

# Venues and Event Services

LTP Council Workshop

11 July 2023

# Overview of Activity

Venues and Events Services operates the Civic Theatre, Scottish Hall and Rugby Park. This includes the hiring, event ticketing and delivery / coordination of specialist services to enable safe and engaging events to occur.

## **The Civic Theatre**

- 1000 seat professional standard lyric theatre
- Meeting rooms, hospitality and smaller performance spaces

## **The Scottish Hall**

- Main hall with movable seats and small stage,
- Community lounge with and a commercial kitchen,
- Upstairs office space/meeting rooms

## **Rugby Park**

- Grandstand, change rooms and media tower,
- social and corporate spaces

## **\*Anderson House**

- Limited support to the third party operators such as ticketing and
- equipment hire

# Strategic priorities and community outcomes



- **Social wellbeing** - Venues provide spaces and events for people to gather, connect, celebrate, learn and share stories and themes important to New Zealanders. Venues will increase the opportunities for the community to access our programmes and services.
- **Cultural wellbeing** – Venues enable events that add to the vibrancy and a range of opportunities for people to be entertained.
- **Environmental wellbeing** – Continued provision of local facilities and events reduce the need for the community to travel long distances to engage with sporting and performance events.
- **Economic wellbeing** – Venues are a significant contributor to the night-time economy of Invercargill supporting hospitality and accommodation providers whilst also adding to the destination appeal of Invercargill.

# Current Budget

|                                                             | Annual Plan<br>2023/2024<br>(\$000) |     |
|-------------------------------------------------------------|-------------------------------------|-----|
| <u>Operational</u>                                          |                                     |     |
| Targeted rates revenue                                      | 0                                   | 0%  |
| General rates revenue                                       | 505                                 | 50% |
| Other revenue (excluding capital subsidy revenue)           | 500                                 | 50% |
|                                                             | <u>1,005</u>                        |     |
| Operational expenditure (excluding depreciation)            | 992                                 |     |
| Depreciation expenditure                                    | 13                                  |     |
|                                                             | <u>1,005</u>                        |     |
| <u>Capital</u>                                              |                                     |     |
| Capital subsidy revenue                                     | 0                                   |     |
| Capital expenditure                                         |                                     |     |
| • to improve the level of service                           | 0                                   |     |
| • to replace existing assets                                | 0                                   |     |
|                                                             | <u>0</u>                            |     |
| <b>Staff levels (excludes Casuals and Elected Members):</b> |                                     |     |
| FTE                                                         | 6                                   |     |
| Head Count                                                  | 6                                   |     |

## Note:

*Venues and Event Services often use casuals and contractors to provide **event staff**, the charges for these staff are passed on to the hirer by way of the base hire fee or extra per hour charges.*

*In addition to the above, as the venues are available in evenings and weekends there are often times when casuals are required to **backfill** permanent staff.*

*Casual staff are employed for ticketing on occasions when CAB Customer Services are experiencing peak foot traffic such as rates and dog registration.*

# Maintaining levels of service

- The venues need to be maintained at a safe and fit for purpose level. In addition the heritage and thematic presentation of the venues helps to maintain a point of difference in the market.
- To maintain the level of service the business needs to ensure a balance of commercial and community activity.
- The levels of service will also be maintained by continual review and renewal of budgets.
- Venues will continue to seek opportunities for increased collaboration and partnerships to as to grow the business and community capability in the events space.

# Requirements to maintain compliance

- Maintain opening hours to ensure ticketing contract compliance
- Maintain the buildings through renewals as well as response and programmed maintenance to ensure public safety
- Maintain plant and equipment through renewals as well as response and programmed maintenance to ensure public safety
- Address accessibility to venues

# Opportunities for cost savings

- Venues operate with a commercial growth approach to increase occupancy and thus reduce reliance on ratepayer funding.
- Venues will further explore opportunities for commercial activation and diversification of spaces including medium term hirages that complement Council's service to the community.
- Renegotiation of service contracts to more of a partnership model.
- Venues has a programme of continuous review and improvement in procurement and supply of resources to maximise efficiency.

# Proposals for new or lifted level of service

## **Low risk co-producing and self produced events:**

- Will enable a wider range of events aimed at the gaps in provision of events across the city
- A balance of commercial return from ticketed events as well as free community events
- Co-produced and self produced events could be festivals, city activations, civic, and engagement events
- Increasing civic pride and vibrancy in the city.

## **Increased ticketing service levels:**

- Increase access to ticketing services through longer opening hours and more locations using existing council facilities
- Self funded through extra revenue and existing resources

# Measuring performance

## Levels of Service

The Venues and Events Services Activity enhances our city through operating and marketing quality event venues, ensuring promotion of the most appropriate venues for events, attracting touring shows and events and enabling local productions and events to be undertaken.

The Venues and Events Services Activity preserves the character of our city through maintaining the Civic Theatre (a Category 1 Building of National Significance, as classified by the Heritage New Zealand Pouhere Taonga) as a quality performance venue and the Scottish Hall (a Category 2 Building of National Significance, as classified by the Heritage New Zealand Pouhere Taonga) and Rugby Park.

### KPIs

Increase public use of venue services through the attraction and support for a range of community events through to touring shows and performances

Number of visits per head of Invercargill City population

Percentage of Venues and Events Services customers (hirers and patrons) who rate the experience or the venue as good or very good

# Options for Council to consider

## An ICC Events Team:

*The need (problem Statement):*

*“Whilst major events are the remit of Great South there are often times when Council and our community have a desire for us to deliver community events but Council has no dedicated, in- house resource to do so.”*

# Options for Council to consider

*The current situation:*

*Events are typically delivered by;*

- community groups via funding but little support,
- various departments of council with varying capacity and capability to deliver,
- and via a contract with Great South for city centre activations.

*The demand for council assisted/ delivered community events fall into three categories;*

**Civic Events**

**Engagement  
Events**

**Programmed  
Events**

# Options for Council to consider

## **An ICC Events Team:**

*A Solution (Intended LTP bid):*

*“A small team, could leverage existing event project budgets to provide more efficient coordination and community support of events in Invercargill. This would increase planning effectiveness, timely responses to event opportunities and increase the visible presence of Council in the community.”*

# Options for Council to consider

## A Community Sport and Recreation Facilities Strategy :

*The need (problem Statement):*

*“Council’s support and provision of community facilities that service local and regional users has be led by **opportunity, crisis and ad hoc advocacy** from groups. Historically decisions have been reactive and without an overall strategy for investment and provision.*

*Without a clear, data driven approach to investment there exists a risk of inequity across groups and sectors of the community. There exists a risk of decision paralysis due to a lack of information to enable prioritisation and a risk of missed opportunities in strategic co-investment, optimisation and value/ impact of ratepayer money.”*

# Options for Council to consider

## *The current situation:*

- Facility investment has sometimes been reactive/ emotive squeaky wheel
- We have a desire to encourage social cohesion by providing places for people to recreate together
- We want to avoid duplication in provision
- We don't want cronyism
- We lack data about need, future growth and provision statements for facilities
- We want vibrancy and the right, fit for purpose facilities that attract people to Invercargill
- We want Iconic venues that build civic pride
- We need well maintained facilities that are safe, well used and loved by the community
- We want to unlock opportunities, eliminate waste and provide value to ratepayers

*“We need a pragmatic, action orientated, data rich strategy which a specific implementation plan to enable confident and in time decision making on investments”*

# Options for Council to consider

## **A Community Sport and Recreation Facilities Strategy:**

*A Solution (Intended LTP bid):*

*“A project to understand the existing provision and future needs of community sport and recreation facilities to guide decision making on strategic investments for the future.*

***Stage One** of the project would define current/ future needs and approaches for determining prioritisation, investment and provision.*

***Stage Two** would be an implementation plan identifying specific actions and opportunities for co investment, feasibility and prioritisation to enable fit for purpose community sport and recreation provision aligned to the needs and growth of the community.”*