25	813.04		Event Costs - Citizenship Ceremony - 27 January 2025	Invercargill City Council - Civic Theatre
Councillors	Feb-25	530.44	Councillors	Event Costs - Final Council Meeting 2024 Drinks and nibbles, Invercargill Civic Theatre	Invercargill City Council - Civic Theatre
Councillors	Jan-25	719.30	Trish Boyle	Airfares - LGNZ Meeting, Wellington	Air New Zealand
Chief Executive Office	Jan-25	737.57	Michael Day	Airfares - Combined Sector Meeting, Wellington	Air New Zealand
Chief Executive Office	Jan-25	331.48	Michael Day	Airfares - LGNZ Zone 5 and 6, Christchurch	Air New Zealand
Mayor	Jan-25	638.43	Mayor Clark	Airfares - LGNZ Combined Sector Meeting, Wellington	Air New Zealand
Mayor	Jan-25	350.61	Mayor Clark	Airfares - LGNZ Zone 5 and 6, Christchurch	Air New Zealand
Councillors	Jan-25	452.17	Councillors	Event Costs - Councillors Lunch, Invercargill Civic Theatre	Invercargill City Council - Civic Theatre
Councillors	Dec-24	1,161.91	Alex Crackett	Airfares - LGNZ Council Delegation at Waitangi - 6 February	Air New Zealand

Cost Centre	Period Expense Recorded	Transaction Amount	Who	Description	Supplier
Councillors	Dec-24	133.48	Darren Ludlow	Taxis - Global Cities NZ Regional Forum, Christchurch	TaxiCharge NZ Ltd
Councillors	Dec-24	65.22	Darren Ludlow	Meal - Global Cities NZ Regional Forum, Christchurch	Expense Claim
Councillors	Nov-24	630.61	Darren Ludlow	Airfares - Global Cities NZ Regional Forum, Christchurch	Air New Zealand
Mayor	Nov-24	962.78	Mayor Clark	Airfares - 5 November Appeal to Parliament - Dunedin Hospital, Wellington	Air New Zealand
Mayor	Nov-24	66.57	Mayor Clark	Meal - LGNZ Combined Sector Meeting, Wellington	Expense Claim
Mayor	Nov-24	82.61	Mayor Clark	Event Costs - Prime Minister's Breakfast, Southland Chamber of Commerce	Southland Chamber of Commerce
Chief Executive Office	Nov-24	309.57	Michael Day	Accommodation - LGNZ Combined Sector Meeting, Wellington	Ibis and Novotel
Mayor	Nov-24	663.31	Mayor Clark	Accommodation - LGNZ Combined Sector Meeting, Wellington	Ibis and Novotel
Chief Executive Office	Nov-24	125.00	Michael Day	Courses and Seminars - LGNZ Combined Sector Meeting, Wellington	Local Government New Zealand
Mayor	Nov-24	125.00	Mayor Clark	Courses and Seminars - LGNZ Combined Sector Meeting, Wellington	Local Government New Zealand
Councillors	Nov-24	256.52	Alex Crackett	Courses and Seminars - LGNZ Zone 5 and 6, Central Otago	Central Otago District Council
Councillors	Nov-24	55.04	Councillors	Event Costs - Catering for Council Meeting, Invercargill	Charlies Kitchen
Mayor	Nov-24	130.44	Mayor Clark	Event Costs - Flowers for Armistice Day	Ambrosia Design
Mayor	Nov-24	27.05	Mayor Clark	Meal - 5 November - Appeal to Parliament - Dunedin Hospital, Wellington	Expense Claim
Mayor	Nov-24	328.26	Mayor Clark	Accommodation - 5 November - Appeal to Parliament - Dunedin Hospital, Wellington	Ibis and Novotel
Mayor	Nov-24	101.91	Mayor Clark	Taxis - 5 November - Appeal to Parliament - Dunedin Hospital, Wellington	Expense Claim

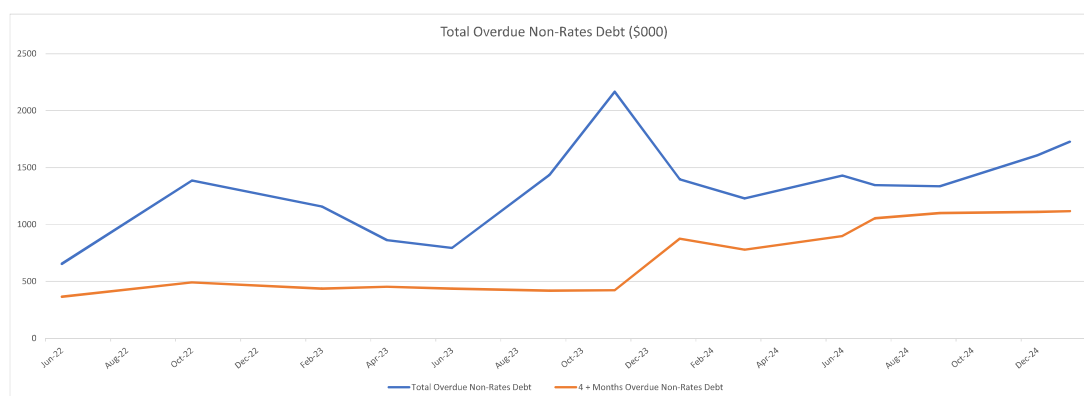
<b>Cost Centre</b>	<b>Period Expense Recorded</b>	<b>Transaction Amount</b>	<b>Who</b>	<b>Description</b>	<b>Supplier</b>
Councillors	Nov-24	321.74	Alex Crackett	Accommodation - LGNZ Zone 5 and 6, Central Otago	Scenic Hotel
Chief Executive Office	Jul-24	366.61	Michael Day	Event Costs - ELT Meeting, Kelvin Hotel, Invercargill	Kelvin Hotel

## Debt Management

### Sundry (Non-rates) Debt

At 31 January 2025 the non-rates debtors outstanding was \$1.727 million, an increase of \$0.1 million on 31 December 2024. The increase is a combination of the timing of invoices being processed and the invoicing of contributions to delivered capital projects.

The graph below shows the trend in total overdue non-rates debt for the period from June 2022 to January 2025, and non-rates debt over four months old for the same period.



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

	As at 31 January 2025					As at 31 December 2024				
	1 Month	2 Months	3 Months	4 + Months	Total	1 Month	2 Months	3 Months	4 + Months	Total
<b>Grand Total</b>	<b>363,005.66</b>	<b>171,466.98</b>	<b>75,441.23</b>	<b>1,117,284.35</b>	<b>1,727,198</b>	<b>343,685.47</b>	<b>112,123.51</b>	<b>41,379.04</b>	<b>1,110,337.59</b>	<b>1,607,526</b>

Of the above balance \$0.896 million (\$0.515 December 2024), relates to debtors with outstanding debts over \$5,000 and more than two months overdue.

### Debt Write Off

\$1,641 of debt written off since 1 July 2024 consists of multiple health licencing fees. Debts are only written off following an extensive review of amounts which are two or more months overdue where it is not considered cost effective to be sent to our external debt collectors for debt recovery.

### Rates Debtors

The table below summarises the rates arrears balance at 6 March 2025. With the 2024-2025 rating year beginning on 1 July, any unpaid rates for the 2023-2024 year are now shown as arrears. Unpaid amounts for instalment 1 for the 2024-2025 rating year are not considered arrears until 1 July 2025.



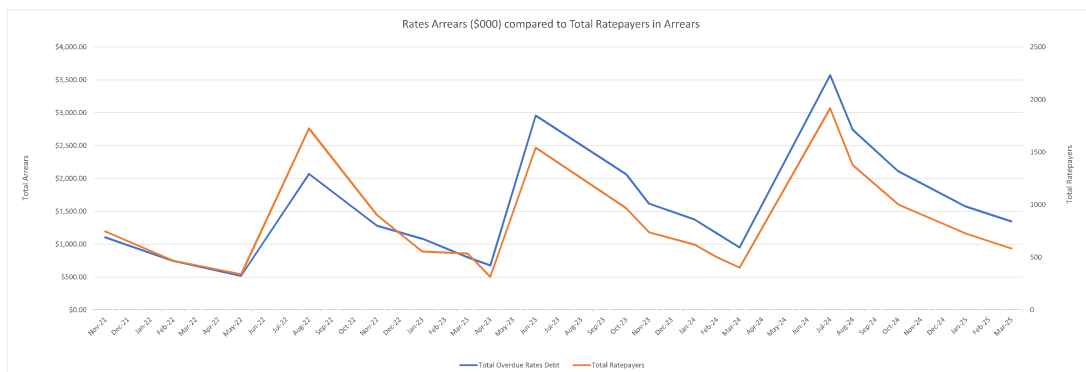
	Rating Year						
	Period 1	Period 2	Period 3	Period 4	Period 5+		
Rates arrears per rating year	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020	2018 & older	Total
As at 6 March 2025	1,064,894	188,515	43,515	16,285	33,681		1,346,890
As at 14 January 2025	1,270,000	205,448	45,439	16,333	33,961		1,571,181
As at 24 October 2024	1,718,745	268,878	61,038	19,628	41,857		2,110,146
As at 27 August 2024	2,258,026	340,421	77,830	21,308	42,027		2,739,613
As at 15 July 2024	2,928,178	453,476	114,014	31,516	44,466		3,571,650
As at 31 March 2024		697,052	165,114	43,003	15,011	30,995	951,175
As at 23 February 2024		874,336	194,229	47,319	16,930	30,995	1,163,809
As at Jan 2024		1,063,414	214,151	51,310	18,553	31,295	1,378,723
As at Nov 2023		1,259,037	248,786	58,694	19,565	31,556	1,617,638
As at Oct 2023		1,605,031	322,105	75,553	23,106	37,282	2,063,077
As at June 2023		2,378,364	418,819	97,435	24,235	38,100	2,956,953
As at April 2023		0	507,049	105,570	26,219	39,171	678,009
As at March 2023		0	603,591	120,899	34,960	41,407	800,857
As at January 2023		0	832,952	145,938	46,012	58,739	1,083,641
As at November 2022		0	1,055,366	161,968	4,939	59,619	1,281,892
As at August 2022		0	1,738,026	205,383	59,252	67,080	2,069,741

92.36% (83.43% December 2024, 89.54% September 2024, 91.99% July 2024, 93.1% March 2024, 91.9% February 2024) of Council's rates arrears by value are owed on 425 (December 467, September 664, July 873, March 292, February 343) properties with amounts greater than \$1,000 outstanding.

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

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

The graph below shows total rates arrears (in thousands), together with total number of ratepayers that are in arrears for the period from November 2021 to March 2025.



### **Water Billing**

Water billing relates to invoices raised quarterly to non-residential ratepayers who use more than a prescribed m<sup>3</sup> of water. At present the threshold for charging is use above 249 m<sup>3</sup> in the period from 1 July to 30 June.

The total value of water bills overdue at January 2025 is currently unavailable (August 2024 \$9,516, March \$14,464, February \$23,708). Relating to 152 (August 45, March 136, February 203,) the vast majority of these are for amounts under \$1,000, (\$24,165) 77.65% of the outstanding amount relates to eleven customers.

An updated position will be provided at the meeting.

### **Dog Registrations**

The total value of dog registrations unpaid at 31 January \$73,466 (December \$75,740, November \$77,281, October \$87,896, August \$103,458, July \$188,420, April \$51,260, February 2024 \$58,342, January 2024 \$60,414) relating to 747 animals (December 763, November 779, October 896, August 1062, July 2048, February 2024 is 627, January 2024 639).

Total registrations to date are 9,141 dogs.

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

### **Budget adjustments for 2024/2025**

During the 2025/2026 Annual Plan process, which occurred after the quarter two performance report up to December 2024, a review exercise was undertaken on expected revenue and expense levels for the remainder of the 2024/2025 year.

The Quarter two performance report held a net operating deficit projection of \$3.8 million. After the review this is expected to increase to a deficit of \$8.4 million. An increase of \$4.6 million.

Factors that have contributed to this is:

- The economic environment has not improved to the position projected in the Long-term Plan.
- Consumer behaviour being more conservative with spare money and more aware on what they spend their money on.
- Softening development environment resulting in falling consent numbers.

These factors have contributed to lower volumes of goods and services performed that Council can charge for. Many of these revenue sources have locked in costs which are committed to make the service available to be use.

During the next six months, the Executive Leadership team aim a focus on improving the revenue projections and making sure fees and charges are being gathered from consumers.

Expenses will also be challenged before incurred to try to offset the revenue loss for the remainder of this year.

The following budget adjustments have already been used to form the 2025/2026 net debt opening position for the Annual Plan 2025/2026 consultation. The current projected net debt balance is \$112 million at the end of this year compared to \$135 million in the Long-term Plan. The \$23 million reduction reflects the re-phasing of some of the capital programme into future years and the additional operational deficit for 2024/2025.

The key changes post the performance report for quarter two include:

### **Operational**

#### **Revenue**

- -\$2.5 million lower revenue from fees and charges is expected. This includes:
  - a. -\$730,000 due to lower Planning and Building residential consent volumes due to softening economic conditions impacting development. Higher commercial consent volumes from larger projects have partly offset the residential drop but are associated with higher levies costs associated with large commercial consents of \$280,000.
  - b. -\$340,000 due to Cemeteries and crematorium revenue being lower than anticipated. Improved accuracy of forecasting is expected to flow through into future years.
  - c. -\$116,000 due to Parks sportsground / venue revenue is lower than anticipated and is unlikely that demand will increase to meet plan.
  - d. -\$122,000 from Passenger Transport due to lower-than-expected volume of passengers using the service. Volumes are still higher than last year but are not increasing at the forecast projections.
  - e. -\$261,000 from the transfer station due to lower waste volumes being received with consumers purchasing less.
  - f. -\$304,000 from water charge fees due to the wetter summer in quarter two and commercial customers being more vigilant on consumption.
  - g. -\$108,000 from lower demand for off street parking.
  - h. -\$243,000 revenue from Te Pātaka Taoka Southern Regional Collections Storage Facility was incorrectly budgeted ahead of opening for services that are not come to fruition.
  - i. -\$186,000 error correction as Engineering Services revenue was entered twice in the Long-term Plan
  - j. -\$90,000 from various other activities of Council

- -\$1.5 million lower revenue from other revenue areas. This includes:
  - a. -\$872,000 lower forestry revenue due to this year's planned timber harvest being processed in 2023/24 to take advantage of the market price. No further harvesting is planned for this year.
  - b. -\$194,000 as ICHL support service charge decreased due to reduction in service provision to ICHL.
  - c. -\$186,000 lower roading recovery expected this year for State highway costs.
  - d. -\$290,000 lower recovery from SDC for recycling services due to lower volumes taken. Lower support service charge to Wastenet due to timing of FTE staffing support positions fulfilment.

**Offset by:**

- +\$84,000 from various other activities of Council.
- -\$155,000 lower rental revenue after realignment with current rental agreements
- -\$299,000 net loss of funding impact to ICC as a result of the withdrawal from Southland Regional Heritage Committee. This includes the removal of the grant expense to SRHC, removal of revenue from TKTT and adding additional grant of \$50,000 to TKTT to operate. The collection area will instead be funded from rates revenue previously generated for the SRHC grant.

**Expenses**

- +\$1.2 million Salaries and Wages Expenditure. Of this, \$0.9 million of these costs are being allocated to the capital programme or recovered from external parties which was already included in the plan. Additional staff have also been employed for Te Unua Museum of Southland earlier than anticipated in the Long-term Plan and correction of an error as some casual employee budgets were not included in the Long-term Plan salaries number. There has also been a change in method of budgeting moving to a by staff positions approach. These changes allow the organisation to perform a higher level of capital delivery.

**Offset by:**

- -\$0.7 million Utilities cost saving from electricity usage and rates expenses on Council owned properties.
- -\$441,000 and -\$293,000 savings in Depreciation and Interest costs as a consequence of revisions to the capital programme.

**Capital**

As signalled at the time of adoption of the Long-term Plan, Council's capital programme is a step change from the historical trend of Council. This is being driven both by renewals in the horizontal infrastructure as the systems age and by Council's ambitious project programme. Council's delivery is increasing but not as fast enough to keep pace with the planned programme. Rephasing work will enable more accurate budgeting of delivery and will result in averted debt interest and repayment costs.

The Quarter Two Performance report held a capital expenditure programme of \$76.3 million and has been revised down to a projection of \$70.1 million, a decrease of \$6.2 million. Some of the key movements including:

- -\$3.3 million of water, sewerage and stormwater pipe renewals deferred to future years.
- -\$4.0 million Esk Street West development delayed to start later than planned
- -\$1.3 million deferred start of the next elderly housing replacement and new build programme.
- +\$2.7 million Te Unua revised 2024/2025 spend expected (no change to overall budget).

### **Insurance – New Zealand Mutual Liability – Riskpool Scheme**

Council was previously a member of the Riskpool scheme which provided Council's liability insurances. The scheme is in wind down however, Council has an ongoing obligation to contribute to the scheme should a call be made in respect to any historical claims (to the extent that they were not covered by reinsurance).

Riskpool is engaged in significant domestic litigation with a number of claims still to be decided by the courts. Many of these claims arise from the Supreme Court decision in *LGMFT v Napier City Council [2023] NZSC 97*, which addressed claims involving both weathertight and non-weathertight issues. Riskpool has accepted three claims including the Napier City Council claim. There are several other claims that involve the same issue but were declined by Riskpool due to late notification, several of these are scheduled for trial in August and September.

Riskpool is also engaged in claiming from its London reinsurers.

As a result, Riskpool has made a further call on its members to fund deficits in previous fund years (2006/2007, 2009/10, 2010/2011, 2011/2012). The amount of the call for Invercargill City Council will be \$26,794 (excl GST) and is payable on 15 April 2025.

A copy of the letter and calculations is included as Attachment 1.

Further calls are possible as the settlement of claims continues. While the call is not unexpected, this is unbudgeted expenditure.

### **Next Steps**

Collection activities will continue on outstanding debtors and rates arrears.

### **Attachments**

1. Riskpool Call to members letter (A5811488)

A5811488



4<sup>th</sup> March 2025

Michael Day  
Invercargill City Council  
Private Bag 90 104  
INVERCARGILL 9840 michael.day@icc.govt.nz

**Riskpool: Call to Members**

Dear Michael

We would like to thank members for your ongoing support and engagement as we continue to manage legacy claims and advance the process of winding down the Riskpool scheme.

As we signalled in our last letter in December, Riskpool anticipated the need to make at least one call on members in 2025 to fund deficits in previous fund years. Riskpool has carried out a review of its current and future liabilities and a call for \$2.498 million is necessary (across the membership, not per individual member).

Riskpool is engaged in significant domestic litigation. Since the Supreme Court decision in *LGMFT v Napier City Council [2023] NZSC 97*, which addressed claims involving both weathertight and non-weathertight issues, Riskpool has accepted three claims, including the Napier City Council claim, for two separate members.

There are several other claims that involve the same issue that the Supreme Court ultimately decided. However, these other unresolved claims differ to the three accepted claims above in that they were all declined by Riskpool due to late notification issues. Several claims are scheduled for trial in August and September 2025 and Riskpool is working closely with our instructed lawyers to ensure the cases are ready for trial.

Concurrent to this domestic litigation, Riskpool is engaged in an ongoing dialogue with reinsurers and brokers in London in order to obtain sufficient cover for liabilities arising out of domestic litigation.

This is a complex process and has required the instruction of legal experts to advise on how best to approach the markets and secure cover for any existing or future liabilities.

This ongoing work is consuming considerable resources (both in-house and externally). We acknowledge the financial pressures that councils face and we remain committed to operating as efficiently as possible to maximise value for our members. We remain mindful of the need to protect members mutual interests by ensuring that issues of liability and quantum, which arise in claims made against the Riskpool Scheme, are properly established and cover provided, including re-insurance, where appropriate.

By way of background, the Riskpool scheme ran for 20 years and has returned \$178.7 million in claims to its members in comparison to \$147.5 million in contributions over that period. The cover under the Riskpool Scheme was arranged on a Fund Year basis from 1 July to 30 June. Members made an initial contribution to cover estimated claims and expenses arising from the Fund Year, with any deficits to be funded by further calls upon Members in proportion to their initial contribution. Any surplus can either be returned to Members or rolled into a future Fund Year.

In aggregate, over all Fund years, Riskpool has incurred more in claims and expenses (before allowing for claims provisions) than has been received as contributions and calls from Members. This shortfall has historically been funded by way of a temporary loan from Civic Financial Services. In addition, there is more to be paid in respect of currently open claims spread across a few different Fund Years.

The Board has resolved to make a call on Members to pay a contribution to fund the deficits for Fund years 10, 13, 14 and 15, being:-

• Fund Year 10	\$0.025 million
• Fund Year 13	\$1.672 million
• Fund Year 14	\$0.480 million
• Fund Year 15	\$0.321 million
<b>Total</b>	<b>\$2.498 million</b>

This compares to a total call of \$12.88 million made in November 2023.

Riskpool's actuaries, Melville Jessup Weaver have calculated the required contribution from each Member for those Fund years.

The amount of the call for Invercargill City Council will be \$26,794 (excl GST) as calculated in the table attached to this letter. This is payable on 15 April 2025 (or earlier if you wish). An invoice from Riskpool for this amount is attached.

Once Riskpool has met the obligations noted above there will be a process of finalising each Fund Year. This will entail:

- Continuing to operate Riskpool until all claims are settled.
- Issuing further calls upon members for Fund Years still in deficit. The quantum of future calls will depend on the outcome of the late notification issues in respect of outstanding mixed defect claims and the reinsurers' position. Depending on how these develop, Riskpool expects that a further call to members for funding may be necessary within the next 12 months.
- For Fund Years in surplus either:
  - Returning funds to members, or
  - Offsetting against later Fund Years in deficit.

If you have any questions, please contact Stephen Ferson, Riskpool's Acting General Counsel, at: [stephen.ferson@riskpool.org.nz](mailto:stephen.ferson@riskpool.org.nz).

Yours sincerely



Charlie Howe  
CEO Civic Financial Services Ltd



Marty Grenfell  
Chair of LGMFT (Riskpool)



Member	2006/07 Fund Year 10		2009/10 Fund Year 13		2010/11 Fund Year 14		2011/12 Fund Year 15		Total
	Initial Contribution	2025 call	Initial Contribution	2025 call	Initial Contribution	2025 call	Initial Contribution	2025 call	2025 call (excl GST)
Invercargill City Council	\$74,203	\$215	\$39,000	\$15,910	\$49,000	\$6,268	\$53,000	\$4,401	\$26,794