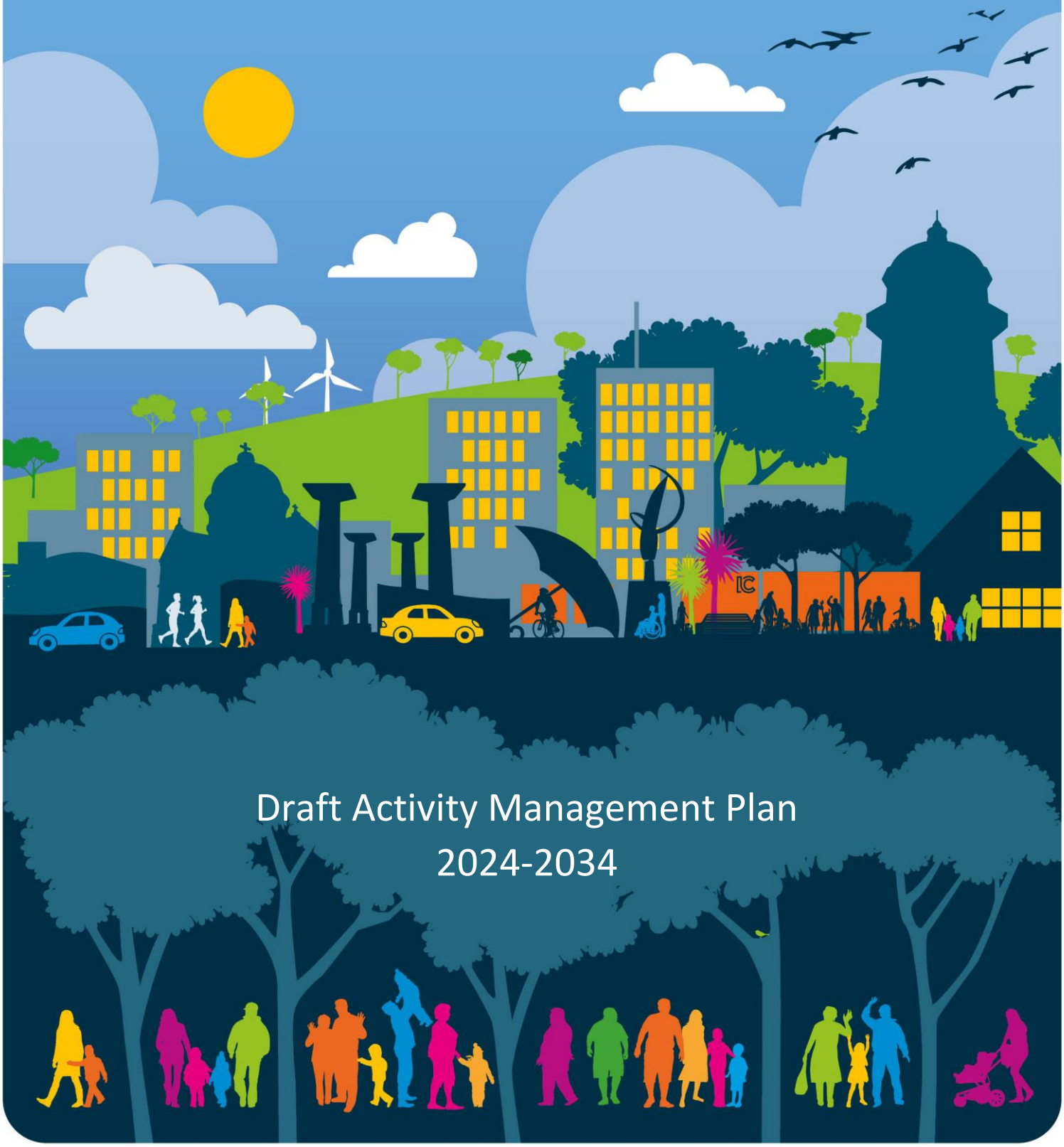
Invercargill
CITY COUNCIL

Venues and Event Services



Draft Activity Management Plan
2024-2034

Venues and Event Services Activity Plan

To provide inclusive venues and event services that create opportunities to stimulate and leverage economic, cultural and social growth in a way that supports and delivers on community well- beings, civic pride and the destination status of Invercargill.

Preface

Introduction

The Venues and Event Services Activity Management Plan (AMP) covers one of the seven Leisure, Recreation and Wellbeing Services addressed in the Invercargill City Council Long-term Plan (LTP). This plan is strongly linked to the overall strategic direction of Invercargill city and also supports that of the Southland region. This plan, and the activities, also strongly link to the Murihiku Southland Events Strategy. The LTP is the document and process that advises the community to the key issues and strategies contained in this document.

The purpose of this Plan is to outline and to summarise in one place, Council's strategic approach for the delivery of the Venues and Event Services Activity.

The AMP demonstrates responsible management of the function on behalf of ratepayers and stakeholders and assists with the achievement of community outcomes and statutory compliance. The AMP combines management, financial, and technical practices to ensure that the level of service required by the law and expected by the Community is provided in the most operationally effective and sustainable manner.

This AMP is based on existing levels of service, currently available information, and the existing knowledge / judgement of the Council staff.

Summary

The Venues and Event Services activity operates three sites for hire in Invercargill. They are the Civic Theatre with its seven venues, Scottish Hall and Rugby Park. It is also involved in the direct co-promotion and ticketing of events held at these venues. From time to time the business extends services to other venues and events where the opportunity aligns with Council's mandates and the community's aspirations.

1. What we deliver

What the Activity is

The Venues and Event Services Activity aims to provide quality venues, event services, and visitor experiences for the wellbeing and enjoyment of the community. The venues are places where people can enjoy cultural, social, sporting and recreational activities. These facilities also contribute to residents developing a sense of belonging and pride towards Invercargill and Southland. They also attract events and visitors to the city that drive economic development through domestic tourism and provide a place and platform for connecting commercial enterprise within Invercargill and nationally. These facilities include the Civic Theatre, Scottish Hall, and Rugby Park. The Civic Theatre has a Category 1 classification by the New Zealand Historic Places Trust which means that the building is of national significance.

These venues are extensively used by individuals, groups, local and regional organisations as well as national and international touring companies. This is achieved by:

- Regularly attracting high quality national and international shows and experiences.
- Increasing the number of people generally visiting and enjoying the venues, including use of the foyers, street frontage, site activations and visits by local groups and tourists.

- Seeking and implementing new opportunities for increasing revenue streams from each venue.
- Maintaining regular communication with other venues, events management and stakeholders in the region, to ensure alignment of objectives and to make efficient use of our shared resources.
- Ensuring that each venue is maintained to a high standard and continues to deliver a quality experience for audiences and performers.

Activity Overview

Venues and Event Services undertakes the acquisition of events, venue hireage, promotion, ticketing and delivery / coordination of specialist services to enable safe and engaging events to occur.

The **Civic Theatre** is located at 88 Tay Street, Invercargill and is the premier venue for live theatre performance in Southland. The complex has a 1000 seat lyric theatre, supported by full flying system and backstage facilities. Seven hireable function/event/ performance spaces are available for hire in a range of configurations along with ample tradeshow and public amenity space. The Theatre provides groups and organisations with a quality performance venue consistent with its contemporaries in the New Zealand touring network of venues. Public areas of the Civic is are open to the public on weekdays and during events. The ticket office is open weekdays 11am -3pm and is supported by online ticketing services 24/7. The catering and beverage provision of the Civic is undertaken via an exclusive contract by a third-party operator with a commission returning to the business.

The **Scottish Hall** is located at 112 Esk Street, Invercargill. The Hall comprises of a main hall, the Community Lounge, and a commercial kitchen. The main hall and the community Lounge are available for meetings and events and the upstairs offices are used available for medium term non-public hires. The Scottish Hall prioritises community activity above commercial and as a dry hire venue empowers the community to run all aspects of their event building community capacity and reducing costs to the event organisers.

The **Rugby Park** venue is located at 278 Tweed Street, Invercargill. The asset is owned by the Invercargill City Charitable Trust, a wholly owned CCO of Invercargill City Council and operated by the Venues and Event Services team. The west grandstand has seismic issues and the stadium structure as a whole is therefore classified as being earthquake prone. The site generally is in fair condition but poorly laid out and with a number of auxiliary buildings in a very poor state. In the interests of community safety, the west stand has been blocked off and some auxiliary buildings closed to the public. The Parks and Recreation team ensure the field is in good condition. A capital project to address the seismic issues and improve the site is underway.

Why we are Involved in this Activity

Council undertakes the Venues and Event Services activity to promote Community well-being, economic development and foster pride and a sense of belong for residents and ratepayers in Invercargill City and Southland.

The primary goal of the Venues and Event Services is the provision of suitable venues, where a range of social, cultural, sporting and commercial activities can provide recreational and growth opportunities for the people of Southland. This is an important part of the ICC's commitment to fostering health and wellbeing of the community and contributes to residents' sense of belonging and ownership of their place, Invercargill and Southland. The Theatre provides groups and organisations with a quality performance venue; Scottish hall provides and adaptable robust community space and Rugby Park has the potential to provide a large-scale public gathering space for sporting and large-scale events if investment is made.

Invercargill City Council provides these services as they require specialist buildings that are not generally commercially viable, and it is unlikely that any private organisation would be able to provide such facilities for community access and at an affordable level therefore subsidy is required to fulfil the community demand for this service.

Community Outcomes

The Community outcomes set out what Council wants to achieve for the community over the next ten years as we continue to work together to create, He Ngākau Aroha - Our City with Heart.

The following graph includes the outcome statements for each of the four Community Wellbeing – Economic, Social, Cultural and Environmental.

Figure 1: The Four Wellbeing and Community Outcomes

Table 1: Council's community Outcomes and how the Venues and Event Services Activity contributes to them

Community Outcomes	How the Activity Contributes
Social wellbeing One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.	Community events, meetings and sporting activity brings the community together giving them an opportunity to make connections and share in community and city pride. The active participation enabled by the provision of venues allows community to be involved in community, theatrical and sporting groups.
Cultural wellbeing A vibrant, safe city centre which meets our people's diverse cultural needs.	The Activity is responsible for bringing a wide array of cultural practice and experiences to Invercargill. These experiences help engage our community with their own cultural practice as well as experience other cultures promoting tolerance, understanding and a sense of belonging and identity for the community.
Economic wellbeing A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	The provision of venues and event services generates a positive economic impact to the hospitality and business sector of Invercargill. The activity encourages longer stays in the city, a domestic tourism destination, bed nights and retail activity.
Environmental wellbeing A healthy, resilient environment where the city is well positioned to navigate climate change.	Providing venues and event infrastructure locally reduces the need for locals to travel long distances to consume entertainment, cultural and business experiences.

Community Spaces and Places Mission

Putting people at the Heart of everything we do.

Our vision

T***o provide inclusive venues and events services that create opportunities to stimulate and leverage economic, cultural and social growth in a way that supports and delivers on community well-beings, civic pride and the destination status of Invercargill.***

Our activity objectives

The principal objectives of the Venues and Events Services Activity are to:

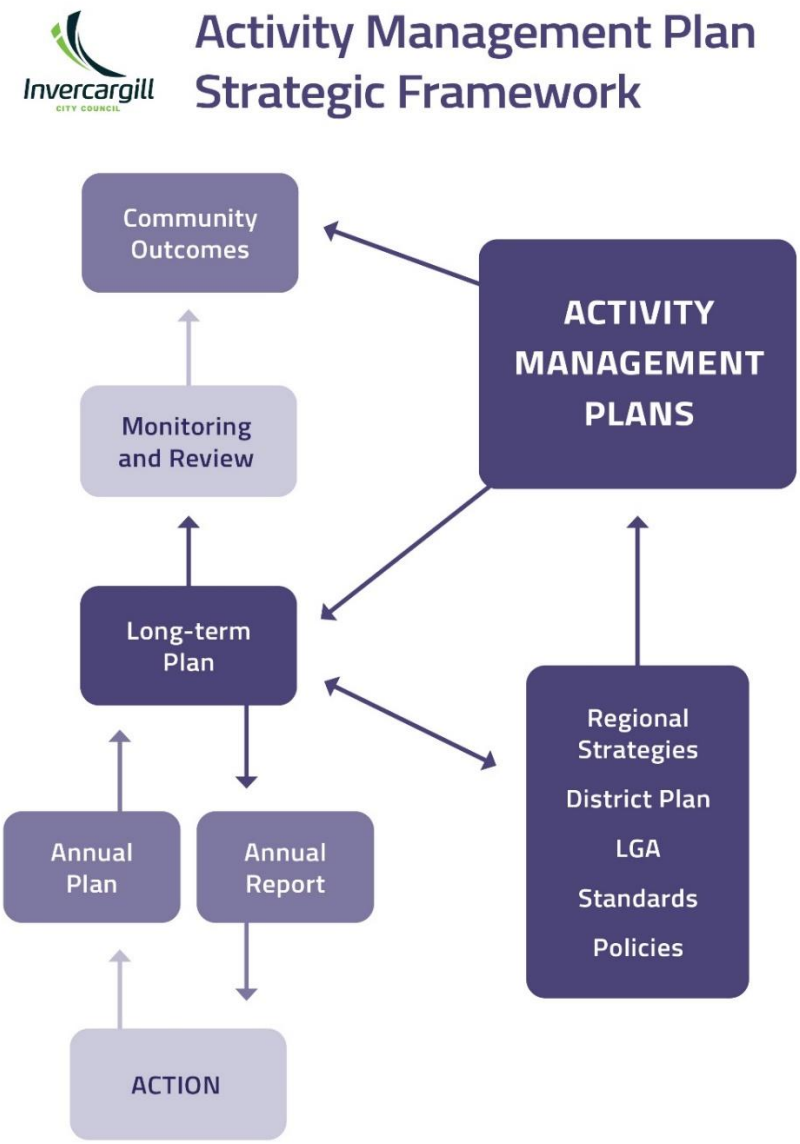
- Recognise and promote the cultural, historical and sporting significance of the venues as icons within the Southland region.
- Maintain and professionally manage the venues with a strong customer focus and a genuine, warm welcome to all users and visitors.
- Increase public awareness and usage of the venues for a range of theatrical, cultural, social, commerce and sporting experiences.
- Integrate the venues as vibrant places for shows and gatherings of all shapes and sizes, as well as providing regular opportunities for the general public to simply visit and enjoy the venues.
- Build and maintain co-operative, win-win relationships with relevant stakeholders in the region.
- Operate the venues in a fiscally responsible and sustainable manner.

2. How we determine what we do

Our Strategic Framework

Activity Management Plans underpin the activities in the Long-term Plan, they record the current and desired Levels of Service and Maintenance, Capital Works Programmes and budgets (if applicable) required to ensure the activity meets the desired Levels of Service. Adoption of the budgets for these programmes is carried out through the Long-term Plan process. Changes to budgets for programmes may occur during the consultation process and adoption of Long-term Plan budgets.

Figure 2: ICC Activity Management Plan Strategic Framework



Our Customers

Venues and Event Services have a wide range of customers including individuals and groups that hire the venues, performers and players as well as audiences and communities who attend shows and events. Some of the regular types of uses are listed below. In addition to the user type we recognise the diversity of our community. To increase inclusion and remove barriers to participation we will monitor the demographics of our customers to ensure our services strive to be relevant, accessible and safe for all our people regardless of age, disability, sexuality, wealth, gender, race or religious beliefs.

Table 2

Venues and Events Services Stakeholders

Stakeholder and Community	Area of Interest	Engagement
Community Use - Private	• Small group or private function • Weddings • Funerals • Other social occasions (birthdays / dinners / social clubs)	Face-to-face, Post event survey, consult
Community Use - Public	• Local production shows • Small group seminars or training (community) • Tertiary and school groups (Productions and Prize giving) • Dance / Music / stage productions • Religious services • Community events (kids' day / multi-culture day / relay for life) • Open days	Face-to-face, Post event survey, consult
Commercial Use	• Road shows (carpet / antiques / book sales) • Trade shows • Large group seminars and conferences • Corporate and training meetings • Small group seminars	Face-to-face, Post event survey, consult
National/International	• National / International touring shows • Music concerts • Dance/ballet concerns • Sports events	Face-to-face, Post event survey, consult
Sports	• Rugby • League • Football • Kids tri, motorsport • Casual recreation and fitness	Face-to-face, Post event survey, consult
Outdoors events	• Trade shows • Exhibitions • Sporting and cultural • Concerts • Markets	Face-to-face, Post event survey, consult

Our Levels of Service

The Venues and Event Services Activity supports the Council's four community outcomes through providing spaces and places for community to gather, connect, be entertained and do business. A balance approach to the portfolio of venues ensures an appropriate service level match to the type of activities suited to each venue. A community access scheme is in place to subsidise community access to the Civic to balance professional standards and safety against community affordability. The KPI's track that balance by recording the type of hirers at each venue. The reach and impact of the business on the community is measured through participation statistics.

Table 3

Venues and Events Services Baseline Measures and Targets

MEASURE		BASELINE (2022/23)	TARGET 2024/25	TARGET 2025/26	TARGET 2026/27	TARGET 2027-2034
Level of service: Increase public use of Civic Theatre by offering a range of local, national and international events and performances from both commercial and not-for-profit organisers						
Civic Theatre Occupancy - Main auditorium		30%	35%	40%	40%	40%
Civic Theatre Occupancy- Auxiliary Rooms		62%	40%	40%	40%	40%
Civic Theatre – Hireage	Not-for-profit - Local	New measure	At least 35 events	At least 35 events	At least 35 events	At least 35 events
	Not for Profit - National/ International	New measure	At least 20 events	At least 20 events	At least 20 events	At least 20 events
	Commercial - Local	New measure	At least 10 events	At least 15 events	At least 15 events	At least 15 events
	Commercial - National/ International	New measure	At least 30 events	At least 35 events	At least 35 events	At least 35 events
Percentage of residents satisfied with the Civic Theatre		New measure	80%	80%	80%	80%
Level of Service: Increase public use of Scottish Hall by offering a range of local, national and international events and performances from both commercial and not-for-profit organisers.						
Scottish Hall - Occupancy		33%	30%	33%	33%	35%
Scottish Hall – Hireage	Not-for-profit - Local	New measure	At least 55 events	At least 55 events	At least 55 events	At least 55 events
	Not for Profit - National/ International	New measure	At least 5 events	At least 5 events	At least 5 events	At least 5 events
	Commercial - Local	New measure	At least 5 events	At least 8 events	At least 10 events	At least 15 events
	Commercial - National/ International	New measure	At least 3 events	At least 3 events	At least 3 events	At least 3 events
Percentage of residents satisfied with the Scottish Hall		New measure	60%	60%	60%	60%
Level of Service - Increase public use of Rugby Park by offering a range of local, national and international events and performances from both commercial and not-for-profit organisers						
Rugby Park – Occupancy		7%	7%	8%	10%	10%
Rugby Park – Hireage	Not-for-profit - Local	New measure	At least 10 events	At least 12 events	At least 15 events	At least 15 events
	Not for Profit - National/ International	New measure	At least 2 events	At least 2 events	At least 2 events	At least 2 events

	Commercial - Local	New measure	At least 2 events	At least 5 events	At least 7 events	At least 10 events
	Commercial - National/ International	New measure	At least 8 events	At least 8 events	At least 8 events	At least 8 events
Percentage of residents satisfied with Rugby Park		New measure	40%	40%	40%	40%
Increase public use of Venues						
Annual number of users across all venues	Number of users per head of (Invercargill City) population	1.5	1.1	1.2	1.3	1.4
	Total number of venue users	New measure	63,000	70,000	74,000	80.000

Assessing Demand - Current and Future

The Venues and Events Services Activity is dependent on the public of Invercargill, Southland and domestic tourism supporting venues by hiring them or attending events. Whilst 'cost of living' pressures will likely have an impact on how the community consume, value and prioritise entertainment and events there are balancing positive factors such as population growth and the attraction/appeal of Invercargill as a destination for domestic and international tourism.

Population

The portfolio of venues operated by the Venues and Event Services unit service the population of Invercargill being approximately 57,100 as at June 2023[1] as well as the wider region. Both the Civic Theatre and Rugby Park provide a unique service provision not replicated with a 170km radius from Invercargill and regularly attract audiences/ attendees from across the region and into central Otago. Southland's population was 102,600 in 2020, and by 2025 is forecast to reach between 108,800 - 111,300[2].

With an increasingly diverse population the business will need to consciously ensure a wide offering of venue and event types that meet the needs of the community. The incoming hires and events will be monitored for balance and where gaps are evidenced take proactive steps to encourage diversity of offering. The Community Access Scheme prioritises balance by scoring events that fulfil an identified gap. In addition to this, the Civic Theatre from time to time will actively programme events that address service gaps through the use of Councils programming framework Rangaranga.

Social

Fulfilling experiences that meet customer expectations create a wish to repeat that experience, or share it with others. Word of mouth, sharing on social media can create interest in experiences and places that can influence future users. People wish to publicly celebrate birthdays and marriages, or mourn lost relatives. The majority of new bookings for the Scottish Hall and to a lessor extend the Civic Theatre are generated from people attending an event and seeing it as a place they might like to hire for their own events.

Consumer entertainment consumption trends and audience behaviours have altered, significantly with a rise in on-demand and personally curated content platforms such as Netflix, NEON, Disney Plus etc Venues will have to develop modes and channels of push communication that are targeted and relevant to potential customers to maintain and grow patronage.

[1] Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023
[2] Infometrics report "Southland Region post COVID scenario analysis for Great South", February 2021

Economic

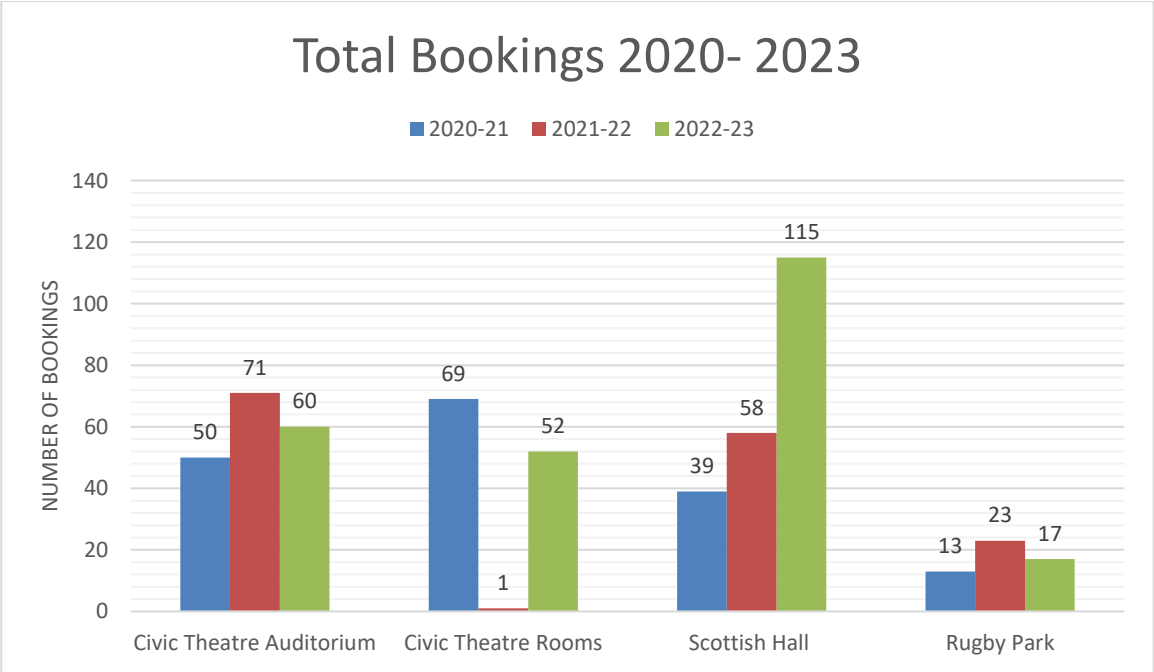
The commercial meetings and conference market has undergone significant evolution as a by-product of the COVID-19 pandemic. The rapid adoption of virtual meeting technology and significant changes in attitudes towards the economic, environmental and lost productivity of travel has impacted on expectations of service provision within the meeting and conference marketplace. To meet the customer demands the business will need to maintain pace with technology, virtual meeting platforms and extensive quality WIFI in all the venues.

In addition, Invercargill has experienced increased supply of meeting, conference and event venues being offered by education, licensing trust and commercial organisations. These newer venues are often collocated with accommodation and modern hospitality offerings providing a convenience factor that the venues portfolio cannot. To counter this the importance of defining a unique-selling points for the portfolio will become increasingly important.

Anecdotal evidence suggests an increase of demand for unique New Zealand experiences through domestic tourism. There is an opportunity to expand service demand by catering to the needs of a wider New Zealand audience and user profile in order to deliver greater economic impact to locals and reduce the financial risk to ratepayers.

Figure 3

Bookings Trends

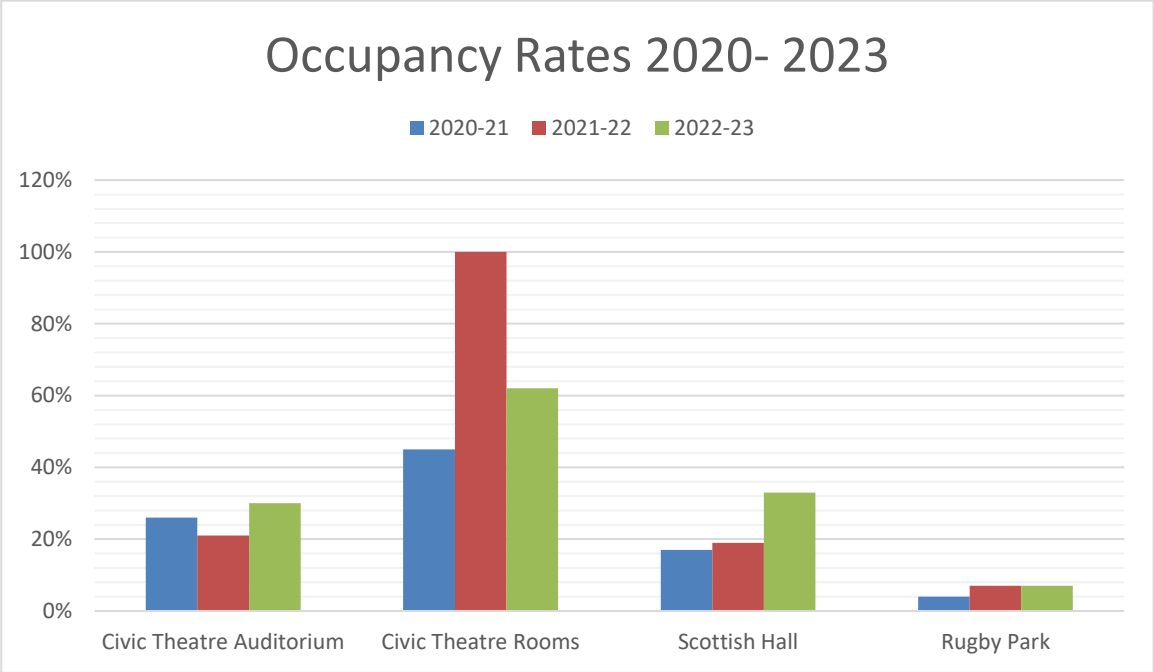


The total bookings in Figure 3 show the impact of the COVID-19 pandemic and its response measures. The number of bookings reflect the number of individual hire contract not the number of hire days or events that the contract covers hence the Civic rooms which housed the vaccination clinic for over a year counts as one booking skewing the trend presented above.

There are however some data that can be extrapolated for business evaluation notably the swing from the more expensive venues to the more accessible Scottish Hall option. Although this is partially attributed to the lag of international events returning to New Zealand it also demonstrates the need to have a portfolio of venues at different price points to match affordability. To respond to this Venues has implemented the Community Access Scheme to provide subsidy and working more proactively to match events to the appropriate venue. The growth in the Scottish Hall bookings reflects the minor investment in the community lounge to encourage a wider use. In 2024 a similar approach and investment will be made to the upstairs rooms at the Scottish Hall to increase daytime bookings.

Figure 4

Occupancy Trends, 2020-2023



The occupancy rates have increased for all venues acknowledging the spike in the Civic Rooms due to the vaccination clinic. The variance in trends between figure 3 and 4 for the Civic and Rugby Park can be attributed to less bookings but more events, in other words more multiday events. Multiday events/ hires provide efficiency in venue operations and a greater return on investment. Multiday events/ hires will continue to be sought in the future.

Changing demographics will also influence demand on the facility. An aging population will require different or modified services in order to meet their requirements, particularly the programming mix and marketing approaches. An aging population requires accessible buildings and a greater provision of daytime entertainment events.

Changes in Service Expectations

Community Outcomes are central to the activities of the Venues and Events Services. The activity contributes to the outcomes in a number of different ways, and these outcomes then dictate to some extent the Levels of Service.

Expected Implications for the Activity

Levels of Service may need to change in relation to the type of event or show and associated audience. For example, national shows with low levels of technical demand may reduce the capability of the venue and its staff over time. Technical staff need sufficient exposure to a variety of shows and events and their various expectations to maintain technical currency, and in particular the specific requirements of a high-quality complex facility such as the Civic Theatre. Conversely, an increase in the numbers of major national tours could increase demand for technical staff, and shorter seasons with quicker pack in/pack out times will require appropriate levels of staffing.

While demand may decrease for some of the Venues and Event Services, there are minimum expectations of standards that will need to be maintained, including cleaning, preventative maintenance and staffing.

A key role of Venues and Events Services is both marketing to potential hirers (local and national) and marketing shows and events to the wider Southland community. A proactive marketing campaign for each of these will be required, demanding specialist technical expertise and an appropriate operational budget. A wider range of audience profiles will be required, with both product and promotion matched to meet diverse audience needs.

Possible Demand Related Responses

The issue most likely to affect Levels of Service is decreased events booked and associated decrease in attendance numbers. A number of responses, including non-asset related responses could be implemented to mitigate this.

Table 5

Demand-related responses – pro and contra

Response	Pro (Outcome)	Contra (Outcome)
Review hireage rates to ensure market comparability and tailored options	Increase occupancy by venue hirers	Reduce hire revenue and limited discretionary dollar spreads audiences more thinly; no significant change in gross attendance
Increase marketing and diversify communication channels	Increase bookings and attendance and reach non attendees and new markets	Quality of events may be variable and no proven audience
Substitute international events with high quality domestic events	Sustains range of events therefore potentially maintaining utilisation and revenue	No additional demand based on lack of international appeal
Work collaboratively with other venue providers to pitch for larger events	Increases utilisation of all venues City-wide economic impact	Marketing cost not necessarily recouped in bookings

Possible Non-Asset solutions

Options for non-asset demand related solutions could include:

- Simply reducing fees for venue hirers, could increase occupancy but will also reduce hire revenue; the likelihood of increasing audiences is unknown this may create loss leader or upside-down hires where increased hireage will cost ratepayers more and an unpalatable correction required in later years of the LTP. However, a review could enable tailored packages to better fit and be affordable to a more diverse range of hirers.

- Increase marketing to attract new event bookings from a wider range of event/show types and increase audiences by enhanced marketing to diverse audiences.

- A diversification of activities to include free and passive engagement with the venues that would in turn create community value and opportunities to direct market to new audiences. Such activities could include foyer or grounds access for a scalable range of self-directed activities for the community.

What we're planning

Key Issues and Challenges

The Venues and Events Services Activity is aligned with Council's strategic issues and challenges, specifically:

- Meeting the changing needs of our rangatahi as part of our wider population, which is growing older and more diverse.
- Delivering city centre renewal.
- Enabling the housing, health, security and social infrastructure our city needs to grow.
- Navigating increasingly complex environmental challenges including climate change, land contamination and earthquake risks.
- Maintaining Community affordability in a time of economic volatility - Core infrastructure, major projects and levels of service will be delivered with financial prudence and efficiency.
- Ensuring Council leadership and delivery is credible and effective, building community trust and engagement.

Key Operational Issues

Day to day operations is managed by the Venues and Events Services team operating in accordance with guidelines set by EVANZ and Entertainment Technology New Zealand's Safe Working Practices in the Theatre and Entertainment Industry. Plant/Building operations and asset maintenance is supervised by the Venues and Events Services Technicians in conjunction with the Building Asset team.

Key operational issues include:

- Business Planning;
- Securing venue hires appropriate to the venue through targeted and proactive initiatives;
- Personnel able to meet venue hirers technical requirements;
- Ensuring a range of events that consider ticket affordability;
- Generating an audience to meet venue hirers expectations;
- Develop new ways to engage the community with Invercargill's iconic venues.

Business Planning

The Business Plan includes:

- marketing plan and implementation;
- strategic partnerships and delivery; and
- plans for enhancing operational effectiveness
- a programming framework to ensure a diverse content and activating the non-engaged.

The Venues and Events Services team will:

- maintain an internal stakeholder communication strategy that builds an accurate and current understanding of the venues and features, target audiences, and range of services available to support use, and use this as the basis of securing appropriate venue hires. Using Council's Rangaranga programming framework to ensure community responsiveness and promote interdepartmental and agency activity.

Securing Venue Hires Appropriate to the Venue

This requires strategic alignment achieved through a comprehensive Stakeholder Engagement Plan across a number of partners from the arts and culture spaces and places; community, cultural, social and sports events and destination marketing including Great South and the Arts Murihiku Destination Strategy.

The Venues and Events Services will actively promote venues, particularly Scottish Hall and Rugby Park, to potential user groups including local business community.

Personnel able to meet Venue Hirers' Technical Requirements

Job descriptions outline clear accountabilities from management that reflect the roles and responsibilities of venues management and operations and include clearly articulated expectations. The Business Plan describes this complex mix, across three different venue types, identifying priorities for action and an ongoing forward work programme.

The Venues and Events Services team:

- Work together with across the venues and with other ICC teams including Parks and Recreation, Strategy, Policy and Engagement, Communications, and Asset Management.
- Work together with Great South and the City Centre Coordinator to assist in the coordination of work programmes and activity in the city.
- Meet venue hirers and audience customer expectations of space, availability and cleanliness.

Managing Ticket Prices to meet Audience Expectations

The venue pricing should reflect a comprehensive suite of offerings for each venue, reflecting different price points to ensure opportunities for promoters and community event organisers to set affordable ticket prices.

A Community Access Scheme operates for the Civic Theatre which provides up to 40% subsidy for community groups. The level of subsidy is calculated on the community merits of the event and the alignment to Council's Community Outcomes.

Generating an Audience to meet Venue Hirers' Expectations.

The focus of this priority is ensuring that programming venues is conducted with an audience focus, incorporating a range of offerings that reflects an understanding who key audiences and hirers are, or might be. It also requires a clear understanding of the markets that are currently serviced by other competitors including Stadium Southland, Bill Richardson Transport World, ILT venues, Corinthian Convention Centre, and SIT CenterStage.

A detailed marketing plan that includes audience analysis and venue analysis should be prepared annually, with specific packages and services for all of the Invercargill venues for hire, including Civic Theatre, Scottish Hall and Rugby Park. This will require telling the unique story of each venue, and effective promotion through the web and social media, and careful monitoring and evaluation to influence marketing plan review and refresh.

Venues and Events Services will proactively programme and activate the venues by:

- Partnering with touring shows to increase the range of opportunities available to the Invercargill and Southland communities; and
- working with Great South and Arts Murihiku to establish a regional touring network within the Otago/Southland region, for shows that are appropriate for the Civic Theatre and the Scottish Hall.

Operation/Maintenance Options and Alternatives

An alternative to the existing arrangement could involve sole asset management of the Civic Theatre, Scottish Hall and Rugby Park facility by Venues and Events Services staff. This however would require a paradigm shift in Council's asset philosophy, particularly of building assets which delivers a consistent approach to asset management across all Council buildings.

The cost to do this within the Venues and Events Services staff would increase and may cost more than the internal services charge already charged by the Assets team, as costs are shared across a range of Council's building assets.

It is acknowledged that there is an intrinsic link between the performance of the assets and the ability to deliver the services of this activity. Asset performance relates to the physical condition, usability and amenity values of the venues.

Maintenance

Each building is visually inspected monthly for building warrant of fitness purposes; any reactive maintenance is noted during these inspections and forwarded to contractors for action. Any other repairs or maintenance are undertaken in run to failure manner.

Recommended activity programme

The maintenance for the Venues and Events Activity is undertaken by the Property Management Team.

What's changing and why?

Table 6

Consequences and Benefits of Investment

Project	Do Minimum	Current	Invest
Asset Improvements, renewals and regulatory compliance projects including Rugby Park seismic remedial and deferred maintenance projects	Refer to the Property Services AMP.		
Scottish Hall Current levels maintained minor business improvement within budgets to the customer experience.	A work programme of improvement projects beyond the 'business as usual' operations of the business is developed and prioritised against opportunities, industry trends and community/ customer benefit. Any identified changes to service levels are reported and approved in accordance to Delegations Register.		
Civic Theatre Current levels maintained minor business improvement within budgets to the customer experience.	A work programme of improvement projects beyond the 'business as usual' operations of the business is developed and prioritised against opportunities, industry trends and community/ customer benefit. Any identified changes to service levels are reported and approved in accordance to Delegations Register.		
Implement a Venue Management Software	Maintain current software platforms past retirement date or find an alternative	Pathway, and Microsoft office and manual processing are used. Pathway will be retired in the future.	Implement professional standard in event and venue management reducing errors, inconsistencies and provide a greater level of convenience to customers and efficiencies to the business. Increased data reporting will allow for business improvement and identify opportunities to manage and grow revenue.

Table 10

ASSUMPTIONS FOR INVERCARGILL CITY COUNCIL LONG-TERM PLAN 2024-2034

POPULATION[3]	Likelihood	Certainty	Consequence	Council Response
Population growth As at 30 June 2023, the estimated population of Invercargill is approximately 57,900[4]. The population is projected to increase over the next ten years but growth will depend significantly on whether the Tiwai Point smelter closes or remains open, and whether or not various industries are developed as envisaged in the Beyond 2025 Regional Long Term Plan.	Likely	Medium	Moderate	Although population growth in excess of the assumptions will have a moderate to significant impact on the Council finances this will have significant lead time. Council will be able to monitor the applications for resource consents and use this as guidance for the population growth into the future. A population decline would be a more significant impact but is not expected.
Population growth - Tiwai remains open If Tiwai Point remains open, it is projected that the population of Invercargill will increase by a little over 5,000 people over the course of the Long-term Plan.	Moderate/ Likely	Medium	Minor	Tiwai remaining open may result in further investment in power to support new industries. Council will continue to advocate for this to Central Government.
Population growth - Tiwai closes With the closure of Tiwai Point growth in population of just over 4,000 people is expected.	Unlikely	Medium	Moderate	Council has participated in the Just Transitions programme to support transition in the case of Tiwai closure and will continue to liaise with the Enduring Oversight Committee to support the community.

[3] Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023
[4] Stats NZ Tatauranga Aotearoa Infoshare data, retrieved 24 January 2024 (https://infoshare.stats.govt.nz/Default.aspx)

Diversity The population will continue to become more diverse. The Māori population will grow from 19% to 25%. The Asian population will grow from 8% to 13%.	Likely	High	Minor	Council will increase engagement opportunities for different parts of the community to help support all voices being heard. Changes to Council services are expected to be able to be accommodated from within existing operational budgets through adjustment of focus.
Ageing population Those aged 65 and older will form 24% of the population in 2034, which is higher than the current aged population in 2023 (estimated as 10,790 of 57, 900 (19%)).	Likely/ Almost Certain	High	Moderate	Demographic changes are clear and while future migration patterns may offset aging to some extent this is not expected to be of a high enough level to counter the known level of aging. Council is considering how to respond to changing housing needs for older people through provision of elderly housing, adjustment to the District Plan and potential partnership projects. Impacts on other services including public transport, libraries and pools (e.g. hydrotherapy pool) are being planned for.
SOCIAL	**Likelihood**	**Certainty**	**Consequence**	**Council response**
Socio-economic Inflation will continue to squeeze household budgets and impact abilities to pay rates. Inflation is expected to stay above 3% until 2025/2026.[5] [6]	Moderate/ Likely	Medium	Major	Economic volatility remains high with economists urging caution on reliability of forecasting. Significant increases in inflation will impact not only Council's planned expenditure but the community's ability to pay. Higher than expected inflation may require review of services, capital investment

[5] Infometrics report "Economic update for Long Term Planning for Invercargill City Council", April 2022, p11
[6] RBNZ "Household inflation expectations (H1)", August 2023

				and/or financial strategy. Lower inflation will improve Council's position and ability to deliver.
Community resilience Although the Zero Fees scheme has been extended through 2024 for Southern Institute of Technology | Te Pūkenga, it is unlikely to continue throughout the life of the Long-term Plan. This will have an uncertain level of negative impact on Invercargill's population and economy.	Likely	Low	Minor	The Zero Fees Scheme has been an important tool in lifting the skill base of the local community as well as attracting new people live in the city. Loss of Zero Fees will remove a competitive edge for the city which has potential unknown longer term impacts. Changes in this assumption are not expected to have a significant impact on financial modelling but rather impact the environment which Council operates in.
ECONOMIC	**Likelihood**	**Certainty**	**Consequence**	**Council Response**
Economy CPI Inflation will peak in June 2023 and stay above 3% until 2025/2026.[7] Employment is expected to weather any recessionary conditions fairly well but unemployment is expected to increase nationally.[8] A short term dip is forecast for the early years of the plan with	Moderate/Likely	Medium	Moderate	Inflation increases would have significant impact on budgets. Council would need to consider changes to services and/or the financial strategy. If LGCI inflation was 0.5% higher than forecast this would increase Council operational costs by $0.5 – $1.5 million per annum for the first 3 years of the

[7] Infometrics report "Economic update for Long Term Planning for Invercargill City Council", April 2022, p11
[8] Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023, p15

stronger growth in professional and highly skilled occupations.[9]				plan. Council capital costs would increase by $0.3 - $1.5 million per annum for the first 3 years of the plan Increases in operational costs would impact the expected rates increase in those future years.
Community funding Despite recent economic challenges, Community Trust South and the Invercargill Licensing Trust Group have managed to return their funding levels to pre Covid-19 levels. This is anticipated to take some pressure off Council's funding pool.	Likely	High	Minor	Council will continue to liaise with other funding partners, including to monitor forecast security of investment, to assist control of this risk.
Economic diversification Volatility in the global economy may affect one or more of Invercargill's key export industries. This will drive diversification but will slow growth. Employment growth in new industries such as aquaculture and green hydrogen is not expected to offset any declines in agriculture.[10] There may be a delayed effect through the risk of impacted industries abandoning properties. Growth in the forestry industry as a result of carbon farming has the potential to negatively impact Invercargill's economy.[11]	Possible	Low	Moderate	Council will continue to work closely with the Regional Council, Great South, the Chamber of Commerce and other stakeholders to support economic diversification for the region. In the case of significant industry decline a targeted response may need to be developed. The financial impact of this assumption is on the city's rating base, infrastructure network needs and the community's rates affordability. Changes in this assumption are not expected to be sharp shocks and as a

[9] *Id.* p15-18
[10] Beyond 2025 Southland Regional Long Term Plan, p20-21
[11] *Id.*, p20

				result we will be able to flex annual plans and future LTPs to take account of these changes. At this point in time we do not expect this to have a significant effect on financial modelling for Years 1-3 of this Long Term Plan.
Central Business District The City Block development has been successfully completed and has attracted new development, including two new hotels in the city centre. Council will continue to support initiatives to drive the success of a thriving CBD. GDP will increase by $14m annually as a result of the investment until 2030.[12]	Likely	High	Moderate	Council remains strongly committed to its vision "Our City with Heart – He Ngākau Aroha." Any divergence from this vision could impact the financial viability of ICL but is not expected. Further investment may be required either in the City Block or associated city streets improvements.
Tourism Tourism in the Visit Southland area is expected to increase to between 160% - 165% of pre-Covid levels by 2029.[13] Invercargill is expected to proportionally benefit from this increase and demand for accommodation to increase and to be met from within existing stock.	Moderate/Likely	Medium	Minor	Tourism, while important, is not currently a major driver of the Invercargill economy, although it has great potential to grow. Council may need to invest in further infrastructure if tourism grows faster than expected and manage any flow on impact on housing availability given housing constraints.

[12] NZIER report "Invercargill CBD regeneration", May 2023, p17
[13] Beyond 2025 Southland Regional Long Term Plan, p56

International education The numbers of international students studying at Southern Institute of Technology (SIT) | Te Pūkenga are not expected to return to pre-Covid levels until 2028 at the earliest.[14] The decline as a result of Covid would be compounded if there was a change in policy at Te Pūkenga with reduced focus on recruiting international students, and by reduced domestic competitiveness as a result of the likely end of the Zero Fees policy.	Moderate/Likely	Medium	Minor	International students and their families create significant demand for certain categories of housing, including city centre housing. Lower numbers of international students is likely be a factor in the trend of an increasingly aged population. Lower or higher than expected numbers of international students may require an adjustment in Council response to City centre strategy and/or other provisions/ partnerships impacting housing availability.
Climate change regulatory change Legislative change is expected to increase requirements, reflected in the Emissions Reduction Plan and the National Adaptation Plan, on businesses and Council with an impact on economic growth as yet unknown.[15]	Likely	Medium	Moderate/ Major	Council is working with the regional Climate Change Working Group to set a strategy for the region and action plan for Council. Further investment will be required in activities to reduce emissions and to better understand climate change risk to Council assets.
ENVIRONMENTAL	**Likelihood**	**Certainty**	**Consequence**	**Council response**
Natural disaster Extreme weather events are happening more frequently and this trend is likely to continue due to climate change. There is a 75% probability of the Alpine Fault rupturing within the next 50 years.[16]	Possible	Medium	Major/ Catastrophic	A major disaster which impacted Council's ability to operate at the same time that the community's need for disaster relief was required to be supported would require a major shift in strategy and operations. Council supports Emergency Management Southland to coordinate the response in such a situation. Council would fund

[14] Infometrics report "Economic update for Long Term Planning for Invercargill City Council", April 2022, p18
[15] Ministry for the Environment "Implementing Aotearoa New Zealand's first emissions reduction and national adaptation plans", 2023
[16] https://af8.org.nz

				response to a natural disaster primarily via debt.
CULTURAL	**Likelihood**	**Certainty**	**Consequence**	**Council response**
Māori culture Māori culture has become more visible in the city since the time of the last Long-term Plan and will continue to become more visible.	Likely/ Almost certain	High	Low	Council is working closely in partnership with Mana whenua and would seek to manage impacts through this relationship.
Civic pride Resident pride in the city following the redevelopment has increased (in 2023 80% of people said they would speak more positively about the city)[17] and will continue to increase as new projects including Project 1225 are completed.	Likely/ Almost certain	High	Minor	Council sees both City Block and Project 1225 as major cornerstone projects to achieving of its vision – Our City with Heart – He Ngākau Aroha. The social and economic benefits are already being realised. Continued commitment to the strategy will be required for full delivery.
Cultural activation An increase in activities and events reflecting the diverse culture of Southland will take place following Council investment in activation and private uptake of new facilities available.	Likely	High	Minor/Moderate	Activation is essential to leverage Council's capital investment in the city centre. Council will continue to explore a range of mechanisms to support activation in the community.

[17] Southland CBD Rejuvenation Community and Business Survey Report, March 2023, p9

COUNCIL OPERATIONS	Likelihood	Certainty	Consequence	Council response
Asset life Assets will remain useful until the end of their average useful life, noting this requires underlying assumptions regarding asset condition to be correct. Infrastructure installed in the 1920s is nearing end of life and require renewal within the term of the Infrastructure Strategy.	Moderate/Likely	High	Moderate	Assets may need to be renewed earlier if this underlying assumption is incorrect. This may also change the renewal profile or may allow delayed renewal in other cases. Council will review the remaining asset life at each of the triennial asset revaluations and undertaken regular asset condition assessments.
Capital programme delivery 100% of roadmap and strategic projects are expected to be delivered. 80% of the core capital programme will be delivered in Year 1 and 2, 85% in Year 3, and 90% thereafter, following implementation of the Affordable Water Reforms. Pipe renewals are expected to be delivered at 70%.	Possible	Low	Moderate	Council continues to invest in enhanced project management capacity and supporting construction sector capacity through new ways of working. The financials will be reforecast to reflect the delivery expectations each year. The financial impact this assumption not being met is the deferral of capital expenditure until later years, higher risk of asset failure meaning assets will be sweated longer and repairs and maintenance will increase and emergency rather than planned replacement may become more frequent.
FINANCIAL	**Likelihood**	**Certainty**	**Consequence**	**Council Response**
Inflation Operational forecasts and capital work programmes will increase by the	Likely	Medium	Moderate	Cost change factors are based on information developed for councils by BERL. Significant variations to inflation would have an impact on Council's

accumulated Local Government Cost Index inflation forecast by BERL, being 2.9% for operational and 3.0% for capital in 2024/2025.				financial management. The significant changes in recent years in relation to inflation mean that level of uncertainty has increased as to whether increased fluctuations in the BERL cost estimates can be expected. Council will continue on the planned pathway for the Capital Works programme and review operational revenue and expenditure each year. If inflation was 0.5% higher than forecast this would increase Council operational costs by $0.5 – $1.5 million per annum for the first 3 years of the plan. Council capital costs would increase by $0.3 - $1.5 million per annum for the first 3 years of the plan Increases in operational costs would impact the expected rates increase in those future years.

A full list of assumptions can be found online.

Sustainability

The Local Government Act requires Council to take into account the social, economic and cultural interests of people and communities, the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations by taking a sustainable development approach. Sustainability can be defined as:

> *Development which meets the needs of the present generation without compromising the future generation from meeting their own needs (Brundtland Report, 1987).*

The operation of infrastructure has ongoing impacts - particularly as they relate to energy use and emissions, runoff, noise, light, ecological impacts, safety etc. Operation can provide ongoing employment and economic benefit.

Social and Cultural

Venues and Events Services assists our community with opportunities for equity, social cohesion and inclusiveness, free from any prejudice. We want to promote intergenerational equality, meeting the needs of the present generation without compromising the needs of future generations.

We provide the meeting places for our community to become empowered and enabled to express and celebrate our ever diversifying heritages and communities. We recognise and value the significance of Māori culture. Our special relationship with mana whenua and mata waka and our responsibilities to outcomes for Māori in the community along with our commitments to *Te Tiriti o Waitangi* are considered in decision making such as programming as access to our venues.

Environmental

The core buildings owned by the Invercargill City Council have not been designed for sustainability. Sustainability is a recent trend which seeks to reduce consumption of resources and the effects of development on the environment. Relevant aspects of sustainable design will be incorporated into future building developments.

Electricity supplied to Council is managed by the Building Assets. Electricity is supplied under a 3 year contract “Non-half Hourly” by Contact Energy and “Time of Use” by Trust Power. The current contract period runs to February 2020. Consumption data is collected for analysis by Energy Technical Services (ETS) and input to ‘e-Bench’, an analysis and reporting service.

Traditionally event venues are problematic in the way they consume energy, with investment, there are opportunities for Venues and Events Services to reduce carbon footprint and operating costs through operational practices and gradual replacement of high energy fixtures and plant.

Economic and Financial

The purpose of Asset Management is to provide the desired level of service in the most cost effective manner through the management of assets for present and future customers. We do this by:

- Taking a Lifecycle approach to managing capital expenditure
- Recognising the consumption of assets and appropriately funding it
- Categorising capital versus operational expenditure
- Allocating costs and preparing forecasts over the long-term (30 years or more)
- Reporting on financial performance
- Ensuring a programme of scheduled maintenance to enable assets to reach their maximum life

Summary of Sustainability Challenges and Issues

Environmental issues are addressed mostly in the design phase of any project being undertaken. As assets/ equipment are replaced at their end of life consideration is given to the energy efficiency options. Theatrical/ field lighting, and heating are significant contributors to the carbon footprint of the business but advances in technology provides options to significantly reduce this at the time of replacement.

Risk

Council is committed to managing risks that may impact on the delivery of its activities and services, and/or the ability to meet its legal obligations.

Council is exposed to many risks on a daily and ongoing basis. Risk is inherent across all of Council's operations including, but not limited to, procurement, contract management, employment, health and safety, regulatory and enforcement, management, financial, service delivery, emergency management, and business continuity.

Risk Framework/Standard

Council is committed to acting in a manner that enables it to reliably achieve objectives, address uncertainty, and act with integrity.

To support these outcomes Council is developing an approach which provides integrated governance management and assurance of performance, risk and compliance.

The approach taken by Council is set out in the Risk Management Framework – Policy and Process.

Council manages the strategic risks associated with the assumptions identified in the preparation of the Long-term Plan.

Council also manages a range of other risks, including Health and Safety. These risks are managed through its risk management register as contained in Process Manager.

Summary of Key Health and Safety Risk Issues

In general terms, the highest risk to the Venues and Event Services is injury to a member of public or staff member. This is mitigated through ETNZ Workplace Safety Guidelines and the ongoing training and testing of staff.

Possible Approaches to Risk Mitigation

All Technicians hold a current Working from Heights certification, a current first aid certificate and are trained in emergency management. All other operational staff hold a current first aid certificate and are trained in emergency management.

Council is a member of Event Venues Association of New Zealand (EVANZ) with staff belonging to Entertainment Technology New Zealand (ETNZ), The Venue Manager Association (VMA) and the International Association of Venue Managers (IAVM). Membership to these organisations means the business unit has access to international and sector best practice and advice on operations, trends and risk management.

Council-wide Natural Disaster, Pandemic, Terrorism and Civil-unrest.

Venues and Event Services understand the risks associated with mass gatherings and operate in accordance with the wider policies and procedures developed by the Invercargill City Council and aligned with national emergency and health and safety guidelines.

Business Continuity Risks

In addition to the monitoring and management of risk through the framework Council acknowledges and plans for the additional consequences of business continuity where circumstances such as environmental conditions, emergency declarations and pandemic alert level measures prevent the Venues and Event Services from operating at full capacity.

Business performance is further impacted by audience behaviours and entertainment consumption trends driven by financial pressures, a growing expectation of on demand streaming services and asset condition.

Council Structure

Te hanganga kaunihera

Invercargill
CITY COUNCIL

COUNCIL COMMITTEES

- Community Wellbeing
- Finance and Projects
- Infrastructural Services
- Risk and Assurance

COMMUNITY BOARDS

- Bluff Community Board

JOINT COMMITTEES

- Southland Regional Heritage Committee
- WasteNet Southland
- Emergency Management Southland

COUNCIL CONTROLLED ORGANISATIONS

- Invercargill City Holdings Ltd: 100%
- Electricity Invercargill Ltd: 100%
- Invercargill Airport Ltd: 97.47%
- Invercargill City Property Ltd: 100%
- Southland Regional Development Agency Ltd (Great South): 48.73%
- Bluff Maritime Museum Trust
- Invercargill City Charitable Trust

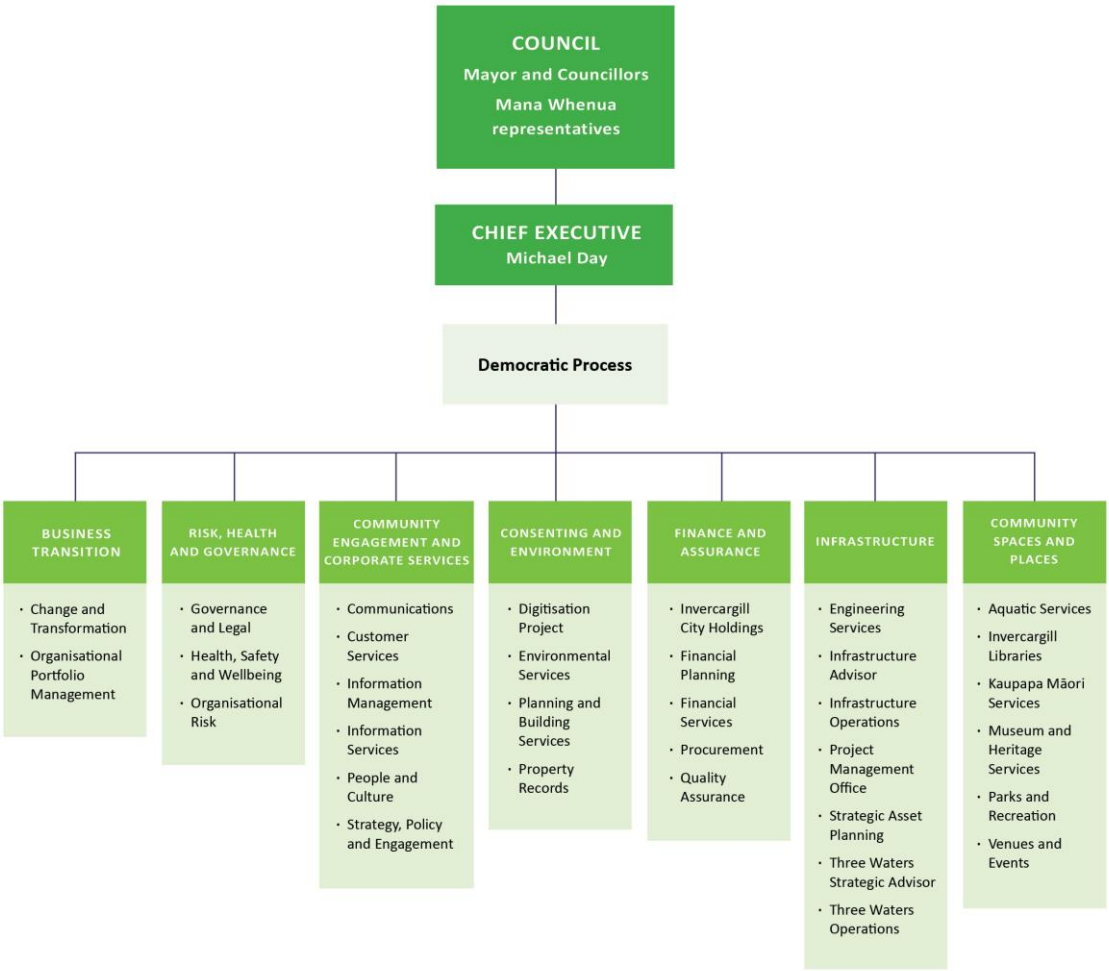
Following the triennial elections in October 2022, a restructure of Council committees was undertaken to better align to the internal Council structure.

The Committees are shown above. The new structure allows greater decison making to be made at Committee level.

Invercargill Venue and Events Management Ltd is an exempt CCO.

Management Structure

Te hanganga whakahaere



Responsibility and Resourcing

The strategy for development or growth is assessed and prioritised by Council through community engagement, research and the development of sound business cases.

Each growth or increase to service level project is required to fill in a one-page concept assessment case. The concept assessment case documents the problem the project is solving, the benefits, risks, estimated capital and operational costs and how it aligns with the Community Outcomes.

The understanding is, if the concept assessment case is accepted by Senior Leadership or Council (if significant) a feasibility study will be undertaken; if accepted, a better business case will be required.

Invercargill City Council is developing a greater understanding of the business case approach developed by Treasury. This approach is used to make better informed investment decisions, better value for money and better outcomes for the community. More training for staff will be sought in this discipline.

Table 9

Venues and Events Services – Staff Positions

Position	Number employed in role	Total Profiled Hours
Manager – Business Transition (Venues, Events, Libraries)	1	40 hrs
Venues Manager	1	40 hrs
Sales Lead	1	20 hrs
Facilities Lead	1	40 hrs
Client Relations Lead	1	40 hrs
Senior Technician	1	40 hrs
Technician	1	40 hrs
Ticketing and Customer Service Officer	1	20 hrs
Casual House Keeper *Costs on charged to clients*	4	0 hrs
Casual Venues Officers *Costs on charged to clients*	22	0 hrs

Managing the Condition and Performance of our Assets

The assets required to deliver the Venues and Event Services Activity are managed by the Property Services team of the Invercargill City Council. The Property Services team are responsible for the buildings and plant maintenance. Contractors are engaged to carry out electrical, mechanical and speciality maintenance work at the three sites.

Strategic planning and customer demand and strategic partner input of the Venues and Event Services will help inform and prioritise investment decisions relating to our assets.

Beyond the functional maintenance of the venues is the necessity to create ambiance to meet the expectations of both attendees and hirers. The customer experience is a contributing factor in attracting and maintain a customer and client base. The Venues and Event Services unit will invest in non-functional maintenance and cosmetic treatments to rooms to maintain a unique service provision and keep pace with market expectations.

How we'll fund it

Table 10

Funding for Venues and Events Services Activity

Activity	Source of Funding				
	User Charges / Fees	Subsidy	General Rate	Targeted Rate	Loans
Operational	✓		✓		
Capital			✓		✓

Table 11

Venues and Events Services Total Expenditure OPEX and CAPEX 10 years

	2023/24 Annual Plan ($000)	2023/24 Forecast ($000)	2024/25 LTP ($000)	2025/26 LTP ($000)	2026/27 LTP ($000)	2027/28 LTP ($000)	2028/29 LTP ($000)	2029/30 LTP ($000)	2030/31 LTP ($000)	2031/32 LTP ($000)	2032/33 LTP ($000)	2033/34 LTP ($000)
OPERATING												
Rates revenue	505	505	443	488	536	428	466	504	410	430	449	383
Subsidies and grants (Capital)	-	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants (Operational)	-	-	-	-	-	-	-	-	-	-	-	-
Direct charges revenue	456	480	504	529	556	583	613	643	675	709	745	782
Rental revenue	15	15	15	16	16	17	17	17	18	18	18	19
Finance revenue	-	-	1	2	3	7	8	10	13	14	16	18
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue	29	29	30	30	31	32	33	33	34	35	35	36
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	1,005	1,029	993	1,065	1,142	1,067	1,137	1,207	1,150	1,206	1,263	1,238
Employee expenses	630	589	602	620	638	657	677	697	718	739	761	784
Administration expenses	18	18	19	19	19	20	20	21	21	22	22	22
Grants & subsidies expenses	64	64	66	67	69	70	72	73	75	76	78	79
Operational expenses	74	74	56	57	58	59	61	62	63	65	66	67
Utilities expenses	152	152	156	160	164	167	171	175	178	182	185	189
Repairs & maintenance expenses	54	54	76	78	80	81	83	85	87	88	90	92
Depreciation and amortisation	13	21	16	13	10	7	6	5	4	3	2	2
Finance expenses	-	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses	1,005	972	991	1,014	1,038	1,061	1,090	1,118	1,146	1,175	1,204	1,235
OPERATING SURPLUS / (DEFICIT)	**-**	**57**	**2**	**51**	**104**	**6**	**47**	**89**	**4**	**31**	**59**	**3**
CAPITAL EXPENDITURE - Funded												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-

Table 12

	2025 - 2029 LTP ($000)	2030 - 2034 LTP ($000)	2035 - 2039 LTP ($000)	2040 - 2044 LTP ($000)	2045 - 2049 LTP ($000)	2050 - 2054 LTP ($000)
OPERATING						
Rates revenue	2,361	2,176	2,157	2,625	3,194	3,885
Subsidies and grants (Capital)	-	-	-	-	-	-
Subsidies and grants (Operational)	-	-	-	-	-	-
Direct charges revenue	2,785	3,554	4,536	5,790	7,388	9,432
Rental revenue	81	90	99	109	121	134
Finance revenue	21	71	97	106	116	129
Dividends	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other revenue	156	173	191	211	233	255
Internal charges and overheads recovered	-	-	-	-	-	-
Total revenue	5,404	6,064	7,080	8,841	11,052	13,835
Employee expenses	3,194	3,699	4,283	4,961	5,746	6,654
Administration expenses	97	108	119	131	144	160
Grants & subsidies expenses	344	381	422	465	515	567
Operational expenses	291	323	356	392	433	480
Utilities expenses	818	909	1,000	1,105	1,221	1,347
Repairs & maintenance expenses	398	442	487	538	594	656
Depreciation and amortisation	52	16	4	-	-	-
Finance expenses	-	-	-	-	-	-
Internal charges and overheads applied	-	-	-	-	-	-
Total expenses	5,194	5,878	6,671	7,592	8,653	9,864
OPERATING SURPLUS / (DEFICIT)	**210**	**186**	**409**	**1,249**	**2,399**	**3,971**
CAPITAL EXPENDITURE - Funded						
• to meet additional demand	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-
• to replace existing assets	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-

Figure 4

Venues and Events Services Operating Revenue – 10 Years

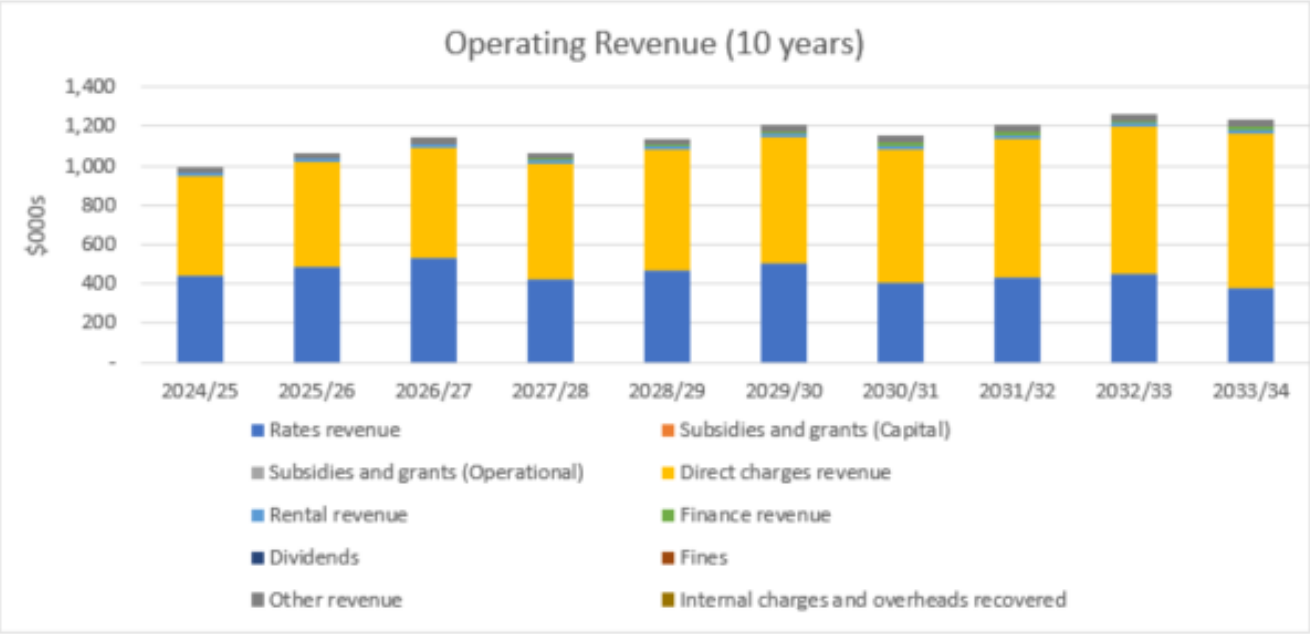


Figure 5

Venues and Events Services Operating Revenue – 30 Years

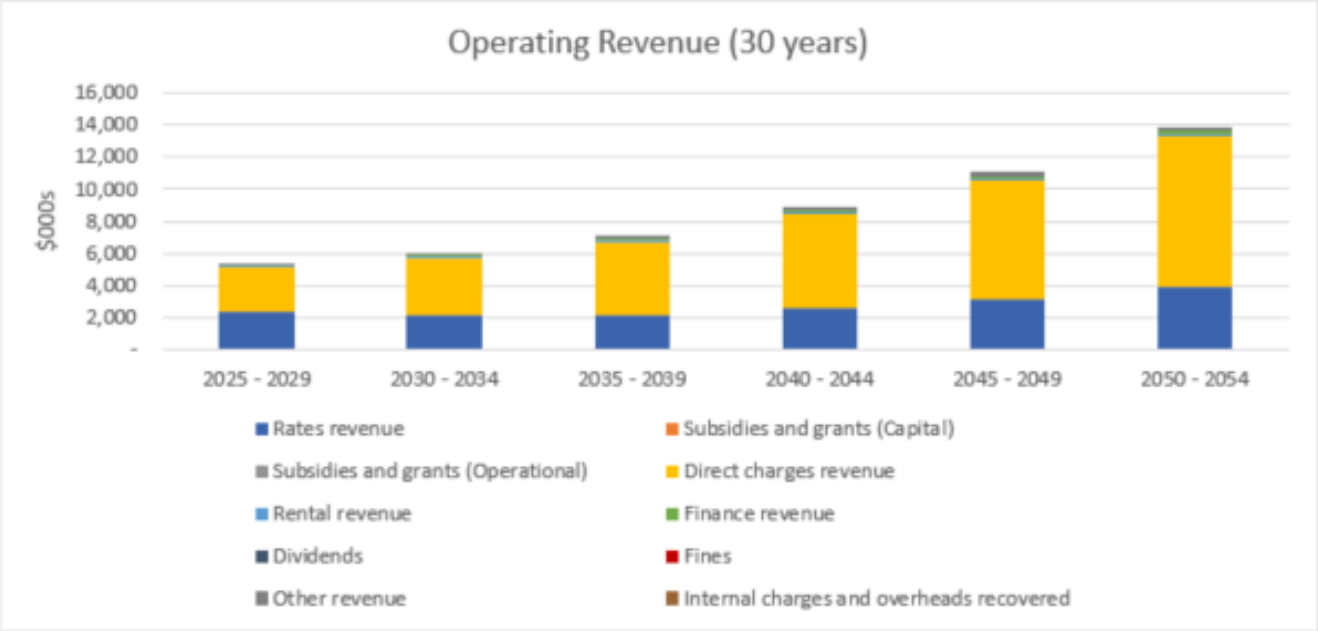


Figure 6

Venues and Events Services Operating Expenditure – 10 Years

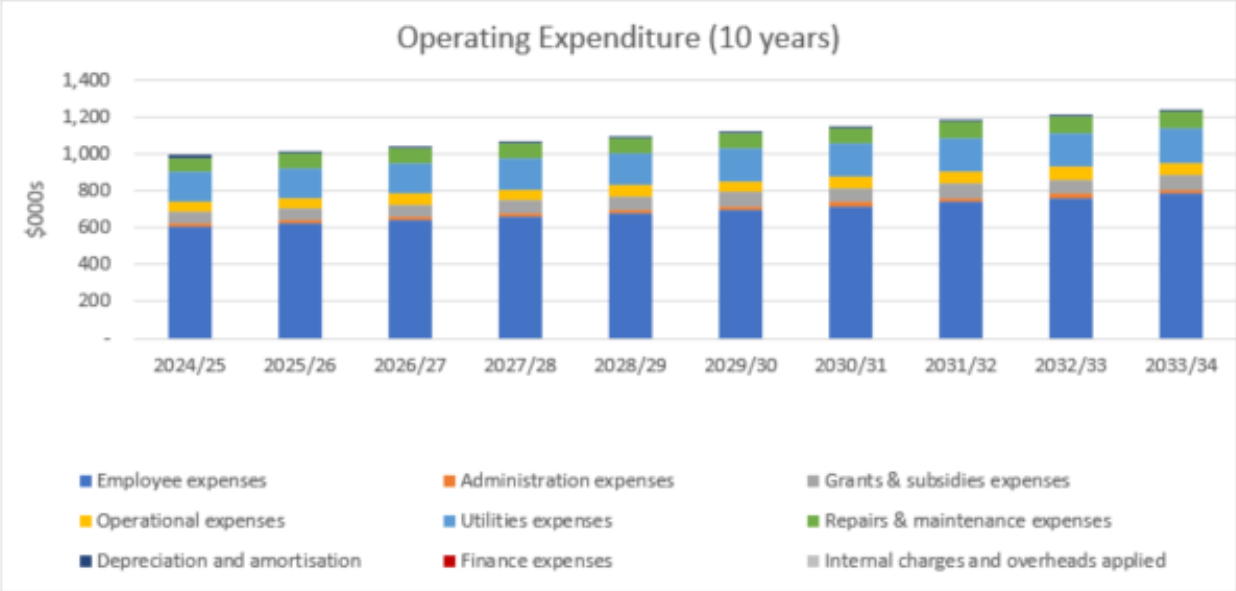
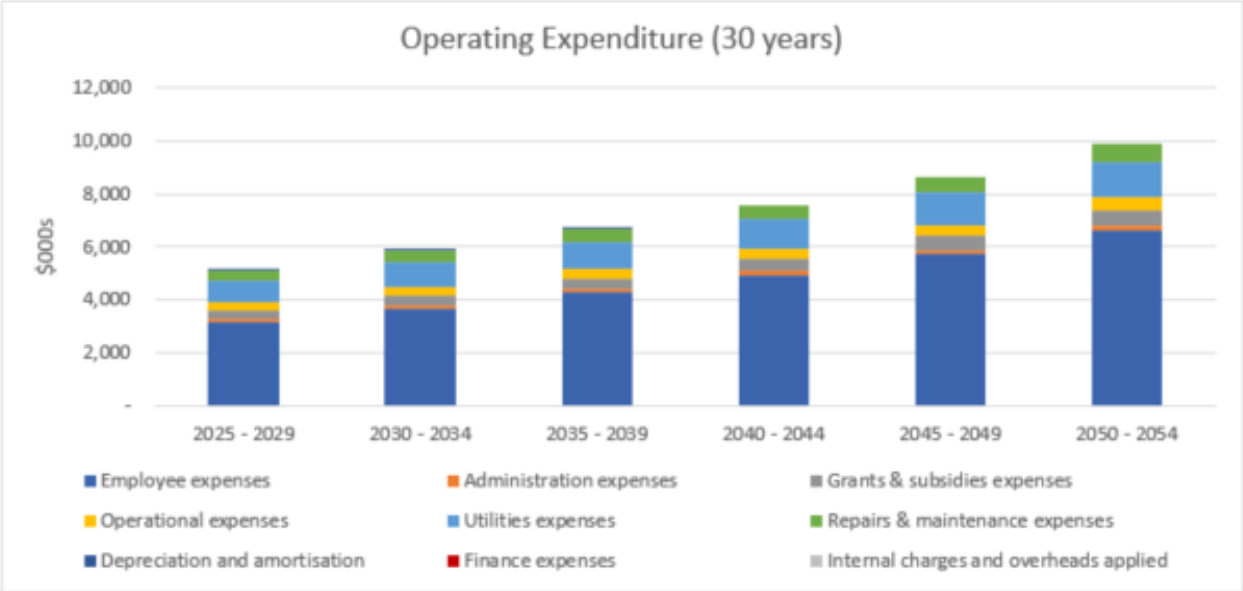


Figure 7

Venues and Events Services Operating Expenditure – 30 Years



What Funding We Will Use

The business is funded from a combination of user fees and charges, rates and commissions and retail sales.

From 1 July 2024 Venue Hire Fees will be Reviewed Annually.

Table 13

Venues and Events Services Fees and charges

Civic Theatre- entire complex	
Hire (12 hours maximum)	3,900.00
Civic Theatre- Auditorium (seating capacity 1,015)	
Hire charge per performance	3,460.00
Matinee / rehearsals with an audience / second performance	2,300.00
Dark days pack in / out rehearsals	1,430.00
Security deposit per performance	600.00
Civic Theatre- Grand Foyer & Piano Lounge	
Cocktail function - exclusive night time hire (4 hours maximum)	270.00
Trade show / exhibition / display / registrations non- exclusive use (8 hrs max)	390.00
Civic Theatre- Drawing Room (Standard Setup options)	
Day booking	340.00
Half day booking (maximum four hours)	160.00
Express meeting per hour (Conditions apply)	70.00
Civic Theatre- Wikitoria Room	
Day booking- Meeting	390.00
Half day booking - meeting (maximum four hours)	200.00
Express meeting per hour (Conditions apply)	70.00
Performance	525.00
Dark days pack in /out rehearsals / Vacant hires	240.00
Civic Theatre- Victoria Room	
Day booking	390.00
Half day booking (maximum four hours)	200.00
Civic Theatre- The Snug	
Day booking	Price by negotiation
Half day booking (maximum four hours)	Price by negotiation
Rugby Park	
Venue Hire	Price by negotiation
Scottish Hall	
Hall only community classes (per hr) *(Dance, Yoga, Martial Arts etc)*	60.00
Hall (full complex)	430.00
Supper Room	105.00
Kitchen	105.00
Dark days pack in /out rehearsals / vacant hires	105.00
Commercially ticketed events	600.00

Alteration of Fees

Fees and charges may be refunded, remitted or waived by the Manager, Venues and Events Services.

Ticketing

ICC has a contract with Ticketek to provide ticketing services for shows and bookings across all ICC venues. The contract currently runs for 5 years and next expires in August 2025.

ICC receive a commission percentage of the inside charges from Ticketek for tickets sold.

The inside charge is the commission a Ticketing company charges a promoter for their services, it usually represents a small percentage of the overall cost of a ticket and excludes the cost of the show and transaction charges such as booking and credit card fees.

Food and Beverages

Nellie Melba's

The Nellie Melba's at the Civic Theatre sells a range of non-alcoholic drinks, chips, ice creams, lollies and chocolates, generating income for the Civic Theatre. Prices and the range of goods sold are reviewed by management and staff regularly.

Alcoholic drinks and Catering

All alcoholic drinks and catering for functions at the Civic Theatre are contracted to the Invercargill Licensing Trust (ILT). The contract is up for renewal every 2 years.

ICC receive a 7.5% commission from ILT on food and beverage sales over $250 + GST per event. Food is on-charged to the customer with no administration fee added.

The food and beverage provision at venues is a commercial activity receiving no ratepayer subsidy and as such its delivery and service levels are designed and evaluated with a commercial lens and may change from time to time to meet financial targets and consumer demand.

How we will know we are Delivering

How we will Manage Improvements

Council operates on a four-weekly cycle with meetings being on a Tuesday of each week, Week One – Infrastructure Committee, Week Two - Community Wellbeing Committee, Week Three Finance and Projects Committee with the Risk and Assurance Committee held every quarter and Week Four being Council. The Committees and Council monitor and consider reports on levels of services for activities and assets alongside monthly financial accounts for each department. Members question these reports with Managers present to answer any questions that arise from the reports.

The information for these reports is entered into various software systems. This monitors the performance both fiscal, and service based against targets and budgets from Council's Long-term Plan. Targets can be key performance indicators, internally driven targets or provided from a Ministry that oversees that area, i.e. Department of Internal Affairs. At a full Council meeting these reports are then received and performance monitored quarterly.

Frequency of Review

Every financial year Council prepares an Annual Report that is the key document in ensuring the expenditure for the year was efficient and is pertinent in ensuring accountability to the community and ratepayers.

The Annual Report does not just show the current financial status, but also shows the levels of service for all Council activities and assets measured against the yearly targets set in the Long-term Plan. These are measured and reported quarterly in the Council meetings. The Annual Report is a holistic overview of their performance.

Appendices

Strategic Alignment	Lead a strategic alignment process with key strategic partners, focusing on: • Arts and Culture Spaces and Places • Community, Cultural, Social and Sports Events • Destination Marketing including the Arts Murihiku Destination Strategy • The Business Community, retailers, major employers and manufacturers
Strategic Partnerships	Develop a Stakeholder Engagement Plan Delivering Enhances relationships that increase awareness, generate bookings and building reputation with: • Great South – Events, Arts, Marketing • Southern Institute of Technology (SIT) careers and hospitality, performing arts and events departments • Community Funders • Arts and Cultural Institutions – Arts Murihiku, Southland Museum and Arts Gallery • Venue Managers – Stadium Southland, SIT, Invercargill Licensing Trust (ILT), Otago/Southland Theatre Managers • Producers, promoters and tour makers – PANNZ (Performing Arts Network New Zealand), individual promoters, Creative New Zealand • Regional Sports and Recreation Organisations – Sport Southland, YMCA, Regional Codes • Local Arts Community – Invercargill Musical Theatre Inc, Dance Studios, Theatre Groups
Great South	Actively facilitate a strategic partnership with Great South focusing on Strategy, Policy, Investment and Delivery