NOTICE OF MEETING

Notice is hereby given of the Meeting of the Invercargill City Council to be held in the Victoria Room, Civic Theatre, 88 Tay Street, Invercargill on Tuesday 30 July 2024 at 3.00 pm

Mayor W S Clark
Cr A J Arnold
Cr R I D Bond
Cr P M Boyle
Cr S J Broad
Cr T Campbell
Cr A H Crackett
Cr G M Dermody
Cr P W Kett
Cr D J Ludlow
Cr I R Pottinger
Cr L F Soper
Cr B R Stewart

MICHAEL DAY
CHIEF EXECUTIVE

A5475131

A G E N D A

1. Apologies

2. Declarations of Interest

1. 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.
2. 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

3.1 Feedback Relating to the Live Streaming of Council Meetings - Ms Karen Arnold

4. Minutes of the Connected Murihiku Joint Committee Meeting Held on 27 May 2024
A5353046

To be moved:
That the minutes of the Connected Murihiku Joint Committee meeting held on 27 May 2024 be received.

5. Minutes of the Bluff Community Board Meeting Held on 10 June 2024
A5397323

To be moved:
That the minutes of the Bluff Community Board meeting held on 10 June 2024 be received.

6. Minutes of the Extraordinary Meeting of Council Held on 21 June 2024
A5416352

To be moved:
That the minutes of the Extraordinary Meeting of Council held on 21 June 2024 be confirmed.

7. Minutes of the Meeting of Council Held on 25 June 2024
A5423951

To be moved:
That the minutes of Council held on 25 June 2024 be confirmed.

8. **Minutes of the Extraordinary Meeting of Council Held on 27 June 2024**
A5429177

To be moved:
That the minutes of the Extraordinary Meeting of Council held on 27 June 2024 be confirmed.

9. **Minutes of the Infrastructure and Projects Committee Meeting Held on 2 July 2024**
A5435793

To be moved:
That the minutes of the Infrastructure and Projects Committee meeting held on 2 July 2024 be received and the recommendation to Council be confirmed.

Recommendation to Council

8. Elderly Persons Housing Policy – Pets
A5413794

2. Ask staff to bring a paper to full Council regarding specific parameters allowing dogs to be included in the Elderly Persons Housing Policy.

10. **Minutes of the Hearings for the Parking Control Bylaw Held on 9 July 2024**
A5446758

To be moved:
That the minutes of the Hearings for the Parking Control Bylaw held on 9 July 2024 be received and the recommendation to Council be confirmed.

Recommendation to Council

4. Parking Control Bylaw Deliberations
A5408685

7. To adopt the Parking Control Bylaw with the changes as agreed in resolution 6.

Resolution 6 - Agrees with the following proposed changes to the Bylaw:

a. *Replace references to 'Fire Service' with 'Fire and Emergency New Zealand' in the proposed bylaw.*
b. *Amend Clause (12 b) to provide for false fire alarms, medical events, motor vehicle events, and other emergencies.*
c. *Reinstate repealed Exemptions Clause as it exists in the 2022 Parking Control Bylaw.*
d. *Replace "number plates" and "vehicle plates" where used in the Bylaw with "registration plates".*
e. *Add additional definition clause "Any words, phrases or expressions used in this Bylaw which have meanings assigned to them by the Local Government Act 1974, the Land Transport Act 1998, and Rules made under the Land Transport Act 1998 or any amendments*

thereof, shall have the meanings as are respectively assigned in those Acts/Rules, unless those meanings would be inconsistent with, the context otherwise requires, or a different definition is given in clause 4.1" to section 4 of the proposed bylaw.

11. **Minutes of the Extraordinary Infrastructure and Projects Committee Meeting Held on 9 July 2024**
A5446785

To be moved:
That the minutes of the Extraordinary Infrastructure and Projects Committee meeting held on 9 July 2024 be received.

12. **Minutes of the Community Wellbeing and Regulatory Committee Meeting Held on 9 July 2024**
A5446871

To be moved:
That the minutes of the Community Wellbeing and Regulatory Committee meeting held on 9 July 2024 be received

13. **Minutes of the Finance and Policy Committee Meeting Held on 23 July 2024**
A5464749

To be moved:
That the minutes of the Finance and Policy Committee meeting held on 23 July 2024 be received and recommendations to Council be confirmed.

Recommendations to Council

6. Financial Update - June 2024
A5457395

3. Council close the Clean Air Loan Scheme and continue to manage the remaining eight loans to maturity.

4. The contributions (less outstanding loans) from Environment Southland and Invercargill City Council are repaid as per the terms of the Memorandum of Understanding between Environment Southland and Invercargill City Council.

7. Invercargill City Holdings - Final Statement of Intent 2024-25
A5459905

3. If the sale of the ICHL Group (EIL) share in PowerNet occurs that Council requests that Holdco consider a special donation/dividend to the Museum fund to the value.

14. **Elderly Persons Housing - Dogs**
A5447095

14.1 **Appendix 1 - List of Housing Complexes for Consideration as Suitable for Keeping Dogs**
A5462521

15. **Appointment to Committee and Amendment to Governance Documents**
A5471972

15.1 **Appendix 1 - Governance Statement 2022 – 2025 – July 2024 Amendment**
A5471165

15.2 **Appendix 2 - Delegations Register – Council and Finance 2024 – Version 3**
A5471221

16. **Sugian**
A5469873

16.1 **Appendix 1 - Letter of Invitation**
A5387372

16.2 **Appendix 2 - Response to Letter of Invitation**
A5469981

17. **Chief Executive Management Report**
A5459700

18. **2024 Local Government New Zealand Remits – Staff Recommendations for Annual General Meeting**
A5463219

18.1 **Appendix 1 - Local Government New Zealand Remits 4**
A5473633

19. **Te Unua Museum of Southland Final Design and Proposed Budget Amendment**
A5446944

19.1 **Appendix 1 - Te Unua Reimagining Report**
A4230941

19.2 **Appendix 2 - Building Base Build Brief**
A4230566

19.3 **Appendix 3 - Experience Brief**
A4468398

19.4 **Tabled PowerPoint Presentation**
A5478897

20. 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 Connected Murihiku Joint Committee Meeting held on 27 May 2024
(b) Minutes of the Public Excluded Session of the Bluff Community Board Meeting held on 10 June 2024
(c) Minutes of the Public Excluded Session of Council Meeting held on 25 June 2024
(d) Minutes of the Public Excluded Session of the Extraordinary Council Meeting held on 27 June 2024
(e) Minutes of the Public Excluded Session of the Finance and Policy Committee Meeting held on 23 July 2024
(f) Verbal Update - Te Hīnaki Civic Building Temporary Relocation
(g) Verbal Update - Tim Shadbolt Airport Terminal Renaming

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 Connected Murihiku Joint Committee Meeting held on 27 May 2024	**Section 7(2)(a)** Protect the privacy of natural persons, including that of deceased natural persons **Section 7(2)(b)(ii)** Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	**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

(b)	Minutes of the Public Excluded Session of the Bluff Community Board Meeting held on 10 June 2024	**Section 7(2)(h)** Enable any local authority holding the information to carry out, without prejudice or 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)	**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
(c)	Minutes of the Public Excluded Session of Council Meeting held on 25 June 2024	**Section 7 (b) (ii)** Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information **Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**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
(d)	Minutes of the Public Excluded Session of the Extraordinary Council Meeting held on 27 June 2024	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**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

(e)	Minutes of the Public Excluded Session of the Finance and Policy Committee Meeting held on 23 July 2024	**Section 7(2)(h)** Enable any local authority holding the information to carry out, without prejudice or 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)	**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
(f)	Verbal Update - Te Hīnaki Civic Building Temporary Relocation	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**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
(g)	Verbal Update – Tim Shadbolt Airport Terminal Renaming	**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

MINUTES OF CONNECTED MURIHIKU JOINT COMMITTEE MEETING, HELD IN THE COMMUNITY TRUST SOUTH BOARDROOM, 62 DON STREET, INVERCARGILL ON MONDAY 27 MAY 2024 AT 1.15PM

Present:
Mrs Pania Coote
Cr Steve Broad - ICC
Cr Paul McPhail – GDC (via phone – technical issues meant could not join via teams)
Mrs Jess Domigan – Community Representative (via teams)

In Attendance:
Ms Rebecca Amundsen – Project Lead
Ms Rhiannon Suter – Manager – Strategy, Policy and Engagement
Mrs Liz Williams – Team Leader – Executive Support

1. Apologies

Mr S Hughes, Mrs R Morris and Cr S Greaney.

Moved Cr Broad, seconded Mrs Domigan and **RESOLVED** that the apologies be received.

2. Declaration of Interest

Nil.

3. Minutes of Connected Murihiku Joint Committee Meeting held on 11 March 2024.

A5260785

Moved Mrs Domigan, seconded Cr Broad and **RESOLVED** that the Minutes of Connected Murihiku Joint Committee Meeting Held on 11 March 2024 be confirmed.

4. Connected Murihiku Joint Committee Update Report – May 2024

A5334669

Ms Amundsen took the Committee through her report and noted that the report was now somewhat out of date given written in April. Had undertaken a lot of engagement in the community and making more connections. A hui was held with the volunteer

community and Ms Amundsen tabled a report regarding that and noted working closely with Volunteer South. Discussions were around what the next steps could be for Southland in engaging with Volunteer South and following the hui will continue discussions with them around how too service Southland. A quote had been received for training volunteers and looking into this, it was noted this could be done around the region in smaller groups and communities. A query was raised around online learning, it was noted that Volunteer South only offered the training in person. It was added that Winton could be a good location. There was a discussion training volunteers as opposed to the need for volunteers and identify the need. It was added each marae has volunteers that sit outside of Volunteer South. It was added that volunteering was an area that people wanted help with but there was a need to look at what the problem was.

A query was raised around where a number of volunteers sit when used for fundraising – e.g. be at an event and a donation made to a club.

It was asked if could look at getting information around these clubs and it was noted had been some work done by Active Southland and also Great South that looked at volunteering and link into those pieces of work.

The in-person hui held on 29 April 2024 was successful and feedback had been really positive, a survey was sent out post the hui.

The website was looking good and Crs Broad and Greaney had been working on this. Ms Amundsen took the group through the website. It was noted that there was a drop-down menu to capture who is using the website, what type of group and for what purpose. Also, a section around "did you find what you needed". It was noted was simple and easy to navigate. It was noted that would be good to have a phot of the Committee.

A query was raised around Emergency Management and it was noted that Ngai Tahu funded a position and how to link the two together.

There was a discussion around funding and had reached out to the Lighthouse around this aspect and it was noted the library could perhaps help. A query was raised around Murihiku Support and clarity needed to help people understand – could be local support.

It was noted that MSD were working on a dashboard and that would be ready in July and can add that to the website when finished.

It was noted that any articles had been cleared with the authors prior to loading to the website, and would also have mobile capability.

A query was asked if the website link could be sent to the Committee members. It was noted that the website provided a good foundation and also had good stories and practical links.

A signpost – somewhere people can find direction, signpost to information. There was some discussion around the "connect me to" heading and ensuring that people could find what they were looking for.

It was noted that the health tab needed more work and work would continue, have a heading Māori Health Providers.

It was noted that this website was for community groups and need to be mindful that not providing for individuals. Had thought about individuals when looking at some of the health services, particularly youth.

It was noted would be good to get the data once people start using to measure effectiveness and the roadshow would provide an opportunity to gather that information.

The MBIE milestone had the date of the launch of the website being 1 June 2024 and it was noted that should reach this milestone. It was noted would look at a soft launch at the roadshow. It was added if the website was up then a soft launch would be acceptable and that would meet the terms of the contract, and believed that MBIE and MSD would be happy with what this Committee decided in terms of a launch.

There was further discussion about also including others in the roadshow, e.g., food map and Community Trust South with their strategy. It was raised that need to be cautious around the risk of diluting the message. Also, may confuse the audience and need to target who want to target as part of Connected Murihiku.

A query was raised around online tools and training and in the governance space people want face to face. The survey was to find out what type of governance training people were looking for – running a meeting, creating a business plan, look at what people struggle with.

It was noted that future governance was an area that would need to be discussed at the next meeting, it was hoped that would have some feedback around funding at that time.

Moved Cr McPhail, seconded Mrs Domigan and **RESOLVED** that the Committee:

1. Receive the "Connected Murihiku Report 13 May 2024".
2. Approves that the platform will be live from 1 June 2024 and promoted as a living and evolving tool region wide via a roadshow.

5. Public Excluded

Moved Cr Broad, seconded Cr McPhail that the public be excluded from the following parts of the proceedings of this meeting; namely

(a) In Committee Minutes of Connected Murihiku Joint Committee Meeting held on 11 March 2024

(b) Connected Murihiku Report – May 2024

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) In Committee Minutes of Connected Murihiku Joint Committee Meeting held on 11 March 2024	**Section 7(2)(b)(ii)** Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	**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.
(b) Connected Murihiku Report – May 2024	**Section 7(2)(a)** Protect the privacy of 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.

There being no further business, the meeting finished at 2.35pm.

MINUTES OF BLUFF COMMUNITY BOARD, HELD IN THE MUNICIPAL CHAMBERS AT 18 GORE STREET BLUFF ON MONDAY 10 JUNE 2024 AT 7.00 PM

Present:
Mr R Fife
Mr S Graham
Mr J Sutherland
Ms T Topi
Cr G M Dermody

In Attendance:
Cr B Stewart
Mr M Morris – Manager – Governance and Legal
Mr A Snow – Project Manager – via Zoom
Mr L Butcher – Programme Director – Project Management Office
Ms A Duncan - Manager Planning and Building Services – via zoom
Mr J Shaw – Group Manager – Consenting and Environment
Ms J Jack – Programme Coordinator
Mr C Bowen - Open Spaces and Recreation Strategic Advisor
Mr G Stuart – Fulton Hogan
Mr A Belna – Waihōpai Alliance Manager - Roading
Ms H Guise – Property Portfolio Manager
Mr A Gillespie – Senior Engineer Operations
Mr M Keil – Manager Infrastructure Operations
Ms C Horton – Senior Open Spaces Planner
Mr L Beer – Bluff Promotions
Mrs N Allan – Manager Bluff Service Centre
Mrs D Fife – Assistant Manager Bluff Service Centre

1. Apologies

Ms T Stockwell, and Mrs P Coote.

Moved Cr Dermody, seconded Mr Sutherland and **RESOLVED** that the apologies be accepted.

2. Declaration of Interest

Nil.

3. Major Late Item

3.1 Acceptance of the Major Late Item - Bluff Hill Motupōhue Active Recreation Precinct – Proposed Trail Names and Park Name

Moved Cr Dermody, seconded Ms Topi and **RESOLVED** that the '*Major Late Item - Bluff Hill Motupōhue Active Recreation Precinct – Proposed Trail Names and Park Name*' be accepted.

The reason that the item was not in the agenda: The item was not ready at the time of the publication of the agenda.

The reason why the discussion of the item could not be delayed: Matters could be progressed in a timely manner.

4. Minutes of the Bluff Community Board Meeting held on Monday 18 March 2024

A5278932

Moved Cr Dermody, seconded Mr Graham that the Minutes of the Bluff Community Board meeting held on Monday 18 March 2024 be confirmed.

It was noted that Ms McCoy had resigned, she was going to arrange a workshop with NZTA, Mr Gillespie would follow this up.

It was noted that the cycleway was now complete, but all the road cones were still present, Mr Gillespie would follow this up with Mr Rodgers.

It was noted that a meeting was going to be organised with PowerNet about underground cabling, Cr Dermody confirmed this had not yet been arranged.

The motion, now put, was **RESOLVED.**

5. Bluff Wastewater Consent Project - May 2024

A5365348

Mr Alistair Snow presented the report.

Moved Cr Dermody, seconded Mr Sutherland that the Bluff Community Board:

1. Receives the report "Bluff Wastewater Consent Project - May 2024".

2. Note that consent option assessment process for Bluff Wastewater Consent are progressing as planned.

Mr Snow shared a presentation on the Bluff Wastewater Consent Project. The project was just under halfway.

It was asked if there was an option for the current consent to be rolled over, it was confirmed that it could not be.

Projected budget was $7.2 million which was sitting with LTP at the moment.

Land Treatment Option – identified two locations within 5 kms of the treatment plant, if deemed too close to the Community then other sites would be looked at.

A member of the Bluff Community Board was to be part of the advisory group, an invitation was extended to the Chair who was unable to attend, and the next meeting would be held in July, when a member would attend.

The motion, now put, was **RESOLVED.**

6. Bluff Boat Ramp Facilities Upgrade – Stage 1 Update

A5356142

Mr Lee Butcher and Ms Jessica Jack spoke to the report.

Moved Mr Sutherland, seconded Cr Dermody that the Bluff Community Board:

1. Receives the quarterly report "Bluff Boat Ramp Facilities Upgrade – Stage 1 Update".

It was hoped that the first stage would be completed by the end of August.

There had been a small overspend of $200,000 which would be covered by the programme contingency fund.

It was noted that the Bluff Community Board members would like to be more involved with stage two, which consisted of car parking and toilets.

A discussion took place about the installation of cameras being installed, for payment of usage of the ramp, this sat under Parks, so would ask Parks for a report to be brought to the July meeting.

The motion, now put, was **RESOLVED.**

7. Dangerous and Insanitary Buildings Policy Update

A5364405

Ms Anne Duncan and Mr Jonathan Shaw spoke to the report.

Moved Cr Dermody, seconded Mr Graham that the Bluff Community Board:

1. Receives the report "Dangerous and Insanitary Buildings Policy Update".

The policy was presented to Community Wellbeing meeting held on 11 June 2024. This policy brought both policies together which were not specific enough.

When a dangerous building was reported, it was inspected, if it was deemed not to be dangerous, it would still remain on the list.

The Bluff Community Board were still to formalise a list of buildings they would like inspected.

The motion, now put, was **RESOLVED.**

8. Report of the Bluff Publicity / Promotions Officer

A5390345

Mr Lindsay Beer presented the report.

Moved Ms Topi, seconded Mr Sutherland that the Bluff Community Board:

1. Receives the "Report of the Bluff Publicity / Promotions Officer".

The tentative date for the Summer Sounds Concert was 19 January 2025.

A market and Fire and Light Show was going to be held at the Bluff Oyster Festival site on 29 June 2024 to coincide with Matariki.

Bluff Promotions was working on a Community Garage Sale, where people could sell items from their homes or from the Oyster Festival site. The potential date was going to be in August sometime.

A discussion was held around the location of the Promotional sign, it was decided that another location should be investigated, apart from Fowler Oysters as not everyone travelled to Invercargill and there was already a lot of congestion around that area.

The motion, now put, was **RESOLVED.**

9. Representation at LGNZ Community Board Conference 2024

A5317748

Mr Michael Morris presented the report.

Moved Mr Fife, seconded Ms Topi and **RESOLVED** that the Bluff Community Board:

1. Receives the report titled "Representation at LGNZ Community Board Conference 2024".

2. Approves three Bluff Community Board members attend the Conference, names will be supplied within two weeks.

The motion, now put, was **RESOLVED.**

10. Bluff Action Sheet

A5283507

Mr Matthew Keil, Mr Allan Gillespie, Mr Chris Bowen, Mr Andrej Belna presented the report.

Moved Mr Graham, seconded Mr Sutherland that the Bluff Community Board:

1. Receives the report "Bluff Action Sheet".

Constraints had been put on budgets for footpaths until the new financial year, a better update would be presented at the July meeting for the 2024/2025 footpath renewal programme.

A report for the Bluff Adventure Precinct would be presented at the July meeting, the official opening of the Precinct was planned for September.

It was asked if a six monthly and an annual report on RFS's could be produced so the Board could see the trend over the last six months and a year.

It was asked if a column could be added to the action sheet to display a budget for each item, it was noted this would prove very challenging as there were a lot of factors with how monies were allocated.

The property owner at 123 Slaney Street contacted a Board Member regarding his driveway which was used by a contractor when they were laying drainage pipes down Slaney Street. The driveway was left in a poor state with potholes from the large vehicles using the driveway. Mr Keil would investigate and report back to the Board.

The motion, now put, was **RESOLVED.**

11. Chairperson's Report - Verbal Update

Mr Raymond Fife gave a verbal update.

Moved Mr Fife, seconded Mr Sutherland that that the Bluff Community Board:

1. Receives "Chairperson's Report - Verbal Update"

The Chair noted that the announcement of the Tiwai Aluminium Smelter staying open for another twenty years was great, it had many benefits for our Bluff community and the Southland region. The Chair would organise a meeting between Tiwai and the Community Board.

The Chair noted that he attended the Bluff Oyster Festival, it was a great day, and all the visitors he spoke to had a very enjoyable day.

A question was asked about the requirements for the street frontage where the Club Hotel was demolished, it was noted that it was part of the Resource Consent, which was a public document, Board Members asked for a copy to be forwarded to them.

The motion, now put, was **RESOLVED.**

12. Major Late Item - Bluff Hill Motupōhue Active Recreation Precinct – Proposed Trail Names and Park Name

A5373806

Mr Chris Bowen presented the report.

Moved Mr Graham, seconded Cr Dermody that the Bluff Community Board:

1. Receives the report "Bluff Hill Motupōhue Active Recreation Precinct – Proposed Trail Names and Park Name".

2. Provides feedback on the proposed trail names and park name.

The report would go to Community Wellbeing Meeting on the 9 July 2024.

The motion, now put, was **RESOLVED.**

13. Public Excluded Session

Moved Mr Graham, seconded Ms Topi and **RESOLVED** that the public be excluded from the following parts of the proceedings of this meeting, namely:

(a) Minutes of Public Excluded Session of the Bluff Community Board Meeting Held on 18 March 2024
(b) Future Use – 72 Barrow Street, Bluff

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 Public Excluded Session of the Bluff Community Board Meeting Held on 18 March 2024	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**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.
(b) Future Use – 72 Barrow Street, Bluff	**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 8.57 pm.

MINUTES OF THE EXTRAORDINARY COUNCIL, HELD IN VICTORIA ROOM, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON FRIDAY 21 JUNE 2024 AT 2.00 PM

Present:
Cr T Campbell (Chair)
Mayor W S Clark
Cr A J Arnold
Cr R I D Bond
Cr P M Boyle
Cr S J Broad
Cr A H Crackett
Cr G M Dermody
Cr P W Kett
Cr I R Pottinger (via Zoom)
Cr L F Soper
Cr B R Stewart

In Attendance:
Rev E Cook – Māngai – Waihōpai
Mrs P Coote – Kaikaunihera Māori – Awarua
Mr B Robertson – Chair Risk and Assurance Committee
Ms L Clark – Dentons Kensington Swan (Independent Investigator) (via Zoom)
Mr M Day – Chief Executive
Mrs P Christie – Group Manager – Finance and Assurance
Mrs T Hurst – Group Manager – Community Engagement and Corporate Services
Mr J Shaw – Group Manager - Consenting and Environment
Mr A Cameron – Chief Risk Officer
Mr M Morris – Manager – Governance and Legal
Ms L Knight – Manager – Strategic Communications
Mr G Caron – Digital and Communications Advisor
Mrs L Williams – Team Leader - Executive Support

1. Apologies

Cr Ludlow.

Moved Cr Soper, seconded Cr Boyle and **RESOLVED** that the apology be accepted.

2. Declaration of Interest

Cr Pottinger noted that there may be a perception of bias as a result of his comments to media. He noted that the comments were based on the

information in the agenda and as a city councillor he was required to keep an open mind, and would do so.

3. Code of Conduct Investigation – United Fire Brigades Association
A5404315

The Chair thanked the members of the public that agreed to be interviewed. He noted that the meeting would be held under Council's Standing Orders and the Code of Conduct.

He noted that reports had been received from Mr Bruce Robertson and the independent investigator Ms Linda Clark and all reports were in the agenda. The final decision was for councillors to decide:

1. Did the complaint fall within the scope of the Code of Conduct?
2. Was it a material breach?
3. What penalties if any should be imposed on the Mayor?

He invited the Mayor to make a statement.

The Mayor noted that he felt the report was overly harsh and over his time in Council had attended over 300 meetings and events both nationally and locally and had only ever had two complaints. He advised he had apologised in writing and believed that the compliant should not have been dealt with in this way and would in the future seek advice as he did not believe in the process. He noted the concerns raised about his comments around volunteers and noted recently the same comments had been raised in the media by others. He stated he would not resign and would continue his work and would now withdraw from the chamber and would not make any further media comment.

Note: The Mayor left the meeting at 2.06 pm.

The Chair again reiterated the three steps needed to be taken by councillors, and spoke to the process. He noted that an apology had been made and the Mayor had taken steps to reduce the risk of a similar event occurring and that under the Code of Conduct that could be considered enough.

Cr Soper raised a point of order around the scope of the Code of Conduct. The legal advice was that this matter clearly fell within the scope and did not see that part of today was to discuss the scope of the Code itself, the complaint did fall within the scope of the Code. If the Mayor wished to discuss the scope of the Code that could be raised at a later date.

Moved Cr Soper, seconded Cr Boyle and **RESOLVED** that Council:

1. Determines that the complaint is within the scope of the Code of Conduct.

Discussion was opened on the matter of whether the breach was a material one.

Cr Pottinger noted that along the same lines as Cr Soper that legal advice noted it was a material breach and felt that could not decide this, the legal opinion was formed and complete.

The Chair noted that the difference being the first issue was clear and that the word material was subjective and that the word material was not used in the investigator's report.

Cr Bond noted that the Mayor had breached the Code and it was a material breach, evidence was provided by the investigator citing areas where the breach was material.

It was added that having read the full report and circumstances, it was clear that there was a crossing of the line repeatedly of the Code of Conduct and the breaches were clearly material.

Moved Cr Bond, seconded Cr Soper that the Council:

2. Determines there has been a material breach of the Code of Conduct.

The motion, now put, was **RESOLVED**.

The third question was around penalty and noting that Council could determine if the apology made had already met the obligation.

Cr Bond asked a question of Ms Clark and noted that an apology had been made to the UFBA on 7 June 2024 and if there had been an acceptance of the apology.

Ms Clark noted her terms of reference were to interview members of the UFBA and those that made the complaint and then her role was to complete her report and come back to Council, the role was not to have any ongoing role with participants. It was clear the Mayor's initial position was that he would not participate, he was asked to be interviewed and he declined and subsequently on receipt of the written report he engaged in the process and indicated he would apologise. He may have already apologised at that point, he also asked for a contact for Ms X named in the report and Ms Clark advised him that she could not be a conduit and that the Mayor could contact Council and advised Council of that.

Cr Bond asked if the apology had been formally accepted by the UFBA. It was confirmed there had been no response from the UFBA.

Cr Boyle noted that the Mayor showed a lack of judgment and she was sorry to find ourselves in this situation that we all make mistakes and there could be

conditions put in place around speaking in public, and that the Mayor had done lot of work representing Council and acknowledged the work done.

Cr Soper noted that in her opinion the apology was not sufficient and the behaviour included an attack on Ms X and that was repeated both at the table and in the speech. She added the apology as provided did not in her mind meet the criteria of an apology to UFBA or Ms X. Prolonged and upsetting and extremely appalling. A personal apology to her would be an absolute requirement and noted that there were other penalties available to councillors. The behaviour as described had been almost unanimously agreed by those in attendance.

The Chair noted that the Mayor had tried to contact Ms X and was told to apologise through the UFBA.

Cr Soper advised that an apology letter through the UFBA would have been a bottom line necessity.

Cr Broad noted that it was a tough day and the feeling of all involved. He struggled with the issue but went back to the core of duty and honour. His belief was that a councillors role was one of honour and this was about the standards they set for each other and their role. We all make mistakes, however the behaviour of the Mayor had fallen short of those behaviours and believed the Mayors behaviour had cast a negative light over the city and had concerns around further damage being done to the community. He believed that allowing the Mayor to continue in the role would lead to further issues. He had shown strong leadership and had his respect but also need to know when to step aside. He urged the Mayor to look at whether he was medically able to fulfil the role and urged him to resign.

Rev Cook noted it was a truly sad day. She came to Council nearly three years ago along with Mrs Coote as the first mana whenua representatives and had signed the same Code of Conduct as others around the table.

Note: Cr Arnold left the meeting at 2.27 pm and returned at 2.29 pm.

Rev Cook noted that her grandson was a volunteer firefighter at the age of 17 and talked of the negative impact this could have on mental health and the support required for volunteers and that the remarks made at the event regarding volunteers were disrespected.

She added that she agreed that Council also request the Mayor make a formal apology, in writing, to Ms X, and also a public apology to Councillors, staff and citizens of Invercargill City.

She added that when thinking about her young female mokopuna she was saddened at the remarks made and was that what was expected from our leader. He was shown the honour of being invited to this event and this was the

opportunity he chose to be disrespectful. She added that it was not surprising, but a pattern of behaviour. It was an apology that did not refer to the damage done to the city, to Council and staff all of whom had been affected was not a complete apology. You must show the same mana in return, act with dignity and respect to those who you represent to those you employ, your colleagues as leader of the city. She added that she felt the shame quite deeply and urged the Mayor to show the respect of looking into his heart and that he was not in the right place, physical or mental health to lead the city and resign.

Cr Dermody noted that it was a difficult time and that there had been an impact on the community and the Mayor made a significant error of judgement and he also knew that the Mayor was genuinely remorseful. He agreed with Cr Soper that a formal letter be written to Ms X, and added he was father of three daughters and it weighed heavy on his heart.

He had questioned his own mind around the Mayors health and if Council should have had a duty of care around his return to work. He added that the community was wearing it heavily as was Council and as the Mayor also was and need to find a way through this.

The Chair noted that Councillors had spoken about an explicit apology to Ms X and the Mayors health and Council's duty of care, it should be noted that the Mayor had been offered three months leave and that the Mayor had come back to attend a meeting around Coopers Creek and questioned if he should have come back at that time.

Cr Dermody believed that the Mayor was remorseful. He added that could enquire of the Mayor around the strain he was under and what he wanted to do.

Cr Stewart noted he was disappointed and that the Mayor came back to early and mentioned that he had "brain fade" and had apologised and if Council as a whole should send an apology, his advice was that the Mayor should, when speaking publicly have a written statement and read it rather than off the cuff. He also acknowledged that the Mayor was very regretful.

Cr Crackett noted that leaders were inspirational and set a standard and raised the bar and that there was no doubt his work ethic was inspiring, however his ageist, sexist and racist behaviour undermined the good work done. She understood he was regretful but this was the first incident that had made it to the table and was not surprised, and had heard him speak like this with her own ears. She added that she was sick of justifying and apologising for him. Council owe it to themselves to set a standard, and raise the bar. She added that the Mayor was elected and could never be forced to take a period of absence, however, Council could ask him to hold himself to high standards as he had done and step down as he had asked others to. The role was an honour and privilege, and agreed with Cr Broad and urge the Mayor to step aside. She said

councillors would be being watched and asked if the behaviour aligned with their moral.

Cr Bond noted that she would never want her daughter to be spoken to in that way, look at the volunteers in this country and the work they do pulling people from cars etc. The apology was not good enough and did not go far enough to address the deep humiliation caused and the impact on a business woman around implying that having an affair and commenting about the way she looked etc. The Mayor failed in not being able to read the room and how to behave. There was no need for Council to apologise if he came back too early as it was raised and queried by members and dismissed. She added that she could not believe that using heart surgery as a reason for the behaviour. The question she would like to pose was the claim made and that had a mental incapacity that was the cause of this incident, it was unacceptable and this behaviour was evident before his surgery and unacceptable and the behaviour was not new. Recommendation would be that seek medical evidence that supported brain fade and that could expect a two year impact and then look at what support systems would need to be put in place.

Mrs Coote noted the behaviour was serious misconduct and people made mistakes and acknowledged his remorse. She added that the Mayor had in the past called her a black privileged woman. She noted that the Mayor had attended a function in Bluff and had received letters from the community concerned at the way he spoke and what was said at that event and criticism lobbied at the Bluff community. She added that she supported what councillors were saying.

Cr Pottinger noted that the Mayor at the event failed to honour the value of respect and in failing this he was not the person whose should hold the role of leading this Council and that an apology would not be enough and requested via a formal motion to ask the Mayor to tender his resignation and that he would like to move that now.

The Chair noted that there were still two councillors to speak and wished to hear from them first. Cr Pottinger noted the motion could sit on the table.

Cr Kett noted that most had been said and that he was disappointed and he agreed that the Mayor had overstepped the mark on this occasion and hoped and prayed that he had learnt his lesson, he added that deep down he was not a "bad bugger" at all.

Cr Arnold noted he felt sorry about what had happened at the UFBA and on other occasions and reminded everyone that all ordinary people, and things like this could happen and he knew for a fact that the Mayor was remorseful and with hindsight would change things and would make any apology required. It was noted that the Mayor had a certain style and that Invercargill was moving forward and that he was outspoken at times, but he was a normal person and

should allow him the chance to make amends and was still the right person for the job.

Cr Soper spoke about the apology tendered and that it had not been appropriate and the need to apologise to Ms X. She would like to state that there had been a serious breach and that the investigation made it clear that there had been nothing respectful, fair or courteous in this interaction and the complaint was valid and was serious misconduct and crossed the line not just once but repeatedly. There were attempts made to remonstrate at the table and the response was that those people would be talked about in the speech.

There was an attempt to get the Mayor to think about his behaviour which led to more egregious behaviour. Council had been brought into disrepute, and raised the question of how could work with someone whose behaviour was so egregious. A serious line was crossed and the apology as written lead Council to believe that the behaviour could be repeated given the medical reasons used, whether anything could be put in place and was a serious concern. She added that she had thought deeply about it and would have to say that the behaviour was so serious that this Council did need to ask the Mayor to step aside.

Cr Campbell spoke and noted there were common themes, firstly that the apology was inadequate and that Ms X had not been apologised to. Several members talked of the need, if the Mayor continued to put some control in place to avoid this happening again and some had gone further to suggest that he should be asked to resign and had a motion to that effect.

He added that it was his view that another apology was needed to be made and there was a need to provide a protection mechanism to ensure that Council did not find itself in the same situation again and that could perhaps recommend to the Mayor that he delegate all public engagements to the Deputy Mayor or other councillors. With respect to him being asked to stand aside and the mitigation being suggested was the medical condition and brain fade, he added that the Mayor had spoken to councillors in April, and advised that he was suffering from brain fade. He added that the medical opinion of two professionals stated that the behaviour could be a result of brain fade. He added that the specialist advice was that and again Council was told that in April and that it could last for two years.

Strongly recommend that the Mayor step aside from all public engagements.

Moved Cr Pottinger, seconded Cr Broad that Council formally request in writing that the Mayor tender his resignation as soon as possible.

The motion, now put, was **LOST** on a show of hands 6 to 5.

Moved Cr Campbell, seconded Cr Boyle that the Mayor delegate all formal external events to the Deputy Mayor or another Councillor for the balance of the triennium.

That Council also request that the Mayor make a formal apology to Ms X.

Cr Pottinger noted that under the Act, Council had the ability to remove a person as incapable of performing duties under medical grounds.

Rev Cook noted that this motion would still enable the Mayor to make statements that could be outrageous at meetings, in the Chamber, in print and that the decision made today was not the solution and no apology to the public had been made and that whilst she agreed that Ms X was the most affected, that he did apologise to the people of the city. If using the reason of ill health then require proof and that the mechanisms in place would prevent it happening again.

Cr Boyle noted that if this happened again then would deal with it again, the motion was lost and now councillors needed to deal with the new motion as put.

Cr Bond noted that there was a medical undercurrent and that could be for a period of two years and effectively this motion was a vote of no confidence and should be held on the table and need to request further confidential expert medical advice and then determine what to do next – that would be practical and fair. She added that this was a career ending situation, in terms of supporting a Mayor who claimed medical incapacity.

Cr Bond's proposal would be to add to the resolution, and it was to remain on the table whilst gathering more specialist advice.

Cr Crackett sought clarification that this would form part of the motion.

Cr Campbell noted that there was no doubt that the Mayor had a heart attack and had surgery and that the Mayor when he came back noted that he had suffered from brain fade.

Cr Pottinger noted a point of order and asked that the motion be explained to him as he could not see the screen.

Cr Campbell read the two motions out. Upon reading out Cr Pottinger asked that the reason be added to the resolution, i.e. due to medical issues.

Cr Soper noted that the motion on the table only addressed a small part of what was being addressed today and did not address in its entirety and would be uncomfortable with the resolution and that among the possible penalties that had available was one of a letter of censure to the member. And would like that to be considered. If a letter of censure was not requested then felt a small plaster was being used on a large wound.

Moved Cr Soper, seconded Cr Boyle and **RESOLVED** that the Council:

7. That Council resolves to send a letter of Censure to the Mayor.

Note: Crs Bond and Pottinger voted against this motion.

It was proposed that the independent investigator be asked to assist with the preparation of the letter, the letter should not be written by staff or councillors.

It was confirmed that Mr Cameron and Mr Robertson work through this process.

Cr Crackett raised that the subsequent motion as now proposed was contradictory to what had been said around the table and that should at least ask for a leave of absence.

Moved Cr Soper, seconded Cr Stewart and **RESOLVED** that Council:

1. Receives the report titled 'Code of Conduct Investigation – United Fire Brigades Association'.

2. Note the perceived conflict of interest of Councillors.

3. Request, in accordance with clause 15.2.21 of the Council Code of Conduct that the Mayor speak to any submissions on the complaint from the United Fire Brigades Association.

4. Notes that the Mayor has tendered an apology to the United Fire Brigades Association.

Note: Crs Bond and Pottinger voted against this motion.

Moved Cr Soper, seconded Cr Campbell

9. That Council also request the Mayor make a formal apology, in writing, to Ms X, and a public apology to Councillors, Staff and citizens of Invercargill City at the next possible Council meeting.

The motion, now put, was **RESOLVED**.

Full summary of resolutions passed at the meeting:

Moved Cr Soper, seconded Cr Boyle and **RESOLVED** that the Council:

1. Determines that the complaint is within the scope of the Code of Conduct

Moved Cr Bond, seconded Cr Soper that the Council:

2. Determines there has been a material breach of the Code of Conduct.

The motion, now put, was **RESOLVED**

Moved Cr Soper, seconded Cr Stewart and **RESOLVED** that the Council:

3. Receives the report titled 'Code of Conduct Investigation – United Fire Brigades Association'.

4. Note the perceived conflict of interest of Councillors.

5. Request, in accordance with clause 15.2.21 of the Council Code of Conduct that the Mayor speak to any submissions on the complaint from the United Fire Brigades Association.

6. Notes that the Mayor has tendered an apology to the United Fire Brigades Association.

Crs Pottinger and Bond voted against.

Moved Cr Soper, seconded Cr Boyle and **RESOLVED** that the Council:

7. Resolves to send a letter of Censure to the Mayor.

Crs Pottinger and Bond voted against.

Moved Cr Campbell, seconded Cr Boyle and **RESOLVED** that:

8. Since Council has received advice from the Mayor that he may suffer from brain fade for the next two years, that Council request the Mayor delegate the attendance at all formal external events to the Deputy Mayor or another Councillor for the balance of the Triennium.

Crs Pottinger and Bond voted against.

Moved Cr Soper, seconded Cr Campbell

9. That Council also request the Mayor make a formal apology, in writing, to Ms X, and a public apology to Councillors, Staff and citizens of Invercargill City at the next possible Council meeting.

The motion now put was **RESOLVED**

There being no further business, the meeting finished at 3.28 pm

MINUTES OF COUNCIL, HELD IN THE VICTORIA ROOM, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY 25 JUNE 2024 AT 3.00 PM

Present:
Cr T Campbell
Cr A J Arnold
Cr R I D Bond
Cr P M Boyle
Cr S J Broad
Cr A H Crackett
Cr G Dermody
Cr P W Kett
Cr I R Pottinger
Cr L F Soper
Cr B R Stewart

In Attendance:
Rev E Cook – Māngai – Waihōpai
Mrs P Coote – Kaikaunihera Māori – Awarua
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
Mr A Cameron – Chief Risk Officer
Mr L Butcher – Programme Director
Mr L van Nierop – ICHL Group Finance Lead
Mr M Morris – Manager – Governance and Legal
Ms S Freeman-Greene, Chief Executive Officer, Local Government New Zealand (via zoom)
Ms S Lawson - Team Leader - Marketing
Ms G Frisby - Senior Communications Advisor
Ms K Braithwaite - Team Leader - Communications
Ms G Englert - Social Media Advisor
Mrs L Williams – Team Leader - Executive Support

1. Apologies

Cr Ludlow, Mayor Clark.

Moved Cr Soper, seconded Cr Dermody and **RESOLVED** that the apologies be accepted.

2. Declaration of Interest

Nil.

3. Public Forum

Nil.

4. Minutes of the Meeting of Council held on Tuesday 28 May 2024

A5374627

Moved Cr Dermody, seconded Cr Broad and **RESOLVED** that the Minutes of the Meeting of Council held on Tuesday 28 May 2024 be confirmed.

5. Minutes of the Community Wellbeing Committee Meeting held on Tuesday 11 June 2024

A5398311

Moved Cr Boyle, seconded Cr Stewart and **RESOLVED** that the Minutes of the Community Wellbeing Committee Meeting held on Tuesday 11 June 2024 be received and the recommendation to Council be confirmed.

Recommendation to Council

12. Bluff Information Kiosk Donation Application
A5145857

4. Approves the outcome of Recommendation 2, to accept, the Bluff Kiosk Donation application.

6. Minutes of the Extraordinary Council Meeting held on Tuesday 11 June 2024

A5401729

Moved Cr Soper, seconded Cr Stewart and **RESOLVED** that the Minutes of the Extraordinary Council meeting held on Tuesday 11 June 2024 be confirmed.

7. Minutes of the Finance and Projects Committee Meeting held on Tuesday 18 June 2024

A5409389

Moved Cr Dermody, seconded Cr Soper and **RESOLVED** that the Minutes of the Finance and Projects Committee meeting held on Tuesday 18 June 2024 be received and the recommendation to Council be confirmed.

Recommendation to Council

7. Financial Risk Management Policy Update
A5393905

1. To adopt the Financial Risk Management Policy 2024 as attached (A5367910).

8. Midterm Review - Changes to Council Committees
A5412779

Cr Campbell spoke to the report and noted that at the beginning of the triennium the Mayor looked at the structure of committees and chairs and intimated that half way through the triennium he would conduct a review.

Mayor Clark issued an email on 14 May 2024 advising what the committees would look like to the end of the triennium.

It was clarified that Cr Crackett was appointed by Local Government New Zealand and not the Mayor and requested that it be removed from the Governance Statement.

It was raised that would expect the Mayor to be here and the report was light on how things had come about and requested that the report be delayed for one month until the Mayor could be in attendance to answer questions.

Note: Cr Arnold arrived at 3.08 pm.

It was noted that under standing orders the Mayor was not required to be in attendance and the Deputy Mayor had been briefed and was happy to answer questions.

A query was raised around the lead of CCTV being absent for a period of a month and felt that there needed to be a lead on that conversation.

It was assumed that as acting Mayor, Cr Campbell would take over those conversations.

Clarification was sought if the Mayor's powers transferred to the Deputy Mayor, it was confirmed that they did.

A further query was raised around the appointment of Cr Crackett to LGNZ and it was confirmed that there would be a note in the Governance Statement to clarify the appointment being a national one and not a Council one.

A query was raised around Age Concern and it was confirmed that the Invercargill City Council did not have an appointee to that organisation.

It was noted that there was a paper on the agenda that would cover the changes to the Governance Statement and that would capture these changes at that point in the agenda.

Moved Cr Dermody, seconded Cr Boyle and **RESOLVED** that Council:

1. Receives the report titled "Midterm Review - Changes to Council Committees".

2. Notes that under s41A(3)(c) of Local Government Act 2002, the Mayor has made the following appointments:
   2.1 Cr Tom Campbell – Deputy Mayor and Deputy Chair of the three Committees listed below Standing Committees.
   2.2 Cr Grant Dermody – Chair of Infrastructure and Projects Committee
   2.3 Cr Darren Ludlow – Chair of Community Wellbeing and Regulatory Committee
   2.4 Cr Lesley Soper – Chair of Finance and Policy

3. Notes that the Appointments are effective from 1 July 2024.

4. Notes the following additional leadership focus areas:
   a. Te Unua – Project 1225 – Cr Dermody
   b. Wachner Place – Mayor Clark / Cr Dermody
   c. Homeless Housing – Cr Campbell / Cr Soper
   d. CCTV – Mayor Clark
   e. LGNZ link – Cr Crackett
   f. Art Space – Cr Crackett / Cr Soper
   g. Shared Accommodation - Cr Campbell
   h. WasteNet (contract tender) – Cr Pottinger
   i. 3Waters (Local Water Done Well) – Mayor Clark / Cr Campbell
   j. Rugby Park - Cr Dermody
   k. Community Wellbeing Grants – Cr Boyle
   l. Southern Trails (GS) – Mayor Clark
   m. Additional Revenue – Mayor Clark / Cr Campbell
   n. Iwi Relationship / District Licencing / Hearing Commissioner Lead - Cr Ludlow
   o. Great South – Mayor Clark / Cr Campbell

Note: Cr Pottinger voted against this motion.

9. Local Government New Zealand Four Monthly Report June 2024

A5397103

Ms Susan Freeman-Greene, Chief Executive Officer, Local Government New Zealand joined the meeting via Zoom to present the report.

Cr Crackett introduced the Chief Executive of LGNZ and noted that had advised happy to continue the relationship with LGNZ and commented that Council would like to have regular contact with LGNZ.

Ms Freeman-Greene noted that the electoral reform group had been launched and also had been in front of the government and select committees at the moment. Member feedback was driving a number of the zooms that LGNZ had been holding recently.

She added that had in the last 18 months invested around $700,000 in Ākona and that new modules would be released and accessible for all members.

Releasing some research in July on the cost of reform to local government.

A query was raised around advocacy and land classifications and the impact on growth, and that it was now a blunt resource management tool and where was LGNZ sitting on this, it was confirmed that the area was challenging and noted that could get one of the LGNZ team to connect with Council. A further query was raised around the need to get councils to align on this issue, it was confirmed that would get an expert on the team to connect with Council after the meeting.

A query was raised around the data around comparisons of operating across councils, It was noted would expect it to flow from the LTP data and once that process was completed would expect to be able to collect the data.

A query was raised around the fast track bill and the impact on the environment and how LGNZ would advocate this for councils. Ms Freeman-Greene noted that had submitted on this and were having discussions with the government on a number of issues.

A query was raised around advocacy being optimum when focusing on four or five issues and if LGNZ had an idea of what those would be. Firstly, noted Future for Local Government and had run surveys around what would take forward for the future and noted that would use a formula of 75% plus to define issues to advocate on.

1. Toolbox approach to funding and financing
2. Four year term for local government
3. Changes to regulatory impact statement
4. Framework for city/ regional deals
5. Maori ward referendum requirements.

She noted would also look at the remits coming through to the LGNZ AGM to see what came from those in terms of priorities for councils.

It was noted that a bed tax for Queenstown would be an easy one to get off the board and queried why this was taking so long, it was confirmed that the Minister was thinking seriously about it and that the coalition government was looking at a number of funding and financing options. It was noted that councils had differing views.

A query was raised if this would be undertaken every four month, Ms Freeman-Green noted that more than happy to do so.

Moved Cr Soper, seconded Cr Bond and **RESOLVED** that Council:

1. Receives the report titled "Local Government New Zealand Four Monthly Report June 2024".

10. Amendment to Governance Statement 2022 – 2025 and Delegations Register – Council and Finance

A5413885

Mr Michael Morris spoke to the report and noted that the intention of this report was to give effect to the changes and adopting the Governance Statement, and the changes noted earlier would be incorporated.

A query was raised around Connected Murihiku and to confirm Cr Crackett as the alternate.

Moved Cr Dermody, seconded Cr Stewart and **RESOLVED** that Council:

1. Receives the report "Amendment to Governance Statement 2022 – 2025 and Delegations Register – Council and Finance".

2. Notes the Changes made to the Governance Statement.

3. Notes the changes made to the Delegations Register- Council and Finance.

4. Adopts the Governance Statement 2022 – 2025 – June 2024 Amendment as set out in Appendix 1 together with the changes made at this meeting (A5364298).

5. Adopts the Delegations register- Council and Finance – June 2024 Amendment as set out in Appendix 2 together with the changes made at this meeting (A5410487)

6. Adopts the Meeting Schedule for the balance of 2024 as set out in Appendix 3 (A4598328).

Note: Mayor Clark's brother introduced himself and thanked those who supported the Mayor.

11. Draft Statement of Intent – Invercargill City Charitable Trust

A5395361

Mr Michael Morris spoke to the report and noted that as a CCO, ICCT was required to bring its Statement of Intent to Council, their main asset was Rugby Park.

Ms Christie noted that the ICCT was asked if they would like to be exempt from being a CCO and therefore not required to provide a SOI and that this would be brought back to Council.

Moved Cr Soper, seconded Cr Dermody and **RESOLVED** that Council:

1. Leave the report on the table until 27 June 2024.

12. Public Excluded Session

Moved Cr Dermody, seconded Cr Kett 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 Council Meeting held on 28 May 2024
b. Minutes of the Public Excluded Session of the Community Wellbeing Committee held on 11 June 2024
c. Minutes of the Public Excluded Session of Finance and Projects Committee held on 18 June 2024
d. Te Hīnaki Civic Building Temporary Relocation

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 Council Meeting held on 28 May 2024	**Section 7(2)(a)** Protect the privacy of natural persons, including that of deceased natural persons **Section 7(2)(b) (ii)** Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information **Section 7(2) (c) (i)** protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied **Section 7(2)(g)** Maintain legal professional privilege **Section 7(2)(h)**	**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

		Enable any local authority holding the information to carry out, without prejudice or 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.	Minutes of the Public Excluded Session of the Community Wellbeing Committee held on 11 June 2024	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**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
c.	Minutes of the Public Excluded Session of Finance and Projects Committee held on 18 June 2024	**Section 7(2)(h)** Enable any local authority holding the information to carry out, without prejudice or 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)	**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
d.	Te Hīnaki Civic Building Temporary Relocation	**Section 7 (b) (ii)** Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of	**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

	the person who supplied or who is the subject of the information
	Section 7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

There being no further business, the meeting finished at 5.24 pm.

MINUTES OF THE EXTRAORDINARY COUNCIL, HELD IN THE COUNCIL CHAMBERS, FIRST FLOOR, TE HĪNAKI CIVIC BUILDING, 101 ESK STREET, INVERCARGILL ON THURSDAY 27 JUNE 2024 AT 3.00 PM

Present:
Cr T Campbell
Cr A J Arnold
Cr R I D Bond
Cr P M Boyle
Cr A H Crackett
Cr G M Dermody
Cr P W Kett
Cr I R Pottinger
Cr L F Soper
Cr B R Stewart

In Attendance:
Rev E Cook – Māngai – Waihōpai
Mr M Day – Chief Executive
Ms E Moogan – Group Manager – Infrastructure
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 S Lawson – Team Leader Marketing
Ms G Frisby – Senior Communications Adviser
Mr G Caron – Digital and Communications Advisor
Mrs L Williams – Team Leader - Executive Support

1. Apologies

Mayor W S Clark, Cr Ludlow, Cr Broad and Mrs Coote.

Moved Cr Boyle, seconded Cr Soper and **RESOLVED** that the apologies be accepted.

2. Declaration of Interest

Nil.

3. Question of Motion

Cr Pottinger raised a question around the motions from the meeting held on 25 June 2024 and queried what the implementation of those motions was, especially around resolutions 7, 8 and 9.

It was also queried if the appearance on the Platform media show breached resolution 8.

In terms of the resolutions, a letter of apology had been sent to Ms X, the letter of censure had been drafted and was sent to the Mayor on 27June 2024. In terms of the personal apology that would be done at the next Council meeting in July. The Chair added there would be a conversation with the Mayor around his appearance on the Platform.

A question was also asked if the apology would include the photograph taken of the Mayor with duct tape over his mouth. It was confirmed that he would not necessarily be asked to apologise for that.

4. Adoption of the 2024 – 2034 Long-term Plan

A5396031

Ms Rhiannon Suter and Mrs Patricia Christie spoke to the report. The audit process had been completed and this report was to adopt the Plan, the audit opinion had been tabled.

It was noted a minor update to fees and charges around rounding, also to the Arts and Culture activity around the contract of He Waka Tuia. Also adjusted the land sales assumption, and provided the resolution made at the time of deliberations around depreciation and 10 year assumptions. Also made changes through Audit on receipt of a letter form NZTA, and no impact on rates. The final rates amount was now 9.88%. Also, for small trusts i.e. Bluff Maritime Museum Trust etc all be given exemptions and so would not be part of the SOI process. Also recommending that all updated Asset and Activity Management Plans be adopted.

Mrs Christie noted that would need to resolve that had an unbalanced budget and that had planned for that.

The Chair thanked staff for the amount of work that had been done to get to this point and also pointed out that previously had gone through the Plan on a page by page basis.

Mr Chris Genet was invited to speak to the Audit Opinion and noted the effort that had been put into the Plan. The opinion was an unqualified opinion and the assumptions used were reasonable.

A query was raised around a statement in the opinion that noted did not provide assurance that the forecasts in the Plan would be achieved due to the opinion around forecasts being achieved as events may not occur as predicted and further that it did not guarantee accuracy of the information in the Plan. It was confirmed that when budgets were done, sometimes things changed and it was the same with forecasts and that was what the paragraph was referring to and it was a standard statement made in Audit opinions.

A further query was raised if Council were required to provide Plans, b and c, it was confirmed there was no need to. It was added that the statement was no reflection on the information that had been supplied and that future guarantees could not be made, but the option had been given on that basis.

Moved Cr Soper, seconded Cr Stewart and **RESOLVED** that Council:

1. Receive the report "Adoption of the 2024 – 2034 Long-term Plan".

Moved Cr Boyle, seconded Cr Soper and **RESOLVED** that Council:

2. Note the updates required to the Fees and Charges Schedule to include the correct pro-rata animal services fees (A5361295).

Moved Cr Boyle, seconded Cr Soper and **RESOLVED** that Council:

3. Note the updated management contract with IPAG, including running of He Waka Tuia to December 2026. This includes reallocation of $244,000 internal funding and an additional $55,000 funding from rates (0.08% increase) bringing the total allocated to IPAG to $613,000 for 2024/2025 and 2025/2026, required as a result of omission of earlier funding agreement.

Moved Cr Soper, seconded Cr Dermody and **RESOLVED** that Council:

4. Note the recommended change to the rateable property growth assumption to 0.5% for 2024/2025 and 2025/2026, then increasing by 0.1% each year until 2029/2030 when it reaches 0.9% and remains at this level thereafter.

Moved Cr Kett, seconded Cr Stewart and **RESOLVED** that Council:

5. Note the adjustment to the land sales assumption from $10.5 million to $10 million following valuation information received.

Moved Cr Soper, seconded Cr Dermody and **RESOLVED** that Council:

6. Note the detail of the depreciation funding assumption: Water - 95% in Year 1, increasing to 100% from Year 2 onwards; Sewerage, stormwater and property – 75% in Year 1, increasing by 5% per annum thereafter to a maximum of 100%; Roading – 80% per annum for the 10 years of the Long-term Plan.

Moved Cr Stewart, seconded Cr Boyle and **RESOLVED** that Council:

7. Note the changes to budget required as a result of the NZTA funding allocation indicative letter. No impact on rates.

Moved Cr Stewart, seconded Cr Soper and **RESOLVED** that Council:

8. Note the updated 2024/2025 rates increase as a result of the changes outlined in this report of 9.88%.

Moved Cr Bond, seconded Cr Crackett and **RESOLVED** that Council:

9. Confirm that the following small non-profit Council Controlled Organisations will have exempt status under Section 7(c): Bluff Maritime Museum Trust, Invercargill City Charitable Trust and Te Kupeka Tiaki Taoka – Southern Regional Collections Trust Board.

Moved Cr Soper, seconded Cr Boyle and **RESOLVED** that Council:

10. Note the advice from Audit New Zealand.

Moved Cr Soper, seconded Cr Dermody and **RESOLVED** that Council:

11. Having given attention to the matters outlined in Section 100 (2) of the Local Government Act, resolve that it is financially prudent to run an unbalanced budget in 2024/2025 and 2025/2026.

Moved Cr Soper, seconded Cr Bond and **RESOLVED** that Council:

12. Adopt the 2024 – 2034 Asset and Activity Management Plans:
    a. Three Waters Asset Management Plan (A5306544)
    b. Roading Asset Management Plan (A5306550)
    c. Solid Waste Activity Management Plan (A5306490)
    d. Parks and Reserves Activity Management Plan (A5306548)
    e. Libraries Activity Management Plan (A5306488)
    f. Aquatic Services Activity Management Plan (A5306532)
    g. Arts, Culture and Heritage Activity Management Plan (A5306486)
    h. Venues and Events Services Activity Management Plan (A5306542)
    i. Public Transport Activity Management Plan (A5306540)
    j. Elderly Persons Housing Activity Management Plan (A5306538)
    k. Democratic Process Activity Management Plan (A5306484)
    l. Regulatory Services Activity Management Plan (A5306476)
    m. Corporate Services Activity Management Plan (A5306536)
    n. Property Services Asset Management Plan (A5306546)
    o. Investments Activity Management Plan (A5306534)

Moved Cr Stewart, seconded Cr Boyle that Council:

13. Adopt the 2024 – 2034 Long-term Plan (A5427819)

A query was raised around the forecast of rates and how quantifying the 3.5% for 30 not 34 years given the inflation rate in New Zealand currently. It was confirmed that the inflation rates for those years was below the Reserve Bank targets.

The motion, now put, was **RESOLVED**.

Moved Cr Soper, seconded Cr Bond that Council:

14. Authorise the Group Manager Finance and Assurance to make minor changes necessary to the Long-term Plan documents for publishing.

Clarification was sought around what that meant and it was advised it would be to fix typos or gramma, no adjustments to numbers.

The motion, now put, was **RESOLVED**.

5. Setting Rates for the 2024/2025 Year

A5392495

Mrs Patricia Christie spoke to the report and noted that the paper was procedural and was to set out the rates in the Long-term Plan. The rates setting process would take a period of two weeks, penalty and payment dates would also be set.

Moved Cr Soper, seconded Cr Bond and **RESOLVED** that Council:

1. Receives the report "Setting Rates for the 2024/2025 Year".

Moved Cr Bond, seconded Cr Boyle and **RESOLVED** that Council:

2. Having set out rates information in the Funding Impact Statement and Revenue and Financing Policies contained in the Long-term Plan 2024-2034 (adopted in an earlier paper of this meeting) resolves to set the rates outlined below under the Local Government (Rating) Act 2002 for the 2024/2025 financial year, commencing 1 July 2024 and ending on 30 June 2025.

   Note: All rates set out below are stated as GST inclusive.

   General Rate

   A general rate set as a rate in the dollar on the capital value and a Uniform Annual General Charge (UAGC) per Separately Used or Inhabited Part (SUIP) of a rating unit, on each rateable rating unit in the district.

   The UAGC is set at $208.57 per SUIP.

   The general rate is set on a differential basis and assessed on each dollar of capital value as follows:

Differential Category	Differential	Rate per dollar of capital value ($)
Residential, Commercial, Industrial, Utilities	1.00	0.00329979
Lifestyle	0.97	0.00320080
Farms	0.60	0.00197988
1530 Tiwai Road	0.23	0.00075895

   Water Supply Targeted Rate

   A water supply targeted rate set and assessed on all rating units connected or able to connect to a Council water supply, as follows:

   Residential water supply targeted rate set and assessed at $458.89 per connected residential SUIP.

   Non-residential rating units (excluding those in the Utilities category), assessed as an amount per rating unit as follows:

Differential Category – by capital value	Differential	Rate ($)
Less than $50,001	0.80	420.06
$50,001 - $100,000	1.00	525.08
$100,001 - $200,000	1.20	630.09
$200,001 - $400,000	1.40	735.11
$400,001 - $1,000,000	2.00	1,050.15
$1,000,001 - $3,000,000	3.00	1,575.23
$3,000,001 - $5,000,000	4.00	2,100.30
$5,000,001 and greater	5.00	2,625.38

Vacant Serviceable Rating Units that are able to connect to the Council water supply will be charged 50% of the applicable rate from above. These are outlined in detail below:

Residential water supply – vacant serviceable rating units assessed at $229.45 per residential SUIP.

Non-residential (excluding those in the Utilities category) – vacant serviceable rating units, assessed as an amount per rating unit as follows:

Differential Category – by capital value	Differential	Rate ($)
Less than $50,001	0.80	210.03
$50,001 - $100,000	1.00	262.54
$100,001 - $200,000	1.20	315.05
$200,001 - $400,000	1.40	367.55
$400,001 - $1,000,000	2.00	525.08
$1,000,001 - $3,000,000	3.00	787.61
$3,000,001 - $5,000,000	4.00	1,050.15
$5,000,001 and greater	5.00	1,312.69

Metered Water Supply

High use water consumption is in excess of 249 m^2 per annum and charged on a per cubic metre basis.

The charge per cubic metre is $1.80 as set in Council's Fees and Charges for the 2024/2025 year.

Sewerage Disposal Targeted Rate

A sewerage disposal targeted rate set and assessed on all rating units serviceable by a Council wastewater system, as follows:

Residential sewerage disposal targeted rate set and assessed at $411.15 per connected residential SUIP.

Non-residential rating units (excluding those in the utilities category), assessed as an amount per rating unit as follows:

Differential Category - by capital value	Differential	Rate ($)
Less than $50,001	0.80	689.53
$50,001 - $100,000	1.00	861.91
$100,001 - $200,000	1.20	1,034.29
$200,001 - $400,000	1.40	1,206.67
$400,001 - $1,000,000	2.00	1,723.82
$1,000,001 - $3,000,000	3.00	2,585.73
$3,000,001 - $5,000,000	4.00	3,447.64
$5,000,001+	5.00	4,309.55

Vacant Serviceable Rating Units that are able to connect to the Council sewerage network will be charged 50% of the applicable rate from above. The rates on Vacant Serviceable Rating Units are detailed below:

Residential sewerage disposal targeted rate – vacant serviceable rating units, set and assessed at $205.58 per residential SUIP.

Non-residential (excluding those in the Utilities category) – vacant serviceable rating units, assessed as an amount per rating unit as follows:

Differential Category - by capital value	Differential	Rate ($)
Less than $50,001	0.80	344.76
$50,001 - $100,000	1.00	430.96
$100,001 - $200,000	1.20	517.15
$200,001 - $400,000	1.40	603.34
$400,001 - $1,000,000	2.00	861.91
$1,000,001 - $3,000,000	3.00	1,292.87
$3,000,001 - $5,000,000	4.00	1,723.82
$5,000,001+	5.00	2,154.78

Stormwater Drainage Targeted Rate

A stormwater drainage targeted rate set and assessed on all rating units identified as having access to a stormwater drainage network. The rate is set on the capital value of the rating unit with property type differentials applied.

Differential Category	Differential	Rate ($)
Residential, Commercial, Industrial, Utilities	1.00	0.00045563
Lifestyle	0.97	0.00044196
Farms	0.60	0.00027338

Solid Waste Kerbside Collection

Targeted rates for refuse collection, as follows:

A targeted rate (the refuse collection rate) set and assessed on all rating units provided with the service (supplied with wheelie bins): $253.17 per set of bins.

Transportation Targeted Rate

A transportation targeted rate set and assessed on the capital value of all rateable rating units except the utilities differential category within the transportation rating boundary, as follows:

Differential category	Differential	Rate ($)
Residential, Commercial, Industrial	1.00	0.00008446
Lifestyle	0.97	0.00008192
Farms	0.60	0.00005067

Bluff Community Board Targeted Rate

A community board targeted rate set and assessed on the capital value of each rateable rating unit (excluding those in the utilities differential category) within the Bluff Ward. The rate is set on a differential basis and assessed on each dollar of capital value as follows:

Differential Category	Differential	Rate ($)
Residential, Commercial, Industrial	1.00	0.00023578
Lifestyle	0.97	0.00022871
Farms	0.60	0.00014147

City Centre Co-ordinator Targeted Rate

A city centre co-ordinator targeted rate, set and assessed on the capital value of each rateable rating unit in the Industrial or Commercial differential categories within the City Centre Rejuvenation Rateable Land Area. The rate is set as $0.00025697 per dollar of capital value.

Moved Cr Soper, seconded Cr Kett and **RESOLVED** that Council:

3. Resolves that all rates will be payable in four equal instalments due on the following dates:

Instalment	Due Date
1	Friday 30 August 2024
2	Friday 29 November 2024
3	Friday 28 February 2025
4	Friday 30 May 2025

Moved Cr Soper, seconded Cr Boyle and **RESOLVED** that Council:

4. Resolves to add the following penalties:

   a. A charge of 10% on so much of any instalment that has been assessed and remains unpaid after the relevant due date above. These penalties will be added on the following penalty dates:

Instalment	Penalty Date
1	Friday 6 September 2024
2	Friday 6 December 2024
3	Friday 7 March 2025
4	Friday 6 June 2025

   b. A penalty of 10% will be added to the amount of rates assessed in previous financial years that remains unpaid on 5 July 2024. The penalty will be added on 8 July 2024.

   c. A further penalty of 10% will be added to amounts to which a penalty has been added in accordance with the point 4(b) above if the amounts remain unpaid on 10 January 2025. The further penalty will be added on 13 January 2025.

6. Public Excluded Session

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

a) 30 June 2024 Combined Liability Insurance Renewal Arrangements

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) 30 June 2024 Combined Liability Insurance Renewal Arrangements	**Section 7(2)(i)** Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	**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 4.14 pm.

MINUTES OF INFRASTRUCTURE AND PROJECTS COMMITTEE, HELD IN THE VICTORIA ROOM, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY 2 JULY 2024 AT 3.00 PM

Present:
Cr T Campbell (Chair)
Cr G M Dermody (Zoom)
Cr A J Arnold
Cr R I D Bond
Cr P M Boyle
Cr S J Broad
Cr A H Crackett (via Zoom)
Cr P W Kett
Cr D J Ludlow
Cr I R Pottinger
Cr L F Soper
Rev E Cook – Māngai – Waihōpai
Mrs P Coote – Kaikaunihera Māori – Awarua

In Attendance:
Mr M Day – Chief Executive
Ms E Moogan – Group Manager – Infrastructure
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
Mr A Cameron – Chief Risk Officer
Ms H Guise – Property Portfolio Manager
Mr A Strahan – Transition Manager – 3 Waters Reform
Ms S Lawson – Team Leader Marketing
Mr G Caron – Digital and Communications Advisor
Ms M Sievwright – Senior Executive Support

1. Apologies

Mayor Clark, Cr Stewart.

Moved Cr Boyle, seconded Cr Soper and **RESOLVED** that the apologies be accepted.

2. Declaration of Interest

In response to a question regarding how this Committee would now work since it had Projects incorporated into it, the response was that this was the first Infrastructure and Projects meeting. The Strategic Programme Update came bi-monthly to the Committee and as it was presented to the Finance and Projects committee last month it would come to the Infrastructure and Projects committee next month.

Rev Cook advised she was on the Board of Governance for Te Ao Marama and Waihōpai Rūnaka and there could be a perceived conflict regarding the Primary Infrastructure Consenting Programme update.

3. Public Forum

3.1 Wachner Place Petition

A5402628

A petition had been received by staff and needed to be received by Council.

Moved Cr Ludlow, seconded Cr Soper and **RESOLVED** that the petition be received.

3.2 Stead Street Pump Station

Mr Paul Hulse (General Manager, Integrated Catchment Management) and Mr Scott Patterson (Project Manager) - Environment Southlands provided an update, and took the meeting through their PowerPoint presentation.

It was noted that the transformer and switch gear was underwater during the 1984 floods and this had been designed so the transformer was on top of the platform above the 1984 flood levels.

Foundations had been installed in preparation for the cultural art work which was due to be installed within the next few months, with an official opening due in August.

In response to a question regarding the total cost of the project and funding, it was $11 million, funded through debt over 10 years.

In response to a question regarding the lessons learnt with regard to traffic management, it was noted that the changes required meant there was unfortunately disruption to the public and there were health and safety risks which meant at times the roads need to be fully closed and not just down to one lane. The traffic disruption was now complete and the temporary roading restrictions had been removed.

3.3 Elderly Persons Housing Policy - Pets

Ms Penny Ivey and Ms Brenda Shanks on behalf of Ms Donna Keil (NZ chairman of Furever Homes).

Ms Ivey and Ms Shanks were advocating on behalf of a member of the public who wanted to have her pet with her in Council's elderly persons housing, and noted there was a potential health issue if she was separated from her pet.

In response to a question regarding how old the dog was, the response was it was nine years old.

In response to a question regarding if the dog was too old to be registered as a companion pet, it was noted that staff had said this would not make any difference.

In response to a question regarding whether this issue could come back to be voted on or if it was on a case by case basis, it was noted this policy would be discussed further in the meeting agenda.

The Chair thanked Ms Ivey and Ms Shanks for attending the meeting.

4. Minutes of the Waste Advisory Group (WasteNet) Meeting held on Monday 8 April 2024

A5353196

Moved Cr Campbell, seconded Cr Ludlow (pro forma) and **RESOLVED** that the Minutes of the Waste Advisory Group (WasteNet) meeting held on Monday 8 April 2024 be received.

5. Minutes of the Infrastructure Committee held on Tuesday 7 May 2024

A5344851

Moved Cr Pottinger, seconded Cr Kett and **RESOLVED** that the Minutes of the Infrastructure Committee held on Tuesday 7 May 2024 be confirmed.

6. Primary Infrastructure Consenting Programme: Bluff Wastewater Consent, Alternate Water Supply and Clifton Wastewater Consent Update

A5313577

Mr Alistair Snow spoke to the report.

Ms Moogan noted this consenting programme was different to strategic project updates and none of the projects were at the stage where they would be handed over for delivery, they were part of the early scoping and consenting phases, however she wanted to give the Committee visibility and this was the first update.

In response to a question regarding the four options and if they were all ocean discharge, it was noted that two were land treatment and two were to be treated and then would go to sea. In terms of the process, the Project Team included Public Health and Te Ao Marama and were working through the RMA best practicable option approach.

In response to a question regarding the $27 million, it was noted that costs were still to be quantified. $27 million was the most expensive of the four options.

In response to a question regarding what would happen with Bluff if there was a similar outcome for Clifton, it was noted that issues could be similar but Clifton would have its own issues and it would be a significant piece of work.

In response to a question regarding the Fast Track consent process, it was noted that permission had been given to be listed as an applicant but would not know until August if projects were approved.

In response to a question regarding potential Environment Court, it was noted the approach taken to date was to work to the legislation in place at this moment, noting that there could be changes. The expiry date of 2025 was possible, the key was to ensure the consent application was submitted within the timeframe.

It was suggested that a workshop be held with the planners who were advising.

In response to a question regarding a hierarchy of needs for a workshop in how to factor the different elements of each project, and if there were other councils ahead of Invercargill in this process, it was noted that part of the process was qualitative and quantitative and there were nine key criteria. A report would be brought back to the committee to further outline this criteria.

Moved Cr Soper, seconded Cr Ludlow and **RESOLVED** that the Infrastructure and Projects Committee:

1. Receives the report 'Primary Infrastructure Consenting Programme: Bluff Wastewater Consent, Alternate Water Supply and Clifton Wastewater Consent Update', including Dashboard Reports – June 2024.

2. Note that consent option assessment process for Bluff Wastewater Consent and the Alternate Water Supply are progressing as planned.

3. Note project initiation work has commenced for Clifton Wastewater Consent, with the options assessment process planned to commence fourth quarter 2024.

7. Local Water Done Well - Update

A5421307

Mr Andrew Strahan spoke to the report, updating the Committee on the legislation, he gave an overview of the submissions received and an update on the Local Water Done Well Otago Southland Work Group.

In response to a question regarding how often the water service delivery plans got renewed, it was noted these were one time documents and the intention was this was a stopgap until the new regulations were put in place.

In response to a question regarding the models which has been costed, it was noted these works were already being undertaken as business as usual.

In response to a question regarding revenue, it was noted this was a regime across every council in the country. There were councils that had trouble funding the levels of service they needed in terms of achieving consenting for water. What was being sought was the state of assets, levels of service and performance against this, compliance and ensuring enough rates revenue was provided to do this. A reminder was given that staff were working on a best possible assumption which could be made at this time.

Ms Moogan updated the Committee on the work regarding alternative options, including regional collaboration, regional delivery model, national collaboration and potential shared services. The Otago Southland Mayoral Forum was working on the Water Reform together and how to work together on day to day business.

In response to a question regarding checking on what others are doing, it was noted this was around asking the DIA and checking in with contacts which Council had.

In response to a question regarding the Morrison Low report, and if there was a similar theme regarding where Council should position themselves, it was noted that an analysis was undertaken regarding the entity models.

In response to a question regarding the common theme, it was noted the strong theme was around the asset management work, and that all councils faced similar challenges in that there was not enough staff to go around and working out how to leverage the knowledge around the region.

Moved Rev Cook, seconded Cr Soper and **RESOLVED** that the Infrastructure and Projects Committee:

1. Receives the report "Local Water Done Well - Update".

8. Elderly Persons Housing Policy - Pets

A5413794

Ms Heather Guise spoke to the report.

In response to a question regarding classifying or registering as companion dogs, it was noted that if a dog was registered as a disability assist dog it was allowed under the policy.

A discussion was held regarding the wording of the recommendation to Council, and it was suggested that this recommendation be reworded.

It was noted that people going into elderly housing did suffer loneliness and isolate and the policy needed to be a bit more humane.

Moved Cr Soper, seconded Rev Cook and **RESOLVED** that the Infrastructure and Projects Committee:

1. Receives the report "Elderly Persons Housing Policy - Pets".

Moved Cr Soper, seconded Cr Bond and **RESOLVED** that the Infrastructure and Projects Committee:

Recommends to Council

2. Ask staff to bring a paper to full Council regarding specific parameters allowing dogs to be included in the Elderly Persons Housing Policy.

Meeting ended at 5.23 pm due to a fire alarm. The rest of the meeting would be held over to the next Infrastructure and Projects meeting.

MINUTES OF THE HEARINGS FOR THE PARKING CONTROL BYLAW 2024, HELD IN THE VICTORIA ROOM, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY 9 JULY 2024 AT 1.30 PM

Present:
Cr D J Ludlow
Cr A J Arnold
Cr P W Kett

In Attendance:
Cr T Campbell
Cr B Stewart
Rev E Cook – Māngai – Waihōpai
Mr M Day – Chief Executive
Ms E Moogan – Group Manager – Infrastructure
Mrs P Christie – Group Manager – Finance and Assurance
Mrs T Hurst – Group Manager – Community Engagement and Corporate Services
Mr J Shaw – Group Manager - Consenting and Environment
Mr A Cameron – Chief Risk Officer (via zoom)
Mr D Rodgers – Manager – Strategic Asset Planning
Mrs G Cavanagh – Manager – Environmental Services
Mrs R Thompson – Team Leader – Environmental and Parking Compliance
Ms M Thwaites – Environmental Support Officer
Ms C Manera – Engagement Coordinator
Mr D Titus – Policy Analyst
Ms L Knight – Manager – Communications and Marketing
Mr G Caron – Digital and Communications Advisor
Ms M Sievwright – Senior Executive Support

1. Declaration of Interest

Nil.

2. Hearings Timetable

A5388385

Moved Cr Kett, seconded Cr Arnold and **RESOLVED** that the Parking Control Bylaw Hearing Panel:

1. Receives the Hearing Timetable.
2. Accept the late submission from Lynette Olsen.

3. Parking Control Bylaw Hearings

Moved Cr Ludlow, seconded Cr Kett and **RESOLVED** that the Parking Control Bylaw Hearing Panel:

1. Receives the report "Parking Control Bylaw Hearings and Deliberations".
2. Receives submissions on the proposed Parking Control Bylaw.
3. Receives feedback on the disabled taxi parks trial proposal 2024-25 (A5441906).
4. Notes the submitters to be heard:
   - 1.30 pm – Submission 020 – Melvin Butler.
   - 1.40 pm – Submission 009 and Feedback 004 – Tracy Peters.
   - 1.50 pm – Feedback 006 – Melanie Magowan.
5. Notes the summary of submissions (A5388005).

3.1 Hearing slot 1 - Melvin Butler - Parking Control Bylaw Submission 20

Mr Butler said he was disappointed to be speaking to this submission today, but thanked the staff for their work. He noted this was revenue gathering and it was the Council's responsibility to encourage people to come into the city and not scare them away with a complicated parking system. It was a public street and not a private parking building.

Ms Kristy Rusher noted that section 6 of the bylaw was amended to remove the 30 minutes of free parking and this was not an available option as section 6 did not prescribe 30 minutes of free parking so there was no language to amend, and had not been consulted on and should be removed from the resolutions. It was noted there had been difficulty with the process and in preparing the documents for public consultation, Council had not provided information on privacy implications around using their licence plates in order to get the free 30 minutes. Using licencing plates was not new but this did not apply to a public road. The concept was that everyone was free to use a road until the point they were inconsiderate. Her request was that the bylaw not be passed in its current form as it was not necessary to change. This had gained media attention and Council was in the spotlight to get this correct. Requested Council just leave things the way it was currently.

In response to a question regarding support of the 30 minutes free parking, it was noted everyone wanted free parking.

In response to how the 30 minutes should be measured, it was noted that was what parking officers did with chalking tyres and had worked successfully for over 50 years and did not see why this had to change.

In response to a question regarding this not being a legal act to charge, it was noted this was lawful but not lawful to run the streets as revenue gathering system like a parking building.

In response to a question regarding the issue of privacy where licence plates were read such as Invercargill Central and the Airport. it was noted these spaces were managed as private spaces and not public roads. Ms Rusher stated that Council could not require someone to enter their licence plate to use a free service which was the 30 minutes free parking.

The Chair thanked the submitters for attending the Hearing.

3.2 Hearing slot 3 - Melanie Magowan - Disability Taxi Trial Proposal Submission 6

Ms Magowan said she did not believe there were enough disabled parks in Invercargill for the 2,340 disabled persons and there needed to be more parks and not just for taxis. It was noted there were very few wheelchair taxis available. It was noted that parking spaces also needed to be considered, including their location. It was also noted that some disabled parking spaces were too narrow.

The Chair thanked the submitter for attending the Hearing.

Note: The meeting was adjourned at 2.00 pm.

Note: The meeting reconvened at 2.03 pm.

4. Parking Control Bylaw Deliberations

A5408685

Mr Doug Rodgers spoke to the report.

Moved Cr Arnold, seconded Cr Kett and **RESOLVED** that the Parking Control Bylaw Hearing Panel:

6. Agrees with the following proposed changes to the Bylaw:
    a. Replace references to 'Fire Service' with 'Fire and Emergency New Zealand' in the proposed bylaw.
    b. Amend Clause (12 b) to provide for false fire alarms, medical events, motor vehicle events, and other emergencies.

Moved Cr Arnold, seconded Cr Kett and **RESOLVED** that the Parking Control Bylaw Hearing Panel:

c. Reinstate repealed Exemptions Clause as it exists in the 2022 Parking Control Bylaw.

Moved Cr Arnold, seconded Cr Kett and **RESOLVED** that the Parking Control Bylaw Hearing Panel:

d. Replace "number plates" and "vehicle plates" where used in the Bylaw with "registration plates".

Moved Cr Arnold, seconded Cr Kett and **RESOLVED** that the Parking Control Bylaw Hearing Panel:

e. Add additional definition clause "Any words, phrases or expressions used in this Bylaw which have meanings assigned to them by the Local Government Act 1974, the Land Transport Act 1998, and Rules made under the Land Transport Act 1998 or any amendments thereof, shall have the meanings as are respectively assigned in those Acts/Rules, unless those meanings would be inconsistent with, the context otherwise requires, or a different definition is given in clause 4.1" to section 4 of the proposed bylaw.

A discussion was held regarding how the 30 minutes free parking would be removed from the parking areas, and how this would be monitored. It was noted that no personal details were being asked for and it would only be an issue if an infringement was being written. There was no support for recommendation f. so this recommendation was removed.

Moved Cr Ludlow, seconded Cr Arnold and **RESOLVED** that the Parking Control Bylaw Hearing Panel:

Recommends to Council:

7. To adopt the Parking Control Bylaw with the changes as agreed in resolution 6.

There being no further business, the meeting finished at 2.12 pm.

MINUTES OF THE EXTRAORDINARY INFRASTRUCTURE AND PROJECTS COMMITTEE, HELD IN THE VICTORIA ROOM, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY 9 JULY 2024 AT 2.00 PM

Present:	Cr T Campbell (Chair) Cr A J Arnold Cr S J Broad Cr P W Kett Cr D J Ludlow Cr L F Soper Cr B R Stewart Rev E Cook – Māngai – Waihōpai
In Attendance:	Mr M Day – Chief Executive Ms E Moogan – Group Manager – Infrastructure Mrs P Christie – Group Manager – Finance and Assurance Mrs T Hurst – Group Manager – Community Engagement and Corporate Services Mr J Shaw – Group Manager - Consenting and Environment Mr A Cameron – Chief Risk Officer (via zoom) Mr D Rodgers – Manager – Strategic Asset Planning Ms L Knight – Manager – Communications and Marketing Mr G Caron – Digital and Communications Advisor Ms M Sievwright – Senior Executive Support

Note the meeting was adjourned at 2.02 pm

Note the meeting reconvened at 2.16 pm

1. Apologies

Mayor W S Clark, Cr R I D Bond, Cr A H Crackett, Cr P M Boyle, Cr I R Pottinger, Cr G M Dermody

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

2. Declaration of Interest

Nil.

3. Submission to the Draft Land Transport Rule: Setting of Speed Limits

A5440816

Mr Doug Rodgers spoke to the report.

Councillors Ludlow and Soper noted that Council had delegated to this Committee to approve the submission as the timeframe for submissions was extremely tight.

It was noted that Government was proposing to reverse the blanket speed limits and impose different rules. There were concerns regarding the speeds around school zones and there were also a number of technical issues which would be addressed in this submission.

Clarification was provided that Council was not required to revisit the Speed Management Plan, however would recommend that a speed management revision be looked at.

In response to a question regarding the costs being passed to Council, it was noted that rule changes did not include the provision of funding, so if central government wanted Council to comply it would require more funding.

In response to a question regarding implementation of speed limits, it was noted the previous government was responsible.

In response to a question regarding other councils, it was noted that many other councils were submitting.

Moved Cr Soper, seconded Cr Stewart and **RESOLVED** that the Infrastructure and Projects Committee:

1. Receives the report "Submission to the Draft Land Transport Rule: Setting of Speed Limits".

2. Approves the draft submission.

3. Officers be asked to review the speed limits on roads by exception and bring a paper back to the Infrastructure and Projects Committee by the end of 2024.

There being no further business, the meeting finished at 2.40 pm.

MINUTES OF THE COMMUNITY WELLBEING AND REGULATORY COMMITTEE, HELD IN THE VICTORIA ROOM, CIVIC THEATRE, 88 TAY STREET, INVERCARGILL ON TUESDAY 9 JULY 2024 AT 3.00 PM

Present:
Cr D J Ludlow
Cr S J Broad
Cr T Campbell
Cr P W Kett
Cr L F Soper
Cr B R Stewart
Rev E Cook – Māngai – Waihōpai
Mrs P Coote – Kaikaunihera Māori – Awarua

In Attendance:
Mr M Day – Chief Executive
Ms E Moogan – Group Manager – Infrastructure
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
Mr A Cameron – Chief Risk Officer
Ms L Knight – Manager – Strategic Communications
Mr G Caron – Digital and Communications Advisor
Ms A McDowell – Corporate Analyst
Ms D Carson – Community Activator
Ms A Duncan – Manager – Planning and Building Services
Ms C Rain – Manager- Parks and Recreation
Mr D Rodgers – Strategic Asset Planning
Ms M Sievwright – Senior Executive Support
Mrs L Cook – Executive Support

1. Apologies

Mayor W S Clark, Cr Bond, Cr Crackett, Cr Pottinger, Cr Dermody, Cr Boyle.

Moved Cr Soper, seconded Rev Cook and **RESOLVED** that the apologies be accepted.

2. Declaration of Interest

Nil.

3. Public Forum

Nil.

4. Minutes of the Community Wellbeing and Regulatory Committee Meeting held on Tuesday 11 June 2024

A5398311

Moved Cr Campbell, seconded Cr Kett and **RESOLVED** that the Minutes of the Community Wellbeing and Regulatory Committee meeting held on Tuesday 11 June 2024 be confirmed.

5. Minutes of the District Licensing Committee – June 2024

A5439301

Moved Cr Ludlow, seconded Cr Soper (proforma) and **RESOLVED** that the Minutes of the District Licensing Committee – June 2024 be received.

6. 2024 Youth Council Update

A5404327

Ms Adina McDowell and Ms Danielle Carson presented the report.

Youth Council were halfway through the year. It was noted the Block Takeover Youth Festival was a success, with 400 youth attendees. There had been a play strategy workshop where youth councillors could share where there could be improvements or what they liked about the city. There were four sub-committees set which had 12 weeks to progress their projects.

It was noted that as a result of the recent disestablishment of the Ashburton Youth Council, Invercargill City Council Youth Councillors signed on to a letter addressed to elected members to advocate for the support and recognition of Youth Council.

A query was raised around the play strategy and 'bumping spaces'. Bumping spaces were places youth typically liked to hangout. Discussions came about that if they had more bathrooms and Wi-Fi that youth would be more likely to stay in those places for longer.

There was a query around the safety aspect of the youth wanting more Wi-Fi. It came back to accessibility, location services to link back to friends and family to give youth independence to feel safe doing so.

A query was raised around the busking area issue and if it was something the committee could formally pick up. It was noted this would be a policy. A suggestion was made to work in conjunction with other committees to proceed.

Noted the Youth Council were inspiring with the work they were doing. It was noted they were valued as a voice.

There was a query around the commitment of the future for Youth Council. It was funded through the Annual Plan. To secure a three-year term the correct mechanism were through the Long-term Plan but it could be corrected through the Annual Plan. The principle was supported through the Long-term Plan and Council could reconfirm their commitment each year through the Annual Plan.

Moved Cr Broad, seconded Cr Campbell and **RESOLVED** that the Community Wellbeing and Regulatory Committee:

1. Receives the report "2024 Youth Council Update".

2. That the committee confirm the commitment to the continuation of youth council through this triennium and recognise that funding provision is made for 10 years through the long-term plan.

7. Active Communities Fund 2023 – 2024 Update

A5417777

It was noted that Cr Soper and Cr Ludlow had an interest.

It was noted this was a process Council used to administer which Council had passed over to Active Southland. In their efforts to assist Council they did not allow for what it cost to administer the fund; the suggestion was $10,000 per year be used to cover off these costs.

Moved Cr Soper, seconded Cr Campbell and **RESOLVED** that the Community Wellbeing and Regulatory Committee:

1. Receives the report "Active Communities Fund 2023 – 2024 Update".

2. That the committee endorse Active Southland receiving a $10,000 management fee from this fund.

8. Community Wellbeing Fund Review – Update to Framework and Frequency

A5417867

Ms Adina McDowell spoke to the report.

A query was raised around the framework and the focus of the City Centre, and the fund being extended to Bluff. It was confirmed it did extend to Bluff. Although the committee looked for projects in the CBD, there was no reason why the heart of the city did not include Bluff. The funds were restricted to the Invercargill City Council boundary and the Communications team could ensure the funding rounds were well advised to get the community engagement.

It was noted Bluff was not mentioned in the framework and it was in some ways devaluing other parts of the city over the CBD. The feedback would be taken back to the Community Wellbeing Fund Subcommittee for review.

Moved Cr Campbell, seconded Rev Cook and **RESOLVED** that the Community Wellbeing and Regulatory Committee:

1. Receives the report "Community Wellbeing Fund Review – Update to Framework and Frequency".

2. Notes the Community Wellbeing Fund Committee agreed to not hold a round closing date in January and effectively run five rounds for the Community Wellbeing Fund in the 2024-2025 year. Discretionary rounds will still remain an option as usual.

3. Notes the Community Wellbeing Fund Subcommittee's Advice under Fund Operation Review and Options below.

4. Adopts the updated Community Wellbeing Fund Framework (A4996567).

5. Notes recruitment will take place for a new youth community representative for the committee, following a resignation.

9. Managing Neglected Buildings

A5430476

Ms Anne Duncan presented the report.

It was noted there was a table at the end of the report which showed the regulatory requirement through to non-regulatory requirements scale.

A query was raised around whether staff could be asked to develop a feasibility of non-regulatory options on neglected buildings. Noted the support for a workshop, noting it would require additional resourcing.

Moved Cr Campbell, seconded Cr Ludlow and **RESOLVED** that the Community Wellbeing and Regulatory Committee:

1. Receives the report "Managing Neglected Buildings".

2. Council workshops the feasibility of non-regulatory options for addressing neglected buildings.

10. Bluff Hill Motupōhue Active Recreation Precinct – Proposed Trail Names and Park Name

A5403480

Mr Chris Bowen spoke to the report.

Moved Cr Campbell, seconded P Coote and **RESOLVED** that the Community Wellbeing and Regulatory Committee:

1. Receives the report "Bluff Hill Motupōhue Active Recreation Precinct – Proposed Trail Names and Park Name".

2. Acknowledges the Bluff Community Board Resolution from 10 June 2024:

"Moved Mr Graham, seconded Cr Dermody that the Bluff Community Board:

1. *Receives the report "Bluff Hill Motupōhue Active Recreation Precinct – Proposed Trail Names and Park Name".*
2. *Provides feedback on the proposed trail names and park name.*"

3. Notes the proposed park name as "Motupōhue Adventure Park"

4. Notes the proposed trail names in attachment 1.

11. Donovan Park Masterplan

A5256783

Ms Cassandra Horton and Mr Chris Bowen presented the report.

It was noted the Masterplan reflected the emerging themes displayed from consultation.

It was noted Council had in the past contemplated whether the east end of the farm is usefully used, if they approved the masterplan which projected it would be a park for the next 30 year, it may be morally conflicting. There was no regulatory requirement to have a masterplan.

It was noted the two could be reconciled from the Draft Implementation Plan (5. D.) which states alternative land use. Staff had highlighted that they are looking at the possibility of some or all being surplus to requirement.

A query was raised that the layout was giving a clear idea of the potential of events use, was this an open space that if community was aware of, they would see there was more options for the land use. It was for the public to confirm what they preferred Council to do. After submissions Council could make other decisions.

Noted that the recommendation 6 was a recommendation to adopt the Donovan Park Masterplan for consultation.

A query was raised around the consultation process of how did Council make clear Donovan Park was larger than the public perceived. It was not captured that some of the unknown variables to the community.

Noted Donovan Park clearly had a preferred used. If it was adopted it was perceived Council was supporting what was in the masterplan. By adopting the masterplan, Council were adopting it would remain a reserve for the next 30 years.

Noted to change the recommendation six to "adopting the draft Masterplan".

It was noted it was heading towards predetermination.

A query was raised around additional maps to be used in consultation to consider where the potential housing development was possible.

During the consultation, housing was a hot topic and housing was front and centre of those consultations. There were maps included to promote heading in that direction.

It was noted the Donovan Park Masterplan was a reflection of the outcomes from consultation. Recommendation eight allowed staff to bring a report back to Council regarding housing development, concurrently.

Moved Rev Cook, seconded Cr Soper and **RESOLVED** that the Community Wellbeing and Regulatory Committee:

1. Receives the report "Donovan Park Masterplan".

2. Receives feedback which was provided as part of the information gathering process September 2023 – December 2023 (Attachment 2).

3. Receives all submissions and summary of submissions on the developing themes from 29 February – 2 April 2024. (Attachments 3 and 4).

4. Acknowledges the draft implementation plan (Attachment 6) contains actions that will be progressed to deliver the masterplan outcomes in stages and included in the Donovan Park Reserve Management Plan 2012 update.

5. Acknowledges the Agriculture and Event areas, are areas with the highest potential for alternate land use, including residential housing.

Moved Cr Soper, seconded P Coote and **RESOLVED** that the Community Wellbeing and Regulatory Committee:

Recommends that Council:

6. For public consultation to be undertaken, council adopts the draft Donovan Park Masterplan (Attachment 1) and Draft Implementation Plan (Attachment 6).

7. Approves the review of the Donovan Park Reserve Management Plan 2012 two-step public notification process, beginning with Step 1 which will occur 3 August – 4 September 2024.

8. Supports initiating the process to consider the Agriculture and Events areas for land uses, including residential housing.

There being no further business, the meeting finished at 4.28 pm.

MINUTES OF THE FINANCE AND POLICY COMMITTEE, HELD IN THE VICTORIA ROOM, CIVIC THEATRE, 88 TAY STREET INVERCARGILL ON TUESDAY 23 JULY 2024 AT 3.00 PM

Present:
Cr L F Soper (Chair)
Mayor W S Clark
Cr A J Arnold
Cr T Campbell
Cr D J Ludlow
Cr B R Stewart

In Attendance:
Cr P M Boyle
Cr P W Kett (arrived at 3.03 pm)
Rev E Cook – Māngai – Waihōpai
Mrs P Coote – Kaikaunihera Māori – Awarua
Mr M Day – Chief Executive
Ms E Moogan – Group Manager – Infrastructure
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
Mr A Cameron – Chief Risk Officer
Mr M Morris – Manager – Governance and Legal
M J Botting – Manager Financial Planning
Mr L van Nierop – ICHL Group Finance Lead
Ms L Knight – Manager – Strategic Communications
Mr G Caron – Digital and Communications Advisor
Mrs L Williams – Team Leader - Executive Support
Ms D Hallas – Executive Support

1. Apologies

Cr Bond, Cr Crackett, Cr Dermody and Cr Pottinger.

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

2. Declaration of Interest

Nil.

3. Public Forum

Nil.

4. Minutes of the Finance and Projects Committee Meeting held on Tuesday 18 June 2024

A5409389

Moved Cr Campbell, seconded Cr Arnold and **RESOLVED** that the Minutes of the Finance and Projects Committee meeting held on Tuesday 18 June 2024 be confirmed.

5. Equity and Access for People with Disabilities Policy Adoption for Consultation

A5399472

Mrs Trudie Hurst and Mr Daron Titus presented the report and noted that staff advice was to go out to consultation. It was noted that there had been a formatting issue and that new copies of the policy had been provided in hard copy for members.

A question was asked around employment on page 3, and it was noted the issue was more around part time or full time rather than a work permit.

A query was raised around community views and that talked of a submission made seven years ago and if had more recent information. It was noted that there had been some and similar issues had been raised.

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

1. Receives the report "Equity and Access for People with Disabilities Policy Adoption for Consultation".

2. Notes the draft policy for consultation includes the following proposed additions or amendments:
   a. Addition of definitions for a range of key terms, and
   b. Minor amendments to the wording of the entire policy to improve readability.

3. Adopts the draft Equity and Access for People with Disabilities Policy for consultation (A4051340).

Moved Cr Campbell, seconded Cr Stewart and **RESOLVED** that the Finance and Policy Committee:

4. Delegates a hearings and deliberation panel comprising Cr Ludlow; Cr Boyle; Cr Soper and Rev Cook with Cr Stewart as an alternate for the hearings and deliberation to be held on 17 September 2024.

6. Financial Update - June 2024

A5457395

Mr Jaimee Botting spoke to the report and noted that in a good position and that the $18 million which had been advanced to the Holding Company had been repaid and $12 million of the ICL advance had also been repaid.

With respect to the Clean Air Loan programme, Council had been required to wind down the balance due to government changes.

Thanks went to the staff administering the scheme which was outside the realm of normal council work and that had been done very well by the staff concerned, down to eight loans outstanding.

It was noted that details were provided around the staff recruited through agencies; and that there were 18 and the breakdown was provided in the report.

A query was raised round the money advanced to ICL and if Council received more interest, it was noted that Council received a margin and that it was more than if the funds had been in a reserve account.

A query was raised if staff could look at the net debt held by other councils, it was confirmed that could look at other councils Long-term Plans and get that information.

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

1. Receives the report "Financial Update – June 2024".

2. Notes the current net debt and treasury position.

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

Recommend to Council that:

3. Council close the Clean Air Loan Scheme and continue to manage the remaining eight loans to maturity.

4. The contributions (less outstanding loans) from Environment Southland and Invercargill City Council are repaid as per the terms of the Memorandum of Understanding between Environment Southland and Invercargill City Council.

7. Invercargill City Holdings - Final Statement of Intent 2024-25

A5459905

Mrs Patricia Christie presented the report and noted that by 30 June all CCO's were required to provide a Statement of Intent to Council.

A query was raised around Electricity Invercargill and that when the letter of expectation was written that the last bullet point was not considered and if whether the additional dividend of $4 million did not include the sale of PowerNet and should a resolution be added to request that the sale proceeds be a donation to the museum. It was noted that while the sale provided cash there was a corresponding reduction in dividend from that investment that needed to be considered.

Moved Mayor Clark, seconded Cr Stewart that the Finance and Policy Committee:

1. Receives the report 'Invercargill City Holdings – Final Statement of Intent 2024 - 2025'.

2. Notes the receipt of the final Statement of Intent from Invercargill City Holdings Limited.

The motion, now put, was **RESOLVED**.

Moved Cr Campbell, seconded Cr Stewart that the Finance and Policy Committee:

Recommend to Council that:

3. If the sale of the ICHL Group (EIL) share in PowerNet occurs that Council requests that Holdco consider a special donation/dividend to the Museum fund to the value.

Note: Mr Brian Wood, Chair of ICHL joined the meeting via Zoom at 3.29 pm.

Mr Wood noted that PowerNet itself held assets. Electricity Invercargill's investment in PowerNet was 50% and the total assets of PowerNet were around $4 million to $5 million.

The motion, now put, was **RESOLVED**.

8. Public Excluded Session

Moved Cr Stewart, seconded Cr Ludlow and **RESOLVED** that the public with the exception of Mr Brian Wood, Chair of ICHL 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 18 June 2024

b. Invercargill City Holdings – Verbal Update from the Board

c. Invercargill Central Limited Monitoring

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 Held on 18 June 2024	**Section 7(2)(h)** Enable any local authority holding the information to carry out, without prejudice or 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)	**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
b. Invercargill City Holdings – Verbal Update from the Board	**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
c. Invercargill Central Limited Monitoring	**Section 7(2)(h)** Enable any local authority holding the information to carry out, without prejudice or 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)	**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 4.15 pm.

ELDERLY PERSONS HOUSING – DOGS

To:	Council
Meeting Date:	Tuesday 30 July 2024
From:	Doug Rodgers – Manager – Strategic Asset Planning
Approved:	Erin Moogan - Group Manager - Infrastructure Services
Approved Date:	Thursday 25 July 2024
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

The Government is proposing changes to the Residential Tenancies Act 1986 through the Residential Tenancies Amendment Bill which includes proposed changes to pet rules, triggering a review of how this might affect Council's Elderly Persons Housing Policy.

These changes not only make it easier for tenants to have pets, they also provide a mechanism for landlords to deal with the potential additional risks associated with tenants having pets in their properties.

At its meeting on 2 July 2024, the Infrastructure and Projects Committee requested staff to provide specific parameters allowing dogs to be included as pets in the Elderly Persons Housing Policy and this report sets out those parameters for consideration.

Recommendations

That Council:

1. Receives the report "Elderly Persons Housing - Dogs".
2. Approves the specific parameters for assessing suitability of keeping a dog as a pet in Council's housing units (noting this does not apply to Disability Assist Dogs).
3. The Group Manager – Infrastructure Services be given delegated authority to approve applications for keeping a dog based on the approved parameters.
4. Approves the implementation of the policy enabling the keeping of a dog as a pet in Council's housing units after/before the changes to the Residential Tenancies Act to enable a 'pet bond'.
5. Approves a trial period of twelve months prior to adopting any amendment to the Elderly Persons Housing Policy.

Background

Council adopted the Elderly Persons Housing Policy at its meeting held on 31 October 2023.

The existing Policy allows tenants to keep a cat, bird or fish (within conditions) but excludes tenants from having a dog, with the exception of a certified Disability Assist Dog. Proposed changes through the Residential Tenancies Amendment Bill ("the Bill") relating to pets together with a recent submission received on behalf of a Tenant, have prompted a review of the Policy allowing tenants to have dogs (other than certified Disability Assist Dogs) in Council-owned units.

The Bill proposes changes as follows:

- Enabling landlords to charge a pet bond up to a maximum amount equivalent to 2 weeks' rent for the tenancy over and above the existing maximum bond of up to four weeks' rent.
- Provides that a tenant may only keep a pet in their rental property if permitted by their tenancy agreement or with the written consent of their landlord however, it also provides that landlords must not prohibit pets in tenancy agreements unless they state reasonable grounds for the prohibition and must not impose unreasonable conditions on a tenant keeping a pet. A list of reasonable grounds for prohibiting pets is also included in the Bill.
- Allows for landlords to limit the type and number of pets consented to.
- Makes tenants liable for the costs of all damage caused by pets that is not fair wear and tear.
- Prescribes new unlawful acts and infringement offences to support compliance with pet-related rights and responsibilities.

Submissions closed in relation to the Bill on 3 July 2024 and the Select Committee will now determine to hear submissions, make any adjustments to the Bill and then put it through its second and third hearing before becoming legislation. This could take up to a further six months.

Until such time as the proposed amendment becomes legislation, Council will be unable to charge the pet bond and make tenants fully liable for damage caused by pets. Currently the Residential Tenancies Act 1986 ("the Act") provides for a maximum bond of up to four weeks' rent and, while tenants are responsible for the full cost of repair for intentional damage in the event of careless damage, the Act only allows landlords to claim from the tenant up to four weeks' rent or the landlord's insurance excess (whichever is the lower).

Analysis

Following the report presented to the Infrastructure and Projects Committee on 2 July 2024, the Committee discussed the importance of dogs as companion pets and requested staff provide a set of parameters which would allow tenants to keep a dog (which is not a certified Disability Assist Dog) in their housing unit. The proposed parameters are set out below.

When considering an application, the Applicant must meet the following criteria:

- There is a limit of one pet per unit (ie the Applicant cannot have a dog and another pet).
- The dog is an existing family pet and has been with the family for a period of at least three years.
- The dog is considered a toy/small breed dog in terms of the list of dog breeds identified by Dogs NZ.
- The dog is registered and remains registered throughout the tenancy.
- The dog has been de-sexed and microchipped.
- The dog is maintained in good health and has regular checks with a veterinarian.

- The dog is not classified as dangerous or menacing by breed or behaviour (in terms of the current Invercargill City Council Dog Control Bylaw).
- The Applicant accepts that they may no longer meet Responsible Dog Owner status in terms of the current Invercargill City Council Dog Policy.

It is noted that the proposed changes to the Rental Tenancies Act also include guidance as to reasonable grounds for refusing a pet and that these may or may not ultimately be consistent with the current criteria proposed.

In order to meet the above criteria, the Applicant will provide Council with proof of ownership status and appropriate certifications regarding animal health and welfare.

Once approval has been given, the Applicant must comply with further terms and conditions as follows:

- All dog faeces must be collected immediately and disposed of in an appropriate manner.
- The dog must be restrained on a leash at all times when not contained within the housing unit or any kennel, fence or other improvement the Tenant has been granted permission from the Landlord to install within the housing complex.
- Three monthly Landlord inspections will be implemented.
- The Tenant will be responsible for damage caused by the dog to the Landlord's property (fair wear and tear excepted) as per the Residential Tenancy Act.
- The Tenant agrees (at their sole cost) to remove any kennel, fencing or other agreed improvement upon termination of the tenancy or upon the dog no longer being kept as a pet by the Tenant.
- The Tenant acknowledges they are aware of the current Invercargill City Council Dog Control Bylaw and Dog Policy; and agrees to comply with that legislation.
- Should the Landlord receive a justified nuisance complaint such as the dog being off leash (roaming) within the complex, barking, odour or the tenant not picking up the dog's faeces, then the Tenant agrees to rehome the dog within a four week period.
- In the event the Tenant is considered that they are no longer able to adequately care for and look after the dog, then the Tenant agrees to rehome the dog within a two week period.
- Following the death of the existing dog, no replacement dog is allowed. This will not prevent the Tenant from replacing the dog with either a cat, bird or fish (as per the current Elderly Persons Housing Policy).

Until such time as the Elderly Persons Housing Policy is amended to reflect this change, the above terms and conditions will be included in the Tenancy Agreement.

It is noted that not all Council-owned housing complexes will be suitable for keeping of dogs and, when allocating a unit to a new tenant with a dog, staff will take into consideration the following:

- Whether there are other pets already at the complex, specifically dogs.
- The overall land size and total number of housing units.
- Whether the housing unit has access to an adjacent available greenspace at the complex for the purposes of toileting and/or any kennel facility which would not significantly impede the public/shared areas within the complex.

A list of complexes which will be considered as potentially suitable for dogs is annexed hereto as Appendix 1 (A5462521).

Trial Period Proposal

In order to assess whether all of the criteria and terms and conditions listed in the Analysis section above meets the desired outcome in relation to keeping of dogs as pets prior to Council adopting any amendment to the Elderly Persons Housing Policy.

A 12 month trial period would allow staff to monitor this process, make appropriate changes in line with proposals through the Bill and record direct costs to Council associated with allowing dogs so that Council are able to make an informed decision on amending the Policy.

Significance

Council already allows for the keeping of pets within its Housing Units and the above criteria relating to dogs at Council's Elderly Persons Housing Units would not trigger Council's Significance Policy.

Community Views

Public consultation has not been sought on the basis that the proposal will only affect new applicants and a 12 month trial period is implemented prior to any amendment to the Elderly Persons Housing Policy.

Implications and Risks

Strategic Consistency

The Elderly Persons Housing Policy allows for review every six years or earlier if required due to legislative change or when warranted by another reason requested by Council. The proposed trial period will assist Council to become better informed prior to making any amendment to the Policy which aligns with and supports Council's delivery of the housing activity as part of the current Long-term plan.

Financial Implications

Under the Act, Council may implement a bond of up to four weeks' rent and tenants are only liable for accidental damage up to the value four weeks' rent or Council's insurance excess (whichever is the lower).

The proposed Bill will allow for Council to charge an additional pet bond of up to two weeks' rent and make the tenant liable for all damage caused by the pet.

Accordingly and until such time as the Act is amended by the proposed Bill, Council may suffer significant cost should a dog cause damage to Council property. Increasing the frequency of landlord inspections for tenants with dogs may reduce the cost to Council by early identification of any issues together with the 12 month trial period which will allow for staff to quantify that cost.

Legal Implications

There are no legal implications in relation to this matter as Council already complies with the Residential Tenancy Act 1986 in regard to its Elderly Persons Housing Units and the Bill amending the Act will provide Council with greater scope in regard to keeping of pets.

Climate Change

There are no identified climate change implications.

Risk

The primary risk here is in relation to increased staff resource and financial responsibility to Council which would be monitored through the 12 month trial period.

There is always a risk of disputes arising between tenants, or between a tenant and Council as landlord (which could ultimately be referred to the Tenancy Tribunal). Implementing these changes ahead of the proposed changes to the Residential Tenancies Act increases Council's risk. Some of the relevant proposed changes that would reduce Council's risk include:

- provide that landlords can charge a monetary amount to tenants as security for damage caused by pets ('pet bond'), for deposit into the Ministry of Business, Innovation and Employment (MBIE) bond system (additional to the current bond);
- provide that tenants are liable for the costs of all damage caused by pets that is not fair wear and tear.

The Regulatory Impact Statement provides the following comparison of the farness between the current and proposed system of a pet bond

Current State	Proposed pet bond changes
Unfair for landlords who have to chase tenants for the cost of pet damage which is in excess of current bond, or the costs owed to the landlord by tenant including pet damage are in excess of current bond. Also unfair for landlords who have to meet the cost of 'accidental' or careless pet damage costs which is over four weeks' rent and not covered by landlord's insurance. Fair for tenants with pets which do not cause damage, or do not cause excessive damage to rental properties. Not fair to tenants who have less rental choice and would be prepared to offer an additional bond for a rental property in return for keeping a pet but current regime doesn't allow.	Fairer to landlords due to change to damage liability rules, ability to recover pet damage costs from bond. Upfront costs to tenants would increase: Average pet bond amount could be around $1,160 (based on average rent). Fairer for tenants who have less rental choice and would be prepared to offer an additional bond for a rental property in return for keeping a pet. These tenants would receive wellbeing and mental health benefits. Not as fair for lower income tenants, who will not be able to afford additional upfront costs of pet bond. Tenants may also face increased costs of pet damage and/or insurance for pet damage.

Next Steps

Once the parameters are agreed, the Council website will be updated with the new information relating to dogs and the application process will amended accordingly.

Appendix

1. List Of Housing Complexes For Consideration As Suitable For Keeping Dogs (A5462521).

List Of Housing Complexes For Consideration As Suitable For Keeping Dogs

Invercargill City Council Housing Complexes

Aidan Place	(132 Princes Street, Invercargill)
Aurora Place	(15-29 Janet Street, Invercargill)
Cairnsmore Flats	(160 Leet Street, Invercargill)
Elston Lea Village	(50 Murphy Street, Invercargill)
Korimako Court	(12 Waverley Street, Invercargill)
Laurel Court	(2 Maltby Street, Invercargill)
Nevill Place	(26 Selwyn Street, Invercargill)
Otarewa Village	(2 Conon Street, Invercargill)
Pateke Place	(429 Yarrow Street, Invercargill)
Powell Court	(295 Pomona Street, Invercargill)
Thorndale Flats	(3 Lithgow Street, Invercargill)
ANZAC Court	(9 Tone Street, Bluff)
Kinross Flats	(30 Henderson Street Bluff)

APPOINTMENT TO COMMITTEE AND AMENDMENT TO GOVERNANCE DOCUMENTS

To:	Council
Meeting Date:	Tuesday 30 July 2024
From:	Michael Morris – Manager – Governance and Legal
Approved:	Michael Day – Chief Executive
Approved Date:	Wednesday 24 July 2024
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

The Governance Statement reflects the governance structure of the Invercargill City Council. Council is required to update the Governance Statement to ensure that it is an accurate reflection of the governance structure.

Following the recent changes to the Committee names and moving projects to Infrastructure and Projects, the Mayor has determined that the Mana Whenua representatives should be appointed to the Finance and Policy Committee. As their appointments are a Council appointment, Council needs to determine that this is appropriate.

The Governance Statement is then amended as a consequence of this appointment.

Recommendations

That Council:

1. Receives the report "Appointment to Committee and Amendment to Governance Documents".
2. Resolves to appoint Rev Evelyn Cook for Waihōpai Rūnaka and Ms Pania Coote for Te Rūnaka o Awarua to the Finance and Policy Committee with full voting rights.
3. Notes the change made to the Governance Statement and Delegations Register-Council and Finance.
4. Adopts the Governance Statement 2022 – 2025 – July 2024 Amendment as set out in Appendix 1(A5471165).
5. Adopts the Delegations Register – Council and Finance 2024 – Version 3 as set out in Appendix 2(A5471221).

Implications and Risks

Strategic Consistency

There are no implications to strategic consistency.

Financial Implications

There are no financial implications.

Legal Implications

Appointments to Committee

The Local Government Act 2002 (LGA) requires local authorities not only to have processes in place to consult with Māori but to actively provide opportunities for Māori to contribute to decision-making processes.

The Act provides scope and flexibility for a local authority to decide how best to provide those opportunities for Māori to contribute to its decision-making processes.

Clause 31 of Schedule 7 LGA states:

31 Membership of committees and subcommittees:

1. A local authority may appoint or discharge any member of a committee or a subcommittee.
2. Unless directed otherwise by the local authority, a committee may appoint or discharge any member of a subcommittee appointed by the committee.
3. The members of a committee or subcommittee may, but need not be, elected members of the local authority, and a local authority or committee may appoint to a committee or subcommittee a person who is not a member of the local authority or committee if, in the opinion of the local authority, that person has the skills, attributes, or knowledge that will assist the work of the committee or subcommittee.
4. Despite subclause (3),—
    a. at least one member of a committee must be an elected member of the local authority; and
    b. an employee of a local authority acting in the course of his or her employment may not act as a member of any committee unless that committee is a subcommittee.
5. If a local authority resolves that a committee, subcommittee, or other decision-making body is not to be discharged under clause 30(7), the local authority may replace the members of that committee, subcommittee, or other subordinate decision-making body after the next triennial general election of members.
6. The minimum number of members—
    a. is three for a committee; and
    b. is two for a subcommittee.

These sections provide for the ability of Mana Whenua appointed roles to be created, the desirability of the appointed roles to be created and also what legislative limits there are in creating the appointed roles.

Clause 31 also gives Council the power to make the appointment to the Committee.

Governance Statement

Section 40 of the Local Government Act 2002 requires Council to make publicly available a Governance Statement providing up to date information about the governance structure and management of Council.

Section 40(3) of the Local Government Act 2002 requires that Council update the Governance Statement as it considers appropriate.

The changes made to the Governance Statement give effect to the midterm review conducted by Mayor Clark and are also a number of administrative changes to correct numbers or names.

Climate Change Implications

There are no climate change implications.

Risk

The amendment ensures the Governance Statement is up to date and accurate.

Summary of Changes

Governance Statement 2023 -2025 – July 2024 Amendment

Page Number	Title/ Subtitle	Description
18	8.2.4 Finance and Policy Committee	Added two appointed Mana Whenua representatives to the membership of this Committee.

Delegations Register Council and Finance – 2024 – Version 3

Page Number	Title/ Subtitle	Description
9	5.3.4 Finance and Policy Committee	Added two appointed Mana Whenua representatives to the membership of this Committee.

Attachments

1. Governance Statement 2022 – 2025 – July 2024 Amendment (A5471165)
2. Delegations Register – Council and Finance 2024 – Version 3 (A5471221)

Invercargill City Council

Governance Statement

July 2024 Amendment

2022-2025

Invercargill CITY COUNCIL

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Governance Statement 2022-2025

(July 2024 Amendment)

1. What is a Governance Statement

The Invercargill City Council's Governance Statement explains how the Council works and how it involves the public in decision-making. The aim is to promote local democracy by making sure that our community understands how its Council operates and how they can have their say.

The Council is required to prepare a Governance Statement after each triennial election and make it available to the public. It includes information on:

- Council functions, responsibilities and activities
- How Councillors and Community Board members are elected
- The roles and conduct of those elected members
- Governance structures and processes
- Public access to people and the organisation
- Key planning and policy documents

2. The Functions, Responsibilities and Activities of the Local Authority

The purpose of the Invercargill City Council as set out in Section 10 of the Local Government Act 2002 is:

- To enable democratic local decision-making and action by, and on behalf of, communities; and
- To meet the current and future needs of communities for good-quality local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses.

In meeting its purpose, Council's roles are to:

- Facilitate solutions to local needs.
- Advocate on behalf of the Invercargill community with central government, other local authorities and other agencies.
- Develop local resources.
- Manage local network (e.g. roads, stormwater) and community infrastructure (e.g. libraries, parks).
- Manage the environment.
- Plan for the future needs of the Invercargill district.

3. Any Local Legislation that Confers Powers on the Local Authority

In addition to the legislation that applies to all local authorities (Appendix 1), the Invercargill City Council is also bound by pieces of local legislation (Acts that apply specifically to it). Those Acts are:

Local Act Name	Purpose
Invercargill Waterworks Reserve Act 1887	Appropriate a portion of the Town belt for the purposes of waterworks.
Southland Land Drainage Act 1935	Make better provision for land drainage within the Counties of Southland and Wallace.
Bluff Water Supply Act 1958	Validate a memorandum of agreement for the supply of water to parties beyond the City of Invercargill boundaries.
Invercargill City Aluminium Smelter Water Supply Act 1971	Validate an agreement with New Zealand Aluminium Smelters Limited for the supply of water.
Invercargill City Council (Reclamations) Empowering Act 1973	Authorise reclamation, validate reclamation, develop and dispose of reclaimed land.
Invercargill City Council Vesting and Empowering (Gasworks Site) Act 1992	Remove statutory restrictions on certain land.

4. The Bylaws of the Local Authority, including for each Bylaw, its Title, a General Description of it and when it was made

The following bylaws apply within the district:

2022

- **Keeping of Animals, Poultry and Bees Bylaw**
  This bylaw regulates the keeping of animals to ensure they do not create nuisance.

  The bylaw came in to force 1 September 2022.

- **Dog Control Bylaw**
  This bylaw primarily addresses matters under the Dog Control Act.

  The bylaw came in to force 1 September 2022.

- **Roading and Traffic Bylaw**
  The primary purpose of the bylaw is to promote public safety and effectively regulate pedestrian, animal and traffic movement in the road corridor.

  The bylaw came in to force 1 July 2022.

- **Stormwater Bylaw**
  The objective of this bylaw is to help manage stormwater within Invercargill city as to protect people, property and the environment by minimising the impact of flooding, erosion and contamination of the stormwater network.

  The bylaw came in to force 1 September 2022.

- **Cemeteries and Crematorium Bylaw**
  This bylaw controls the burial procedures and standards for the Council's cemeteries and crematorium.

  The bylaw came in to force 1 November 2022.

- **Parking Control Bylaw**
  This bylaw controls parking activities and ensure parking is enforced to protect and enhance the safety and enjoyment of the public, while providing a clear understanding of the use of roads and public walkways as well as parking restrictions.

  The bylaw came in to force 1 November 2022.

2019

- **Health and Hygiene Bylaw**
  The purpose of the bylaw is to manage the risk relating to the transfer of communicable diseases that can occur as a result of the various activities listed such as acupuncture, body piercing, tattooing, traditional tattooing, semi-permanent body colouring or electrolysis.

  The bylaw came in to force 1 July 2019.

2017

- **Water Supply Bylaw**
  This bylaw details the conditions of water supply to customers and offences.

  The bylaw came in to force 7 November 2017.

- **Environmental Health Bylaw**
  This bylaw addresses the issues of mobile traders, alcohol ban, solvent abuse and untidy sections and abandoned vehicles.

  The bylaw came in to force 7 November 2017.

- **Trade Waste Bylaw**
  This bylaw controls the discharge of trade waste into Council's sewerage system.

  The bylaw came in to force 7 November 2017.

2011

- **Significant Events Bylaw**
  This bylaw enables the management of street trading, distribution of free products or advertising material, advertising and trading / retailing during the hosting of significant events.

  The bylaw came in to force 1 August 2011.

  The date of its last review 15 August 2017.

5. The Electoral System and the Opportunity to Change It

Invercargill City Council currently operates its elections under the first past the post electoral system. This form of voting is used in parliamentary elections to elect Members of Parliament to constituency seats. Electors vote by indicating their preferred candidate(s), and the candidate(s) that receives the most votes is declared the winner regardless of the proportion of votes that candidate(s) obtained.

The other option permitted under the Local Electoral Act 2001 is the single transferable vote system (STV). Electors rank candidates in order of preference (1, 2, 3, 4, etc.). The number of votes required for a candidate to be elected (called the quota) depends on the number of positions to be filled and the number of valid votes. The necessary number of candidates to fill all vacancies is achieved first by the counting of first preferences, then by a transfer of a proportion of votes received by any candidate where the number of votes for that candidate is in excess of the quota, and then by the exclusion of the lowest polling candidates and the transfer of these votes in accordance with voters' second preferences.

Under the Local Electoral Act 2001 the Council can resolve to change the electoral system to be used at the next two elections or conduct a binding poll on the question, or electors can demand a binding poll. A poll can be initiated by at least 5% of electors signing a petition demanding that a poll be held. Once changed, an electoral system must be used for at least the next two triennial general elections, i.e. we cannot change our electoral system for one election and then change back for the next election.

Council's last review of electoral systems was in August 2020. No change was made to Council's electoral system for the 2022 elections, the system will be reviewed in 2023.

6. Representation Arrangements, including the Option of Establishing Maori Wards, and the Opportunity to Change Them

The Invercargill City Council is governed by an elected Mayor, 12 elected Councillors, 2 Mana Whenua Representatives and the Bluff Community Board.

6.1 Representation Arrangements

Council is required to review its representation arrangements at least once every six years. The representation review was conducted in 2021. Any reviews must include the following:

- The number of elected members (within the legal requirement to have a minimum of six and a maximum of 30 members, including the Mayor).
- Whether the elected members (other than the Mayor) shall be elected by the entire district ("at large"), or whether the district will be divided into wards for electoral purposes, or whether there will be a mix of "at large" and "ward" representation.
- If election by wards is preferred, then the boundaries and names of those wards and the number of members that will represent each ward.
- Whether or not to have separate wards for electors on the Māori roll.
- Whether to have Community Boards and if so how many, their boundaries and membership and whether to subdivide a community for electoral purposes.

Council must follow the procedure set out in the Local Electoral Act 2001 when conducting this review, and should also follow guidelines published by the Local Government Commission. The Act gives individuals the right to make a written submission to the Council, and the right to be heard if they wish.

Submitters have the right to appeal/object to any decisions on the above to the Local Government Commission which will make a binding decision on the appeal. Further details on the matters that the Council must consider in reviewing its membership and basis of election can be found in the Local Electoral Act 2001.

The Invercargill City Council determined (26 October 2021) the representation arrangements for the district as:

1. Invercargill City is not divided into wards;
2. The Council comprises the Mayor and 12 members who shall be elected by the electors of the City as a whole;
3. There shall be a Bluff Community Board; and
4. The Bluff Community Board comprises five elected members and one member of the Council appointed to the Community Board by the Council.

6.2 Mana Whenua Representatives Roles

On 1 November 2022 Council determined to continue the appointment of two Mana Whenua Representatives being a representative each from Waihōpai Rūnaka and Te Rūnaka o Awarua. They are members of the Infrastructure and Projects and Community Wellbeing and Regulatory Committees.

They are full members of these decision making bodies to which they are appointed and have full rights as members under standing orders to participate in debate and

vote on items. They shall receive all papers and be entitled to attend in-committee parts of any meeting. The Mana Whenua Representatives shall also be able to attend all Council meetings and workshops and have speaking rights at the same, however they are unable to vote at those Committees to which they are not directly appointed.

The Invercargill City Council Code of Conduct shall apply to the appointed representatives in attending meetings.

6.3 Māori Wards

The Local Electoral Act 2001 also gives Council the ability to establish separate wards for Māori electors. Council may resolve to create separate Māori wards or conduct a poll on the matter.

Council has made no resolution with respect to Māori Wards. This means that there are no Māori Wards in the Invercargill City Council district. This question can be considered in 2026.

6.4 Community Boards

The Invercargill City Council has one Community Board – the Bluff Community Board. This Board is constituted under Section 49 of the Local Government Act 2002 to:

- Represent, and act as an advocate for, the interests of their community.
- Consider and report on any matter referred to it by Council and any matter of interest or concern to the Community Board.
- Maintain an overview of services provided by Council within the community.
- Prepare an annual submission to Council on expenditure in the community.
- Communicate with community organisations and special interest groups in the community.
- Undertake any other responsibilities delegated to it by Council.

The Bluff Community Board has a chairperson and five other members. Five members are elected triennially by electors in the community, and the Council appoints a member from its ranks. The Board elects its own chairperson at its first meeting after the triennial election.

Council last reviewed the Community Board representation arrangements in 2021. The next representation review will be undertaken prior to the 2028 elections, unless determined to be earlier.

Using Schedule 6 of the Local Government Act 2002, electors can demand the formation of a new Community Board in the district.

6.5 The Reorganisation Process

The Local Government Act 2002 sets out procedures which must be followed during proposals to:

- Make changes to the boundaries of the district.
- Create a new district.
- Create a unitary authority, i.e. transfer all of the functions of the Southland Regional Council (Environment Southland) to Invercargill City Council.

- Transfer a particular function or functions to another council.

The procedures for resolving each type of proposal are slightly different. In general they begin with a proposal from any person, body or group, including the local authority or the Minister of Local Government.

Proposals for a boundary alteration or transfer of functions from one local authority to another will be considered by one of the affected local authorities, or by the Local Government Commission if the local authorities refer the proposal to the Commission or if they cannot agree on which of them should deal with the matter.

Proposals for the establishment of a new district or for the creation of a unitary authority will be dealt with by the Commission. If a petition signed by 10% of electors demands a poll on the reorganisation proposal, the proposal cannot be implemented without a poll of electors.

Further information on these requirements can be found in the Local Government Act 2002.

7. Members' Roles and Conduct (with specific reference to the Applicable Statutory Requirements and Code of Conduct)

The Mayor and the Councillors of the Invercargill City Council have the following roles:

- Setting the policy direction of Council.
- Setting rates.
- Adopting Bylaws.
- Monitoring the performance of Council.
- Representing the interests of the district (on election all members must make a declaration that they will perform their duties faithfully and impartially, and according to their best skill and judgment in the best interests of the district).
- Employing the Chief Executive (under the Local Government Act the local authority employs the Chief Executive, who in turn employs all other staff on its behalf).

The Mayor is elected by the district as a whole and as one of the elected members shares the same responsibilities as other members of Council. In addition the Mayor has the following roles:

- Presiding member at Council meetings. The Mayor is responsible for ensuring the orderly conduct of business during meetings (as determined in Standing Orders).
- Advocate on behalf of the community. This role may involve promoting the community and representing its interests, including lobbying central, regional and local government. Such advocacy will be most effective where it is carried out with the knowledge and support of the Council.
- Ceremonial head of Council.
- Lead the development of Council's plans (including the Long-term Plan and the annual plan), policies, and budgets for consideration by the members of the territorial authority.
- Providing leadership and feedback to other elected members on teamwork and chairing committees.

The Deputy Mayor is appointed by the Mayor at the first meeting of the Council. The Deputy Mayor exercises the same roles as other elected members. In addition, if the Mayor is absent or incapacitated, or if the office of Mayor is vacant, then the Deputy Mayor must perform all of the responsibilities and duties, and may exercise the powers of the Mayor (as summarised above). The Deputy Mayor may be removed from office by resolution of Council.

The Mayor may establish one or more committees of Council. A committee chairperson is responsible for presiding over meetings of the committee, ensuring that the committee acts within the powers delegated by Council. A committee chairperson may be removed from office by resolution of Council.

The Chief Executive is appointed by the Council in accordance with Section 42 and Clauses 33 and 34 of Schedule 7 of the Local Government Act 2002. The Chief Executive implements and manages the Council's policies and objectives within the budgetary constraints established by the Council. Under Section 42 of the Local Government Act 2002, the responsibilities of the Chief Executive are:

- Implementing the decisions of Council.
- Providing advice to Council and Bluff Community Board.
- Ensuring that all responsibilities, duties and powers delegated to the Chief Executive or to any person employed by the Chief Executive, or imposed or conferred by any Act, regulation or bylaw are properly performed or exercised.
- Managing the activities of the Council effectively and efficiently.
- Maintaining systems to enable effective planning and accurate reporting of the financial and service performance of the Council.
- Providing leadership for the staff of the Council.
- Employing staff (including negotiation of the terms of employment for the staff).

Elected members have specific obligations as to their conduct in the following legislation:

- Schedule 7 of the Local Government Act 2002, which includes obligations to act as a good employer in respect of the Chief Executive and to abide by the current Code of Conduct and Standing Orders.
- The Local Authorities (Members' Interests) Act 1968 which regulates the conduct of elected members in situations where there is, or could be, a conflict of interest between their duties as an elected member and their financial interests (either direct or indirect).
- The Secret Commissions Act 1910, which prohibits elected members from accepting gifts or rewards which could be seen to sway them to perform their duties in a particular way.
- The Crimes Act 1961 regarding the acceptance of gifts for acting in a certain way and the use of official information for private profit.

All elected members are required to adhere to a Code of Conduct. Adopting such a code is a requirement of the Local Government Act 2002. Once adopted such a code may only be amended by a 75% or more vote of Council. The code sets out Council's understanding and expectations of how the Mayor and Councillors will relate to one another, to staff, to the media and to the general public in the course of their duties. It also covers disclosure of information that is received by or is in the possession of elected members, and contains details of the sanctions that Council may impose if an individual breaches the code. Copies of the full Code of Conduct

may be obtained from Council's customer service centre or from the Council's website (www.icc.govt.nz).

8. Governance Structures and Processes, Membership and Delegations

8.1 The Role of Council, Council Committees and Appointments to the Bluff Community Board

Council reviews its committee structure at least every three years, usually after each triennial election.

Council

Council meets every four weeks, being the fourth Tuesday of the month.

From time to time, extraordinary meetings may be called for matters of an urgent nature.

Committees

In order to be efficient, effective and timely in delivering its services, ICC has established four committees.

- Infrastructure and Projects Committee
- Community Wellbeing and Regulatory Committee
- Finance and Policy Committee
- Risk and Assurance Committee

The meeting cycle for Council and Committees is as follows;

- Week 1 – Infrastructure and Projects Committee
- Week 2 – Community Wellbeing and Regulatory Committee
- Week 3 – Risk and Assurance Committee or Finance and Policy Committee
- Week 4 – Council

(The Mayor is an ex officio member of all committees.)

Council Appointment to Bluff Community Board

One position	Cr G M Dermody (Alternate - Cr B R Stewart)

Bluff Community Board

Chair:	Mr R Fife
Deputy Chair:	Ms T Topi
Members:	Mr S Graham Ms T Stockwell Mr J Sutherland
Advisory Member:	Mrs P Coote

There is an advisory role to the Bluff Community Board for Te Rūnanga o Awarua.

Delegations:	The Bluff Community Board has the authority to exercise any of the powers granted to the Council, with the exception of: a. Those powers specifically excluded by the law. b. Those powers which Council delegates to officers. c. Those powers which would by the exercise of those powers, have an effect beyond the community of the Community Board involved. d. Resource consent applications. e. Those matters specifically delegated to the Committees of Council.
Frequency of Meetings:	Every six weeks

8.2 Committee Terms of Reference

8.2.1 Infrastructure and Projects Committee

The Infrastructure and Projects Committee is responsible for Council strategies, policies and plans which promotes social, economic, environmental and cultural wellbeing of the community within its field of reference.

Committee Membership

Membership:	Twelve elected members and two appointed Mana Whenua representatives are members of this committee.
Chair:	Cr G M Dermody
Deputy Chair:	Cr T Campbell
Members:	Cr A J Arnold Cr R I D Bond Cr P M Boyle Cr S J Broad Cr A H Crackett Cr P W Kett Cr D J Ludlow Cr I R Pottinger Cr L F Soper Cr B R Stewart Mana Whenua Representatives
Quorum:	A quorum shall be half of the members (including vacancies) if the number is even, and a majority (including vacancies) if odd.

The Committee is responsible for all Long-term Plan policy development within this field of reference.

The Committee has authority to exercise the powers, functions and duties of Council only in regard to Road Naming, Stopping and Closing.

The list of activities under the committee;

- Community Facilities including public toilets
- Transport networks including passenger transport
- Street lighting
- Traffic control and parking (excluding enforcement)
- Regional Transport Committee
- Water
- Wastewater
- Stormwater
- Solid Waste Management including transfer stations and waste minimisation
- WasteNet Joint Committee
- Recycling
- Property Portfolio, including Investment Property and Housing Care
- Development of bylaws and polices within the areas of responsibility, for recommending to Council
- Policies and strategies relating to items within Infrastructure Terms of Reference
- Road stopping and closures and street naming
- All projects managed by the Project Management Office
- Performance monitoring of non-financial Key Performance Indicators within the scope of activities.

8.2.2 Community Wellbeing and Regulatory Committee

The Community Wellbeing and Regulatory Committee is responsible for Council strategy, policy and planning which promotes the social, economic, environmental and cultural wellbeing of the community within its field of reference.

Committee Membership

Membership:	Eleven elected members and two appointed Mana Whenua representatives are members of this committee.
Chair:	Cr D J Ludlow
Deputy Chair:	Cr T Campbell
Members:	Cr R I D Bond Cr P M Boyle Cr S J Broad Cr A H Crackett Cr G M Dermody Cr P W Kett Cr I R Pottinger Cr L F Soper Cr B R Stewart Mana Whenua Representatives
Quorum:	A quorum shall be half of the members (including vacancies) if the number is even, and a majority (including vacancies) if odd.

The committee is responsible for all plan development relating to Long-term Plan within its field of reference.

The Committee has authority to exercise all the powers, functions and duties of Council only in regard to creating Temporary Alcohol Bans.

The list of activities under the committee;

- Arts, Culture and Heritage, including Te Kupeka Tiaki Taoka – Southern Regional Collections Trust, iPAG, Bluff Maritime Museum, Southland Regional Heritage Committee
- Parks and Reserves, including sports fields
- Swimming pools
- Libraries
- Venues (includes Civic Theatre / Scottish Hall)
- Cemetery and Crematorium
- Festivals and Events
- Community Development / External Relationships
- Communications and engagement
- Business, economic development, tourism including Great South
- Environmental regulatory matters including alcohol licensing
- Environmental policy including District Plan
- Policies and strategies related to compliance, monitoring and enforcement
- Development of bylaws and policies within the areas of responsibility, for recommendation to Council
- Youth Council
- Community Wellbeing Fund Committee is a subcommittee and reports to this committee
- Temporary alcohol bans
- Performance monitoring of non-financial Key Performance Indicators within the scope of activities.
- City Centre Heritage Committee is a subcommittee and reports to this committee

8.2.3 Risk and Assurance Committee

The Risk and Assurance Committee has an advisory role in respect of audit, finance and risk management including to assist and advise Council in its responsibility and ownership for enterprise risk management, risk control and compliance framework, and its external accountability responsibilities, including that the financial statements are a fair representation.

The Committee will oversee all aspects of audit, finance and risk management, and ensure risks are defined and analysed, and adequately managed. The Committee should take all necessary steps to fulfil its terms of reference as approved at the beginning of each triennium by the Council. To fulfil its role the Committee will meet as necessary

The Committee's role may also include co-ordination with Council, other committees, and maintenance of strong, positive working relationships with management, external auditors, legal counsel and other external Committee advisors.

Establishment

The Committee shall be established by a formal Council resolution at the commencement of each triennium. The Committee's relationship with the Council is defined as outlined in these Terms of Reference.

Committee Membership

Membership:	Eight members, or such other number of members as the Council may determine, of which at least five are a member of the Council. In all cases, the Committee's total membership will be a minimum of two external independent appointees.
Chair:	The Chair of the Committee shall be an external independent appointee.
Chair:	Mr R Jackson
Deputy Chair:	Cr T Campbell
Members:	Cr R I D Bond Cr G M Dermody Cr D J Ludlow Cr I R Pottinger Cr L F Soper Independent Member (Vacant)
Quorum:	A quorum shall be half of the members (including vacancies) if the number is even, and a majority (including vacancies) if odd and must at any time have at least one external independent appointee.

The Chief Executive and the Executive staff member responsible for the Council's finances at the time, as identified by the Chief Executive, are required to attend meetings of the Risk and Assurance Committee as directed by the Chair.

Ideally the majority of members shall have experience in financial reporting, management reporting and risk management. However membership shall reflect a mix of skills and experience. To that end Council may engage outside experts to strengthen the committee (either as members or advisors).

Compliance

Council is charged with overseeing, reviewing and ensuring the integrity and effectiveness of ICC's compliance systems. As such, compliance is a quality control system that is part of a proactive risk management strategy. To carry out this compliance function, the Council is committed to the following:

- A Risk and Assurance Committee that is responsible for overseeing ICC's compliance systems (including risk management) and reporting to the Council on those systems.
- Ensuring the independence of ICC's external auditor. The Council is also encouraged to develop an open, unimpeded and constructive relationship with the external auditor in line with the Council's responsibilities. The Council

must also be satisfied that the scope of the audit is adequate and carried out thoroughly with the full cooperation of management.
- The Council ensure that systems, processes and procedures are adopted to provide the necessary data it requires to make a reasoned judgment and so discharge duties of care and due diligence.
- Exception reporting on matters on non-compliance forms part of regular Council reporting.

The Council views compliance as an integral function and recognizes that for the compliance system to succeed it must be championed by the Council along with senior management.

The Council has oversight of all Council committees. This means that Council appoints these bodies and are responsible for ensuring they discharge their functions appropriately. All committees report to and are accountable to the Council.

Responsibilities of the Committee

Activities of the Committee
- Council's treasury policies and functions.
- Council's Annual Report.
- Audit Processes and management of financial risk, including fraud.
- Organisational Risk Management, including business continuity.
- External Audit.
- Internal Controls and internal audit (where necessary).
- Health and Safety.
- Statutory compliance.
- Related party transactions and executive/elected representative expenditure.

Terms of Reference

1. General

a) The Committee shall meet at least four times a year to coincide with key dates in the financial reporting and audit calendar.

b) Recommend to Council an appropriate enterprise risk management strategy and monitor the effectiveness of that strategy, including the advancement of any projects or programmes of work focussing on the appropriate management of risk.

c) Monitor the Council's external and internal audit process and the resolution of any issues that are raised.

d) Assist in any investigations of potentially inappropriate actions by Council staff or elected members, including any allegations of fraudulent activity, bribery or corruption.

e) Monitor compliance with laws and regulations.

f) Oversee the preparation of and review key formal external accountability documents such as the Long-term Plan, Annual Plan, and Annual Report in order to provide advice and recommendation in respect to the integrity and appropriateness of the documents and the disclosures made.

g) Provide a forum for communication between management, internal and external auditors, and the governance level of Council.

h) Ensure the independence and effectiveness of the Council's internal audit processes.
i) Monitor existing corporate policies and recommend new corporate policies to prohibit unethical, questionable, or illegal activities.
j) Support measures to improve management performance and internal controls.

2. Audit

a) Identify and recommend to the Council the external auditor's remuneration and the terms of their engagement.
b) Confirm consulting services and related fees provided by the external Auditors.
c) Enquire of management and the external Auditors about significant risks or exposures and assess the steps management has taken to minimize such risk to the Council.
d) At the commencement of the audit cycle, consider in consultation with the external auditors:
   - The audit scope and plan.
   - The process of the audit to ensure completeness of coverage, reduction of redundant efforts and the effective use of audit resources.
e) Consider and review with the external auditors, at the conclusion of the annual audit:
   - The adequacy of the Council internal controls, including computerized information system controls and security, and any related significant findings and recommendations together with management's responses.
   - The annual Financial Statements.
   - The audit of the annual Financial Statements.
   - The Auditor's Report.
   - Any significant changes required in the audit plan.
   - Any serious difficulties or dispute which management encountered during the course of the audit.
   - Any other matters related to the conduct of the audit.
   - Significant findings during the audit process and management's responses.
   - Any matters considered appropriate, without the Chief Executive or other Council staff present in the meeting.
   - Any difficulties encountered in the course of the audit including any restrictions on the scope of the work.
   - Any changes required in the planned scope of the audit plan.
   - The audit management letter prior to presentation to the Council.
   - The Annual Report including the Financial Statements and recommend to Council for approval and adoption.
f) Meet with the external Auditors at any time to consider any exceptional matters of audit significance that arise at times not already scheduled.
g) Oversee the preparation of and review key formal external accountability documents such as the Long-term Plan, Annual Plan and Annual Report in order to provide advice and recommendation to the Council with respect to the integrity and appropriateness of the documents and the disclosures made.
h) Review of the effectiveness of the annual audit and Long-term Plan audit.

i) Monitor the effectiveness of the external auditor's performance and their independence and objectivity.

j) Consider the appropriateness of the Council internal audit function (if any).including:

- In conjunction with the Chief Executive and the Group Manager Finance and Corporate Services, agree on the scope of any three-yearly and annual internal audit work programmes and assess whether resources available to Internal Audit are adequate to implement the programme.

k) Monitor the delivery of any internal audit work programme including the review of any internal audit reports.

l) Assess whether any significant recommendations of any internal audit work programme have been properly implemented by management. Any reservations the Internal Auditor may have about control risk, accounting and disclosure practices should be discussed by the Committee.

3. Financial

- Review and approve the Council systems of internal control, and changes thereto, with senior management to ensure adequate financial control is maintained during the year.
- Monitor the adequacy of measures taken by Council management to secure and safeguard Council assets and the economical and efficient use of resources.

4. Risk Management

Council is responsible for setting the tolerance to risk and risk culture of Invercargill City Council. The Chief Executive is charged with implementing appropriate risk management systems within ICC.

While the responsibility for risk lies with Council, oversight of the processes to manage risk within ICC is delegated to the Risk and Assurance Committee. The Council receives periodic reporting on those areas of risk identified by the Committee. Management must develop, implement and monitor a risk management process.

The primary objectives of the risk management system of Council are to ensure:

a) The safeguarding of assets.

b) All major sources of potential opportunity for harm to ICC (both existing and potential) are identified, analysed and treated appropriately.

c) Business decisions throughout ICC appropriately balance the risk and reward trade-off.

d) Regulatory compliance and integrity in reporting are achieved.

e) Council and senior management understand the risk profile of Invercargill City Council.

f) ICC undertakes an annual review of strategy and operations to update its risk profile.

g) Development of suitable risk management practices throughout the organisation.

h) To monitor compliance with ethics, policies and rules of the Council and staff.

i) To receive and review the conflicts of interest registers.

j) To direct and supervise investigations into any matters within the Committee's scope, including but not limited to, effectiveness of internal controls and cases of employee fraud or misconduct.

k) To undertake post-investment reviews of major transactions or capital investments with the aim of assessing the adequacy of the analysis undertaken before decisions were made to proceed with those transactions or investments, so that Council can learn from those experiences and improve its analytical capabilities and reporting processes.

l) Where matters identified as a Risk in an Officers report, it need not be referred to this Committee where the risk is minimal, there is no risk or it is within the risk tolerance for that activity (where defined).

Other Matters

- Review the effectiveness of the system for monitoring the Council's compliance with relevant laws, regulations and associated government policies.
- Review the systems and processes Council has in place to prevent fraud, bribery, and corruption, and assist in any investigations related to these matters.
- Review whether a sound and effective approach has been followed in establishing the Council's business continuity planning arrangements.
- Review the development of the financial strategy and infrastructure strategy as required for the Long-term Plan.
- Engage with internal and external auditors on any specific one-off audit assignments.
- Consider matters referred to the committee by the Chief Executive, Council or other Council committees.
- The Chief Executive and any internal or external auditors will have direct access to the Committee Chairperson for the purpose of raising concerns about matters within the functions and responsibilities of the Committee.

Employees of the Invercargill City Council are advised:

Under certain limited circumstances they may communicate to the Chairperson of the Risk and Assurance Committee regarding the potential fraud or misappropriation, weakness in internal control, or the adequacy or accuracy of information being provided within the organisation to Senior Managers or to the Council. Such communication (which shall be in writing) shall be treated as confidential. Communications should explain where the matters have previously been discussed with an employee's manager, and if not, why the employee has chosen to report directly to the Risk and Assurance Committee.

ICHL and Group

- To periodically meet and receive an update from the board of ICHL on its risk management processes and risk profile.
- To be briefed on its annual report and results of its annual external audit prior to the Committee approving the Council and Group's annual report.

5. Authorities

a) The Committee will make recommendations to Council on all matters requiring a decision. The Committee does not have the power or authority to make a decision in the Council's name or on its behalf.

b) The Committee is authorised by the Council, at the expense of the Council, to consult with such outside legal or professional advice and services as it considers necessary for carrying out its responsibilities, provided the Committee takes every step to minimize cost to the Council. Such requests will be made through the Chief Executive.

c) To deal with any other matter requested of the Committee by Council or any of its other Committees.

6. Review of Committee

a) The Committee will undertake an annual review of its objectives and responsibilities and the extent to which they have been achieved and/or discharged.

b) The Council and any other person the Council considers appropriate may also be engaged to review the Committee's objectives and responsibilities.

7. Reporting Procedures

a) After each meeting the Chair will report the Committee's recommendations and findings to the Council.

b) The minutes of all meetings of the Committee will be presented to Council and to such other persons as the Council directs.

c) The Chair will present an annual report to the Council summarizing the Committee's activities during the year and any related significant results and findings.

8.2.4 Finance and Policy Committee

The Finance and Policy Committee is responsible for Council's financial performance as well strategies, policies and plans which promotes social, economic, environmental and cultural wellbeing of the community within its field of reference.

Committee Membership

Membership:	Eight elected members and two Mana Whenua representatives are members of this committee.
Chair:	Cr L F Soper
Deputy Chair:	Cr T Campbell
Members:	Cr A J Arnold Cr G M Dermody Cr D J Ludlow Cr I R Pottinger Cr B R Stewart Cr R I D Bond Mana Whenua Representatives

Quorum:	A quorum shall be half of the members (including vacancies) if the number is even, and a majority (including vacancies) if odd.

The list of activities under the committee;

- Council's financial performance
- Performance of investment property
- Related party transactions and sensitive expenditure
- Statement of Intent, including ICHL.
- Strategic projects - other than those managed by the Project Management Office
- Review the business plan, budget assumptions and budget prior to Council approval.
- Review management accounts, with senior management, during the course of the year to ensure the Council financial situation is being adequately managed and reported to the Council as appropriate.
- Review and approve the Council accounting policies.
- Review and approve the Council financial policies, including the authority to commit expenditure.
- Review forecasts and the underlying methodology during the year to ensure appropriate financial control of the year-end result is in place.
- Review of final year position in conjunction with budget.
- Development of bylaws and policies not within the areas of responsibility for Infrastructure and Projects and Community Wellbeing and Regulatory Committees, for recommendation to Council.

8.2.5 Chief Executive Performance Appraisal Committee

Chair:	The Mayor, W S Clark
Members:	Cr T Campbell Cr L F Soper
Quorum:	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd.
Frequency of meetings:	Four times per year, as needed.
Purpose:	The purpose of the Committee is to enable Council to meet its good employer obligations to its Chief Executive. These obligations, as well as those of the Chief Executive, are set out in the Local Government Act 2002, in employment law generally and in the Chief Executive's employment agreement.
Scope of Activities:	Effective monitoring of the Chief Executive Officer's performance and has the authority to undertake the annual remuneration review.
Delegations:	The Committee has the power to:

1. Agree the annual performance objectives with the Chief Executive.
2. Conduct the performance review required in the employment agreement between Invercargill City Council and the Chief Executive.
3. Provide feedback and support to the Chief Executive and undertake performance reviews, all consistent with the process and timeline in the relevant performance agreement
4. Report the outcome of the annual review of the Chief Executive's performance and make recommendations to Council on the outcome of that review for approval
5. Review the Chief Executive's remuneration and package in accordance with the employment agreement and make recommendations to Council for approval
6. Agree with the Chief Executive on how the administration needs of the Committee will be met

Limitations: The power to adopt a remuneration and employment policy cannot be delegated by Council (Local Government Act 2002, Schedule 7, clause 32(1)(h)).

8.2.6 Community Wellbeing Fund Subcommittee

Chair: Cr P M Boyle

Members:
Cr R I D Bond
Cr A H Crackett
Cr P W Kett
Cr S J Broad
Mr N Burdon
Ms M Bartlett- McBride
Ms Andrea de Vries
Ms P Smith (Youth Representative)
Cr G M Dermody (alternate)
Cr L F Soper (alternate)

Quorum: A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd. In either case, an equal or a majority of members present must be Invercargill City Councillors.

In the event of an elected member being unable to attend, they may appoint another elected member to attend in their place in order to achieve quorum.

Frequency of meetings: Every two months

Administration: The Strategy and Policy team will provide analysis of project applications and advice, and the Governance and Legal team will provide secretarial support.

Scope of Activities:	Responsible for considering applications, determining and approving funding for projects promoting community wellbeing within the Invercargill City District. Responsible for considering applications, determining and approving funding for the applications in line with Council's Community Wellbeing Fund Framework.

8.2.7 City Centre Heritage Subcommittee

The purpose of the subcommittee is to provide a coordinated approach to the support, promotion and preservation of built heritage within Invercargill's City Centre.

Chair:	Cr L F Soper
Members:	Cr P W Kett Cr T Campbell Cr A J Arnold
Quorum:	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd.
Frequency of meetings:	Every two months

8.2.8 Bluff Community Board Bursary Subcommittee

Chair:	Ms T Topi
Members:	Ms T Stockwell Mr J Sutherland
Quorum:	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd.
Frequency of meetings:	One a year or when required
Administration:	he Bluff Service Centre will provide required administration support.
Purpose:	To facilitate and encourage the opportunities by which members of the Bluff community can undertake tertiary or university education.
Scope of Activities:	Responsible for considering applications, determining and approving allocation of the Bursary. Responsible for considering applications, determining and approving allocation of the Bursary in line with Bluff Community Board Bursary Framework.

Delegations:	The Committee to consider applications for Bluff Community Board Bursary funding and allocation of the Bursary. Confirmation of the award of the Bursary will be made when the committee has received verification of the Bursar's enrolment.

8.2.9 Director Appointment Committee

The Director Appointment Committee is responsible for recommending to Council candidates for directorships on to the ICHL Board and the subsidiary companies of ICHL.

Chair:	To be determined by the Committee
Members:	The current Chair of ICHL or his/her nominee, and/or A Member of the Institute of Chartered Accountants, and/or An Employment Specialist (who is a member of the Institute of Directors), and/or A member of Institute of Directors
Delegations:	Nil
Frequency of meetings:	As required.

8.2.10 Hearings Panel

The Hearings Panel is responsible for hearing, considering and deciding applications under the Resource Management Act 1991, Dog Control Act 1996, and Gambling Act 2003.

Its objective is to provide quality decision making through equitable, efficient hearings and the drafting of robust decisions by trained panel members.

Chair:	Cr D J Ludlow
Members:	Cr R I D Bond Cr P M Boyle Cr B R Stewart* * Certification (qualification required)
Quorum:	A quorum for each Hearing Panel is three members including a qualified Chairman.
Frequency of meetings:	As required
Delegations:	(i) Pursuant to Section 34 of the Resource Management Act 1991, the authority to hear and determine any applications for resource consent within the Council's jurisdiction in the Invercargill City District which require a Committee decision or a hearing except where Council resolves to appoint an independent Commissioner or Commissioners to

hear and determine an individual consent application.

(ii) Pursuant to the Dog Control Act 1996 and Section 22 (Probationary Owners); Sections 25 and 26 (Disqualified Owners); Section 31 (Dangerous Dogs); Sections 33B, 33C and 33D (Menacing Dogs), Section 71 (Retention of Dog Threatening Public Safety); Section 55 (Barking Dogs) of that Act, the authority to hear and determine objections under the above sections; and

(iii) Pursuant to the Gambling Act 2003 and the Council's "Board Venues" and "Class 4 Gambling Venues" policies, the authority to hear and determine applications for territorial authority consent.

The Group Manager of Customer and Environment in consultation with the Chairman, allocate applications to the Hearings Panel as an administrative function.

8.2.11 Invercargill District Licensing Committee

The Invercargill District Licensing Committee is responsible for considering and determining licence applications, renewals, variations, suspensions and cancellations in accordance with the Sale and Supply of Alcohol Act 2012. It is also responsible for considering and determining applications for temporary authority and conducting inquiries and making reports to the Alcohol Regulatory and Licensing Authority under that Act.

Chair:	Cr D J Ludlow
Members:	Cr R I D Bond Cr L F Soper Cr P W Kett

These members will be selected from a shared Southland Regional Licensing Committee list.

Frequency of meetings:	As required.
Quorum:	A quorum is one member, the Chair, for unopposed applications or applications for temporary authorities and a quorum is three members for opposed applications.
Delegations:	To consider and determine applications made in accordance with the Sale and Supply of Alcohol Act 2012.

8.3 Appointments (and Alternates) to Joint Council Committees

8.3.1 Joint Waste Advisory Group (WasteNet)

Invercargill City Council Members:

Cr I R Pottinger
Cr B R Stewart
Alternate - Cr P W Kett

8.3.2 Southland Regional Heritage Committee

Invercargill City Council Members:
Cr L F Soper
Cr B R Stewart
Alternate - Cr D J Ludlow

8.3.3 Southland Civil Defence Emergency Management Group

Invercargill City Council Members:
The Mayor, W S Clark
Cr T Campbell (alternate)

8.3.4 Regional Transport Committee

Invercargill City Council Members:
Cr R I D Bond
Alternate - Cr A J Arnold

8.3.5 Joint Shareholders Committee – Great South

Invercargill City Council Members:
The Mayor, W S Clark

8.3.6 Connected Murihiku Joint Committee

Invercargill City Council Members:
Cr Broad
Cr Crackett (alternate)

8.4 Appointments to Organisations where the Appointment is Detailed in the Organisations Trust Deed

8.4.1 Invercargill Public Art Gallery Incorporated

Current Mayor or his/her representative and two other representatives:
Cr L F Soper
Cr P M Boyle
Cr S J Broad

8.4.2 Bluff Maritime Museum Trust Board (Incorporated)

The Mayor or the Mayor's nominee and the Chief Executive or Chief Executive's nominee:
Cr L F Soper
Mr M Day, Chief Executive

An annual Statement of Intent is developed by the Trust.

8.4.3 Southland Indoor Leisure Centre Charitable Trust

One representative:
Cr T Campbell

8.4.4 The Norman Jones Foundation

One representative:
(In abeyance)

8.4.5 The Southland Wastebusters Trust

One representative:
(In abeyance)

8.4.6 Invercargill City Charitable Trust

The Invercargill City Charitable Trust aims to provide a number of charitable purposes and objects to the people within the Invercargill district as outlined in the Invercargill City Charitable Trust Deed.

The Trust has a Board (not more than five and not less than two) appointed by the Invercargill City Council:

The Mayor, W S Clark
Cr T Campbell
Cr L F Soper
Cr B R Stewart
Mr M Day, Chief Executive
An annual Statement of Intent is developed by the Invercargill City Charitable Trust.

8.5 Organisations which have Requested a Council Representative and these Requests have been Granted

8.5.1 Southland Youth Futures

Cr D J Ludlow or Cr A H Crackett

8.5.2 Invercargill Youth Council

Cr D J Ludlow or Cr A H Crackett
Cr S J Broad (alternate)

8.5.3 Iwi Liaison

Cr D J Ludlow

8.5.4 Invercargill and Districts Citizens Advice Bureau Incorporated

Cr L F Soper

8.5.5 Southland Warm Homes Trust

Cr L F Soper

8.5.6 Ride Southland Governance Group

Cr P M Boyle

8.5.7 Creative Communities Scheme Invercargill Fund Committee

Cr D J Ludlow
Cr P M Boyle

8.5.8 Active Southland - Active Communities Fund Committee

Cr D J Ludlow

8.6 Details of Council Controlled Organisations and Directors / Trustees

A Council Controlled Organisation is a company or trust in which Council controls 50% of the shares or the voting rights, or appoints more than half the board managing the organisation. They may operate as a trading activity for the purpose of making a profit. Council appoints Directors to Invercargill City Holdings Limited in accordance with Council's appointment policy.

Invercargill City Holdings Limited

The Invercargill City Council is a 100% shareholder in Invercargill City Holdings Limited, a Council Controlled Organisation under the Local Government Act. Invercargill City Holdings Limited is a company registered under the Companies Act 1993 to provide reasonable returns to its shareholder (Invercargill).

Subsidiaries of Invercargill City Holdings Limited

	Ownership	Nature and Scope of Activities
Invercargill City Property Limited	100%	Manage the sales and development of properties.
Electricity Invercargill Limited	100%	Operate a successful electricity distribution network and metering service in the Invercargill and Bluff areas. Invest in the infrastructure, electrical and energy sectors.
Invercargill Airport Limited	97.2%	Provision of airport services at the Invercargill Airport.

Invercargill City Holdings Limited's registered office is in the Invercargill City Council Civic Administration Building, 101 Esk Street, Invercargill.

Invercargill City Holdings Limited has a chairperson and four other directors:

Chair: Mr Brian Wood

Directors: Mr Peter Carnahan
Mr John Schol
Mr Mervyn English
Ms Linda Robertson

Directors are usually appointed to serve three-year terms. Under the Companies Act 1993, subsidiary company directors' primary responsibility is to the best interests of Invercargill City Holdings Limited. The Council cannot lawfully "instruct" the directors.

Invercargill City Holdings Limited in consultation with the Council appoints all directors to subsidiary companies.

Council may comment on the Statement of Intent setting out the objectives of Invercargill City Holdings Limited Group for the coming year.

Copies of this statement may be obtained from the General Manager, Invercargill City Holdings Limited, Invercargill City Council, Private Bag 90104, Invercargill.

8.7 Council Proxy

Appointment as proxy for voting purposes on the Council owned or related companies and companies in which the Council has a financial interest.

The Mayor, W S Clark

8.7.1 Elector Nominations

Nomination as "elector" for the purposes of the Southland Electric Power Supply Consumer Trust.

The Mayor, W S Clark

8.8 Portfolios

8.8.1 Te Unua - Project 1225

Cr G M Dermody

8.8.2 Southern Institute Of Technology

The Mayor, W S Clark

8.8.3 Health

Cr L F Soper, Cr R I D Bond

8.8.4 Homeless Housing

Cr T Campbell, Cr L F Soper

8.8.5 CCTV

The Mayor, W S Clark

8.8.6 Wachner Place

Mayor Clark / Cr Dermody

8.8.7 LGNZ

Cr Crackett (This is a national appointment)

8.8.8 Art Space

Cr Crackett / Cr Soper

8.8.9 Shared Accommodation

Cr Campbell

8.8.10 WasteNet (contract tender)

Cr Pottinger

8.8.11 3Waters (Local Water Done Well)

Mayor Clark / Cr Campbell

8.8.12 Rugby Park

Cr Dermody

8.8.13 Community Wellbeing Grants

Cr Boyle

8.8.14 Southern Trails (GS)

Mayor Clark

8.8.15 Additional Revenue

Mayor Clark / Cr Campbell

8.8.16 Iwi Relationship / District Licencing / Hearing Commissioner Lead

Cr Ludlow

9. Meeting Processes (with Specific Reference to the Applicable Provisions of the Local Government Official Information and Meetings Act 1987 and Standing Orders)

The legal requirements for Council meetings are set down in the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987 (LGOIMA).

All Council and committee meetings must be open to the public unless there is reason to consider some item "in committee" (sometimes also called "public excluded"). Although meetings are open to the public, members of the public do not have speaking rights unless prior arrangements are made with Council. Council's Governance Manager should be contacted before the meeting to arrange this.

LGOIMA contains a list of the circumstances where Councils may consider items with the public excluded. These circumstances generally relate to protection of personal privacy, professionally privileged or commercially sensitive information, and the maintenance of public health, safety and order. The Council agenda is a public document, although parts may be withheld if the above circumstances apply.

The Mayor or Committee Chairperson is responsible for maintaining order at meetings and may, at his or her discretion, order the removal of any member of the public for disorderly conduct, or remove any member of Council who does not comply with Standing Orders.

Minutes of meetings must be kept as evidence of the proceedings of the meeting. These must be made publicly available, subject to the provisions of the LGOIMA.

For an ordinary meeting of Council, at least 14 days' notice of the time and place of the meeting must be given. Extraordinary meetings generally can be called on three working days' notice.

During meetings the Mayor and Councillors must follow Standing Orders (a set of procedures for conducting meetings). The Council may suspend Standing Orders by a vote of 75% of the members present. A copy of the Standing Orders can be obtained from Council's Governance Manager.

10. Consultation Policies

The Local Government Act 2002 (Sections 82, 82A and 83) sets out certain consultation principles and a procedure that local authorities must follow when making certain decisions. This procedure, the special consultative procedure, is regarded as a minimum process for significant Council decisions.

The special consultative procedure consists of the following steps:

- **Step One:** Preparation of a Statement of Proposal and, if necessary to enable public understanding, a summary of information contained in the proposal. The Council must prepare a description of the proposed decision or course of action. The statement must be available for distribution throughout the community and must be available for inspection at the Council office and may be made available elsewhere. That statement must be included on an agenda for a Council meeting.
- **Step Two:** Make it publicly available. The Council must ensure that the statement of proposal, a description of how people can present their views to Council on the proposal and a time period for presenting views on the proposal is publicly available. This has to be made as widely available as is reasonably practicable.
- **Step Three**: Receive views. The Council should acknowledge all written submissions and offer submitters a reasonable opportunity to present their views to Council in a manner that enables spoken (or New Zealand sign language) interaction. The Council must allow at least one month (from the date that the statement is issued) for views to be received.
- **Step Four:** Hear submissions. Council must set aside sufficient time to hear all those submitters who wish to speak to Council on their submission. The hearings must be open to the public.

- **Step Five:** Deliberate in public. All meetings where the Council deliberates on the proposal must be open to the public (unless there is some reason to exclude the public under the LGOIMA).
  All submissions or comments made on the proposal must be made available unless there is reason to withhold them under the LGOIMA.
- **Step Six**: Follow up. A copy of the decision and a summary of the reasons should be provided to submitters. There is no prescribed format for such a summary.

By law, the Council must follow the special consultative procedure before it:
- Adopts a Long-term Plan (LTP).
- Amends a Long-term Plan.
- In some circumstances when Council adopts, revokes, reviews or amends a bylaw.

The Council may be required to use the special consultative procedure under other legislation, and it may use this procedure in other circumstances if it wishes to do so.

Council's Significance and Engagement Policy also requires it to consult if the matter is deemed to be significant as per the policy or Council decides that it should be treated as significant.

Community-Council Engagement Programme

Council accepts that different communities will prefer different forms of engagement with Council, and when preferences become apparent will tailor programmes and means of engagement to particular community preferences. The programme includes use of the community meetings and administrative funding support to Residents' Associations which meet Council criteria.

Support of Residents' Associations

Council will provide financial support up to $5,000 per group to Residents' Associations that meet the criteria listed below:
- The group represents a geographically based community (excluding Bluff, which already receives Council assistance and has a Community Board).
- The group has a community wide perspective (rather than a single issue); with a community development focus which includes consultation with Council.
- There is sufficient interest and support from that community to resource and run the association.
- The group has an appropriate constitution, a system of electing officers and an annual budget.
- Council financial assistance will be towards the actual administration costs, for example, venue hire for meetings, stationery and photocopying, postage, advertising of meetings, surveys, running a website.
- Project funding, if required, would be obtained by the individual groups from other sources.
- Council would provide other support on request, for example, assistance with setting up the group and a dedicated Councillor to attend group meetings.

11. Policies for Liaison with, and Memoranda or Agreements with Maori

Appointed Roles

Appointed representatives of Waihōpai Rūnaka and Te Rūnaka o Awarua are members of the Infrastructure and Community Wellbeing Committees.

They are full members of these decision making bodies to which they are appointed and have full rights as members under standing orders to participate in debate and vote on items. They shall receive all papers and be entitled to attend in-committee parts of any meeting.

Bluff Community Board

Te Rūnaka o Awarua has one advisory role on the Bluff Community Board while they cannot vote, they shall be entitled to debate and receive papers. The Code of Conduct shall also apply.

The Invercargill City Council acknowledges the importance of tikanga Māori and values its relationship with both tangata whenua (Ngāi Tahu) and Ngā Matawaka (other Māori who are not Ngāi Tahu living within Murihiku/Southland).

The four Councils of Southland: Environment Southland (Southland Regional Council), Southland District Council, Gore District Council and Invercargill City Council are charged with fostering Māori capacity to contribute to and participate in local government decision making processes.

The relationship that each Council has with Ngāi Tahu ki Murihiku continues to grow in strength. This has been assisted by the establishment of a Charter of Understanding between Te Ao Marama Incorporated (representing nga runaka) and the councils. This relationship allows Te Ao Marama Inc to form the tomokaka (gateway) for consultation between Māori and the councils.

Councils provide resources such as the provision of technical advice, expertise, information and financial support. Te Ao Marama Inc provides for positive consultation, clarification on matters of significance to Iwi and identifies appropriate persons for consultation. An atmosphere of trust and openness is the cornerstone of the relationship which was formed at the signing of the Charter of Understanding.

The Invercargill City Council remains committed to ensuring that opportunities are promoted and offered for Māori to build capacity and to actively engage across the range of Council's decision-making processes.

12. Management Structure and the Relationship Between Management and Elected Members

The Local Government Act 2002 requires Council to employ a Chief Executive whose responsibilities are to employ other staff on behalf of the Council, implement Council decisions and provide advice to the Council. Under the Local Government Act, the Chief Executive is the only person who may lawfully give instructions to a staff

member. Any complaint about individual staff members should therefore be directed to the Chief Executive, rather than the Mayor or Councillors.

The Chief Executive is Mr Michael Day. The Chief Executive has a performance agreement with the Invercargill City Council, and is employed for a term not exceeding five years (subject to possible extension for up to two more years).

Council management is organised as follows:

COUNCIL
Mayor and Councillors
Mana Whenua Representatives

CHIEF EXECUTIVE
Michael Day

Democratic Process

Chief Executive Office	Community Engagement and Corporate Services	Community Spaces and Places	Consenting and Environment	Finance and Assurance	Infrastructure
▪ Business Transformation ▪ Governance and Legal ▪ Health, Safety and Wellbeing ▪ Risk	▪ Communications ▪ Customer Services ▪ Information Management ▪ Information Services ▪ People and Culture ▪ Strategy, Policy and Engagement	▪ Aquatic Services ▪ Invercargill Libraries ▪ Kaupapa Maori Services ▪ Museum and Heritage Services ▪ Parks and Recreation ▪ Venues and Event Services	▪ Environmental Services ▪ Planning and Building Services incl Property Records	▪ ICHL Group ▪ Financial Planning ▪ Financial Services ▪ Quality Assurance ▪ Procurement	▪ Engineering Services ▪ Infrastructure Operations ▪ Project Management Office ▪ Strategic Asset Planning ▪ Three Waters Operations ▪ Three Waters Strategic Advisor

The Chief Executive and Group Managers can be contacted by phoning (03) 2111 777.

The Chief Executive is responsible for appointing a Privacy Officer in accordance with Privacy Act 2020.

13. Equal Employment Opportunities Policy

Council is committed to ensuring equality of opportunity for all current and prospective employees and to meeting the various legal obligations in the equitable recruitment, selection, development and conditions of employment of employees.

14. Key Approved Planning and Policy Documents and the Process for their Development and Review

The Council has adopted and approved a number of key planning and policy documents to assist it in fulfilling the purpose of local government, performing its role as a local authority and exercising the powers, responsibilities and duties conferred on it.

Long-term Plan

The Long-term Plan sets out the Council's priorities over the medium to long-term.

Information to be included in the Long-term Plan is set out in Schedule 10 of the Local Government Act 2002, and includes community outcomes, finance and infrastructure strategies, groups of activities, development of Māori capacity to contribute to decision making processes, funding and financial statements, forecast financial statements, funding impact statement and significant forecasting assumptions.

Council's 2021-2031 Long-term Plan was adopted in June 2021 and can be found on Council's website (www.icc.govt.nz). The Long-term Plan is reviewed every three years.

Annual Plan

An Annual Plan is developed in the two years between Long-term Plans, showing any changes from what was agreed to in the Long-term Plan. The Annual Plan must be adopted by Council before the start of the financial year (1 July). It can be found on Council's website www.icc.govt.nz.

Annual Report

An Annual Report is prepared at the conclusion of every financial year (30 June). It compares Council's actual activities and performance against what was intended by the Long-term Plan or Annual Plan. The Annual Report also includes a copy of the Council's audited accounts. Annual Reports must be adopted by Council within four months of the end of the year. It can be found on Council's website (www.icc.govt.nz).

Asset and Activity Management Plans

These plans identify and describe in detail the current state and value of Council's assets; the levels of service provided, and to be provided by the assets, and the ongoing expenditure requirements to renew, maintain, and operate and/or further develop the assets. They further identify the levels of service provided, and to be provided, by Council's activities and the associated ongoing expenditure. They can be found on Council's website (www.icc.govt.nz). Activity Management Plans were adopted in 2021 (and reviewed every three years as a part of Long-term Plan process) for the following Council activities:

- Property
- Parks and Recreation (Including Cemeteries)
- Roading
- Sewerage
- Stormwater
- Water
- Regulatory Services
- Arts, Culture and Heritage
- Public Toilets
- Democratic Process
- Housing Care
- Libraries
- Public Transport
- Aquatic Services
- Solid Waste
- Investments
- Corporate Services
- Venues and Events Services

District Plan

The Invercargill City District Plan was prepared in accordance with the Resource Management Act 1991. It contains objectives, policies and methods (including rules and maps) for the sustainable management of the district's natural and physical resources. The Invercargill City District Plan became operative in August 2019. Every section must be reviewed within ten years. District Plans can be found on Council's website (www.icc.govt.nz).

Triennial Agreement

The Triennial Agreement for Southland local authorities (Invercargill City Council, Gore District Council, Southland District Council and Southland Regional Council) details how the Councils will work together is reviewed every three years, and must be adopted by the Councils no later than 1 March 2023 for the 2022 - 2025 triennium.

15. Systems for Public Access to it and its Elected Members

The principal office of Invercargill City Council is located in Invercargill. Contact details for the office are:

Post:	Invercargill City Council Private Bag 90104 Invercargill 9840
Hand deliver:	Helpdesk Te Hīnkai - Civic Building 101 Esk Street Invercargill
Phone:	03 211 1777
Email:	service@icc.govt.nz
Website:	www.icc.govt.nz
Council's Service Centre:	Bluff Service Centre, 12 Gore Street, Bluff

The following are the contact details for the elected members:

William (Nobby) Clark, the Mayor	027 859 9313

Tom Campbell, Deputy Mayor	027 267 9760
Allan Arnold	027 433 6408
Ria Bond	021 396 291
Trish Boyle	027 333 1339
Steve Broad	021 847 021
Alex Crackett	021 535 953
Grant Dermody	022 533 6843
Peter Kett	(03) 215 6206, 027 437 7420
Darren Ludlow	(03) 215 4777, 021 217 2848
Ian (Rangi) Pottinger	(03) 217 4579, 027 432 3597
Lesley Soper	(03) 216 6427, 027 603 8037
Barry Stewart	027 573 7327

Complaints

Council takes complaints seriously and encourages people to come forward if they are not satisfied with the service they have received. As a general rule:

- We do not deal with anonymous complaints.
- Discuss your concern with the Group Manager of the area you are dealing with (if not sure who this is – phone 03 211 1777 and ask).
- If not satisfied with the way things are being handled or the result, write to the Chief Executive.

Complaints are investigated and responded to in accordance with the rules of natural justice.

Complaints about Elected Representatives should be directed to the Mayor.

16. Processes for Requests for Official Information

Under the Local Government Official Information and Meetings Act 1987 (LGOIMA) any person may request information from the Council. Any request for information is a request made under LGOIMA. You do not have to say you are making a request under LGOIMA.

Once a request is made the Council must supply the information unless reason exists for withholding it. The LGOIMA says that information may be withheld if release of the information would:

- Endanger the safety of any person.
- Prejudice maintenance of the law.
- Compromise the privacy of any person.
- Reveal confidential or commercially sensitive information.
- Cause offence to tikanga Māori or would disclose the location of waahi tapu.
- Prejudice public health or safety.
- Compromise legal professional privilege.
- Disadvantage the local authority while carrying out negotiations or commercial activities.
- Allow information to be used for improper gain or advantage.

The Council aims to answer requests for information as soon as reasonably practicable, but must answer requests within 20 working days (although there are

certain circumstances where this time frame may be extended). The Council may charge for official information under guidelines set down by the Ministry of Justice.

In the first instance you should address requests for official information to:

Chief Executive
Invercargill City Council
Private Bag 90104
Invercargill 9840

Email: information.management@icc.govt.nz

Appendix 1 – Legislation which Confers Obligations or Responsibilities on Local Authorities

Airport Authorities Act 1966
Animal Welfare Act 1999
Animals Law Reform Act 1989
Arts Council of New Zealand Toi Aotearoa Act 2014
Auctioneers Act 2013

Biosecurity Act 1993
Building Act 2004
Building Research Levy Act 1969
Burial and Cremation Act 1964
Bylaws Act 1910

Cadastral Survey Act 2002
Charities Act 2005
Chartered Professional Engineers of New Zealand Act 2002
Citizenship Act 1977
Civil Aviation Act 1990
Civil Defence Emergency Management Act 2002
Climate Change Response Act 2002
Commerce Act 1986
Companies Act 1993
Conservation Act 1987
Consumer Guarantees Act 1993
Copyright Act 1994
Crimes Act 1961
Crown Minerals Act 1991

Disabled Persons Community Welfare Act 1975
District Court Act 2016
Dog Control Act 1996

Earthquake Commission Act 1993
Electoral Act 1993
Electricity Act 1992
Employment Relations Act 2000
Energy Companies Act 1992
Environment Act 1986
Environmental Protection Authority Act 2011
Equal Pay Act 1972

Fair Trading Act 1986
Fees and Travelling Allowances Act 1951
Fencing Act 1978
Financial Reporting Act 2013
Fire and Emergency New Zealand Act 2017
Food Act 2014

Gambling Act 2003
Gas Act 1992
Goods and Services Tax Act 1985

Government Roading Powers Act 1989

Hazardous Substances and New Organisms Act 1996
Health Act 1956
Health and Safety at Work Act 2015
Heritage New Zealand Pouhere Taonga Act 2014
Holidays Act 2003
Housing Act 1955
Housing Corporation Act 1974
Human Rights Act 1993

Impounding Act 1955
Income Tax Act 2007
Insolvency Act 2006
Interpretation Act 1999

Land Act 1948
Land Drainage Act 1908
Land Transfer Act 2017
Land Transport Act 1998
Land Transport Management Act 2003
Limitation Act 2010
Litter Act 1979
Local Authorities (Members' Interests) Act 1968
Local Electoral Act 2001
Local Government (Rating) Act 2002
Local Government Act 1974
Local Government Act 2002
Local Government Official Information and Meetings Act 1987
Major Events Management Act 2007
Maritime Transport Act 1994
Minimum Wage Act 1983

National Provident Fund Restructuring Act 1990
New Zealand Bill of Rights Act 1990
New Zealand Geographic Board (Nga Pou Taunaha o Aotearoa) Act 2008
New Zealand Library Association Act 1939
New Zealand Public Health and Disability Act 2000
Ngai Tahu Claims Settlement Act 1998

Oaths and Declarations Act 1957
Occupiers Liability Act 1962
Ombudsmen Act 1975
Overseas Investment Act 2005

Parental Leave and Employment Protection Act 1987
Plumbers, Gasfitters and Drainlayers Act 2006
Privacy Act 2020
Property Law Act 2007
Prostitution Reform Act 2003
Protected Disclosures Act 2000
Public Bodies Contracts Act 1959
Public Bodies Leases Act 1969
Public Records Act 2005
Public Works Act 1981

Queen Elizabeth the Second National Trust Act 1977

Racing Act 2003
Railways Act 2005
Rating Valuations Act 1998
Rates Rebate Act 1973
Remuneration Authority Act 1977
Reserves Act 1977
Reserves and Other Lands Disposal Acts 1926-2003
Reserves and Other Lands Disposal and Public Bodies Empowering Acts 1906-1925
Residential Tenancies Act 1986
Resource Management Act 1991

Sale and Supply of Alcohol Act 2012
Search and Surveillance Act 2012
Secret Commissions Act 1910
Shop Trading Hours Act 1990
Smoke-free Environments Act 1990
Soil Conservation and Rivers Control Act 1941
Sovereign's Birthday Observance Act 1952
Standards and Accreditation Act 2015
Summary Offences Act 1981
Summary Proceedings Act 1957

Te Ture Whenua Māori Act 1993
Telecommunications Act 2001
Transit New Zealand Act 1989
Treaty of Waitangi Act 1975
Trespass Act 1980
Trustee Act 1956

Unit Titles Act 2010
Utilities Access Act 2010

Valuers Act 1948

Waste Minimisation Act 2008
Wild Animal Control Act 1977
Wildlife Act 1953

Invercargill City Council

Delegations Register

Council and Finance

Version 3

2024

Invercargill CITY COUNCIL

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Delegations Register – Council and Finance
Version 3 – July 2024

Part A

1. Introduction

The Delegations Register sets out the delegations made by the Invercargill City Council (Council).

Invercargill City Council relies on a clear distinction between governance and management activities for effective operations. Council is comprised of:

- Elected Members – including Councillors, Bluff Community Board members who have overall responsibilities for Council decisions and activities; and
- Mana Whenua Representatives - who are appointed by Council to represent the two Runaka on the Infrastructure and Community Well Being Committees with full voting rights; and an advisory role on Council, the other Committees (other than the Chief Executive Performance Appraisal Committee) and the Bluff Community Board; and
- The Chief Executive – who is the sole employee of the Elected Members; and
- Council Officers – who are employed by the Chief Executive.

Governance activities are the remit of Elected Members. Management activities are the remit of the Chief Executive, which includes the provisions of the policy advice, as well as implementing the governance decisions made by Elected Members.

In order for a Council to operate efficiently and effectively, the Chief Executive delegates provision of policy advice and decision implementation to Council Officers.

1.1 Purpose

The purpose of the Delegations Register is to define and authorise the scope of:

1. The division between governance and management activities.
2. Council's delegations of governance activities to Council Committees and Bluff Community Board.
3. Council delegations of management activities to the Chief Executive.
4. The Chief Executive's delegations to Council Officers, including the Executive Leadership Team, with these being recorded in the Delegations Register – Chief Executive.

Other aspects of Council's work programmes can be delegated by Council resolution. Separate delegations are not required for Council Officers to undertake any work included in these documents, which are adopted by Council.

The Delegations Register also provides for specific delegations relating to finance, regulatory functions, and specific statutory responsibilities devolved to Council through legislation.

1.2 Structure of the Document

The Delegations Register is structured as follows:

1. Part A

Delegations Framework

This section outlines Council's guiding principles for delegating authority and establishes the legal power for making these delegations. It then establishes the framework through which the delegations are made and structured.

2. Part B

Governance Delegations

This section sets out the delegation of governance powers from Council to Committees and the Bluff Community Board.

Financial Delegations

The delegation of financial powers enables the achievement of Council's objectives and work programme, as adopted in the Long-term Plan and Annual Plan. This section sets the limits of financial delegations to Council Subcommittees and Council Officers.

Statutory Delegations

This section sets out the delegation of the statutory responsibilities to committees, Council officers and external service providers.

Resource Management Delegations to Staff

Council delegates the powers under the Resource Management Act 1991 to Council officers.

2. Statutory Framework

2.1 Legal Authority

The powers, functions and duties of a council are prescribed through various Government Acts and Regulations. The main Acts that impact Council include but are not limited to:

- Local Government Act 2002 and 1974
- Resource Management Act 1991
- Building Act 2004
- Reserves Act 1977
- Local Authorities (Members' Interests) Act 1968

Council cannot delegate any power which is required by law to require a resolution of Council, including under Schedule 7 Clause 32 of the Local Government Act 2002.

Council cannot delegate the power to:

- set a rate
- adopt a bylaw
- borrow money, purchase or dispose of assets, outside of the Long-term Plan
- adopt a Long-term Plan, annual plan or annual report
- appoint the Chief Executive
- adopt policies with consultation requirements prescribed by the Local Government Act 2002, including those associated with the Long-term Plan or developed for the purpose of the governance statement
- approve, adopt and set operative dates for changes and/or variations to resource management plans and policies under the Resource Management Act 1991
- adopt a remuneration and employment policy
- to determine not to follow a recommendation of the Ombudsman following an investigation
- approve or amend Council's Standing Orders
- approve and amend the Code of Conduct for elected members
- establish and determine the structure, terms of reference, and delegated authorities of committees
- appoint and discharge members of committees
- establish a joint Committee with another local authority or public body

2.2 Key Principles

In making decisions about delegated authority, Council and the Chief Executive will take into account the following principles, to enable Council to:

- operate efficiently and effectively
- concentrate on its policy making role, empowering the Chief Executive and Council officers to implement and administer those policies
- carry out Council functions openly and fairly
- provide delegates with the necessary authority to effectively carry out delegated responsibilities
- properly observe all statutory requirements

Other principles observed in the development of the Delegations Register are that delegations will:

- be made to positions, not people
- be recorded in the Delegations Register
- have any updates recorded in an Appendix of subsequent delegations
- commit Council to decisions made by staff with delegated authority
- be reviewed and amended as required, including a review in line with triennial elections

Council retains full responsibility for governance, statutory and financial powers, duties and responsibilities and contract specifications at all times.

2.3 Council's Principle Responsibilities

The purpose of the local government as per Section 10 of the Local Government Act 2002 is:

- to enable democratic local decision-making and action by, and on behalf of, communities, and
- to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future

The governance principles of local government as set out in Section 39 of the Local Government Act 2002 are:

- a local authority should ensure that the role of democratic governance of the community, and the expected conduct of Elected Members, is clear and understood by Elected Members and the community
- a local authority should ensure that the governance structure and processes are effective, open and transparent
- a local authority should ensure that, so far as is practicable, responsibility and processes for decision making in relation to regulatory responsibilities are separated from responsibility and processes for decision-making for non-regulatory responsibilities
- a local authority should be a good employer
- a local authority should ensure that the relationship between Elected Members and management of the local authority is effective and understood

2.4 Responsibilities of the Chief Executive

The Local Government Act 2002 requires Council to delegate the management of the organisation to the Chief Executive in accordance with Section 42 and Schedule 7 Clause 33 – 36, on the terms and conditions that Council consider appropriate.

The Chief Executive is responsible to the elected Council for:

- implementing the decisions of the local authority
- providing advice to members of the local authority and to its community boards, if any
- ensuring that all responsibilities, duties and powers delegated to him or her or to any person employed by the local authority, or imposed or conferred by an Act, regulation, or bylaw, are properly performed or exercised
- ensuring the effective and efficient management of the activities of the local authority
- maintaining systems to enable effective planning and accurate reporting of the financial and service performance of the local authority
- providing leadership for the staff of the local authority
- employing, on behalf of the local authority, the staff of the local authority, (in accordance with any remuneration and employment policy)
- negotiating the terms of employment of the staff of the local authority (in accordance with any remuneration and employment policy)

The Chief Executive is responsible for:

- ensuring, as far as practicable, that the management structure of the local authority:
  - reflects and reinforces the separation of regulatory responsibilities and decision making processes from other responsibilities and decision making processes

  - is capable of delivering adequate advice to the local authority to facilitate the explicit resolution of conflicting objectives
- appointment of independent commissioner(s) to hear, consider and determine all contested resource consent applications in respect of which Council, or a Council Controlled Organisation (CCO), is or could be perceived to be an interested party
- delegating to the Hearing Panel or commissioners all of Council's regulatory powers in respect of hearing, considering and determining all matters relating to resource consents under the Resource Management Act 1991, and to the Hearing Panel action under the Dog Control Act 1996
- delegating to appropriate staff Council's powers to undertake compliance inspection and enforcement in accordance with Council's approved procedures

The Chief Executive is able to delegate any of these powers other than the power to delegate.

2.5 Delegation of Powers to any Other Officer

The Delegation Register – Chief Executive records all delegations from the Chief Executive to Council Officers.

Clause 32B of Schedule 7 of the Local Government Act 2002 provides further delegations of power (with some restrictions) to another Officer of the Council.

3. Authority

All previous delegations were revoked by the resolution, and the delegation made in the governance section of the Delegations Register and other delegations of statutory and finance powers to Committees and Subcommittees and all the delegations made to the Chief Executive and Executive Leadership Team were adopted by Council at its meeting on 30 July 2024.

4. Conduct of Affairs

All Elected Members, Bluff Community Board, Committees, Subcommittees and Joint Committees shall conduct their affairs in accordance with the Local Government Act 2002, Local Government Official Information and Meetings Act 1987 (LGOIMA), Local Authorities (Member's Interest) Act 1968, Council Code of Conduct (with respect to all Elected Members) and Standing Orders.

Part B

5. Governance Delegations

5.1 Introduction

Invercargill City Council's delegation model is designed to enable Committees of Council to undertake their roles consistent with their terms of reference. The use of delegated authority to the most appropriate level of the organisation enables Council to achieve the purpose of local government as prescribed in the Local Government Act 2002, which is:

- to enable democratic local decision-making and action by and on behalf of communities; and
- to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

When a statute or regulation empowers Council to carry out a decision making function, that decision must be made by resolution of the full governing body, unless the statute or regulation permits delegation to a Committee, Subcommittee or Council Officer.

The business to be delivered and administered by Council is significant and wide-ranging, implementing the requirements of many statutes, and associated regulations, Council plans, policies, bylaws and other services. Without delegation, Council's operations and administration would not be efficient, effective or timely in delivering services.

The body or person to whom powers are delegated will usually exercise the delegated power but is not obliged to do so. Delegates may choose not to exercise authority when a matter becomes of high public interest, or the issues involved continue or are high risk.

5.2 Expectations of Committees

Within the areas of jurisdiction, each Committee is expected to:

- report minutes of all meetings to Council
- observe and pursue the goals, objectives and strategies in any strategic plan adopted by full Council
- maintain regular communication with other committees and full Council to ensure that the widest possible good is achieved for the community
- ensure appropriate consultation and communication are undertaken with the community and affected stakeholders
- monitor and respond to changes in legislation governing their jurisdiction
- support Council staff to achieve programmes and projects contained in the Long-Term Plan

All Committees will operate within:

- the policies, plans, standards or guidelines established and approved by Council
- the overall priorities of Council
- the needs of people in the Invercargill City District
- the approved budgets for the activity

5.3 Committees

Council has established four Committees:

- Infrastructure and Projects Committee
- Community Wellbeing and Regulatory Committee
- Risk and Assurance Committee
- Finance and Policy Committee

Legislative Basis for the Committees:

Legislative Basis	Committee constituted by Council as per Clause 30 (1) (a) Schedule 7 of the Local Government Act 2002 Committee delegated powers by Council as per Clause 32 Schedule 7 of the Local Government Act 2002

Legislative basis for all Committees are the same as set above unless it stated otherwise in the following pages.

5.3.1 Infrastructure and Projects Committee

Type of Committee	Committee
Responsible to	Council
Membership	Twelve Elected Members and two appointed Mana Whenua representatives
Quorum	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd
Frequency of Meetings	Week 1 of each month
Scope of Activities	▪ Community Facilities including public toilets ▪ Transport networks including passenger transport ▪ Street lighting ▪ Traffic control and parking (excluding enforcement) ▪ Regional Transport Committee ▪ Water ▪ Wastewater ▪ Stormwater ▪ Solid Waste Management including transfer stations and waste minimisation ▪ WasteNet Joint Committee ▪ Recycling ▪ Property Portfolio, including Investment Property and Housing Care ▪ Development of bylaws and polices within the areas of responsibility, for recommending to Council ▪ Policies and strategies relating to items within Infrastructure Terms of Reference ▪ Road stopping and closures and street naming ▪ All projects managed by the Project Management Office ▪ Performance monitoring of non-financial Key Performance Indicators within the scope of activities.
Delegations	The Committee has the delegated authority to make decisions only for the purposes of road stopping and closing.

Relationship with Other Parties	The Committee is also responsible for liaising with key stakeholders/partners and Joint Committees within the field of references.
Contact with Media	Responsibility of Chair unless otherwise determined

5.3.2 Community Wellbeing and Regulatory Committee

Type of Committee	Committee
Responsible to	Council
Membership	Eleven Elected Members and two appointed Mana Whenua representatives
Quorum	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd.
Frequency of Meetings	Week 2 of each month
Scope of Activities	▪ Arts, Culture and Heritage, including Te Kupeka Tiaki Taoka – Southern Regional Collections Trust, IPAG, Bluff Maritime Museum, Southland Regional Heritage Committee ▪ Parks and Reserves, including sports fields ▪ Swimming pools ▪ Libraries ▪ Venues (includes Civic Theatre / Scottish Hall) ▪ Cemetery and Crematorium ▪ Festivals and Events ▪ Community Development / External Relationships ▪ Communications and engagement ▪ Business, economic development, tourism including Great South ▪ Environmental regulatory matters including alcohol licensing ▪ Environmental policy including District Plan ▪ Policies and strategies related to compliance, monitoring and enforcement ▪ Development of bylaws within the areas of responsibility, for recommendation to Council ▪ Youth Council ▪ Community Wellbeing Fund Committee is a subcommittee and reports to this committee ▪ Temporary alcohol bans ▪ Performance monitoring of non-financial Key Performance Indicators within scope of activity
Delegations	The Committee has the delegated authority to make decisions only or the purposes of alcohol temporary bans.
Relationship with Other Parties	The Committee also responsible for liaising with key stakeholders/partners and Joint Committees with in the field of references
Contact with Media	Responsibility of Chair unless otherwise determined

5.3.3 Risk and Assurance Committee

Type of Committee	Committee
Responsible to	Council
Membership	Eight members, or such other number of members as the Council may determine, of which at least five are a member of the Council. In all cases, the Committee's total membership will be a minimum of two external independent appointees. The Chair of the Committee shall be an external independent appointee
Quorum	A quorum shall be half of the members (including vacancies) if the number is even, and a majority (including vacancies) if odd and must at any time have at least one external independent appointee
Frequency of Meetings	Bi-monthly, Week 3 of the month – alternate month to Finance and Projects Committee
Scope of Activities	The Committee has authority to recommend to Council for decision. ▪ Council's treasury policies and functions ▪ Council's Annual Report ▪ Audit processes and management of financial risk, including fraud ▪ Organisational Risk Management, including business continuity ▪ External Audit ▪ Internal controls and internal audit (where necessary) ▪ Health and Safety ▪ Statutory compliance ▪ Related party transactions and executive/elected representative expenditure

5.3.4 Finance and Policy Committee

Type of Committee	Committee
Responsible to	Council
Membership	Eight Elected Members and two appointed Mana Whenua representatives
Quorum	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd
Frequency of Meetings	Bi-monthly, Week 3 of the month – alternate month to Risk and Assurance Committee
Delegations	▪ Council's financial performance ▪ Performance of investment property ▪ Related party transactions and sensitive expenditure ▪ Statement of Intent, including ICHL. ▪ Strategic projects - other than those managed by the Project Management Office. ▪ Review the business plan, budget assumptions and budget prior to Council approval. ▪ Review management accounts, with senior management, during the course of the year to ensure the Council financial situation is being adequately managed and reported to the Council as appropriate. ▪ Review and approve the Council accounting policies. ▪ Review and approve the Council financial policies, including the authority to commit expenditure.

	▪ Review forecasts and the underlying methodology during the year to ensure appropriate financial control of the year-end result is in place. ▪ Review of final year position in conjunction with budget. ▪ Development of bylaws and policies not within the areas of responsibility for Infrastructure and Projects and Community Wellbeing and Regulatory Committees, for recommendation to Council.

5.3.5 Chief Executive Performance Appraisal Committee

Type of Committee	Committee
Responsible to	Council
Membership	Three Elected Members including the Mayor
Quorum	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd
Frequency of Meetings	Four times per year, as needed.
Purpose	The purpose of the Committee is to enable Council to meet its good employer obligations to its Chief Executive. These obligations, as well as those of the Chief Executive, are set out in the Local Government Act 2002, in employment law generally and in the Chief Executive's employment agreement.
Scope of Activities	Effective monitoring of the Chief Executive Officer's performance and has the authority to undertake the annual remuneration review.
Delegations	The Committee has the power to: 1. Agree the annual performance objectives with the Chief Executive. 2. Conduct the performance review required in the employment agreement between Invercargill City Council and the Chief Executive. 3. Provide feedback and support to the Chief Executive and undertake performance reviews, all consistent with the process and timeline in the relevant performance agreement 4. Report the outcome of the annual review of the Chief Executive's performance and make recommendations to Council on the outcome of that review for approval 5. Review the Chief Executive's remuneration and package in accordance with the employment agreement and make recommendations to Council for approval 6. Agree with the Chief Executive on how the administration needs of the Committee will be met
Limitations	The power to adopt a remuneration and employment policy cannot be delegated by Council (Local Government Act 2002, Schedule 7, clause 32(1(h)).

5.4 Other Committees

5.4.1 Hearing Panel

Type of Committee	Committee
Membership	Four (4) Councillors (Chair and three members)
Quorum	The quorum for each Hearing Panel is three (3) members including a qualified Chairman.
Frequency of Meetings	As required
Scope of Activities	The hearing panel is responsible for hearing, considering and deciding applications under the Resource Management Act 1991, Dog Control Act 1996 and Gambling Act 2003
Delegations	▪ Pursuant to Section 34 of the Resource Management Act 1991, the authority to hear and determine any applications for resource consent within the Council's jurisdiction in the Invercargill City District which require a Committee decision or a hearing except where Council resolves to appoint an independent commissioner or Commissioners to hear and determine an individual consent application ▪ Pursuant to the Dog Control Act 1996 and Section 22 (Probationary Owners); Section 25 and 26(Disqualify Owners); Section 31 (Dangerous Dogs); Section 33B, 33C and 33D (Menacing Dogs); Section 71 (Retention of Dogs Threatening Public Safety); Section 55 (Barking Dogs) of that Act, the authority to hear and determine objections under the above sections; and ▪ Pursuant to the Gambling Act 2003 and the Council's ''Board Venues'' and ''Class 4 Gambling Venues'' policies, the authority to hear and determine applications for territorial authority consent

5.4.2 Invercargill District Licensing Committee

Type of Committee	Committee
Responsible to	The Alcohol and Regulatory Licencing Authority/Reports to Council
Legislative Basis	Section 186 of Sales and Supply of Alcohol Act 2012 Committee constituted by Council as per Clause 30 (1) (a) and delegated powers
Membership	Four (4) Councillors (Chair and three members)
Quorum	A quorum is one member, the Chair, for unopposed applications or applications for temporary authorities and a quorum is three members for opposed applications
Frequency of Meetings	As required
Scope of Activities	The Invercargill District Licensing Committee is responsible for considering and determining license applications, renewals, variations, suspensions and cancellations in accordance with the Sale and Supply of Alcohol Act 2012. It is also responsible for considering and determining applications for temporary authority and conducting inquiries and making reports to the Alcohol Regulatory and Licensing Authority
Delegations	To consider and determine applications made in accordance with the Sale and Supply of Alcohol Act 2012

5.4.3 Community Wellbeing Fund Subcommittee

Type of Committee	Subcommittee
Responsible to	Community Wellbeing Committee
Legislative Basis	Committee constituted by Council as per Clause 30 (1) (a) Schedule 7 of the Local Government Act 2002 Committee delegated powers by Council as per Clause 32 Schedule 7 of the Local Government Act 2002
Membership	Five members to be elected representatives, with the Mayor also able to join in his role on all committees. Up to four additional members to be nominated from the community, via recognised community groups, including a youth representative. Chair to be an elected member of Invercargill City Council. Membership will be determined in line with the Standing Orders of Council.
Quorum	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd. In either case, a majority of members present must be Invercargill City Councillors. In the event of an elected member being unable to attend, they may appoint another elected member to attend in their place in order to achieve quorum.
Frequency of Meetings	Every two months
Administration	The Strategy and Policy team will provide analysis of project applications and advice, and the Governance and Legal team will provide secretarial support.
Scope of Activities	▪ Responsible for considering applications, determining and approving funding for projects promoting community wellbeing within the Invercargill City District. ▪ Responsible for considering applications, determining and approving funding for the applications in line with Council's Community Wellbeing Fund Framework.
Delegation	The Committee to consider and approve applications for funding of projects promoting community wellbeing within the Invercargill City District in accordance with the Community Wellbeing Fund framework.

5.4.4 City Centre Heritage Steering Subcommittee

Type of Committee	Subcommittee
Responsible to	Community Wellbeing Committee
Legislative Basis	Committee constituted by Council as per Clause 30 (1) (a) Schedule 7 of the Local Government Act 2002 Committee delegated powers by Council as per Clause 32 Schedule 7 of the Local Government Act 2002
Membership	Four (4) Councillors
Quorum	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd.
Frequency of Meetings	Every two months

Scope of Activities	The purpose of the group is to provide a coordinated approach to the support, promotion and preservation of built heritage within Invercargill City Centre
Delegation	To determine and decide allocations of City Centre Heritage Strategy-related funding and repainting funding, with an authorisation limit of $50,000 per application

5.4.5 Bluff Community Board Bursary Subcommittee

Type of Committee	Subcommittee
Responsible to	Bluff Community Board
Membership	Committee constituted by Council as per Clause 30 (1) (a) Schedule 7 of the Local Government Act 2002. Committee delegated powers by Council as per Clause 32 Schedule 7 of the Local Government Act 2002.
Membership	Any three members of the Bluff Community Board.
Quorum	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd.
Frequency of Meetings	Once a year or when required.
Administration	The Bluff Service Centre will provide required administration support.
Purpose	To facilitate and encourage the opportunities by which members of the Bluff community can undertake tertiary or university education.
Scope of Activities	▪ Responsible for considering applications, determining and approving allocation of the Bursary. ▪ Responsible for considering applications, determining and approving allocation of the Bursary in line with Bluff Community Board Bursary Framework.
Delegations	The Committee to consider applications for Bluff Community Board Bursary funding and allocation of the Bursary. Confirmation of the award of the Bursary will be made when the committee has received verification of the Bursar's enrolment.

5.4.6 Director Appointment Committee

Type of Committee	Committee
Responsible to	Council
Membership	Four (4) members: ▪ The current chair of ICHL or his/her nominee, and /or ▪ A member of the Institute of Chartered Accountants, and/or ▪ An employment specialist (who is a member of Institute of Directors), and/or ▪ A member of Institute of Directors (Chair will be determined by the Committee)
Quorum	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd
Frequency of Meetings	As required
Scope of Activities	The Committee is responsible for recommending to Council candidates for directorships on the ICHL Board and the subsidiary companies of ICHL
Delegations	Nil

5.5 Joint Committees

Council may unite with any one or more local authorities or other public bodies in appointing a joint committee in accordance with Clause 30A Schedule 7 of the Local Government Act 2002.

Invercargill City Council and other local authorities within the region have formed a number of joint committees, with terms of reference to address the specific subject matters.

Any committee appointed will be considered to be both a Committee of Invercargill City Council and a Committee of the other local authority or public body, unless otherwise specified by legislation. In forming any such committee, Council must reach agreement with the other local authorities or public bodies involved which must specify the number of members, how the chairperson and deputy chairperson are to be appointed, the terms of reference of the Committee, what responsibilities are to be delegated to the Committee an how the agreement may be varied.

The powers to discharge any individual member and appoint another will be exercisable by the local authority or public body that made the appointment.

5.5.1 Joint Waste Advisory Group (WasteNet)

Type of Committee	Joint Committee
Subordinate to	Councils ▪ Gore District Council (GDC) ▪ Invercargill City Council (ICC) ▪ Southland District Council (SDC)
Legislative Basis	Joint Committees delegated powers by Council as per Schedule 7, Clause 30A, Local Government Act 2002
Membership	Membership of the joint Committee shall comprise of the following: ▪ Two Councillors, Invercargill City Council ▪ Two Councillors, Southland District Council ▪ Two Councillors, Gore District Council
Quorum	A quorum shall be half of the members (including vacancies) if the number is even, and a majority (including vacancies) if odd and must at any time have an elected member from each local authority
Meetings	The Joint Committee will meet on an as required basis
Standing Orders	The current Standing Orders of the administering authority (Invercargill City Council) shall govern the conduct of the meetings
Administering Authority	The administering authority will be Invercargill City Council and will provide administrative support and leadership of the Joint Committee
Reporting	The Committee will report to each member authority
Delegations	The functions and responsibilities of the Waste Management Advisory Group are to: 1. Be the high level decision making Committee for the implementation and carrying out of the WasteNet activities within the delegations from each of the WasteNet Councils 2. Receive and approve financial monitoring reports as to the accounting between the WasteNet Councils in relation to the WasteNet activities 3. Report to each constituent WasteNet Council as to the WasteNet activities outcomes 4. Develop policies to ensure the smooth implementation and

	operation of the WasteNet activities 5. Provide a forum for: a) The exchange of views and information relevant to the management of waste for each of the WasteNet Council territories; b) Discussion as to the effectiveness of the services contracts including ways in which value can be added to the parties through the services contracts and the implementation of the WasteNet Southland Business Plan; c) The identification of opportunities for joint waste management and minimisation initiatives d) Identification and resolution of points of tension or difficulties between the WasteNet Councils as to their respective roles under the services contracts and this agreement 6. Receive reports and recommendations from the WMG and approve recommendations as permitted by each separate WasteNet Council's delegations 7. Formulate recommendations in relation to the services contracts, waste disposal and minimisation strategies and the implementation of the WasteNet Southland Business Plan for consideration by the joint Committee and each of the WasteNet Councils as appropriate 8. Make recommendations to the WasteNet Councils in relation to the following: a) The exit by the WasteNet Council from any or all of the services contracts; b) The inclusion of other territorial authorities into any of the services contracts or into WasteNet Southland 9. Make decisions generally (in accordance with each Council's delegations) in relation to the implementation of the WasteNet Southland Business Plan 10. Make recommendations to the WasteNet Councils and/or decisions (in accordance with each WasteNet Council's delegations) in relation to the Regional Landfill Contract as to the following: a) The portion of funding of general waste management and waste minimisation costs to be recovered through landfill charges; b) Landfill pricing for authorised users and requests from the landfill operator for approval of major industrial users 11. Make recommendations to the WasteNet Councils and/or decisions (in accordance with each WasteNet Council's delegations) in relation to the Recyclables Acceptance Contract as to the following: a) The exercise of the WasteNet extension right pursuant to clause 2.5; b) The modification of the contract conditions in connection with exercise of the WasteNet extension right pursuant to clause 2.5; c) The allocation of the contract price payable under the contract as between the WasteNet Councils; d) The apportionment of the revenue share payment received by the WasteNet Councils under the contract 12. Make recommendations to the WasteNet Councils and/or decisions (in accordance with each WasteNet Council's delegations) in relation to the Collection and Transfer Stations Contract as to the following: a) The exercise of the WasteNet Extension Right pursuant to

	clause 2.3; b) The modification of the contract conditions in connection with exercise of the WasteNet extension right pursuant to clause 2.3 13. Exercise such powers or functions as shall be delegated to the WAG by the WasteNet Councils (either together or separately) 14. Carry out such other functions and responsibilities as the WasteNet Councils shall agree shall be functions and responsibilities of the WAG

5.5.2 Regional Heritage and Museums Joint Committee (Southland Regional Heritage Committee)

Type of Committee	Joint Committee
Subordinate to	Councils ▪ Gore District Council (GDC) ▪ Invercargill City Council (ICC) ▪ Southland District Council (SDC)
Legislative Basis	Joint Committees delegated powers by Council as per Schedule 7, Clause 30A, Local Government Act 2002
Membership	Membership of the joint Committee shall comprise of the following: ▪ Two Councillors, Invercargill City Council ▪ Two Councillors, Southland District Council ▪ Two Councillors, Gore District Council ▪ One iwi representative may be appointed by the Committee Other Committee members may be appointed by the Committee being persons who have the skills, attributes or knowledge that may assist the work of the Committee
Quorum	A quorum shall be half of the members (including vacancies) if the number is even, and a majority (including vacancies) if odd and must at any time have an elected member from each local authority
Meetings	The Joint Committee will meet on an as required basis
Standing Orders	The current Standing Orders of the administering authority (Invercargill City Council) shall govern the conduct of the meetings
Administering Authority	The administering authority will be Invercargill City Council and will provide administrative support and leadership of the Joint Committee
Reporting	The Committee will report to each member authority
Delegations	The Committee shall have such powers, functions and duties as are necessary to carry out the objects and goals set out in the Southland Regional Heritage Joint Committee Heads of Agreement 2017-24

5.5.2 Connected Murihiku Joint Committee

Type of Committee	Joint Committee
Subordinate to	Councils ▪ Gore District Council (GDC) ▪ Invercargill City Council (ICC) ▪ Southland District Council (SDC)
Legislative Basis	Joint Committees' delegated powers by Council as per Schedule 7, Clause 30A, Local Government Act 2002.
Membership	Membership of the joint committee shall comprise of the following:

	▪ Iwi representation from the four Murihiku Papatipu Rūnanga – Te Rūnanga o Awarua, Te Rūnaka o Oraka/Aparima, Te Rūnanga o Hokonui, Te Rūnaka o Waihōpai (to be determined by themselves) ▪ One councillor and one alternate from Gore District Council (TBC) ▪ One councillor and one alternate from Invercargill City Council (TBC) ▪ One councillor and one alternate from Southland District Council (TBC) ▪ At least three Community representatives selected to represent the interests of the diverse Murihiku community bringing relevant skills experience and mana, with the final number and selection to be determined by the selection committee.
Term of membership	Eighteen (18) months
Term of the project	The Joint Committee shall operate for a period no less than 18 months and agree continuation beyond this point with the three Territorial Local Authorities if required
Quorum	Will be updated A quorum shall be half of the members (including vacancies) if the number is even, and a majority (including vacancies) if odd and must at any time have an elected member from each of the territorial local authority
Reporting	The committee will report to each member authority via the minutes of the Joint Committee.
Administering Authority	The administering authority will be Invercargill City Council and will provide administrative and governance support of the Joint Committee.
Standing Orders	The current Invercargill City Council Standing Orders of the administering authority shall govern the conduct of the meetings.
Administering authority's voting structure	As per current Standing Orders of the administering authority - **Decisions by majority vote/Mā te nuinga e whakatau** Unless otherwise provided for in the LGA 2002, other legislation, or standing orders, the acts of, and questions before, Invercargill City Council (including the Bluff Community Board) must be decided at a meeting through a vote exercised by the majority of the members that are present and voting. *LGA 2002, sch 7, cl 24(1).*
Process for changes to the Terms of Reference	The Joint Committee to determine and agree on appropriate changes for recommendation to each member authority. E.g. An alternate and appropriate voting structure could be agreed and recommended.
Code of Conduct	In accordance with clause 16 of Schedule 7 of the Local Government Act 2002 (LGA 2002) and applies to all members, and all appointed members to the Joint Committee will agree to be bound by the Code of Conduct. The Joint Committee, in addition, could adopt its own governing principles for members' conduct.
Meetings	The Joint Committee shall meet as and when necessary to carry out its functions, and the meetings shall take place no less than three times annually.
Delegations	The functions and responsibilities of the Connected Murihiku Joint Committee are: 1. Recruitment and selection of the project coordinator 2. Monitor and support the delivery of project milestones for the core Ministry of Business, Innovation and Employment (MBIE) contract noting ICC's responsibility in this area 3. Support the coordinator in seeking external funding

	4. Noting the transitional nature of the Joint Committee, support the coordinator to develop an ongoing governance structure to guide the project 5. be the high level decision making committee for the implementation and carrying out of the activities 6. receive reports and recommendations from the coordinator 7. receive and approve financial monitoring reports as to the accounting in relation to the activities 8. provide a forum for: a. the exchange of views and information relevant to the goal of the project; b. discussion as to the effectiveness of the activities including ways in which value can be added through partnership and by building social connections across the region c. the identification of opportunities for joint initiatives d. identification and resolution of points of tension or difficulties 9. review terms of reference and make recommendations to the administering authority in relation to the following: a. the exit by a territorial local authority from any or all of the activities b. the inclusion of other territorial authorities into any of the activities c. vacancy in membership arising from vacating of post 10. make decisions generally in relation to the implementation of the Connected Murihiku project

5.6 Bluff Community Board

Pursuant to Clause 32 of Schedule 7 of the Local Government Act 2002, Council delegates the responsibilities, duties and powers listed below to community boards to exercise within their communities.

Any decision by the Bluff Community Board must be consistent with policies or standards or resolutions adopted by Council (whether or not specifically referred to in the delegations below), the needs of their local communities and the approved budget for the activity.

It is Council's intention that Bluff Community Board exercises their delegations in respect of local activities. For District activities which are the responsibility of Council, Community Board will have the power to review and make recommendations to Council on the levels of services on the understanding that Council will be operating on a district-wide minimum levels of service.

Type of Committee	Community Board
Responsible to	Council
Membership	Five (5) members elected by the local authority triennial elections and a member appointed by the Council. (Chair, Deputy Chair, three (3) members and a member appointed by Council) There is an advisory role to the Bluff Community Board for Te Rūnanga o Awarua.
Quorum	A quorum shall be half of the members (including vacancies) if the number of members is even, and a majority (including vacancies) if the number of members is odd

Frequency of Meetings	Every six weeks
Key Functions	▪ To promote the social, economic, environmental and cultural well-being of local communities and in doing so contribute to the realisation of Council's vision of one District offering endless opportunities ▪ To provide leadership to local communities on the strategic issues and opportunities that they face ▪ To be advocates and representatives for their local community and in doing so ensure that Council and other agencies have a clear understanding of local needs and aspirations ▪ To be decision-makers on issues that are delegated to the Board by Invercargill City Council ▪ To develop relationships and communicate with key community organisations, special interest groups, residents and business within the community organisations, special interest groups, residents and business within the community ▪ To maintain an overview of the services Council delivers to its communities and assess the extent to which these services meet community needs ▪ To recommend the settings of levels and budgets for local activities
Delegations	The Bluff Community Board has the authority to exercise any of the powers granted to the Council, with the exceptions of: ▪ Those powers specially excluded by the law ▪ Those powers delegated to Officers by Council ▪ Those powers which would by the exercise of those powers, have an effect beyond the community of the Community Board Involved ▪ Resource consent applications ▪ Those matters specifically delegated to the Standing Committees of Council
Limits to Delegations	▪ No financial or decision making delegations other than those specifically delegated by Council ▪ The Community Board shall not expand funding on purposes for which that funding was originally raised and in accordance with the budgets approved by Council through its Long-term Plan / Annual Plan ▪ In accordance with the provisions with section 39(2) of Schedule 7 of the Local Government Act the Board may not incur expenditure in excess of the approved budget
Contact with Media	Responsibility of Chair only

6. Financial Delegations

6.1 Introduction

This policy applies to all procurement and expenditure of Invercargill City Council.

6.1.1 Delegation Process

Ultimate authority for the conduct of business by and within Invercargill City Council rests with the Council. The Council delegated authority, within certain prescribed parameters to the Chief Executive so as to facilitate and encourage effective and efficient management of the Council. In turn, the Chief Executive delegated aspects of his authority to the members of Senior Management.

6.1.2 Delegation to Others

Delegated authority cannot be passed on to others or changed in any way, unless it is able to be authorised as noted under the "Delegation Possible?" column in the tables within sections 6.2 to 6.5 of this policy. Authority delegated to others must be temporary and must specify the period for which the delegation is to apply. The delegation must be recorded on the purpose of audit.
This delegation of authority does not amount to the delegation of responsibility.

6.1.3 Consultation with Others

Even if an employee has apparent authority, it is often prudent to consult with your manager to ensure the best decision is made.

6.1.4 Conflict

If there is any possible conflict with Council policy, dispute, appearance of impropriety or conflict of interest, it is also necessary to consult with your manager prior to action being taken. Behaviour is governed by the Employee Handbook and Code of Conduct found on the intranet.

6.1.5 Fiscal Prudence

A manager must operate within the constraints of the budget and managers must be prepared to account for and explain any expenditure incurred.

6.1.6 Variations

Where any final invoice from a creditor varies by more than 10% of the approved commitment, the invoice must be authorised by a staff member with appropriate authority to approve the new total value of the invoice.

6.1.7 Policy Review

This policy will be reviewed on an annual basis by the Group Manager - Finance and Assurance.

6.1.8. Related Documents

The delegations will be subject to a range of policies which cover how staff can procure services, which are currently under development.

6.1.9 GST

All figures in the tables below are GST exclusive.

6.2 Expenditure

Expenditure commitment is the point where staff will incur a liability on the company, for example, the issue of a Purchase Order to a supplier. Where a Purchase Order has not been issued, the approval will be given prior to payment of the invoice. Staff have the authority to incur all necessary expenditure for achieving business goals provided they have pre-approval (refer Section 6.2), consideration has been given to the budget, and is within the limits shown below. Refer to Purchasing Policy for methods of purchase (expenditure commitment).

6.2.1 Capital Expenditure

Capital expenditure is for an item that is not an operating expense. It includes renewals, level of service capital and growth capital work. Capital work is included in the LTP and Annual Plans and all capital expenses must reference back to the Annual Plan adopted by Council. It is important to note that the adoption of the Annual Plan, or the LTP does not authorise the expenditure to be incurred. The Plan makes funding provision for the work and authorisation for spending is within delegations.

This policy includes a concept of 'pre-approval'. Pre-approval is authorisation from the appropriate delegation level for the spending to be committed. Pre-approval needs to be obtained prior to the procurement process commencing.

ITEM	CHIEF EXECUTIVE	GROUP MANAGERS	OTHER CE DIRECT REPORTS	TIER3 MANAGER/ COST CENTRE MANAGERS	COST CENTRE MANAGER REPORTS	DELEGATION POSSIBLE?	NOTES
PRE-APPROVAL							
Budget and amp expenditure	$2,000,000	$500,000	$10,000	No authority	No authority	No	Approvals over $500,000 and are not budgeted are to be detailed in the quarterly management report to Community Wellbeing Committee
IT software and hardware, mobile phones and motor vehicles[1]		Information services standard issue only (like for like basis)	No authority	No authority	No authority	No	
Expenditure not in budget and amp	$200,000	$10,000	$2,000	No authority	No authority	No	
COMMITMENT AND PAYMENT							
Contract Acceptance for Approved Capital projects	Unlimited All items over $500,000 reported to the council	$500,000	$100,000	No authority	No authority	No	Pre-approval required. Refer purchasing policy. Approvals reported in quarterly management report
Capital expenditure[2] including Purchase orders	$2,000,000	$100,000	$50,000	$20,000	$10,000	Yes with written approval by CE	
Progress Payments for Approved contracts	Unlimited	Unlimited	$1,000,000	Up to $500,000	No authority	Yes with written approval by CE	Authority to approve payments subject to the contract terms where satisfied that the services have been delivered. Dual signature requirements will remain
Contract Variations for Approved Projects[3]	$500,000	$200,000	$20,000	No authority	No authority	No	

[1] This applies to all NEW requirements for Information Services & Phone equipment. Replacement equipment for existing roles is to be approved by the GM.
[2] The Delegated Authority for individual staff members is managed within the Purchasing Requisition System (PRS).
[3] Contract variations that exceed the original contract approval require re-approval. Contract variations that exceed the original capex request by the lesser of 10% of the project value or $100,000 requires further approval by the original approver and therefore section 6.1 applies.

6.2.2 Operational Expenditure (OPEX)

ITEM	CHIEF EXECUTIVE	GROUP MANAGERS	OTHER CE DIRECT REPORTS	TIER3 MANAGER/ COST CENTRE MANAGERS	COST CENTRE MANAGER REPORTS	DELEGATION POSSIBLE?	NOTES
PRE-APPROVAL							
Hiring of Professional Advisors/ Consultants	Unlimited within the annual budget	$50,000	$10,000	No authority	No authority	No	
Training, Conferences and Courses	Unlimited within the annual budget	3 day, single attendance in New Zealand up to a value of $5,000[4]. No employee to authorise their own	3 day, single attendance in New Zealand up to a value of $2,500. No employee to authorise their own	1 day, single attendance up to a value of $1,000. No employee to authorise their own	No authority	No	Papers to be published or given at a Conference must be approved by the CE. All attendees must be notified to People and Capability
Travel - Domestic[5]	Unlimited within the annual budget	Within budget limits. No employee to authorise their own.	Within budget limits. No employee to authorise their own.	Within budget limits. No employee to authorise their own travel	No authority	No	
- Overseas	Unlimited within the annual budget	No authority	No authority	No authority	No authority	No	All requests by memorandum justification to the CE

[4] Includes travel, accommodation and related expenses.
[5] This applies to external booking of travel services only.

ITEM	CHIEF EXECUTIVE	GROUP MANAGERS	OTHER CE DIRECT REPORTS	TIER3 MANAGER/ COST CENTRE MANAGERS	COST CENTRE MANAGER REPORTS	DELEGATION POSSIBLE?	NOTES
COMMITMENT AND PAYMENT							
Operating Expenditure[4] including Purchase Orders	Unlimited within the annual budget	$100,000 Refer 6.3.1 for exceptions	$50,000 Refer 6.3.1 for exceptions	$20,000 Refer 6.3.1 for exceptions	$10,000 Refer 6.3.1 for exceptions	Yes with written approval by CE	Refer Purchasing Policy. Approvals reporting in Quarterly Management Report
Establishing Expenditure Construction & Supply Contracts	Unlimited within the annual budget	Up to $2,000,000 and 36 months duration per contract	$200,000	No authority	No authority	Yes with written approval by CE only	
Operating Leases or multi-year commitments	$1,000,000	$20,000 of annual value	$10,000 of annual value	No authority	No authority	Yes with written approval by CE only	

6.3 Commitment and Approvals for payment

6.3.1 Exceptions to Standard Delegated Authorities

The table below describes approved exceptions to the above general policy for operating expenditure commitments of a specific nature. Only the Chief Executive may approve changes to these exceptions.

Position Description	Business Group	Delegated Authority	Commitment Type
GM – Finance and Assurance	Finance	NB: value limit deleted	FBT, GST, Income tax, Insurance, Payment of Interest, and repayment of loans, Payroll, PAYE, ACC
Manager - People and Capability	Chief Executive Office	NB: value limit deleted	Payroll, PAYE, ACC

6.4 Other Financial Commitments

Other financial transactions and external agreements that impact the liabilities of the company.

6.4.1 Capital Expenditure

Item	Chief Executive	Group Managers	Other CE Direct Reports	Tier3 Manager/ Cost Centre Managers	Cost Centre Manager Reports	Delegation Possible?	Notes
Single Item Asset Sales or Write-Off - if budgeted	$100,000 NBV[6]	$10,000 NBV	$5,000 NBV	No authority	No authority	No	

[6] NBV = Net Book Value.

6.4.2 Operating Expenditure

Item	Chief Executive	Group Managers	Other CE Direct Reports	Tier3 Manager/ Cost Centre Managers	Cost Centre Manager Reports	Delegation Possible?	Notes
Bad Debt Write-Off or Credit Notes to settle Claims	Unlimited within the annual budget	Up to $5,000	No authority	No authority	No authority	No	
Employee Expense Claims	Unlimited within the annual budget	Up to $1,000, no employee can authorise their own	Up to $200, no employee can authorise their own	$100, no employee can authorise their own	No authority	No	

6.5 General Delegations

6.5.1 Staff Establishment, Employment, Compensation and Benefits

Item	Chief Executive	Group Managers	Other CE Direct Reports	Tier3 Manager/ Cost Centre Managers	Delegation Possible?	Notes
Employment of Temporary staff	Unlimited within the overall annual budget.	Within budgeted limits Report to the Chief Executive in monthly report Jointly approved by People and Capability	Jointly approved by People and Capability		No	Details are to be included in the Quarterly Management Report
Temporary contractors from employment agencies or independent contractors	Unlimited within the overall annual budget	Up to three months Report to the Chief Executive in monthly report	Up to three months Report to the Chief Executive in monthly report	Up to one week Report to the Chief Executive in monthly report	No	Appropriate documents to People and Capability
Salary increases or other changes in benefits	Unlimited within the overall annual budget	No authority	No authority	No authority	No	
Wage increases or other changes in benefits.	Unlimited within the overall annual budget	No authority	No authority	No authority	No	

6.5.2 Public Relations, Legal Commitments and Donations

Item	Chief Executive	Group Managers	Other CE Direct Reports	Tier3 Manager/ Cost Centre Managers	Delegation Possible?	Notes
Advertising	Unlimited within the overall annual budget.	Yes, within the limit of $10,000 per advertisement	Yes, within the limit of $5,000 per advertisement	Yes, within the limit of $1,000 per advertisement	Yes for recurrent advertisements	
Expenditure for Media Releases, Press Interviews, or Comments	Unlimited	No authority	Manager – Strategic Communications only	No authority	Yes by Chief Executive only	
Designations, Planning Requests, objections, submissions to Local, National or Regional Regulatory Agencies	Unlimited	Group Manager – Customer and Environment	No authority	No authority except Manager - Planning and Building r for local submissions only	Yes by Chief Executive only	Details are to be included in the Quarterly Management Report
Court Action	Unlimited	No authority	No authority	No authority	No	Details are to be included in the Quarterly Management Report
Settlement of Disputes whether by payment, credit, apology, carrying out work or otherwise	Unlimited within the overall annual budget.	$10,000	$5,000	No authority	No	Details are to be included in the Quarterly Management Report
Loans to Employees	As appropriate	No authority	No authority	No authority	No	Details are to be included in the Quarterly Management Report
Donations/ Sponsorship	Unlimited within the overall annual budget,	Contra Sponsorship allowed once valued and approval is	No authority except Manager – Strategic Communicati	No authority	No	

Item	Chief Executive	Group Managers	Other CE Direct Reports	Tier3 Manager/ Cost Centre Managers	Delegation Possible?	Notes
	except no donations to political parties	at Group Manager level	ons up to a value of $10,000.			

7. Statutory Delegations

7.1 Introduction

Local authorities have a wide range of legislative responsibilities. Some of these are general, in that they apply to all organisations in New Zealand. These include the Employment Relations Act 2000, Health and Safety at Work Act 2015 and Goods and Services Tax Act 1985. However, many statutes contain provisions specific to local government, setting out specific powers and responsibilities.

Most of Council's regulatory powers, along with the rules around their implementation, are contained in statute. These include the Resource Management Act 1991 and Building Act 2004.

This section of the Delegation Register sets out the delegations of these statutory responsibilities to Committees, Council Officers and external service providers.

Section 145 of the Local Government Act 2002 empowers Council to develop bylaws. The purpose of any bylaw must be one or more of the following:

- Protect the public from nuisance
- Protect, promote and maintain public health and safety
- Minimise the potential for offensive behaviour in public places.

Bylaw development and adoption cannot be delegated, although the powers created by bylaws and their enforcement of bylaw can be.

The delegation of these powers, duties and functions is also specified in this section.

7.2 Delegations to Council Committees

Council Committees have the delegated authority to make policy and financial decisions within the limits of relevant legislation. Specific delegations are contained in governance terms of reference section.

7.3 Delegations to the Chief Executive

This section sets out the delegations to the Chief Executive.

7.3.1 Legislation and Regulations

The Chief Executive has delegated authority for all powers, duties and responsibilities conferred by Acts and Regulations. This includes, but not limited to, the list contained in the Delegations Register - Chief Executive. This authority specifically excludes the power to adopt plans, strategies, policies or bylaw and any other powers reserved to Council.

7.3.2 Bylaws

The Chief Executive has the delegated authority for all powers, duties and functions of all Council adopted bylaws. This includes the sub delegations of the Chief Executive to officers listed in the Delegations Register – Chief Executive.

7.3.3 Warrants

The Chief Executive has been delegated authority to issue warrants to Council Officers under all relevant legislation, as per Schedule 7 Clause 32A of the Local Government Act 2002.

8. Resource Management Delegations to Staff

Council delegates the following powers under the Resource Management Act 1991 to council officers.

The delegated Officer shown is the lowest rank delegated to exercise the power. It is implicit that all direct lines of reporting above this position can also exercise these powers.

8.1 Resource Management Act 1991

Section	Summary of Function / Power Delegated	Delegated Officer
S. 10, 10A, 10B	Determination of whether existing rights in terms of section 10 of the RMA apply	▪ Team Leader - Planning
S. 27	To provide information to the Minister for Environment	▪ Team Leader - Planning
S. 33, 34, 34A	Appoint Commissioner	▪ Team Leader - Planning
S. 36(5)	Power to require the payment of additional charges to cover processing costs in accordance with Council's approved	▪ Team Leader - Planning
S. 36(6)	Power to provide on request an estimate of additional charges over and above the proceedings deposits	▪ Team Leader - Planning
S. 36AAB(1)	Power to remit the whole or any part of the charge under S. 36 that would otherwise be payable	▪ Team Leader - Planning
S. 37, 37A	Power to wave and/or extend time limits for functions under the Act	▪ Team Leader - Planning
S. 38	Authorisation of Enforcement Officers	▪ Group Manager – Customer and Environment
S. 41B	Direction to provide evidence with time limits	▪ Team Leader - Planning
S. 42	Protection of sensitive information	▪ Team Leader - Planning
S. 42A	Require the preparation of a report on information provided	▪ Team Leader - Planning
S. 42A (5)	Waiving compliance regarding timeframes for distributing report, where there is no material prejudice	▪ Team Leader - Planning
S. 87BA	To issue a notice conforming a boundary activity is permitted	▪ Team Leader - Planning
S. 87BB	To issue a notice confirming a marginal or temporary activity is permitted	▪ Team Leader - Planning
S. 87E	Decision on request for application to go directly to Environment Court	▪ Manager - Planning and Building Services
S. 87F	Preparation of report on application referred directly to Environment Court	▪ Planner ▪ Planning Technician
S. 88(3)	Determining an application incomplete and returning to the applicant	▪ Planner ▪ Planning Technician
S. 91	Determining not to proceed with notification or hearing of application pending lodging of further consents under the Act	▪ Team Leader - Planning
S. 91A	Requests by applicants to put notified applications on hold	▪ Planner ▪ Planning Technician

Resource Management Act 1991 continued		
Section	Summary of Function / Power Delegated	Delegated Officer
S. 91C	Returning application if suspended after certain period	▪ Team Leader - Planning
S. 91 D	Requests by the applicants to put non-notified applications on hold	▪ Team Leader – Planning ▪ Planner ▪ Planning Technician
S. 92	Request further information or agreement to commissioning of a report on resource consent application	▪ Planner ▪ Planning Technician
S. 92A (2)	Set timeframe for provision of further information or commissioning of a report	▪ Planner ▪ Planning Technician
S. 95A, 95B	Determination of public notification or limited notification	▪ Manager - Planning and Building Services ▪ Team Leader - Planning
S. 95D	Determination of adverse effects likely to be more than minor	▪ Team Leader - Planning
S. 95E	Determination if person is an affected person	▪ Team Leader - Planning ▪ Planner ▪ Planning Technician
S. 95F	Determination if group is an affected customary rights group	▪ Team Leader - Planning
S, 95G	Determination if group is an affected customary marine little group	▪ Team Leader - Planning
S. 99	Organise and convene pre-hearing meetings and prepare reports on these under S. 99(5)	▪ Planner
S. 99A	Mediation	▪ Manager - Planning and Building Services
S. 100	Determine whether a formal Hearing is necessary	▪ Team Leader - Planning
S. 101	Fix time and date for Hearings	▪ Team Leader - Planning
S. 102	To determine whether applications are required to be heard by Joint Hearing Committee	▪ Team Leader - Planning
S. 103	To determine whether two or more applications to different authorities are sufficiently unrelated that a Joint Hearing is not appropriate	▪ Team Leader - Planning
S. 104, 104A, 104B, 104C, 104D, 108, 113	Make and issue decisions and impose conditions for non-notified resource applications and limited notified resource applications where there are no submissions received or where all submissions received are in support and no party wishes to be heard, in accordance with the provisions of the Invercargill City Plan and the RMA	▪ Team Leader - Planning
S. 106	Ability to refuse subdivision consent in certain circumstances	▪ Manager - Planning and Building Services
S. 108A	Determination of requirement for a bond	▪ Team Leader - Planning
S. 110	Refund of money and return of land where activity does not proceed (financial contributions)	▪ Manager - Planning and Building Services
S. 114	Notify decisions to applicant and other appropriate authorities	▪ Planner ▪ Planning Technician
S. 123 (b)	Duration of consent	▪ Team Leader - Planning

Resource Management Act 1991 continued		
Section	Summary of Function / Power Delegated	Delegated Officer
S. 125 (1A)(B)	Fix longer period for lapsing of resource consent than is the norm under Section 125(1)	▪ Team Leader - Planning
S. 126	Cancel consent if not exercised	▪ Team Leader - Planning
S. 127	Determining whether application to change or cancel consent requires notification, or limited notification and changing or cancelling any condition on a resource consent	▪ Manager - Planning and Building Services ▪ Team Leader - Planning
S. 128	Service of notice of intention to review conditions of a resource consent	▪ Team Leader - Planning
S. 129, 130	Formulation and public notification of notice to review conditions	▪ Planner
S. 133A	Minor corrections of resource consent	▪ Team Leader - Planning
S. 134(4)	Approval of transfer of resource consents – written notice	▪ Team Leader - Planning
S. 138	Surrender of consent	▪ Manager - Planning and Building Services ▪ Team Leader - Planning
S. 139	Consider requests for and issue Certificate of Compliance for any activity which is a permitted activity under the District Plan	▪ Team Leader - Planning
S. 139A	Consider request to issue existing Use Certificate	▪ Team Leader - Planning
S. 169	Request further information and process notice of requirement	▪ Team Leader - Planning
S. 170	Discretion to include notice of requirement in proposed plan	▪ Team Leader - Planning
S. 171	Consider notice of requirements and make submissions thereto, and make recommendation to the requiring authority	▪ Team Leader - Planning
S. 174	Lodge appeal against decisions of a requiring authority	▪ Manager - Planning and Building Services
S. 176A (2) (C)	Outline plan waivers	▪ Team Leader - Planning
S. 181(3)	Alteration of designation in plan at request of requiring authority, to a minor extent	▪ Team Leader - Planning
S. 182	Removal of designation at request of requiring authority	▪ Team Leader - Planning
S. 184(2)	Waiver of lapsing designation	▪ Team Leader - Planning
S. 220	Issue certificate relating to requirements to comply on ongoing basis with consent conditions and endorsements on titles	▪ Team Leader - Planning
S. 221	Imposing and issuing consent notices on subdivision consent	▪ Team Leader - Planning
S. 222	Dealing with completion certificates on subdivision consent	▪ Team Leader - Planning
S. 223	Approval of survey plan – check compliance prior to sealing	▪ Team Leader - Planning
S. 224	Issue certificates indicating all or any of conditions on subdivision consent have been complied with	▪ Team Leader - Planning

Resource Management Act 1991 continued		
Section	Summary of Function / Power Delegated	Delegated Officer
S. 226	Certifications of plans of subdivision that allotments on the plan meet the requirements of the district plan	▪ Team Leader - Planning
S. 229 – 237H	Certification of esplanade reserves and strips and associated conditions	▪ Team Leader - Planning
S. 240, 241	Imposition and cancellation of amalgamation conditions and restrictive covenants	▪ Team Leader - Planning
S. 243(E)	Revoking a condition specifying easements	▪ Team Leader - Planning
S. 310, 311	Application to Environment Court for a declaration	▪ Manager - Planning and Building Services
S. 314, 316	Seek and/or respond to an enforcement order	▪ Manager - Planning and Building Services
S. 320	Seek and/or respond to an interim enforcement order	▪ Manager - Planning and Building Services
S. 322	Power to issue an abatement notice	▪ RMA Monitoring and Plan Effectiveness Officer ▪ Environmental Compliance Officer
S. 325A	Power to cancel an abatement notice	▪ Team Leader - Planning
Schedule 1, Clause 5A	To identify all affected parties for limited notification of a plan change or variation	▪ Team Leader - Planning
S. 327,328	Issue excessive noise direction	▪ Warranted Officers
S. 332	To carry out inspection of any premises of property (except a dwelling house) to determine whether the RMA, any regulation or rule of the District Plan or resource consent is being complied with	▪ Warranted Officers
S. 333	Entry to land (except a dwelling house) for purpose connected with any preparation, change, or review of the District Plan	▪ Warranted Officers
S. 336	Return of property seized under Section 323 and Section 328	▪ Team Leader - Planning
S. 338	Offences against this Act	▪ Team Leader - Planning
S. 342	The power to collect fines for an offence under Section 338	▪ Warranted Officers
S. 343C	Issue Infringement Notices	▪ Warranted Officers
S. 357	The power to consider and make decisions on application for objections for an application which does not require a hearing, except where the decision would result in a net payment of reserve contributions by Council less credits for land to vest exceeding the delegation for the role. The power to decide whether an objection requires a Hearing	▪ Team Leader - Planning

Resource Management Act 1991 continued		
Section	Summary of Function / Power Delegated	Delegated Officer
S. 357C-D	The power to consider and decide upon objections made. To consider, dismiss or uphold (in whole or in part) any objection under Section 357, 357A or 357B of the Act provided that this delegation shall not be exercised in respect of obligations on resource consent applications which have been the subject of a hearing under Section 100 of the Act	▪ Manager - Planning and Building Services
S. 360F	To set overall charges payable by the applicant for a plan change or resource consent	▪ Team Leader - Planning

9. Rates Related Delegations to Staff

Council delegates the following powers under the Local Government (Rating) Act 2002, Rates Rebate Act 1973 and Rates Valuation Act 1998 to council officers.

The delegated Officer shown is the lowest rank delegated to exercise the power. It is implicit that all direct lines of reporting above this position can also exercise these powers.

9.1 Local Government (Rating) Act 2002

Section	Summary of Function / Power Delegated	Delegated Officer
S. 27	Keep and maintain rating information data base	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 37	Keep and maintain rates records	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 40	Power to correct errors in rating information database and rates records	▪ Senior Rates Officer ▪ Rates Administration Officer ▪ Property Database Support Officer
S. 41	Power to issue an amended rates assessment if an error is corrected	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 44-51	Obligations to deliver rates assessments and rates invoices to ratepayers setting out the information required by the Act	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 53	Power to appoint a rate collectors S.67. Appointment of principal administrative Officer with power to have judgements of the Court enforced by the Court	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 54	Power not to collect rates that are uneconomic to collect	▪ Manager - Processing
S. 57, 58	Power to add penalties for rates not paid by the due date	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 62, 63	Powers for recovery of rates if owner in default	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 67	Appointment of principal Administrative Officer with power to have judgements of the Court enforced by the Court	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 77	Obtain a Court ruling that abandoned land can be disposed of by Council and then to dispose of such land	▪ Senior Rates Officer
S. 79	To set the reserve price of abandoned land which is to be offered for sale, or to be leased	▪ Senior Rates Officer
S. 85-90, 114-115	Power to remit or postpone rates pursuant to Council rates remission and postponement policy	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 108	Appointment of principal administrative Officer with power to have judgements of the Court enforced by the Court	▪ Senior Rates Officer

9.2 Rates Rebate Act 1973

Section	Summary of Function / Power Delegated	Delegated Officer
S. 5-7	Provide for application of rebate of rates to be considered by Chief Executive	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 9	Provides for application to secretary for Local Government for refund of rebates granted	▪ Senior Rates Officer ▪ Rates Administration Officer
S. 13	Power to receive declarations	▪ Senior Rates Officer ▪ Rates Administration Officer ▪ Customer Service Officer

9.3 Rates Valuation Act 1998

Section	Summary of Function / Power Delegated	Delegated Officer
S. 10	Duty to prepare and maintain district valuation roles	▪ Senior Rates Officer ▪ Property Database Officer ▪ Property Database Support Officer
S. 11-13	Powers regarding general revaluations	▪ Property Database Officer ▪ Property Database Support Officer
S. 14-17	Powers regarding specific revaluations during the currency of a general revaluation	▪ Property Database Officer ▪ Property Database Support Officer
S. 32-40	Objections to valuations	▪ Property Database Officer ▪ Property Database Support Officer
S. 43	Power to obtain contribution to the cost of preparing and maintaining the valuation role from the regional Council	▪ Property Database Officer ▪ Property Database Support Officer
S. 45	Power to enter into private property to carryout valuations	▪ Manager - Processing

SUQIAN

To:	Council
Meeting Date:	Tuesday 30 July 2024
From:	Michael Morris, Manager – Governance and Legal
Approved:	Michael Day - Chief Executive
Approved Date:	Thursday 25 July 2024
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

At the May Council meeting, councillors requested that a letter of invitation be sent to Suqian inviting a delegation to visit Invercargill in 2025. This report details their response and proposes a Council visit to Suqian.

Recommendations

That Council:

1. Receives the report "Suqian".
2. Determines if it wishes to visit Suqian in April 2025 / September 2025 / April 2026.
3. Determines that the following Councillors are to make up the delegation:
4. Confirm that the Chief Executive, one staff member and an interpreter shall attend as part of the delegation.
5. Determine that a representative of the Mana Whenua shall be invited to attend as part of the delegation.
6. Confirm if a wider business / community delegation shall be invited.

Background

At the May Council meeting, councillors requested that a letter of invitation be sent to Suqian inviting a delegation to visit Invercargill in 2025. This letter was sent on 30 May and is attached (A5387372).

On 9 July, staff received a response to Suqian (A5469981), noting that an Industry Summit and Tourism Festival was held each September and April, suggesting that Invercargill send a delegation during this occasion or at a more convenient time.

2023 was the 10th anniversary of Invercargill and Suqian becoming Sister Cities. Unfortunately the impact of the Covid-19 Pandemic meant there was limited opportunity to celebrate this event.

Invercargill has visited Suqian in 2012, 2014, 2015, 2017 and 2018.

Suqian has visited Invercargill in 2013, 2015, 2017 and 2018.

Issues and Options

Analysis

Sister City visits are an integral part of the relationship building that exists between Sister Cities. It is an opportunity for each city to proudly show off their city and region and all that it has to offer while enjoying the contrasts / differences and similarities between the two cities.

Visits provide for the opportunity to develop relationships and greater understandings of the environment both cities operate under and in.

The relationship with China as a nation is very important to New Zealand and Southland / Invercargill economically, with China being New Zealand's single largest trading partner.

As with all relationships, a Sister City relationship requires effort, work and willingness from both sides to ensure that it can thrive.

Significance

This was covered in the May report and remains applicable to considerations for this report.

Costs are always a factor to consider.

Options

Council have agreed that they wish for the Sister City relationship to continue, however it is noted that Suqian would like Invercargill to make the first visit and following historic protocol, Invercargill has made the first visit. For Invercargill to visit, it therefore retains the protocols of our visits and relationship with Suqian.

Option 1 – Visit April 2025

Option 1 is to visit Suqian during the Industry Summit and Tourism Festival in April 2025, which is in the first part of next year. For this to be a viable option, decisions will be required very promptly on who will attend to enable time to complete the plans, and obtain visas and the other documentation required.

It is recommended that the delegation should consist of the Mayor, Deputy Mayor, a Chair of a Committee and the Chief Executive. An interpreter will also travel with the Council delegation and a staff member often travels to run the itinerary and support the delegation. It

would be appropriate for a representative of Mana Whenua to also be invited. Given this is a reconnection visit, a wider delegation is not seen as needed on this occasion.

Given the dates, travel costs can be estimated.

Airfares - Flying to Shanghai on 23 April 2025, and return on 28 April are $1,457.00 return per person.[1] Accommodation and other onwards travel (including the high speed train between Shanghai and Suqian - a second class ticket is approximately NZ$57.00 per one way journey[2].)

Accommodation at the last delegation visit was at Sofitel Hyland[3] in Shanghai and Hengli International in Suqian. The Hengli is currently showing as sold out, another similar option nearby is the Suqian Municipal Government Golden Eagle Plaza Kaiyuan Mingting Hotel.[4]

It is noted that this is a longer than normal visit but provides for travel time and is only intended as an indication, the visit would be planned with Suqian in due course.

The main advantage of this visit is that it shows commitment to Suqian, by taking the first option that Suqian has invited Council to consider.

Option 2 – Visit September 2025

Option 2 is to visit Suqian during the Industry Summit and Tourism Festival in September 2025, however it is noted that this is very close to the next elections.

This option is later in the year allowing for more time for the planning and paperwork to be completed. However it is a delay on April and it is also very close to the 2025 Elections (11 October is Election Day) which may limit who can attend and is likely to only be for those members not seeking re-election.

It is likely travel costs would be broadly similar to those already shown.

Option 3 – Visit April 2026

This option sees the visit to coincide with the April Festival, but is in the new triennium and a new Council will be in place.

It allows a period between the elections to have elapsed and the new Council to take up the relationship.

However, it is not the staff recommended date given the delay of over a year in accepting the invitation extended by Suqian, given this Council has indicated a strong preference to maintain this relationship.

[1] Flying Air New Zealand depart Invercargill 4.10 pm and arrive Shanghai 6.55 am on 24 April; return 28 April depart Shanghai 2.15 pm and arrive Invercargill 12.10 pm on 29 April, price as at 24 July 2024 and noting that this is advertised as a "deal".

[2] Booking option via Trip.com an average of second class seats for travel in August 2024 dates all on direct High Speed Trains converted from US dollars as the current exchange rate on 24 July 2024.

[3] Now the Radisson Collection Hyland Shanghai, there is a Sofitel Shanghai Hongqiao.

[4] This hotel is showing rooms from$69.00 per night.

Travel costs are likely to be broadly similar however there is likely to be continued movement on international travel costs.

Summary of potential costs:

- Flights (x7) $10,199
- High Speed train connections $800 (seven tickets return)
- Accommodation: 3 nights Suqian $1,500 (seven rooms) and one night Shanghai to be confirmed.

There are also incidental costs such as airport transfers, gifts and travel insurance that will add to the cost but are as expected for such trips.

Community Views

No specific engagement on this has taken place and it is not proposed to take place. It is well known that Invercargill has two Sister City relationships.

Implications and Risks

Strategic Consistency

Maintain the relationship develops wiser strategic consistency with economic wellbeing as well as encouraging greater cultural understanding.

Financial Implications

There will be a cost, as noted above which would come from the Sister Cities budget.

Legal Implications

Nil.

Climate Change

All travel has a climate change impact.

Risk

There is a risk of causing offence to Suqian by delaying a visit, given an offer to visit has been extended.

Next Steps

If councillors decide to send a delegation to Suqian, a budget would need to be set, councillors chosen to go and whether Council wishes to invite Mana Whenua and, on this occasion, invite a wider delegation of community / business leaders.

Attachments

1. Letter of Invitation (A5387372).
2. Response to Letter of Invitation (A5469981).

30 May 2024

His Worship Liu Hao
Mayor of Suqian
Suqian Municipal People's Government
No 1 Nanku Road
Suqian 223800
Jiangsu Province
CHINA

Dear Mayor Liu Hao

LETTER OF INVITATION TO VISIT INVERCARGILL

Invercargill and Suqian City began friendship interactions and 2012 and in 2013 officially became international sister cities.

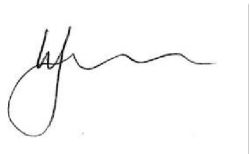
Unfortunately, in recent years we have had travel restrictions placed on us due to covid and have been unable to travel and visit each other, our last visit being in 2018.

Invercargill would like to see us restart our friendly visits and invite you and a delegation from Suqian Municipal People's Government, Jiangsu Province, China to visit Invercargill in late March or early April 2025.

The purpose of the visit is to discuss the further strengthening of our relationship and cooperation opportunities in the fields of planning and construction, culture, education, sports and so on.

We very much hope to continue with our active relationship and look forward to your response.

Yours faithfully



Nobby Clark
MAYOR

A5387372

Te Hīnaki Civic Building • 101 Esk Street • Private Bag 90104 • Invercargill 9840 • New Zealand • TEL 03 211 1777

A5469981

From: 宿迁外办
To: Michelle Sievwright
Subject: Invitation to visit Suqian
Date: Tuesday, 9 July 2024 9:58:10 pm

Dear Michelle,

It's been a while since we communicate, hope everything is well.

We are very happy to be informed that Chinese ambassador to New Zealand, Mr. Wang Xiaolong and Chinese consul general to Christchurch, Mrs. Wang Ying visited Invercargil in June and received a warm welcome by Mr. deputy mayor.

We are sorry to hear that Mr. Clark was unwell and hope he has reached full recovery. In each September and April, we hold industry summit and tourism festival and we sincerely hope that Invercargil delegation visit Suqian during those two occasions or at any time that you feel convenient.

It has been six years since we meet in person. We are looking forward to seeing friends from Invercargil in near future.

Best regards.
Leon Zhu

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宿迁市人民政府外事办公室
地址：江苏省宿迁市海关大楼**12A09**室
电话：**0527-84368658**，**84368771**
邮箱：**sqwssw@163.com**

Foreign Affairs Office of Suqian Municipal People's Government
Add:Rm 12A09,Customs Bldg,Suqian 223800,Jiangsu,China
Tel:86-527-8436-8658, 8436-8771
Email:sqwssw@163.com

CHIEF EXECUTIVE MANAGEMENT REPORT

To:	Council
Meeting Date:	Tuesday 30 July 2024
From:	Michael Day – Chief Executive
Approved Date:	Thursday 25 July 2024
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

This report provides an update from the Chief Executive on a wide range of activities across the Council.

Recommendations

That Council:

1. Receives the report "Chief Executive Management Report".

Infrastructure

Formation of Regional Collaboration / Working Group

Dunedin City Council (DCC) gave a presentation to the Otago Southland Mayoral Forum on 7 February around the opportunities for collaboration in the three waters space across Otago and Southland. Regional Mayors gave a mandate to Chief Executives to form a working group to assess three identified workstreams:

- Regional collaboration and shared services.
- Regional delivery models.
- National collaboration and shared services.

The Working Group comprises of staff from:

- Dunedin City Council.
- Invercargill City Council.
- Clutha District Council.
- Environment Southland.
- Queenstown Lakes District Council.

Morrison Low has been engaged to support the Working Group. A long list of options is targeted to be drafted for review by September 2024. Any collaboration between Councils needs to be reflected in their drafted and submitted Water Services Delivery Plan which, subject to the final legislation, are expected to be submitted by August 2025.

Customer Engagement and Corporate Services

Holidays Act Reform

An exposure draft of a Bill to implement reforms to the Holidays Act has been released. The Ministry for Business, Innovation and Employment have summarised the changes as:

- *A proposed approach to pro-rating sick leave so that there is some proportionality to how much an employee works.*
- *Moving from a weeks-based entitlement system to a weeks-based accrual system for providing annual leave entitlement.*
- *Simpler methodologies for calculating use of leave that do not require pay systems to access data about daily hours of work.*
- *Objective criteria for using pay-as-you-go for annual leave and a less burdensome review process.*

- *Clarification that only full pay periods need to be included in 13-week reference periods.*

Targeted consultation is proposed for September 2024. More information is available at Holidays Act reform | Ministry of Business, Innovation & Employment (mbie.govt.nz)

Update to the List of Protected Records for Local Authorities

Section 40 of the Public Records Act 2005 (the Act) allows the Chief Archivist to declare, by notice in the New Zealand Gazette, that certain classes of local authority information and records are 'protected' for the purposes of the Act. There has been little change in the content of the *List of protected records for local authorities* since 2013 and therefore required substantial review to complement the current and evolving needs in the local government sector, and to make it more future-focussed and format neutral.

Since April 2023 Archives New Zealand has undertaken serval rounds of consultation with local authorities and relevant stakeholders.

Following this consultation, the main changes made to the List and accompanying Notes are:

- Clarification of the purpose of the List.
- Consideration of the Treaty of Waitangi intentions and principles, as well as information and records of significance to Māori.
- Inclusion of a description and reasons for protection for each class.
- Inclusion of a separate class for common corporate management information and records.
- Replacement of 2 classes that are inconsistent with our current disposal guidance with appropriate explanatory text.
- Removal of examples from the List to the Notes, as well as examples to retain for long-term business practice only, and examples that are excluded from meeting a particular class.

The updated '*List of protected records of local authorities'* has now been published as a Supplement to the New Zealand Gazette Notice,15 May 2024, Number 2024-go2240.

Consents and Environment

Resource Management Act Reform

The Resource Management Act Reform (RMA) currently appears to be through changes and amendments to National Policy Standards (NPS) and National Environmental standards (NES) as evidenced by the recent announcement from Chris Bishop Minister for Housing. Central Government are seemingly using a combined approach of amendments to the RMA and Building Act to achieve their target of increasing housing which nationally, is where discontent with the RMA lies.

The recent announcement regarding Minor Residential Units (MRU's) being exempted from building consent can be seen as a continuation of relaxing regulatory controls that began around a decade ago as a greater emphasis, was shifted towards the responsibilities of building owners and trade professionals with the Licensed Building Practitioner (LBP) scheme. Evidence points towards better outcomes where regulation is relaxed. The Building Act was tweaked in 2020 to allow construction of outbuildings without consent. There have been few negative outcomes detected, so MRU's not requiring consent is a logical extension. This will have the effect of revisiting the joint and several liability points of law that the Building Act hinges on as Councils cannot be held responsible for work undertaken without their regulatory oversight. Coupled with the issues that Building Consent Authorities have recently run into obtaining insurance, it is unlikely that joint and several liability will remain tenable in the near future.

Finance and Assurance

Insurance

The liability insurance market for local authorities is contracting as a result of the number and potential size of claims against councils which insurance companies are having to cover. This has resulted in a significant reduction in the number of options available for Council and a significant increase in premiums.

Regional Infrastructure Fund

The Government Regional Infrastructure Fund (RIF) of $1.2 billion over three years has opened for applications. This will be administered by Kānoa the Regional, Economic Development and Investment Unit with a real focus on economic development. The key features are:

- Regional infrastructure to boost regional growth, resilience and productivity.
- Support for both new and improvements to existing infrastructure as long as they will result in growth, resilience or productivity.
- It will provide capital funding via loans and equity with grant funding only in limited cases.
- Auckland, metropolitan Wellington and Christchurch City are excluded from the fund.
- They will look to fill critical gaps in regional infrastructure development by prioritising projects that are not eligible for other government funding.

- Each region has set its own prioities for Southland / Murihiku and these were agreed to by the Great South Joint Shareholders Committee which are:

    - Aquaculture.
    - Tourism.
    - Housing.
    - Agriculture.
    - Forestry.
    - Transport and roading.
    - Energy.
    - Water.

- The fund is open to commercial companies and local authorities.

Great South are supporting the region with the fund and early discussion is already underway regarding the possibility of a number of our projects being eligible / suitable for funding.

Council

2024 Inter – Council Battle of the Bands

- On 27 June, 250 friends and whānau attended the second annual Inter-Council Battle of the Bands event at the Invercargill Workingmen's Club, hosted by Southland District Council.
- The ICC band 'Concrete Jungle' battled it out on stage against the fearsome and talented bands from Environment Southland and Southland District Council, and were victorious!
- Congratulations and thanks to Bonnie, Cindy, Jenny, Cambell, Anton, Duncan and Rob.
- The judges made a special mention of Rob, who played electric guitar, harmonica, mandolin, bass guitar, and sang during our performance. What a legend!
- Next year's event will be hosted by Environment Southland, and we are hoping it will be even bigger and better than this year.



2024 LOCAL GOVERNMENT NEW ZEALAND REMITS – STAFF RECOMMENDATIONS FOR ANNUAL GENERAL MEETING

To:	Council
Meeting Date:	Tuesday 30 July 2024
From:	Michael Morris – Manager Governance and Legal
Approved:	Michael Day - Chief Executive
Approved Date:	Wednesday 24 July 2024
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

This report provides a summary of staff recommendations regarding the 2024 Local Government New Zealand (LGNZ) Remits.

Council is to consider those recommendations and determine:
- how to vote on the Remits; and
- the voting on priority.

Recommendations

That Council:

1. Receives the report titled "2024 Local Government New Zealand Remits – Staff Recommendations for Annual General Meeting".

2. Notes the LGNZ Remits attached to this report as Appendix 1 (A5473633).

3. Notes the recommendations from staff in this report.

4. Resolves to vote as follows:

Remit 1	Representation Reviews: FOR or AGAINST
Remit 2	Community Services Card: FOR or AGAINST
Remit 3	Local government constituencies and wards should not be subject to referendum: FOR or AGAINST
Remit 4	Entrenchment of Māori wards seats for local government: FOR or AGAINST
Remit 5	Graduated driver licensing system: FOR or AGAINST

Remit 6 Proactive lever to mitigate the deterioration of unoccupied buildings: FOR or AGAINST
Remit 7 Appropriate funding models for central government initiatives: FOR or AGAINST
Remit 8 Goods and services tax (GST) revenue sharing with local government: FOR or AGAINST

5. Resolves to rank the Remits in the following priority order (with 1st being the highest priority):

1st) Remit
2nd) Remit
3rd) Remit
4th) Remit
5th) Remit
6th) Remit
7th) Remit
8th) Remit

Background

LGNZ will hold its Annual General Meeting on 21 August 2024 in Wellington, ahead of its Annual Conference. Cr Campbell is registered as Council's Presiding Delegate and Cr Ludlow as the Alternate Delegate for the AGM.

This year there are eight Remits for consideration at the AGM. The full text of the Remits is attached to this report as Appendix 1.

Council is asked to consider the Remits and provide guidance to the Presiding Delegate on how it would like them to vote on each issue. Recommendations have been prepared for Council on each topic to assist this decision making process.

Councils are also asked to rank the Remits on priority after they have been voted on. Council is asked to rank all Remits in priority to provide assistance and direction to the Presiding Delegate for use at the AGM.

Prioritising the remits enables LGNZ to manage its resourcing and potential conflict with agreed priorities.

Remit 1: Representation Reviews

Summary of proposal
The Remit is seeking LGNZ to advocate for changes to ensure councils receive timely and up to date regional and sub-regional data for council's to use in their representation reviews. Census and Local Representation reviews cycles do not align which means data can be over six years old when councils are making decision on representation arrangements.

Points to note
This Remit was proposed by Waikato Regional Council and supported by Zone 2. It suggests that LGNZ engage with Statistics NZ to work on improving the flow of information and link this with the wider work looking at a four year term.

Staff comments
This is a live issue, during this Council's last representation review the data being relied on was out of date, as the most recent census was held last year, and even when the Census has been held in 2023, the data is not released to councils as they work through their representation proposals.

It is recommended that this Remit be supported but with a lower priority.

Remit 2: Community Services Card

Summary of proposal
To braoden the use of the Community Services cards to enable customers using council services where there is a means testing component to be able to use their Community Services card as proof.

Points to note
Palmerston North City Council are proposing this Remit, it would allow customers who have a Community Services Card to use that as evidence of their means. Palmerston North City have used the example of Social Housing eligibility as a place where the Community Services Card is evidence of means. The Remit notes that the regulations have been amended in the past, allowing Public Transport operators to see the Community Services Card as evidence to allow access to lower fares.

Staff comments
This is not something Council currently does, nor currently has an intention to do, however given this is a lobby approach there is merit in supporting the Remit as it will enable this use in the future.

It is the recommendation of staff that supported and the priority be lower.

Remit 3: Local Government Constituencies and Wards should not be subject to referendum

Summary of proposal
This Remit is seeking for LGNZ to lobby the Government to change the law to have Māori Wards and Constituencies not be subject to referendum and be treated the same as the decsion relating to Wards generally.

Points to note
Under the previous Government, the law was changed to allow councils to determine to create a Māori Ward[1] without there being the ability for 5% of the community to demand a Poll[2] to seek to overturn council's decision.

The reason for this was twofold, very few Māori wards were approved following the demand for a Poll and, importantly, a council decision to create a Ward system in a Representation Review does not trigger a right to demand a Poll to overturn that decision, the only avenue is to appeal to the Local Government Commission.

The current Government has introduced legislation to undo all of these decisions. Many councils that introduced Māori Wards have opposed this legislation.

This Remit is simply asking that the Government treat the decision to create a Māori Ward the same as a decision to create Wards in general, in that there is an appeal process to the Local Government Commission only.

Staff comments
This Council does not have a Māori Ward, following consultation with our Rūnaka partners and our community at the time of our last representation review (completed before the 2022 elections).

Staff support this recommendation as there is no reason to treat the creation of a Māori Ward any differently from creating any other Wards in a City. Councils are elected to make decisions for their Community. Council, can having considered feedback or submissions from its Community, resolve to conduct a Poll at any time on a question that relates to its business.

It is odd with the general powers of councils (being elected to make decisions for their Community) for a community to then overturn one aspect of electoral arrangements by a Poll when this Council could resolve to return to a Ward system and there is no ability for the community to seek a Poll to overturn that decision.

The staff recommendation is to support this Remit as it shows support for the councils affected by this change, but that it receive a lower priority ranking reflecting that this is not an issue that affects this Council directly.

Remit 4: Entrenchment of Māori ward seats for local government

Summary of proposal
That LGNZ lobby to entrench Māori Wards for the 64 councils that currently have these to require a supermajority of Parliament or the council to remove a Māori Ward.

Points to note
This is a continuation of the Remit above but goes a step further.

[1] Under the Local Electoral Act 2001, a Ward is a division of a Territorial Council (City Council) while Constituency is used for regional Councils. For this report and ease of use I will only refer to a ward as that is what applies for this Council.
[2] The langue of the Local Electoral Act speaks of a Poll not a referendum but there are in essence doing the same thing.

It is suggesting that a Māori Ward be treated like the Māori seats in Parliament and require a super majority to change or remove them. This would see the 64 Councils that have a current Māori Ward have their Wards enshrined in legislation and require a super majority of either Parliament or the council to affect their removal.

There are a number of questions about how this would work in terms of the drafting but this is able to be overcome with the drafting of the provision.

Staff comments
Staff are neutral on this Remit, it does not affect this Council and would not affect this Council as it does not currently have a Māori ward. The priority rating would be low for this Council for the same reason.

Remit 5: Graduated driver licensing system

Summary of proposal
This Remit would have LGNZ advocate for changes to the driver licence fee system, improvements to the training regime and adding testing capacity.

Points to note
The Remit raises the issue that there is currently a lack of capacity for driver licence testing throughout the country seeing long delays in drivers seeking their licence tests, this is exacerbated in regional areas that are a distance from major centres.

Staff comments
The proposed Remit could be helpful, as having better access to training and testing of young drivers is a sound safety approach and supportive of better road safety. Given the poor safety record with respect to intersections in our city district, there is also merit in advancing Invercargill as another location for the trial proposed.

While Road safety is extremely important, driver licencing is not part of Council's business and a lower priority is proposed.

Remit 6: Proactive lever to mitigate the deterioration of unoccupied buildings

Summary of proposal
This Remit proposes that LGNZ should advocate to the Govenrment for changes to legisaiton to allow councils to compel builiding owners to remediate unoccupied derelict buildings and to also incentivise repurposing vacant buildings to meet region specfic needs.

Points to note
There is no current power in any legislation that enables councils to take proactive action on decaying vacant buildings, as this Council has been recently discussing, decaying vacant buildings may have many negative impacts on the community when left in a state of abandonment. Having active incentives for building owners to encourage the repurposing of buildings would assist in having buildings upgraded/ improved and occupied again.

Staff comments
Staff are supportive of this proposal in general. Some of the information provided by Gisborne Council do relate more to issues that are not present in Invercargill, the ability to have greater

power relating to derelict buildings is a positive, and anything that can help incentivise an owner to repurpose a building has to be positive.

Staff recommend supporting this Remit, with a high priority.

Remit 7: Appropriate funding models for central government initiatives

Summary of proposal
This Remit is seeking the devleopment of more equitalbe funding models for Central Government initiatives.

Points to note
Central Government frequently require councils to undertake work/develop policies or carry out new work areas and not provide any funding to councils to do so, requiring this additonal work to be carried out from existing budgets.

The Remit would seek to explore how this can be improved, with the Remit seeking Government to fully fund councils to carry out the initiatves that Central Government wish to see developed.

Staff comments
Staff strongly support this Remit, there needs to be further work in this area and consideration of the extra burden placed on local government to act as the delivery agent.

Staff recommend supporting this Remit with a high priority.

Remit 8: Goods and services tax (GST) revenue sharing with local government

Summary of proposal
The final Remit seeks LGNZ to lobby Central Government to share the GST revenue with local government, this is revenue derived from rates and service fees related to flood mitigation, roads and three waters for investment in the council areas.

Points to note
Council currently is able to fund its activities by debt or rates. Any rates and service fees charged by Council are subject to GST, which is sent to the Crown and used by Central Government.

The Remit proposes that this GST is returned to each council for use in its district for infrastructure improvements.

Staff comments
Staff also strongly support this, as a lobby Remit, this is a mechanism to provide additional revenue back to councils. Funding of the sector as a whole is a concern and has repeatedly been highlighted, especially in recent years.

Staff recommend supporting this Remit with a high priority.

Community Views

Council's voting on these Remits is not significant in terms of our Significance and Engagement Policy. There is no need for Council to conduct any particular engagement at this stage.

Implications and Risks

Strategic Consistency

The recommendations in this report align with Council's strategic framework, in particular the Long-term Plan 2021-2031.

Financial Implications

There are no financial implications at this stage, unless and until any new processes or procedures were recommended for adoption by Council or there are changes made to the funding options available to Council.

Legal Implications

None

Climate Change

No impact

Risk

There is a potential risk of reputational damage if Council were to vote on a Remit in a manner out of keeping with its current strategies and policies. This risk is mitigated by the information provided in this report.

Next Steps

Once Council has decided how it wishes to vote on these Remits and their priority, this information will be passed to Cr Campbell and Cr Ludlow as the Presiding and Alternate Delegates for the LGNZ AGM, so that they may exercise Council's voting rights accordingly.

Attachments

1. Local Government New Zealand Remits 4 (A5473633)

A5473633

2024 Annual General Meeting

REMITS

Please note that this document is not the full set of papers for this year's AGM. It just includes the remits going forward to the AGM so members can decide how they will vote on them. The full set of AGM papers will be shared no later than 10 working days before the AGM.

Prioritising remits

Every year, LGNZ adopts new remits at the AGM. Each remit requires resourcing to deliver, and there is no limit to the number of remits that can be considered and passed. This means remits can create resourcing challenges, including conflict with agreed policy priorities.

LGNZ's National Council decided at its June meeting to ask the AGM to prioritise remits, to make it clearer where most resource should be directed. This will be a two-step process:

1. At the AGM, delegates will vote on remits as usual. Then, in a separate vote, they will rank successful remits in order of priority. This vote will be carried out electronically and result in a prioritised list of remits.
2. National Council will look at this prioritised list and allocate resource accordingly.
    - This will include determining where on the list the cutoff lies between a 'maximalist' and 'minimalist' approach. Depending on the nature of the remit, a 'maximalist' approach could include commissioning advice or research, or in-depth policy or advocacy work. A 'minimalist' approach could involve less resource, such as writing a letter to the relevant minister or agency.
    - Any support that proposing councils offer to deliver the remit will be considered in this decision making.

National Council will share its decision with councils, along with proposed actions.

Progress made against remits will continue to be reported in the four-monthly update to members.

Proposed Remit		Page
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// 01
Representation reviews

Remit: *That LGNZ advocate for changes that support the provision of timely and accurate regional and sub-regional population data to councils for use in council representation reviews.*

Proposed by: Waikato Regional Council

Supported by: Zone 2

Why is this remit important?

Because local democracy relies on accurate and up to date electoral population data to ensure fair and effective representation.

Background and Context

Census and local electoral cycles are not aligned which means that census data used to inform representation reviews can be up to six years old.

This remit is flexible enough to enable advocacy that takes into account a possible move to a four-year term and possible future shifts in the way the census may be conducted in the future, including a possible replacement by the use of administrative data.

How does this remit relate to LGNZ's current work programme?

This is a critical issue for local government as it goes to the very foundation of localism. Seeks advocacy in relation to a significant issue impacting local government.

This is not currently part of the current work programme but could be linked to the Electoral Reform Working Group's look at how to best implement a four-year term.

How will the proposing council help LGNZ to make progress on this remit?

Drafting submissions and attending meetings with Statistics New Zealand amongst other things.

// 02
Community Services Card

Remit: *That LGNZ advocate to Central Government to amend the Health Entitlement Cards Regulations 1993 so that the cardholder can use the Community Services Card as evidence for the purposes of accessing Council services which would otherwise rely on a form of means testing.*

Proposed by: Palmerston North City Council

Supported by: Zone 3

Why is this remit important?

Councils are restricted from requesting a community services card as evidence of eligibility to access services. Instead Council must instead request a series of other documents from an individual to test eligibility. This creates obstacles for applicants and privacy and consistency concerns for councils.

Background and Context

The authorised uses of Community Services Cards are set out in the Health Entitlement Cards Regulations 1993 regulation 12 and restrict the purposes for which it can be used. The Regulations state that no person, other than an employee of the department or the Ministry of Health or a pharmacist or any person (other than the cardholder) mentioned in regulation 12(b)or (ba) shall demand or request a Community Services Card as a form of identification of the cardholder or as evidence that the cardholder is eligible for that Community Services Card.

People in receipt of a main benefit (e.g. Jobseeker Support, Sole Parent Support, Supported Living Payment) or receiving a Student Allowance automatically qualify for a Community Services Card. Otherwise people can apply for a Community Services Card and must meet qualifying criteria including:

- They are over 18 years of age (or over 16 years of age if enrolled in full-time tertiary study)
- They are living legally in New Zealand (or are applying for refugee status)
- They meet an income test.

Palmerston North City Council in seeking to determine a means of establishing eligibility for some council services, including social housing, found that the Community Services Card, based on its eligibilty criteria, would appropriately identify eligible people. However, current regulations do not allow councils to ask if a person is a Community Services Card holder in order to establish eligibility for council services.

Cabinet has previously amended the Health Entitlement Cards Regulation 1993 and the Social Security Regulations 2018 to add public transport authorities to those able to request or demand to see a Community Services Card, and the combination SuperGold and Community Services Card, as evidence that the cardholder is eligible for public transport concessions.

How does this remit relate to LGNZ's current work programme?

This remit could increase accessibility to local government services. It also comfortably sits within the principles of the Local Government Act 2002 in that it would give local government a tool to provide services more efficiently.

How will the proposing council help LGNZ to make progress on this remit?

We can provide further legal background knowledge and research to date; and accompany LGNZ in any advocacy meetings with the Ministry or legislators.

// 03
Local government constituencies & wards should not be subject to referendum

Remit: *That LGNZ lobbies central government to ensure that Māori wards and constituencies are treated the same as all other wards in that they should not be subject to a referendum. We oppose the idea that Māori wards should be singled out and forced to suffer a public referendum.*

Proposed by: Palmerston North City Council

Supported by: Zone 3, Te Pae Tawhiti (Horizons Region, Māori ward and constiuency councillors)

Why is this remit important?

It is evident that the introduction of Māori wards and constituencies empowered more Māori to nominate, stand, vote, and participate in local government.

Legislative changes will only apply to Māori wards and constituencies but not all wards and constituencies. This shows a prejudice to Māori, a complete lack of fairness and will result in further disengagement of Māori in local government. It will see the demise of Māori representation and engagement in local government.

Background and Context

Māori wards and constituencies councillors serve on district, city and regional Councils in New Zealand and represent local ratepayers and constituents registered on the Māori parliamentary electoral roll. The purpose of Māori wards and constituencies is to ensure Māori are represented in local government decision making.

In February 2021, the Government made legislative changes which would uphold local council decisions to establish Māori wards and abolish the existing law which allowed local referendums to veto decisions by councils to establish Māori wards and Constituencies. The Local Electoral (Māori Wards and Māori Constituencies) Amendment Act 2021, eliminated mechanisms for holding referendums on the establishment of Māori wards and constituencies on local bodies.

Many councils took the opportunity to make decisions about establishing Māori wards and Constituencies after the law change and as a result, the 2022 local elections saw six of the eleven regional councils (54.5%) have Māori constituencies and 29 of the 67 territorial authorities (43.3%) have Māori ward/s. Horizons Regional Council, and all seven District Councils of this region, have Māori wards.

Following the changes in legislation, there was a significant increase in Māori representation. The 2022 Local Government election saw the highest number of Māori elected members in local government, growing from 5% to 22%.

How does this remit relate to LGNZ's current work programme?

The proposed remit fits within LGNZ's stance that they too believe that Māori wards and constituencies should be treated the same as other wards in that they should not be subject to a referendum or if so, all wards should be subjected to the referendum.

Councils should be empowered to make decisions about the make-up of their representation through the Representation Review process.

How will the proposing council help LGNZ to make progress on this remit?

Palmerston North City Council and Te Pae Tawhiti already made oral and written submissions to the Justice Select Committee in June.

We also encouraged LGNZ to lead out the letter from the mayors to key ministers in May.

We are keen to support ongoing messaging, noting this remit is submitted prior to the Parliamentary decision on the proposed legislation.

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29 May 2024

Members of the Justice Select Committee,
Re: Local Electoral Amendment Act 2024

E ngā mana e ngā reo e ngā karangatanga maha, tēnā koutou katoa.

E te tēpū whakatau o ngā whakakaupapa hou mō 'Local Government (Electoral Legislation and Māori Wards and Māori Constituencies) Amendment Bill' Nei rā he mihi nui ki a koutou i āta whakaaro i āta whiriwhiri i ēnei kaupapa whakahirahira e pā ana ki ngā kaunihera o te motu. Ko mātou tēnei o Te Kaunihera o Papaioea e mihi atu nei ki a koutou me te kaupapa e kawea nei e koutou. Kia kaha, kia māia kia manawanui. Anei o mātou ake whakaaro e pā ana. Nō reira tēnā koutou, tēnā koutou, tēnā tātou katoa.

Thank you for the opportunity to submit to the Local Government (Electoral Legislation and Māori Wards and Māori Constituencies) Amendment Bill. We challenge the Select Committee to genuinely consider the feedback provided through this process. Councils do not want or need this change to occur. Our communities, and certainly Rangitāne o Manawatū our Treaty partner, are not asking for this.

Palmerston North is home to:

- near on 100,000 people of over 150 ethnicities
- one of the youngest populations with the highest number of PhDs per capita in the country

We proudly display:

- our city crest in our Council Chamber- one of we understand only four in the country which depict both Māori and Pākehā in the heraldry. Three being councils and the Crown you represent being the fourth.
- a statue of Te Peeti Te Awe Awe in the heart of our city- Te Marae o Hine The Square. Erected in 1906 jointly by city and Rangitāne leaders.

Our representation arrangements, most recently reviewed in 2021, are 1 mayor + 15 members: 2 Māori ward seats and 13 General ward seats, at-large across the city.

PNCC is committed to the principles of local government. Namely, as set out in the Local Government Act 2002 sections 4 and 81, which state we must
"... recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local

government decision-making processes... to facilitate participation by Māori in local authority decision-making processes."
and

"establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority; and

consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority."

There are also other statutory obligations, most notably the Resource Management Act 1991, to account for the culture and traditions of Māori as it relates to the natural environment. Not to mention obligations under the Treaty of Waitangi and the Human Rights Act. These obligations alone do not adequately emphasise the foundational importance of councils' partnership with Māori and the critical value that relationships with tangata whenua bring to local governance.

Councils have many strategic commitments that support the development of Māori capacity to participate more fully and effectively in the Council's decision-making processes. We engage directly with tangata whenua as a part of our statutory responsibilities and as a means of giving expression to the Council's commitment to bicultural development and responsiveness. A Māori ward is another expression of this.

PNCC is committed to its kawenata relationship with tangata whenua Rangitāne o Manawatū, who support a Māori ward for wider Māori voice at Council. In 2021 Rangitāne o Manawatū gifted names for the city-wide wards:

- Te Hirawanui General Ward: reflects the long history of partnership between the Council and Rangitāne in the founding of Palmerston North, most particularly recognising one of our Rangatira chief Te Hirawanui who coordinated and inter alia signed the deed for sale for Te Ahu a Turanga land block, of which Palmerston North became a part.
- Te Pūao Māori Ward: the heralding a new dawn, and the mouth of a river as it leads to the ocean, reminiscent of the words spoken by Rangitāne rangatira Tiweta and Mahuri to the Ngāti Upokoiri people when they invited them to take refuge in the Manawatū-- in other words signalling the opportunities to come from the Māori ward and the relationship between Māori and Local Government in the Manawatū and beyond.

On 1 May 2024, Council resolved to formally endorse this current representative structure.

PNCC wants to increase engagement with parts of the city's community that have historically been representationally marginalised. A Māori ward ensures Māori voices will be represented at local decision-making tables. It is one tool to support democracy, which a council can use to best represent the communities it serves. Māori can stand in general wards, but the data tells us they haven't been doing so, even in Palmerston North where STV voting and district-wide wards which should encourage diverse candidacy. Māori wards are one way to remove a structural obstacle to the choices of Māori voters. In our view, having Māori ward seats at councils to represent those on the Māori elector role is the equivalent of Māori seats in Parliament for Parliamentary elections. Participation literature repeatedly points to people being able 'to see themselves' in diverse candidates as a motivator for voting. Many councils chose to establish Māori wards for the 2022 elections. We then saw the highest number of Māori elected members in local government, growing from 5% to 22%, much more closely aligned to the population. It is evident the introduction of Māori wards and constituencies enabled through the 2021 legislative change empowered more Māori to nominate, stand, vote, and participate in local government.

In its report to the Māori Affairs Committee in February 2021 on the Local Electoral (Māori Wards and Māori Constituencies) Amendment Bill of the time, National Party members made their own statement, separate to the Committee report. The members noted (emphasis in bold below) that:

Rushed legislation is not good legislation.
We agree.

The [prior] law requires that when a council proposes general wards it must publicly notify its proposals and call and hear submissions. These provisions do not apply to the creation of a Māori ward under this [previous] bill. If the Government genuinely wished to align the process it would require the same legal process for creating Māori wards as for general wards.
We agree.
If Government wishes to treat Māori wards in the same way as general wards, it should seek to include Māori wards within the representation review process subject to community submissions and Local Government Commission review NOT reinstate a different process.

Representation issues are complex. They cannot be reduced to simple binary questions of yes or no. Palmerston North knows first-hand what division looks like when lobby groups from outside our community lead a poll demand.

If the Government's true intentions were to improve the representation arrangements for councils, rather than revert this legislation, they would be looking to improve it. For example, could the rules around population ratios be removed so that councils can be more responsive to the needs of their communities of interest and not limited by percentages and population ratios?

"Our 78 local councils with their 1,600 elected members, are already obliged under legislation to have improving relationships with Māori and ensure proper engagement and involvement with Māori in decision-making. Local government and iwi/hapū take those responsibilities very seriously and in good faith. How they best meet their Treaty obligations should be up to them to decide. Local government and Māori are quite capable of doing that and achieving the outcome, without the central government deciding the means."
We agree.
Local democracy is one of the two purposes of local government set out in section 10 of the Local Government Act,

"The purpose of local government is—to enable democratic local decision-making and action by, and on behalf of, communities."
Aotearoa New Zealand is a representative democracy. We elect leaders to lead. We understand well that as councillors we are democratically elected to make decisions on behalf of all of our communities, not just the majority. Local councils are well placed to make those decisions, because we consult our people and weigh up various viewpoints on an issue.

PNCC voted to establish a Māori ward for the City, in 2017 and again in 2021. Since then, every council in our Horizons region (8 councils) has established Māori wards or constituencies.

Why is the Government telling us we are not capable of making a decision we have already made twice, and must now be bound to the result of a referendum? New Zealand is a representative democracy. Referenda are usually used for consultative purposes on controversial issues. The 1993 electoral system referendum is the rare case of a binding referendum. None of the 5 citizen-initiated referenda held since 1994 have been actioned by Parliament. Why then impose a binding referendum

that allows people not directly affected by the result (ie. those not on the Māori electoral roll) to determine an outcome?

"Not the most important local government issue at this time when Local government is struggling on several fronts. The sector is overwhelmed and facing the most significant period of change in 30 years, and there are more pressing issues to address at this time like infrastructure, housing, transport, water, resource management, consenting processes, climate change impacts, and poor customer experiences."
We agree. The costs of polls are another unfunded mandate on councils. We have more than enough to do without distractions of fixing something that is not broken; that is in fact working well. Having a Māori ward works extremely well for Palmerston North. Why is the central government now telling us to spend more ratepayer money and time on a referendum?

We ask that the Local Electoral Act provisions with regard to the establishment of Māori wards and constituencies not be changed.

Ngā mihi nui

Grant Smith JP
MAYOR
Palmerston North City Council

29 May 2024

Submission of Te Pae Tāwhiti Rōpū

To: Justice Committee regarding the Local Government (Electoral Legislation and Māori Wards and Māori Constituencies) Amendment Bill

Te Pae Tāwhiti Rōpū is a rōpū (group) made up of Māori Ward Councillors from the Horizons Region.

The Horizons Region is the Manawatū-Whanganui area of the lower North Island. The region is made up of eight Councils:

- Horizons Regional Council
- Palmerston North City Council
- Manawatu District Council
- Ruapehu District Council
- Rangitikei District Council
- Horowhenua District Council
- Tararua District Council
- Whanganui District Council.

All of the Councils of the Horizons Region, except Whanganui District Council, established at least one Māori ward/constituency in 2021, in time for the 2022 local elections. In October 2023, Whanganui District Council voted to establish a Māori ward for the 2025 and 2028 elections.

This submission in opposition to the Local Government (Electoral Legislation and Māori Wards and Māori Constituencies) Amendment Bill (Bill) is based on the views of Māori Ward Councillors who belong to Te Pae Tāwhiti Rōpū.

Although we are current Councillors, we make this submission not to advocate for our personal positions on Council but for the future preservation of Māori wards and constituencies, to ensure that Māori who choose to be on the Māori electoral role, continue to have the choice of Māori representation in local government.

Introduction

We are Local Government elected members, elected to represent the best interests of Māori within our ward/constituency, and in addition we serve all constituents across the wider Districts and Region we represent. We provide a connection into Council and advocate for residents and ratepayers.

We believe that Māori have been under-represented in Local Government for far too long, and the establishment of Māori wards/constituencies at our Councils in 2021 have helped bridge this gap.

Since we were elected in 2022, we have striven to provide a voice, true representation and a Te Ao Māori view on our respective councils. We wish to emphasise that the decisions by our respective Councils to establish Māori wards/constituencies in 2021 each followed an extensive public consultation process, whereby all members of the community had an equal chance to be heard, and Councils openly debated and decided the issues.

Poll provisions, by contrast, are a "tool of the majority" and never favour minority groups such as Iwi Māori. This has been proven to be the case since 2001 under the previous Māori wards regime – with only two Councils being able to establish Māori wards prior to the 2021 Amendment Act (Waikato Regional Council in 2013 and Wairoa District Council in 2016). All 15 other initiatives to establish Māori wards were voted down by binding poll.

Bringing back the poll provisions will recreate a higher procedural standard for Māori wards than that of general or wards for "communities of interest" such as rural wards, for which Council decisions are democratically made in a representation review and cannot be subject to a binding poll. This is completely unfair and seeks to silence the voice of Māori. We believe that Māori wards and constituencies should be treated the same as all other wards and not be subject to poll provisions. Instead Local Government should be empowered to make its own decisions – not have the ability to do so taken away.

In this respect, we fully support the letter dated 20 May 2024 to the Government from the 52 Mayors and Chairs, LGNZ and Te Maruata, and agree that this legislation is a complete overreach on the Coalition Government's part, on local decision-making.

Ultimately, given the track record of binding polls in the past, we believe the Bill will result in many Māori wards and constituencies across the country being disestablished. Not having a Māori ward or constituency will remove the option for Māori voters to choose whether to be represented by general or Māori ward councillor and we believe that any alternative mechanisms for Māori participation in Local Government would not be the same as having a dedicated seat at the decision-making table.

We fully support the Waitangi Tribunal Report dated 17 May, which found that this Bill will breach the Treaty of Waitangi and its principles, and recommended the Bill be paused for further policy development and consultation. The Tribunal findings also show that the Department of Internal Affairs advised the Minister of Local Government against this move, providing good rationale and that it is likely to breach Te Tiriti o Waitangi.

We do not agree with the Government putting its commitment to its Coalition agreement above Te Tiriti o Waitangi, and with the extremely rushed way in which the Coalition Government is progressing this change of legislation process, including only allowing 4 working days for a submission to be made.

Māori Wards Contribution to Local Government

We are opposed to this Bill because it does not honour and respect the contribution of Māori Wards to Local Government.

As Councillors of a Māori ward or constituency, we are honoured and privileged to represent Māori in our respective Councils. The participation of Māori representatives is crucial for fostering a more inclusive, equitable, and culturally responsive Council. It's about having faces at the table that reflect their community and bringing our values, and lived and real perspectives to discussions and collective decision making.

Māori ward/constituency elected members bring valuable cultural knowledge and perspectives to Local Government, enhancing the cultural competence of Councils. This leads to:

- Better Decision-Making with diverse viewpoints contributing to robust and well-rounded policy decisions
- Cultural Responsiveness in policies and services that are more in line with to the needs and aspirations of Māori
- Social Cohesion which promotes mutual respect and understanding between Māori and non-Māori populations.

Inclusive governance that actively involves Māori can lead to improved outcomes across various sectors, such as:

- Environmental Stewardship with Māori often bringing a deeper understanding of and commitment to environmental sustainability, informed by traditional ecological knowledge
- Social Wellbeing where policies reflect Māori values and needs can contribute to healthier, more vibrant communities.

We wish to note that, while we have Councillor colleagues elected to general wards and constituencies who have whakapapa Māori, and they can also seek to bring their Māori-centric experiences to the Council table, those Councillors did not campaign to be (and may not want to be) a voice or representative for Māori on their Council. They are not and should not be expected to represent the voice of Māori in the way that we, as specifically-elected Māori Ward/Constituency Councillors, are.

Honouring Te Tiriti o Waitangi

We are opposed to this Bill because it does not honour Te Tiriti o Waitangi.

Te Tiriti o Waitangi establishes a foundational relationship between Māori and the Crown, emphasising partnership, participation, and protection. The changes enacted by the Crown in 2021 have helped ensure Māori representation in Local Government aligns with the principles of Te Tiriti by:

- Partnership - facilitating collaborative decision-making processes that involve Māori perspectives
- Participation - encouraging active Māori involvement in governance, ensuring these voices and concerns are heard
- Protection - safeguarding Māori rights and interests, particularly in areas impacting our whenua, resources, and cultural heritage.

The participation of Māori Councillors is crucial for fostering a more inclusive, equitable, and culturally responsive governance structure.

We fully support the Waitangi Tribunal Report dated 17 May. Although the Tribunal was forced to draft the Report under intense time pressure due to the imminent introduction of the Māori Wards legislation into Parliament, the report findings are comprehensive and compelling. The Tribunal found that this Bill will breach the Treaty of Waitangi and its principles, and recommended the Bill be paused for further policy development and consultation.

Poll Provisions – not compatible with complex constitutional matters

We are opposed to this bill because binding polls are not fair in practice and not compatible with complex constitutional matters such as establishing Māori wards.

The Waitangi Tribunal findings show that the Crown's own advisors on Local Government issues – the Department of Internal Affairs advised the Minister of Local Government against this move, providing good rationale and that it is likely to breach Te Tiriti o Waitangi.

Historically, providing poll provisions for Māori wards and constituencies did not deliver on the original policy intent which was to involve the community in decision making, and to support Māori communities by providing an avenue for them to demand that their Council holds a poll to establish Māori wards or constituencies.

The effects of poll provisions from 2002 to 2019 have proven to be an insurmountable barrier to establishing a Māori ward or constituency. From the 16 polls taken between 2022 and 2019 only one poll was successful (Wairoa District Council 2016). This was a Council initiated poll with 54% in favour and 46% against.

Instead of being a mechanism for community participation, they have deterred Councils and communities from proposing a Māori ward or constituency.

The Department of Internal Affairs, in advice to the Minister on this Bill, summed up the problems with poll provisions in that:

> *Reinstating the polls will be unpopular with many in the local government sector and Māori communities;*
>
> *Since the 2021 law changes, 46 local authorities have resolved to establish Māori wards. Our understanding is that many councils previously did not seriously consider establishing Māori wards. This was because of the perception that the polls could harm community relationships, including relationships with mana whenua, and undermine social cohesion.*
>
> *We anticipate most of these councils will be very concerned about the re-introduction of the polls. It is likely to discourage any other councils considering establishing Māori wards in the future. The change is also likely to be very unpopular with Māori communities, especially where wards have been established.*
>
> *Before the 2021 amendments, Local Government New Zealand (LGNZ) and Taituarā – Local Government Professionals advocated strongly to remove the polls. In a 2018 letter, LGNZ noted "It is imperative that the Government act to address the unfairness created by the poll provisions and put in place a legislative framework that will enable mature and constructive conversations about options for Māori representation in local authorities".*
>
> *An LGNZ survey of elected members found that, after the 2022 local elections, about 21% of members identify as Māori or are of Māori descent. This is up from 14% in the 2019 survey.*

We agree with this statement from the Department of Internal Affairs.

Advice to Minister Brown from Department of Internal Affairs 5 December 2023:

> *The polls proved to be an almost insurmountable barrier to establishing Māori wards. Only two councils were able to establish Māori wards using the Local Electoral Act process. When polls were held, community division and animosity was common. As a result many councils*

> *opted not to even put the option on the table because of the risk of community conflict. Similarly, mana whenua sometimes asked councils not to consider Māori wards because of the risk of a backlash against their community. The poll provisions gave no scope for councils to balance minority interests in the final decision because the poll outcome was binding, based on a straight majority. Since the poll provisions were removed, 46 councils have resolved to establish Māori wards*

We agree with this statement from Department of Internal Affairs.

> *The Waitangi Tribunal has observed that "Alternative mechanisms for Māori participation in local government are not the same as having a dedicated seat at the council table". A Māori ward or constituency is the only mechanism that guarantees Māori representation on the body that makes the final decisions (for example committees of council cannot adopt a District Plan or Long-Term Plan).*

We agree with this statement from Department of Internal Affairs citing the Waitangi Tribunal.

The advice from the Department of Internal Affairs to Minister Brown was:

> *"Referendums and polls are an instrument of majority rule which can supress minority interests. Normal lawmaking process have safeguards to make sure minority rights and interests are considered – human rights legislation, parliamentary debates and the select committee process. But referendums do not require that tabling and balancing of interests, and the outcome will depend on the majority's perception of the minority interests."*

We completely agree with this advice and believe that the Department of Internal affairs summed this up perfectly. The issue of representation for Māori is complex and should be decided upon locally by Councils in consultation with Iwi / Māori and its communities, not by a simple 'yes' or 'no' poll.

Further to this, the former LGNZ President Dave Cull summed up binding polls by saying:

> "Of equal concern, the polls reduce a complex issue to a simple binary choice, which, by encouraging people to take sides, damages race relations in our districts. Matters of representation and relationships should be addressed in a deliberative manner that employs balanced and considered dialogue – not by poll. In fact, a poll is not necessary. Should a council resolve to establish Māori wards or constituencies, or any other ward, against the wishes of its community then the community has the option to hold that council to account at the next election – this is how representative democracy is intended to work

Again, we agree with this statement and also believe that binding polls and poll provisions in general are divisive and do nothing to enhance relationships within communities. In fact, it will do quite the opposite.

In summary, we are in opposition to the reinstatement of polls for Māori wards and constituencies and ask that this be relooked at and withdrawn.

If polls are to be implemented then we strongly urge the following to be implemented:

- That only those on the Māori roll vote in a poll. These are the only residents and ratepayers who will be affected by the outcome of the poll and therefore should have the most input into it.

- We ask that there is an increase in the petition threshold from 5% to 10% of electors to initiate a poll. Five per cent is a low threshold given the costs and impacts of polls on communities. It is therefore not unreasonable to expect a larger demonstration of a desire for a poll before undertaking one. A move to 10 per cent would align with the threshold set out in the Citizens Initiated Referenda Act 1993.
- We also recommend making the polls non-binding but require councils to give them due consideration in their decision making process. This would give the poll weight in the decision making process, but still enable these decisions to made within the wider legal context and with due consideration of a range of relevant factors.

Cost to Ratepayers

The significant cost to ratepayers is another reason we oppose this Bill.

This change in legislation could result in up to 45 councils being required to hold a poll on Māori wards and constituencies at the 2025 elections, with the outcome to take effect in 2028. This is dependent upon what is decided by August 2024 in terms of disestablish now or ride it out until a poll in 2025. Councils throughout the country have extremely tight budgets and will need to fund the extra cost for the poll, as well as an early representation review. Many Councils are in the process of reviewing their Long Term Plan with proposed rates increases the highest ever seen. This in the midst of a cost of living crisis that will constrain Council budgets further. The cost of a poll and representation view will be dependent on the size of the council and district/region with an estimate at around $175,000 for a poll and potential costs of up to $170,000 for a representation review. In addition, Council staff and resource will be required.

Timing of Poll Should it Proceed

Finally, we are concerned at the timing of the proposed poll on Māori wards and constituencies. All Māori ward candidates will need to campaign for their seat, engage with Māori and participate in electioneering, while simultaneously convincing the community of the value of a Māori ward or constituency. This will be a huge undertaking and put potential Māori ward/constituency councillors to an unfair burden. The responsibility of educating the community on Māori wards will naturally fall to iwi to lead and coordinate without guaranteed resources or support.

Summary and Recommendation

In summary, Māori should be fairly represented in local government. This Bill will likely result in the disestablishment of many Māori wards and constituencies across the country. Disestablishing Māori wards and constituencies, and making them subject to a higher procedural standard than that of general or rural ward is opposed by Te Pae Tāwhiti Rōpū.

We recommend that the Local Government (Electoral Legislation and Māori Wards and Māori Constituencies) Amendment Bill not be progressed and that status quo remains.

Whilst we oppose the reintroduction of poll provisions for Māori wards and constituencies, should these be reintroduced, we recommend the following:

- Increase the petition threshold from five per cent to 10 per cent of electors to initiate a poll. Five per cent is too low a threshold given the costs and impacts of polls on communities.
- Only those registered on the Māori roll can vote on a Māori ward and constituency poll.
- Make the poll non-binding and require councils to given them due consideration.

We would like the opportunity to speak in support of this submission.

Parties to the submission:

Roly Fitzgerald

Te Pūao Māori Ward Councillor, Palmerston North City Council

Korty Wilson

Ruapehu Māori Ward Councillor, Ruapehu District Council

Justin Tamihana

Horowhenua Māori Ward Councillor, Horowhenua District Council

Nina Hori Te Pa

Horowhenua Māori Ward Councillor, Horowhenua District Council

Coral Raukawa

Tiikeitia ki Tai (Coastal) Ward Councillor, Rangitikei District Council

Piki Te Ora Hiroa

Tiikeitia ki Uta (Inland) Ward Councillor, Rangitikei District Council

Bridget Bell

Ngā Tapuae o Matangi Māori Ward Councillor, Manawatū District Council

Fiona Kahukura Hadley-Chase

Ruapehu Māori Ward Councillor, Ruapehu District Council

Channey Iwikau

Ruapehu Māori Ward Councillor, Ruapehu District Council

Naioma Chase

Tāmaki-nui-a-Rua Māori Ward Councillor, Tararua District Council

Te Kenehi Teira

Tonga Māori Councillor, Horizons Regional Council

Turuhia (Jim) Edmonds

Raki Māori Councillor, Horizons Regional Council

And from Horizons Regional Council:

Wiremu Te Awe Awe

Councillor, Horizons Regional Council.

// 04
Entrenchment of Māori wards seats for local government

Remit: *That LGNZ proactively promote and lobby to entrench the Māori Wards and Constituencies for the 64 councils which currently have these, to require the support of a supermajority of parliament should either parliament or councils seek their removal.*

Proposed by: Northland Regional Council

Supported by: LGNZ Zone 1 (Northland Regional Council, Far North District Council, Whangarei District Council)

Why is this remit important?

Zone 1 opposes the changes proposed to Māori wards and constituencies provisions in the Local Electoral Act 2001 (LEA), the Local Government Electoral Legislation Act 2023, and the Local Electoral Regulations 2001.

Zone 1 views are summarised below:

a) Māori wards and constituencies are an appropriate and necessary way to deliver on Te Tiriti o Waitangi obligations — they are not a race-based selection.

b) Reversion to a poll system to establish / retain Māori constituencies in local government is inconsistent with the national electoral system of a Māori roll and Māori seats in Parliament. There is no rational reason for the different approach.

Background and Context

The current government has agreed to amend the legislation and regulation related to the establishment and continuation of Māori wards in Aotearoa New Zealand.

The proposed changes have a major impact for the representation of Māori communities and the unique opportunities and challenges they face. It also compromises the ability of local government across the country to deliver on its Treaty of Waitangi obligations.

Zone 1 members do not support the proposed changes and have submitted their views as individual councils and the broader local government sector through LGNZ.

As discussions have developed on the proposed amendments, the need to align Māori ward representation models with parliamentary Māori electorate representation model has become evident.

How does this remit relate to LGNZ's current work programme?

This proposal aligns with LGNZ's policy that states:

- Remits must be relevant to local government as a whole rather than exclusively relevant to a single zone or sector group or an individual council;

- Remits should be of a major policy nature (constitutional and substantive policy) rather than matters that can be dealt with by administrative action.

In accordance with LGNZ's strategy, this proposal would strengthen local government as a whole to support our communities to thrive - environmentally, culturally, economically and socially.

How will the proposing council help LGNZ to make progress on this remit?

Northland Regional Council, with the support of Far North District Council and Whangarei District Council, will advocate, lobby, and promote the cause and case for the entrenchment of Māori ward seats in local government governance structures.

// 05
Graduated driver licensing system

Remit: *That LGNZ advocate for changes to the fee structure for driver licensing, better preparing young people for driver license testing, and greater testing capacity in key locations throughout New Zealand, in order to relieve pressure on the driver licensing system and ensure testing can be conducted in a quick and efficient manner.*

Proposed by: Ashburton District Council

Supported by: Hurunui District Council, Kaikōura District Council, Selwyn District Council, Timaru District Council, Waimakariri District Council and Waitaki District Council

Why is this remit important?

Communities across New Zealand are being impacted by excessive wait times associated with the graduated driver licensing system (GDLS). There are three stages to the GDLS, and those aged 16 or older can enter the system and undergo both theoretical and practical testing to graduate from a learner's license (accompanied driving) to a full license (license without restrictions) over the space of 24 months. Currently, across the country, demand for testing significantly exceeds testing capacity leading to negative implications for our young people, and the wider community. Action is required to ensure young people in our community can undertake testing without delay, failing to remedy this situation could result in:

- Reduced ability to access testing
- Increases in testing failure rates
- Social and economic disadvantages for young people

Background and Context

Work undertaken by Waka Kotahi and other agencies identified the need to remove barriers for young people associated with obtaining a driving license in New Zealand. Through this work, re-sit fees were identified as a potential barrier. According to Waka Kotahi data, only 53% of people on a restricted license pass their practical driving test first time around, meaning many young people trying to graduate were being financially burdened by subsequent fees in completing a re-sit.

From October 1 2023, Waka Kotahi introduced a revised fee structure for a learner's, restricted, or full license, which removed re-sit fees for drivers who failed a first or subsequent attempt. While this change makes graduation through the system more financially obtainable, it has put increased pressure on testing services as those who fail the first time are rebooking immediately. This, in combination with the shortage of assessors, is causing significant wait times across the country. The increase in wait times has multiple implications which are summarized below using national and local examples.

- Reduced ability to access testing: In 2020, the national average wait time to sit a restricted driving test was 16 days, this has dramatically increased to 53 days in 2023/24. Drivers in the Ashburton district are facing a 94-day delay in booking a restricted license test, with only one agent (VTNZ) being able to facilitate testing.

- Increases in testing failure rates: excessive wait times in Ashburton may be causing young people to book testing in alternative locations. According to information obtained during an Ashburton District Road Safety Co-ordinating Committee meeting, some young people from Ashburton and Timaru are travelling to the West Coast (3-5 hours away) to undertake practical testing, there is concern that completing a practical test on unfamiliar roads may lead to an increase in failure rates. Reports have also been made that the decision to remove re-sit fees has led to young drivers completing the test before they are ready, leading to multiple failed attempts.
- Social and economic disadvantages for young people: there are social and employability benefits to holding a driver's license. According to MBIE, two-thirds of all jobs advertised in New Zealand have a minimum requirement of a restricted license. The reduced ability for young people to obtain a restricted or full license may see otherwise suitably skilled candidates miss out on employment opportunities while they wait to sit and obtain the required license. This also has impacts for the community, in particular local businesses, who will potentially struggle to source young candidates for entry level roles. This is further amplified in our community where public transport is non-existent, with the only quasi-public transport available being the Mid Canterbury Connector – a locally led, volunteer driven service operating on a booked return trip service between rural communities.

Relevant legislation, policy or practice

- Land Transport Act 1998 (part 4)
- Land Transport (Driver Licensing and Driver Testing Fees) Regulations 1999.
- NZTA driving licensing fees schedule

How does this remit relate to LGNZ's current work programme?

While this is not currently part of LGNZ's work programme, engaging with central government will be essential to making progress in this area. Ensuring that the local voice is heard and understood by central agencies is the only way in which this issue will be able to be addressed. Given the impact on our young people, and the subsequent effects this has on their ability to gain independence and contribute to our communities and local economies, we believe this is a worthy project for LGNZ to drive on behalf of the sector.

How will the proposing council help LGNZ to make progress on this remit?

While changing the fee structure will help incentivise people to pass their tests on their first attempt, other changes should be made to better prepare people, particularly young people, who are trying to obtain a driver licence, and ensure there is sufficient capacity in the system.

Ashburton District Council is willing to trial/pilot the practical applications of an improved graduated driver's licensing scheme.

Our Mayors Taskforce for Jobs programme has been highly successful, working with community groups and schools to identify people who are disadvantaged in the labour market. A significant proportion of this group are seeking drivers' licences in order to improve their chances of employment. There is an opportunity to align the Mayors Taskforce for Jobs programme with an enhancement of an Ashburton based training and accreditation centre, leveraging the MTFJ programme's experience in driver licensing schemes. The goal of this would be to better prepare

young people for driver licence tests and reduce the pressure on the system imposed by people having to re-sit tests.

Ashburton District Council also proposes a pilot scheme to work with government to attract, train and supply increased numbers of examiners for the Ashburton district along with other centres throughout the country. Ashburton district would become a training region; prospective examiners would be based in the region while they train and qualify before returning to their respective regions to fill gaps and boost capability. Our region is well suited to examiner development, being close to Christchurch but more affordable and having a network of urban and rural roads.

Hon Simeon Brown

Minister for Energy
Minister of Local Government
Minister of Transport
Minister for Auckland
Deputy Leader of the House

James Meager MP
Member of Parliament for Rangitata
Parliament Buildings
WELLINGTON

24 MAY 2024

Dear James

Thank you for your letter of 2 May 2024 regarding the driving licence processing delays in the Rangitata electorate. I share the frustration being experienced by people wanting to engage driver licence services only to be met with significant delays.

The Automobile Association (AA) and Vehicle Testing New Zealand (VTNZ) have been providing regulatory services on behalf of the NZ Transport Agency (NZTA) since 1999.

NZTA advises me that since the previous government's decision last year to remove the re-sit fee for theory and practical tests there has been a significant increase in demand for testing services, leading to unacceptable delays.

The inability to engage driver licence services in a timely manner is having an impact on the employability of learners and delaying their progression into the community.

NZTA and VTNZ are currently taking measures to accommodate the current high demand by re-prioritising driver testing officers to driver licencing agent sites with high booking numbers and increasing site opening hours. NZTA is aware of the urgency and my expectation that the issues be addressed promptly.

These delays across New Zealand, which follow the previous government's changes to re-sit fees, are unacceptable. I remain very concerned about these delays and am currently considering advice on options to address it, which may include reinstating a re-sit fee.

Regarding your request that NZTA remove the age limit for booking drivers licence tests, I have been advised that it is a legal requirement for applicants of driver licences to be 16 years or older.

Thank you again for writing.

Yours sincerely

Hon Simeon Brown
Minister of Transport

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// 06
Proactive lever to mitigate the deterioration of unoccupied buildings

Remit: *That LGNZ advocate to Government:*

- *For legislative change enabling local authorities to compel building owners to remediate unoccupied derelict buildings and sites that have deteriorated to a state where they negatively impact the amenity of the surrounding area.*
- *To incentivise repurposing vacant buildings to meet region-specific needs, for example, accommodation conversion.*

Proposed by: Gisborne District Council

Supported by: Rotorua Lakes Council, South Wairarapa District Council, Wairoa District Council, New Plymouth District Council, Napier City Council, Rangītikei District Council, Whanganui District Council, Dunedin City Council

Why is this remit important?

There is no legislation enabling councils to take proactive action on the decaying condition of vacant buildings. Intervention is only possible when buildings become so dangerous that the Building Act 2004 (BA04) allows for dangerous building notices.

The absence of enabling regulations and enforcement tools can result in derelict sites negatively affecting both neighbourhoods and city centres. The public expects their local authorities to maintain community standards and they are frequently disappointed by our inability to intervene. Especially where keystone buildings deteriorate over decades.

The economic and social consequences of unoccupied derelict buildings negatively affect local businesses, city centre revitalisation, regional economic development, and tourism activity. Negative impacts suppress local investment and the prosperity of regional centres throughout New Zealand. Legislative change to enable the remediation of decaying building conditions and unlock their economic potential is in the national interest and significant to local government as a whole.

Background and Context

Existing building legislation is too late to mitigate decaying buildings

Once a Code Compliance Certificate has been issued, there is no regulatory avenue for proactive remediation of a vacant building's decaying condition. The BA04 is silent on maintenance responsibilities until the public is likely to be harmed by unsafe building conditions.

The BA04's approach to dangerous buildings is reactive as it seeks only to remediate dangerous conditions. The impact of a deteriorating building on its surrounding environment is not taken into consideration.

Waiting until a building becomes dangerous is too late to remediate the significant economic and social effects of vacant and deteriorating buildings.

In regional centres like Gisborne, a small number of deteriorating assets can have a significant impact on surrounding businesses and perceptions of the city centre. Long-term underinvestment means significant capital is required to restore these buildings before prospective owners and/or tenants can reoccupy the space. Investment is often cost-prohibitive, leaving vital buildings empty and further deteriorating.

In May 2024, Gisborne's Mayor wrote to Government detailing the national impact of this legislative gap (letter attached). The letter's appendix, *Ten years of the National Problem*, outlines how problematic buildings are challenging local authorities throughout New Zealand.

Local authorities have developed ad hoc, imperfect solutions to address the legislative gap

Upper Hutt City Council's Unoccupied Commercial Premises Bylaw and Clutha District Council's Regulatory Bylaw both aim to prevent building deterioration. However, bylaw solutions are unenforceable without costly prosecutions that risk uncertain outcomes.

In Rotorua, where houses are problematic, rather than commercial buildings, Rotorua District Council has spent $60,000 on consultants' reports and legal advice for a single abandoned property because it lacks the authority to require its demolition.

The BA04 seeks to ensure safety and well-being, sustainable development, and building code compliance. However, because it does not provide local authorities with effective tools to encourage essential maintenance and building utilisation, we have no way to intervene when buildings are deteriorating until the problems are significant, sometimes beyond repair.

Wellington City Council recently signaled its intention to remove ten buildings from its heritage list as part of a district plan review. Among those buildings were the dangerous, unoccupied Gordon Wilson Flats, a contentious feature of the Wellington skyline intended for demolition by their owner, Victoria University, due to restoration cost.

List removal failed to secure ministerial approval. However, this situation illustrates the impossible predicament faced by local authorities when heritage buildings have not been adequately maintained, and the extraordinary measures they must take when buildings have deteriorated beyond repair. Local authorities' inability to prevent the deterioration of vital assets threatens a loss of national heritage and identity through demolition. The solution must be to enable proactive measures addressing deteriorating conditions before buildings are demolished by neglect.

Mitigating the social and economic consequences of underutilised buildings urgently requires:

- A new legislative lever that will enable earlier intervention and action to remediate deteriorating building assets and or
- Collaboration between local and central government and regional providers to develop region-specific incentives encouraging the use of unproductive assets, e.g., repurposing buildings for accommodation.

How does this remit relate to LGNZ's current work programme?

Addressing the gap in building legislation and its consequences for regional economic development does not currently feature in LGNZ's broader advocacy work programme. However, LGNZ has for some time been aware of the legislative gap and advocated on this issue as it aligns with their strategic priority of focusing advocacy on the big issues impacting local government.

In 2014, LGNZ wrote to the Minister of Building and Construction suggesting the BA04 define derelict sites, which would allow for such properties to be included in their Dangerous and Insanitary Buildings Policies. LGNZ's 2015 submission to the Rules Reduction Taskforce highlighted that derelict building issues are a regular source of community distress, presenting risks to health, fire hazards, and sites for criminal behaviour. In 2022, LGNZ again proposed that the government define derelict buildings; however, attempts to meet the Minister of Building and Construction were unsuccessful.

While these efforts failed to find favour, advocacy to political leaders is urgently required because:

- Current BA04 considerations are inadequate in addressing building issues that need to be remediated before buildings become derelict.
- The Government's accelerated review of building code requirements extends to improving economic activity.
- The Government has signalled its intention to develop housing improvement strategies through a cross-government Ministerial Working Group on Housing.
- Legislative change and incentives to activate unproductive buildings and unlock regional economic improvement align with the Coalition's Decision-Making Principles A – E.

How will the proposing council help LGNZ to make progress on this remit?

Gisborne District Council will:

- Continue advocating directly to the Ministers for Building and Construction, Housing and Local Government.
- Collaborate with LGNZ, councils, Government and stakeholders to develop new legislative tools to tackle this issue, strengthening our national economic resilience.
- Share any appropriate research and development, and data analysis from our region.
- Undertake any pilot programme involving temporary rule changes or funding initiatives, such as incentivising the conversion of commercial buildings to housing.
- Identify and work with local providers and property owners on the implementation of any pilot.

2 May 2024

GISBORNE
DISTRICT COUNCIL
Office of the Mayor

Hon Chris Penk - Minister for Building and Construction
Hon Chris Bishop - Minister for Housing
Hon Tama Potaka - Associate Minister Social Housing
Hon Simeon Brown - Minister Local Government

Email: christopher.penk@parliament.govt.nz, Chris.Bishop@parliament.govt.nz, Tama.Potaka@parliament.govt.nz, Simeon.Brown@parliament.govt.nz

Cc: Dana.Kirkpatrick@parliament.govt.nz, cushla.tangaere-manuel@parliament.govt.nz

LEGISLATIVE CHANGE IS REQUIRED TO UNLOCK SUBSTANTIAL ECONOMIC AND HOUSING IMPROVEMENTS IN NEW ZEALAND'S REGIONAL CENTRE

Good morning Ministers,

I would like to bring to your attention a gap in current building legislation, which is affecting local businesses, city centre revitalisation, regional economic development and tourism activity in our region.

In short, there is no enabling legislation that allows regulatory agencies to take proactive action on the decaying condition of vacant buildings.

Intervention is only possible when buildings become so dangerous that the Building Act 2004 allows for dangerous building notices. The absence of enabling regulations and enforcement tools, results in keystone buildings remaining idle and unproductive, sometimes for decades.

The attachments to this letter provide more information on the challenges facing Gisborne District Council and many other local authorities across New Zealand.

Legislative change to unlock the economic potential of underutilised and decaying buildings is in the national interest because the negative economic and social impacts created by underutilised buildings are nationally significant.

Unproductive buildings negatively impact regional prosperity throughout the country. We believe:

- New legislative tools are needed to unlock the economic potential of underutilised buildings.
- Urgent collaboration between local and central government is needed to develop a solution that will enable earlier intervention and action on commercial building issues.

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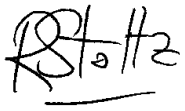
PHONE +64 6 867 2049 • FAX +64 6 867 8076 • EMAIL mayor@gdc.govt.nz • www.gdc

- Activating unproductive buildings to support regional economic development is strongly aligned with the Government's Ongoing Decision-Making Principles A – E.

As this matter is significant for local government as a whole, Council will be putting forward a remit on this matter at the upcoming LGNZ Annual General Meeting.

We look forward to working with the Government to develop new legislative tools to enable us to tackle this issue and continue to strengthen our national economic resilience.

Warm regards,



Rehette Stoltz
Mayor Gisborne District Council

Attachments:

Attachment 1 – Gisborne's Deteriorating Buildings

Attachment 2 – Problem definition: Current legislation is too late to mitigate decaying buildings

Attachment 3 – Ten Years of the National Problem

Attachment 4 – Seized buildings in Gisborne

Attachment 1 – Gisborne's Deteriorating Buildings

Main Street retail space. Corner Gladstone Rd and Peel St





Former Westlake Hotel. Corner Gladstone Rd and Peel St





Premium retail space. Peel St



Deteriorating building. Lowe St



Main Street retail space. Gladstone Rd



Deteriorating building. Childers Rd



Masonic Hotel decaying façade. Lowe St



Masonic Hotel frontage. Gladstone Rd



Abandoned detritus. Adjacent to Masonic Hotel



Main Street building decay. Gladstone Rd



Attachment 2: Problem definition: Current legislation is *too late* to mitigate decaying buildings

During deliberations on the Gisborne Dangerous, Affected and Insanitary Buildings Policy 2024[1] under the Building Act 2004 (the BA04), Gisborne District Council (Council) identified inadequacies in the existing building legislation framework. Also identified were the negative impacts these deficiencies are having both regionally and nationally.

Once a code compliance certificate (CCC) has been issued, there is no enabling legislation that allows regulatory agencies to take proactive action on the decaying condition of vacant buildings. Mitigation of problematic buildings is only possible when they eventually deteriorate to a condition so dangerous that BA04 provisions allow for dangerous building notices. The absence of enabling regulations and enforcement tools, in between CCC and dangerous building notices, results in essential buildings remaining idle and unproductive, sometimes for decades.

The BA04's approach to dangerous buildings is reactive. It seeks only to remediate dangerous conditions and does not consider the impact a decaying building has on its surrounding environment. This means it is both *too late* to remediate problematic conditions and an *inadequate tool* to address the significant economic effects caused when buildings become locked in a deterioration spiral. In Gisborne's case, deteriorating conditions negatively impact surrounding businesses and perceptions of the city centre, affecting a decline in economic activity. As regional economies underpin national economic prosperity,[2] the negative impact of underutilised buildings has a ripple effect on the national economy.

As a building's condition declines, the required investment in its essential maintenance and works (e.g. earthquake strengthening and cosmetic upkeep) decreases. The deteriorating condition of commercial buildings is particularly problematic in regional city centres, as this inefficient use of key placemaking assets contributes to poor amenity.

In regional centres, where the *heart of the city* is comprised of only a handful of buildings, even a small number of deteriorating assets can have a significant impact. A prolonged lack of maintenance requires significant investment to get a building back up to scratch before prospective owners and/or tenants can once again operate out of it. The required work is often cost-prohibitive, and vital buildings can remain empty, which leads to further deterioration.

The BA04 seeks to ensure safety and well-being, sustainable development, and building code compliance. However, because the current BA04 legislation does not provide local authorities with effective tools to encourage essential maintenance and building utilisation, we have no way to intervene when buildings are deteriorating until the problem is significant. We can only intervene when buildings have decayed to such a condition that they are likely to harm the public.

The public expects their local authorities to prevent city centre building deterioration, and they are frequently disappointed by our inability to intervene. Regional communities such as Gisborne, where the problem is acutely felt, are unable to prevent the gradual decline of their city centres. Without a legislative tool enabling the remediation of inactive buildings, and no central Government solution either, Council cannot achieve its aspiration of maintaining a

[1] Gisborne Dangerous, Affected and Insanitary Buildings Policy 2024.

[2] Hon Steven Joyce (2016) *Regions lead recovery from Global Financial Crisis*. This Beehive Release emphasises the instrumental role regional economies, including Gisborne, played in leading New Zealand's economic recovery from the Global Financial Crisis.

high-quality urban environment that capitalises on heritage, tourism, and lifestyle to attract economic investment and development.

The Problem in Gisborne

Gisborne's Central Business District (CBD) contains several **vacant** and **underutilised buildings** that have been **neglected for long periods.**[3] Their deteriorating aesthetic condition **negatively affects the city's appearance**, **impacting tourism experiences** and **suppressing local utilisation**, **economic growth**, and community wellbeing.

Deterioration of Buildings: A lack of basic maintenance has led to the disrepair of unoccupied buildings in Gisborne. This includes premium ground-floor retail spaces on Gladstone Road, Gisborne's main street (see **Attachment1 – Gisborne's Deteriorating Buildings**).

Negative Community Impact: Reduced vibrancy in the CBD has suppressed community utilisation and local commerce,[4] making it less attractive to new businesses and shoppers. This decline in activity fosters increased incidences of vandalism and the impression of an unsafe CBD.

Homelessness Consequences: The declining condition of city buildings leads to squatters occupying vacant buildings, resulting in litter, sanitation issues, and antisocial behaviour adversely affecting adjacent businesses, some of which are rate-paying owner-occupiers. Council increasingly incurs the financial burden of cleanup and the disassembly of homeless encampments in conjunction with the Police.

Economic Investment Deterrence: Visible city centre decline creates the perception of an economically depressed area and discourages economic investment from outside the region, weakening local economic resilience. Decreased revenue from idled assets reduces the likelihood that owners of earthquake-prone buildings will fund reinforcement works, threatening key buildings with demolition.

Suppressed Tourism and Economic Growth: Tourism, a vital part of Gisborne's economy, is growing slower than the national average,[5] limiting regional employment opportunities. The declining state of Gisborne's CBD negatively impacts tourists' experiences in our region, which challenges the Government's recent commitment to support tourism.[6] A vibrant and welcoming city centre is essential for creating positive visitor experiences, as it influences overall impressions of a place.[7] However, buildings becoming locked into a spiral of declining

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[3] In June 2007, Gisborne witnessed a 1.3% decline in retail sales despite national economic growth accelerating to 2.6%. In the same period. The number of commercial permits issued in Gisborne also fell by 13%. In December 2008, Gisborne experienced the largest quarterly decline in retail sales at a time when national retail sales were trending upward. Commercial building consents dropped by 6.1% in the same quarter. Sources: The National Bank Regional Trends Economics reports, February 2007, February 2008. In the wake of the global financial crisis, Council's 2010/11 Annual Report identified Gisborne's retailers among those most affected by economic conditions at the time.

[4] Over 55% of Gisborne employment is currently located outside of land zoned for business.

[5] The tourism sector contributed $56.3 million to Gisborne GDP in 2022, accounting for 2.3% of the region's economic output and 7.1% of total annual employment. In 2022, total tourism spending in Gisborne was down 0.1% year on year, while national tourism spending increased by 1.4% in the same period. In the 10-year period 2012-2022, Gisborne has experienced only 1.8% annual employment growth, lagging 2.1% national growth. Sources: Trust Tairāwhiti (2023) Draft Destination Management Plan utilising data retrieved from Infometrics.co.nz; Infometrics (2023) *Tairāwhiti at a Glance: 2022* retrieved from Infometrics.co.nz on 7 March 2023.

[6] Acknowledging tourism is the second biggest contributor to New Zealand's recent economy, the Tourism Minister, Hon. Matt Doocey, recently affirmed government commitment to supporting the growth of tourism and hospitality operators. Source: Hon Matt Doocey (2024) *Tourism data shows determination of sector*. Beehive Release.

[7] The Ministry of Business, Innovation and Employment Destination Management Guidance emphasises that supporting infrastructure and amenities are essential to cultivating compelling visitor experiences.

investment and physical deterioration presents a significant barrier to regional aspirations for a vibrant, thriving city that is a destination for business, employment, and tourism.

Figure 1 - the old Masonic Hotel greets cruise-ship tourists walking from Gisborne's port to the city centre.



The Problem nationwide

Gisborne is not the only region with declining, under-utilised buildings. Provincial areas are experiencing a downward spiral in the status of city centre vitality when compared to major urban areas.[8] Unoccupied buildings are contributing to this decline. They pose safety risks and affect community well-being, property values, and public perception of city centres around the country.

Attachment 3 – Ten Years of the National Problem outlines how issues with idle, unproductive buildings have become a nationwide concern in the last decade. Neglected heritage buildings face significant challenges as councils struggle to intervene where *demolition by neglect*[9] becomes irreversible. The lack of clear criteria for identifying and addressing derelict properties hinders councils' ability to take proactive measures to remediate these buildings as they deteriorate.

Legislative Inadequacies Prevent a Proactive Approach

1. Building Maintenance Responsibility

- After local authorities have issued code compliance certificates and no further building work is required, building maintenance is the responsibility of property owners.
- Local authorities have no means to enforce minimum maintenance standards for dormant or underutilised buildings, even in cases where buildings are left to decay.
- The absence of any tool to encourage proactive maintenance means local authorities can be left with unsightly buildings, often in prominent locations. This creates a cycle of declining investment that negatively impacts regional prosperity.
- Gisborne has five large, central buildings locked in an ongoing legal dispute between the Police and silent offshore owners. This contested ownership status prevents building remediation, even under dangerous building notices, as no party assumes responsibility for remediating the unsafe conditions.

2. The Building Act 2004 Does Not Adequately Consider Remediation

- The BA04 enables local authorities to compel remediation via dangerous or insanitary building notices only when building issues become so dangerous, they may harm occupants or the public.
- These notices are a last resort. They cannot address situations where buildings essential to a city's social, cultural and economic fabric decay due to neglect. This is because the BA04 does not consider the negative consequences experienced during a building's decline when its conditions are deteriorating but not yet dangerous.
- Councils can intervene when there is evidence of infestation or fire risk; however, the threshold for action is high.[10]

[8] Aigwi, I., et al. (2019). *A performance-based framework to prioritise underutilised historical buildings for adaptive reuse interventions in New Zealand*. Sustainable Cities and Society, 48, 101547-101547.

[9] Dunedin City Council defines *demolition by neglect* as a building being allowed to deteriorate to the point that demolition becomes necessary, or restoration becomes economically unreasonable. In some cases, building owners may allow this to happen to bypass heritage protections and the substantial financial investment to enable ongoing use. Source: Dunedin City Council's 15 May 2023 Agenda.

[10] Newshub. (2022). Call for law change as councils say there is an increasing problem of derelict, unoccupied houses.

- Neglected heritage buildings are particularly vulnerable to becoming dangerous and, in instances of continued neglect, demolition.[11] Heritage New Zealand Pouhere Taonga recently requested Council policy[12] encourage heritage building owners to undertake preventative maintenance and upgrades to conserve their essential heritage character. However, BA04 considerations do not provide any mechanism for local authorities to encourage such action. Therefore, any suggestion or encouragement of proactive maintenance via a dangerous building policy would be unenforceable under the current BA04 considerations.
- In cases where heritage buildings have been neglected, the costs associated with restoration or repurposing can be prohibitive for building owners. Lotteries funding is not always readily available[13] and heritage funding prioritises category-one buildings. Not all vital buildings are so categorised, and few buildings in Gisborne meet eligibility requirements.

Solution needed: Legislative Change

Activating unproductive buildings to unlock regional economic improvements aligns with the Coalition's Decision-Making Principles A – E:

- **Principled** decisions based on sound policy principles and economic efficiency;
- **Focused** on improving productivity and economic growth to increase prosperity, and enhance housing affordability, efficiency and effectiveness.
- Stopping interventions that aren't delivering **Results**.
- **People-focused** public services will be designed around the needs of public and tourist users. The Government will be **accountable** for clear public service targets and regular progress reporting on these objectives.

Proactive remediation measures do not sit comfortably within the BA04 framework because it was not designed to address the problem of inactive buildings and the associated economic consequences. Fixing the problem requires:

- a lever compelling proactive remediation of deteriorating city centre assets and or
- incentivising the utilisation of unproductive assets.

Examples of proactive legislative tools for unlocking the potential of unproductive buildings can be found in both the United Kingdom and the Republic of Ireland.

United Kingdom's Town and Country Planning Act 1990

The UK mitigates unproductive buildings via Section 215,[14] which enables Local Planning Authorities to:

- take proactive steps towards sustainable regeneration of local areas, including conditions that adversely affect the amenity of the surrounding area
- consider local circumstances, such as site conditions and impact on the surroundings
- require a broad scope of works, including painting, external repairs, demolition and re-building

[11] The Ministry of Culture and Heritage identified late requests to 'save' buildings are commonly requested at the last possible moment due to communities not seeking remediation until a building is under threat of demolition. Source: Ministry for Culture and Heritage. (2018). *Strengthening protections for heritage buildings: Report identifying issues within New Zealand's heritage protection system.*

[12] HNZPT (2023) submission (Page 51) on the Gisborne District Council Dangerous Buildings Policy 2024.

[13] Lottery Environment and Heritage Committee year on year funding declined by 46% in the 2023/24 financial year.

[14] Town and Country Planning Act 1990 Section 215 Best Practice Guidance and Act.

- use Section 215 notices in conjunction with other powers, such as repair notices for heritage-listed or dangerous buildings.

'Amenity' is a broad concept not formally defined in the legislation. This means assessment is a matter of degree. A clear and well-presented case that stresses the adverse impact of the site on the local street scene has proven more effective than a technical definition of 'loss of amenity'.

The Republic of Ireland Derelict Sites Act 1990

Ireland mitigates unproductive buildings with the Derelict Sites Act,[15] which defines *derelict sites* and makes local authorities responsible for dealing with them. Derelict sites are defined as detracting from the amenity, character or appearance of the neighbourhood with:

- structures in a ruinous, derelict or dangerous condition
- land or structure condition that is neglected, unsightly or objectionable
- deposits or collections of litter, rubbish, debris, or waste.

Under the legilsation, local authorities can mitigate problems by:

- prosecuting owners who do not comply with notices
- making compulsory land purchases
- carrying out necessary work and recovering cost.

Proactive Measures to Mitigate Inactivity would not conflict with the New Zealand Bill of Rights 1990 (BORA)

BORA protects human rights and fundamental freedoms; however, it does not provide for a general right to privacy or property enjoyment. BORA protections are subject to reasonable limitations where they are demonstrably justifiable in a free and democratic society.[16] Indeed, the Justice Minister, Hon Paul Goldsmith, has indicated the government wishes to strike an appropriate balance between individual rights and the public interest.[17]

Therefore, it is reasonable to expect that the public interest should be safeguarded from neglected buildings and the significant negative impacts they have on our communities' life, livelihood, and economic output.

The New Zealand Bill of Rights (Right to Lawfully Acquired Property) Amendment Bill (introduced into Parliament on 27 July 2023) proposes reasonable compensation for property owners when deprived of the right to own and use lawfully acquired property. Enabling local authorities to encourage and or incentivise remediation or utilisation of vacant buildings would not conflict with this amendment, should it become law.

Alignment with improving housing availability

The Minister of Housing, Hon Chris Bishop, seeks to fix the housing crisis by increasing supply through the removal of barriers to construction. The Minister's recent Cabinet Briefing Paper *Fixing the housing crisis*[18] outlines a programme to lift productivity, wages and ultimately national income by unleashing urban growth. The briefing paper identifies that:

- New Zealand's houses are among the world's least affordable due to persistent undersupply
- unaffordable housing has far-reaching social and economic consequences.

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[15] Republic of Ireland Derelict Sites Act 1990.

[16] New Zealand Bill of Rights Act 1990, Section 5: Justified limitations

[17] RNZ (2024) Bill of Rights won't stop gang patch ban - Justice Minister

[18] **Hon Chris Bishop (2024) *Fixing the Housing Crisis* Cabinet Paper.**

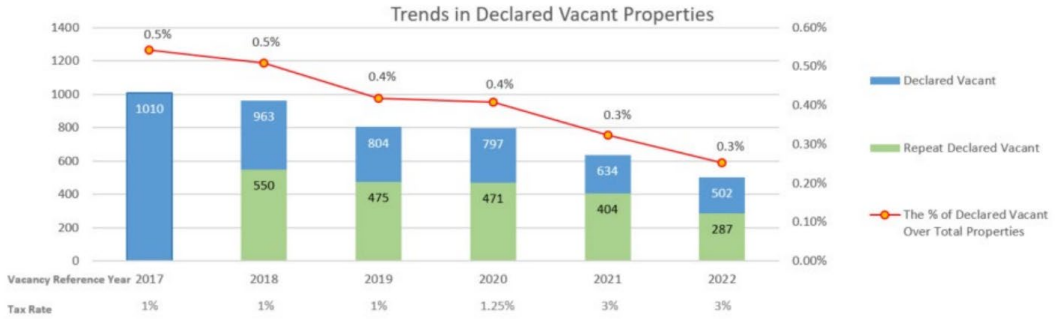
- increasing housing supply and lowering housing costs will improve the living standards of all New Zealanders and lift productivity and wages by allowing more workers to live and work in cities.

Council agrees with the Minister's assessment that fixing the housing crisis will involve collaborative actions across Government and by different Ministers.

Gisborne is currently experiencing a critical housing shortage while city centre buildings deteriorate due to a lack of investment. There is an opportunity for the Government to address the housing shortage by incentivising building owners to repurpose buildings for accommodation before they decay beyond repair.

As an example, in 2017, the city of Vancouver introduced an empty homes tax. Which currently charges owners three per cent of a property's value if it remains unoccupied for more than six months. Since inception, the number of vacant properties in Vancouver has decreased by 54% and CAD$142 million has been raised for the city's housing initiatives.[19]

Figure 2 - Trends in Vancouver's Declared Vacant Properties 2017 – 2022. Source: City of Vancouver



[19] Housing Vancouver. (2023). Empty Homes Tax Annual Report 2023. City of Vancouver.

Attachment 3 – Ten Years of the National Problem

27 February 2013: Upper Hutt City Council adopted an Unoccupied Commercial Premises Bylaw that aims to prevent unoccupied commercial premises from falling into disrepair by setting standards for the maintenance of unoccupied commercial premises. By requiring commercial premises be maintained to an immediately tenantable standard, the bylaw attempts to address issues such as rubbish, boarded windows, vermin and overgrown foliage. However, at best, this is a half-measure because it does not address utilisation and investment issues, which are the underlying cause of cosmetic conditions.

A fundamental problem with use of bylaws is unless new regulation enables fines, enforcement requires a prosecution. This would be cost-prohibitive with no guarantee of success or remediation of problematic conditions. This would waste a lot of time and resources that ratepayers expect to be well-utilised elsewhere.

2014: Following discussion with a number of councils, including discussion at an LGNZ Rural and Provincial Sector meeting, LGNZ wrote to the Minister of Building and Construction asking that the Government provide councils with powers to deal with problems created by derelict buildings to combat demolition by neglect. Specifically: "That a definition for derelict sites and homes be developed and included in the Building Act. This would enable Territorial Authorities to include such properties in their Dangerous and Insanitary Buildings Policy and update their procedures to respond in a timely and cost-effective manner to the needs of their community." However, as reported in Dunedin City Council's 15 May 2023 Agenda, the MBIE response was this was not a priority at the time.

22 April 2014: South Wairarapa District Council identified derelict commercial buildings as a problem that did not qualify as dangerous or unsanitary. The inability to take proactive remediation action has resulted in a perception of Featherston's town centre as unattractive and run-down.

4 May 2015: LGNZ's submission to the Rules Reduction Taskforce highlights that councils regularly face derelict building issues with requests for action coming from many sources, including neighbours and health officials. Buildings in serious disrepair cause neighbours distress, are a risk to health, a potential fire hazard, and are sites for criminal activity. However, councils have limited powers to remediate derelict properties. Over a period of five years, Rotorua District Council has spent more than $60,000 on consultants' reports and legal advice for a single abandoned property because they lack the authority to require its demolition.

1 August 2016: The Christchurch City Development Forum, made up of city councillors and the business community, urged Christchurch City Council to develop an incentivisation policy to encourage owners to develop their derelict sites. Frustrating city revitalisation efforts are buildings that remain in limbo due to unresolved intentions or insurance disputes. High-profile heritage buildings are also part of the concern. However, despite derelict buildings being dangerous, unsanitary and an eyesore the city council had limited powers to deal with them.

21 October 2016: Stuff.co.nz reporting highlights that shuttered, deteriorating buildings are frustrating towns around the country, with Councils in these towns having found there is virtually nothing they can do legally about it. South Wairarapa District Council found that despite complaints that problematic buildings were holding the town back, there was no effective legal remedy. While the council can take the owners of these buildings to court under the Resource Management Act for loss of amenity, it is a subjective rather than objective issue, making it challenging to win in court. Additionally, even if they did win, taking someone to the Environment Court is expensive, with potential costs ranging from $60,000 to $100,000. Enforcement remains difficult even after winning a case. In Rotorua, the problem is with houses

rather than commercial buildings, but the issue remains the same. Derelict sites have potential fire risks, and the impact of these structures negatively impacts the value of surrounding properties. These abandoned buildings are eyesores; however, what is considered offensive is debatable under the law.

19 May 2017: Christchurch City Council outlines their plan for tracking derelict CBD sites they consider a barrier to the regeneration of the city centre. The plan of action seeks to address concerns about the sites, to improve investor confidence and to create a more positive impression of the central city. The third and final phase of their plan (to be used only as a last resort) involves joint action by agencies with enforcement and land acquisition powers. **This plan illustrates the problem: without legislative change, local authorities cannot prevent buildings from deteriorating to such a condition that outside agencies are required to facilitate collaborative solutions.*

16 June 2021: In the wake of a derelict house fire that destroyed a neighbouring house and damaged two others in Wellington, experts question why only a limited number of buildings meet strict criteria for dangerous or insanitary criteria. Otago University housing expert researcher Dr Lucy Telfar-Barnard said the bar was set too high for a dangerous or insanitary building. Regarding derelict houses, Victoria University Professor of Building Science Robyn Phipps says: "It's a ticking time bomb."

23 April 2022: Local authorities called for a change in the law to address the problem of derelict and unoccupied houses. In Whanganui, absentee owners are responsible for 10% of the derelict CBD buildings, committing to *demolition by neglect*. Litigating problem buildings is cost-prohibitive, and the bar is extremely high. Councils are completely powerless if a building simply looks terrible. As a result, LGNZ has proposed that the government define derelict buildings so that action can be taken. Stuart Crosby, LGNZ president, has highlighted that this problem is growing and needs to be addressed.

12 May 2022: Clutha District Council identified that its staff do not currently have the necessary tools to deal with abandoned buildings that become a target for vandals or unsightly in a town's main shopping street or issues of excessive waste and vegetation growth on private property.

May 2022: Dunedin City Council reports* that In May 2022, another attempt by LGNZ to meet the Minister of Building and Construction regarding derelict sites was unsuccessful. *Recounted in Dunedin City Council's 15 May 2023 Agenda.

February 2023: As part of its submission to the Environment Select Committee on the Natural and Built Environment Bill and Spatial Planning Bill, DCC requested* the inclusion of "provisions in the NBEA to explicitly enable the management of neglected heritage buildings where a lack of maintenance is having an adverse effect on the structural stability, weather tightness, or long-term retention of a scheduled heritage building (aka demolition by neglect). This is urgently necessary for DCC (and other territorial authorities) to take actions to save heritage buildings where neglect has not yet progressed to a point of no return". *Reported in Dunedin City Council's 15 May 2023 Agenda.

15 May 2023: Dunedin City Council (DCC) identifies that demolition by neglect is an issue in cities across New Zealand, yet is not regulated nor specifically referred to in either the Resource Management Act 1991, the Building Act 2004 or the Local Government Act 2002. DCC reports demolition by neglect is an issue for historic buildings that require significant investment to enable ongoing use. DCC asserts that, in the absence of legislative change, incentivisation is required to help motivate building owners to maintain buildings.

9 August 2023: The Press reports that the absence of legislation dealing with derelict properties has resulted in a derelict Christchurch property that, despite significant decay, does not meet the threshold for action.

6 September 2023: Considering lower rates for businesses and higher rates for vacant land, Wellington City Councillors express frustration with the inability of local authorities to target underutilised land due to it being too difficult to define: "It's deeply frustrating … we can't make people do more with their land."

8 February 2024: Homeless persons squatting in a derelict building near Point Chevalier's town centre raise well-being and safety concerns. Local businesses report daily harassment from intoxicated individuals and an increase in shoplifting, which they attribute to the squatters.

8 April 2024: Wellington City Council aims to remove ten buildings from the heritage list as part of its district plan review, utilising a 2012 amendment to the Resource Management Act (RMA) amendment aimed at ensuring more housing intensification in the country's largest cities. Among the ten buildings are the dangerous, unoccupied Gordon Wilson Flats. Considered unsafe due to potential earthquake and wind damage and empty since 2012, the flats have become a contentious feature of the Wellington skyline.

This move by Wellington City Council illustrates the extraordinary measures local authorities must take when buildings have deteriorated beyond repair resulting in a loss of national heritage and identity. The solution must be to enable proactive measures that address deteriorating conditions before buildings reach this level of decay.

Attachment 4 - Seized buildings in Gisborne

For almost a decade, five prominent Gisborne buildings have been the subject of an ongoing legal dispute between the Police and silent offshore owners. One of these buildings is Gisborne's finest, the heritage-listed Masonic Hotel, and another features prominently in the Gisborne skyline (Figures 13 and 14, overleaf).

In 2016, Singaporean national Thomas Cheng was arrested in Gisborne for the importation and supply of methamphetamine. The Police subsequently obtained restraining orders over six commercial properties in Gisborne as part of a wider investigation into alleged tax evasion and money laundering by Cheng's father, William Cheng, and stepmother Nyioh Chew Hong, who live in Singapore.

An investigation into the "complex" ownership structure of the buildings saw restraining orders placed on associated bank accounts along with nine other buildings across Whanganui, Te Puke, Pahiatua, Timaru, and Gisborne. In 2020, the Police applied for the forfeiture of these buildings and associated bank accounts. The courts have recently declared the buildings to be beyond the reach of the drug investigation. However, legal proceedings continue to restrain the buildings.

In 2023, the Wellington High Court ruled that Cheng Jnr does not hold an interest in or have effective control of Cheng Snr's property. Therefore, the properties are not subject to forfeiture relating to Cheng Jnr's drug crimes. However, as the Police have appealed the ruling, the buildings remain in limbo, further complicated by possible tax-evasion and money laundering by Cheng Snr and Ms Hong.

Council has found it impossible to address building issues via Cheng Snr's New Zealand representatives. Cheng Snr is likely reluctant to undertake works without knowing what percentage of the buildings he will retain. The Police will not do anything as they are temporary custodians ill-equipped to deal with building remediation and unsure what percentage of the buildings they will retain.

This contested ownership status prevents building remediation, even under dangerous building notices, as no party assumes responsibility for remediating the unsafe conditions. Council has issued one seized building with a dangerous building notice; however, as ownership is contested, mitigation of dangerous conditions is not easily progressed. The restrained buildings, including the Masonic Hotel, continue to decline but are a long way from becoming Dangerous. Continued attempts by Council to engage building owners have met with little success.

Seized building: Gisborne's Masonic Hotel (now closed) prior to its decline. 46 Gladstone Rd



Seized building (left). 200 Gladstone Road.



// 07
Appropriate funding models for central government initiatives

Remit: *That LGNZ proactively promote and lobby for the development of a more equitable and appropriate funding model for central government initiatives.*

Proposed by: Northland Regional Council

Supported by: Zone 1 (Northland Regional Council, Far North District Council, Whangarei District Council).

Why is this remit important?

The constant reprioritisation of funding has a major impact on the ability of local government to provide quality infrastructure and services to the communities they are legally obliged to serve.

The development of a more equitable and appropriate funding model for central government initiatives would mitigate the risks and challenges the current funding model creates.

Background and Context

The reprioritisation of spending from community needs and services, to the implementation of central government policy and regulation, continues to be a major challenge for many councils.

Experience to date has shown that the current funding model needs to be reviewed and improved, to better reflect the community and operational realities of local government.

Zone 1 members firmly believe that central government should fully fund initiatives they wish to implement, or provide funding to local government in situations where they are required to implement a central government initiative.

How does this remit relate to LGNZ's current work programme?

This proposal aligns with LGNZ's policy that states:

- Remits must be relevant to local government as a whole rather than exclusively relevant to a single zone or sector group or an individual council;
- Remits should be of a major policy nature (constitutional and substantive policy) rather than matters that can be dealt with by administrative action.

In accordance with LGNZ's strategy, this proposal would strengthen local government as a whole to support our communities to thrive – environmentally, culturally, economically and socially.

How will the proposing council help LGNZ to make progress on this remit?

Northland Regional Council, with the support of Far North District Council and Whangarei District Council, will advocate the case for the development of an improved equitable funding model for central government initiatives.

// 08
Goods and services tax (GST) revenue sharing with local government

Remit: *That LGNZ be proactive in lobbying central government on sharing GST revenue with local government, derived from local government rates and service fees related to flood protection mitigation, roading, and three waters, for investment in these areas.*

Proposed by: Northland Regional Council

Supported by: LGNZ Zone 1 (Northland Regional Council, Far North District Council, Whangarei District Council).

Why is this remit important?

Local government faces funding and resourcing challenges due to current funding models. The sharing of GST revenue derived from local government rates and service fees related to flood protection, roading, and three waters, would allow for increased spending and investment in these areas.

Background and Context

S&P Global Ratings note that local government rates have not increased, as a percentage of the economy, in the past 100 years – compared with central government taxation which has gone up 200% in the same period.

This funding gap presents many challenges for local government and its ability to provide infrastructure and services to its communities.

Member councils of Zone 1 have not lobbied central government individually to date. However, there was full support for the position of LGNZ given on the matter on 27 February 2024.

This proposal seeks to elevate the matter and make it a high priority for LGNZ to lobby, with a view to achieve, the diversion of GST revenue for localised investment in flood protection mitigation, roading, three waters, and the related capital expenditure and debt servicing.

How does this remit relate to LGNZ's current work programme?

This proposal aligns with LGNZ's policy that states:

- Remits must be relevant to local government as a whole rather than exclusively relevant to a single zone or sector group or an individual council;
- Remits should be of a major policy nature (constitutional and substantive policy) rather than matters that can be dealt with by administrative action.

In accordance with LGNZ's strategy, this proposal would strengthen local government as a whole to support our communities to thrive – environmentally, culturally, economically and socially.

How will the proposing council help LGNZ to make progress on this remit?

Northland Regional Council, with the support of Far North District Council and Whangarei District Council, will advocate, lobby, and promote the case for the sharing of GST revenue with local government from the areas noted in this proposal.

TE UNUA MUSEUM OF SOUTHLAND FINAL DESIGN AND PROPOSED BUDGET AMENDMENT

To:	Council
Meeting Date:	Tuesday 30 July 2024
From:	Erin Moogan - Group Manager Infrastructure Rex Capil - Group Manager Community Spaces and Places Patricia Christie – Group Manager Finance and Assurance Andrew Cameron - Chief Risk Officer
Approved:	Michael Day - Chief Executive
Approved Date:	Thursday 25 July 2024
Open Agenda:	Yes
Public Excluded Agenda:	No

Purpose and Summary

This report provides Council with the current estimated cost to deliver Te Unua Museum of Southland (building and experience).

The current proposed design for both the building and experience results in expenditure greater than the current Council approved budget.

This paper outlines options to Council for possible:

- building changes to reduce the forecast costs;
- options to fund the budget shortfall, if any, based on the chosen options; and
- consultation with the public

The report seeks a decision from Council on the alternative options provided.

Recommendations

That Council:

1. Receives the report "Te Unua Museum of Southland Final Design and Proposed Budget Amendment.

2. Approve Option A Rev 1, Option A Rev 2 and Option B be consulted on noting that Council's preferred Option is:

a. Option A Rev 1
b. Option A Rev 2
c. Option B

3. Confirm that Council will consult on an increase in the expected maximum cost that may be funded by Council of Te Unua Museum of Southland of:

   a. Option A Rev 1 - $19.5 million
   b. Option A Rev 2 - $14.5 million
   c. Option B - $6.6 million

   Noting that this amount includes the Council underwrite of $6.6 million of external funding that is still to be obtained.

4. Agree that the proposed changes to either scope or design and cost including the increased cost to Invercargill ratepayers of Te Unua Museum of Southland are such that in accordance with Council's Significance and Engagement Policy that prior to any decision on options that Council should consult with the public on the options.

5. Resolve to undertake a consultation process for the approved options of 2a / b / c (as above), noting that it does trigger the ICC Significance and Engagement Policy

6. Delegate to the Chief Executive the authority to release the consultation document for consultation.

7. Note that the additional costs associated with these options were not included in the Long-term Plan adopted on 28 June 2024 as the developed cost was not available. Any further change to the project budget will be inconsistent with the adopted 2024-34 Long-term Plan.

8. Note the continued uncertainty and risks related to the current projected operational costs and revenue.

Background

The redevelopment of the Southland Museum and Art Gallery has been the subject of discussion in the local community for the past 10 years. In April 2018, the facility was closed for safety reasons.

In the 2021-31 Long-term Plan, Council consulted with the public regarding options and agreed to invest $39.4 million into a $52.5 million project for a museum ($13.1 million of external funding). Following this Council requested officers to establish a Museum Governance Group to guide the process of opening and to undertake a reimagining process to:

> *Create a unique and compelling vision for the Invercargill Museum that will define the nature of the service for the community of Invercargill and solidify its role in the Southland region.*

The Museum Governance Group (MGG) process developed three options for redevelopment of the museum:

1. Strengthening the existing building at a total cost of $57.1 million (including $11 million of external funding);
2. A new build of 3550m^2 at a total cost of $65.5 million (including $11 million of external funding);
3. A new build of 4150m^2 at a total cost of $75.7 million (including $20 million of external funding).

The MGG also developed seven Project Pillars and six Critical Success Factors developed to guide the project (Attachment 1).

The community had an opportunity to provide feedback in June 2022 on these three options as part of the 2022/23 Annual Plan process when separate public consultation was undertaken on museum options.

The community feedback in 2022 was in support of the larger option (Option 3). Council resolved to proceed with Option 2 with a total cost of $65.5 million, including $11 million of external funding. The minutes of those deliberations (A3902334) relevantly record:

4. *Note the enthusiasm of some submitters for Te Unua Option 2 and the sentiment to do it once and do it right.*
5. *Note the challenging environment for external funding which increases the risk of Council needing to provide additional funding for Option 2.*
6. *Note that it remains the advice of officers that the smaller new build (Option 3) represents the best investment option for the ratepayer, delivering on the vision and success factors for Te Unua, while significantly reducing Council's exposure to risk of increased capital costs and future operational costs.*

Following the 2022 Council elections, there was a clear direction provided by Council to staff that the museum was the priority project for the organisation. In November 2022 at the request of Council, staff provided advice on the acceleration of the new museum (Project 1225) and risks associated with a new building completion date (excluding fit-out) of December 2025 (A4250352).

In addition to adopting the Project 1225 accelerated timeframe, Council also resolved in 2022 to put a number of 2021-31 Long-term Plan projects on hold. Part of the rationale for this decision was to provide flexibility to the Project 1225 team should there be an overwhelming case for delivering a larger facility.

Consistent with the guidance of the MGG, the designers have worked to "right size" the building to meet the design intent and the brief. In August 2023 staff provided Councillors with the concept design for the new museum and advised that the best size for the facility was **3,728m^2**.

An additional "construction" budget of **$6,009,682** was approved by Council as part of this paper. The budget change, but not the debt funding of this amount was included within the 2024-34 Long-term plan at this stage Council is required to fund the additional $6 million.

This gave a total budget of $71.5 million for the museum and associated facilities. At the time, to support this budget change, it was noted that the project was facing a number of challenges including; cost inflation "to build" a building of "higher amenity and quality" to the

brief and the post-Covid 19 impacts that have not resolved as quickly as the industry expected (resourcing, cost of living and supply chain issues) (A4803036).

It is noted that the figures included in the 2024-2034 Long-term Plan are the inflated $74.1 million.

The total $74.1 million budget for the programme has been allocated as follows:

Storage Facility - complete	$9,378,125
Tuatara Facility – complete	$734,364
Te Unua Museum of Southland	$63,942,565
	$74,055,054

To 18 July 2024, $15.1 million had been spent of which $5 million has been spent on Te Unua. These costs include the concept and detailed building design, experience concept design, site testing and demolition.

Issues and Options

Council finalised its 2024-2034 Long-term Plan on 28 June 2024. Consultation on the Long-term Plan commenced with the community in late February with submissions from the community heard in early May.

Over the past quarter – May, June July 2024 – the project design, detail and costings have finalised to the point where Council officers can provide advice to Council. The Project Design Group was advised of the potential costs in late May but the contract negotiations had not been finalised to a point where this information was able to be provided to Council with sufficient certainty.

On 21 June 2024 the Design Control Group noted the final bid to build Te Unua was expected from Naylor Love by 4 July 2024. It was noted at this point the estimated costs for build and experience (three options) were approximately 10% over the current budget approved in August 2023, a shortfall of approximately $13 million.

The Project Steering Group meeting on 4 July 2024 were advised that the project team cannot deliver an "on budget" option that satisfies the current requirements of the MGG, and other options were to be considered.

The Project team have confirmed after stress testing all aspects of the project since April 2024 that there is not an "on budget" option available to the Council without reconsideration of the requirements of the MGG.

The table on the following page provides an assessment of Three options for Council to consider.

		Option A Rev 1 **Deliver Te Unua – Museum of Southland to the current design packs and bids (Building) and cost estimates (Experience)**	**Option A Rev 2** **Deliver Te Unua – Museum of Southland with a reduced scope and revised bid (Building) and reduced cost estimate (Experience)**	**Option B.** **Pause the Te Unua - Museum of Southland project.** **Re-visit the Scope/Brief of the project to fit within the "working budget"**
Time	Abortive work	No abortive work	Minimal abortive work	Significant abortive works and Re-design fees in the range of $2 to $3.5 million
	Consultation	As per Council's Significance and Engagement Policy, officers have completed an assessment of the significance of the decision as having a high degree/impact specifically related to the factors within the policy as detailed in the Significance section of this report. For the reasons set out below it is considered that Council should consult before progressing with any Option		
	Ability to meet the 2026 opening	Any delay in awarding the contract past August 2024 will have a material impact on the base building and a knock-on impact on the public opening. In this we typically apply a 3 to 1 ratio i.e. for every one-week delay will impact the opening by three weeks. It has been recommended that public consultation be undertaken. The project would remain on pause during the consultation period resulting in a delay in the programmed opening of the facility of three to nine months depending on consultation outcomes and this is likely in 2027.		
Cost	Budget impact	Estimated Cost: $76.8 million An additional budget of $12.9 million required	Estimated Cost: $71.8 million An additional budget of $7.9 million required	This would need to be assessed following the rescoping exercise. Working budget $63.9 million.
	Legal	As the current contracts have completed there is no legal implications from these options.		
Quality	Ability to meet the Museum Governance Group's Critical success factors and project Brief (Building and Experience)	Yes	Yes – minor reduced in some areas.	To be Re-Scoped and a new brief to be agreed upon.
	Ability to meet broader Council and community expectations	Yes	Car parking may be an issue for some members of our community	To be Re-Scoped and a new brief to be agreed upon.

External Funding Gap

External funding is the only way to ensure that any increase in costs does not have an impact on the Council group and therefore ultimately ratepayers.

External / third party funding was planned for the project to lessen the cost to ratepayers of funding it fully by borrowing. Initially Council budgets required $11 million of external funding. This was increased to $17 million in the 2024-34 Long-term Plan as a result of the $6 million increase in building size and cost in August 2023.

The external funding is treated as a separate funding stream by Council and any shortfalls would need to be funded by other means – borrowing / debt. This was noted by Council as a risk when originally planning the museum budget in 2023 and has remained a risk ever since.

At 30 June 2024 Council had received $9.26 million of external funding. Work continues to secure third party funding however, there does remain a risk that the full amount of $17 million will not be obtained.

At present Council has not funded in its Long-term Plan the $6.6 million shortfall in external funding. When Council signs a contract with the builder and design team it will be required to pay the full price of that contract, irrespective of whether any further external funding is received.

Council has options to fund both the build and experience and the external funding gaps. These are discussed below together with the overall impact on rates and key financial measures.

Council will continue to seek external funding opportunities to meet / reduce the shortfall in external funding. For the purposes of the analysis in this paper the impact of Council having to fully underwrite the shortfall has been reflected.

Funding Options

There are a number of options available to Council to fund / pay for the external funding and building and experience budget gaps. These are discussed below.

Third Party Funding

Grants from third parties are the only source of funding that has no impact on Council group budgets and ultimately ratepayers.

We are continuing to engage on third party funding opportunities however, the ability to achieve the $6.6 million to support the capital build of Te Unua will be a challenge.

The change in economic prosperity since we began the fundraising exercise has seen a number of government funded opportunities cease and the ability of others to financially support the project has reduced.

The risk of not achieving all the third party funding remains and for the purposes of this analysis no additional funding is modelled to be achieved.

Additional dividend from Invercargill City Holdings Limited (ICHL)

There is the possibility that ICHL may have some free cashflow from possible future sales of investments within the Group that could be directed towards the project.

Dividend income from ICHL is an important cornerstone of Council's financial strategy. ICHL has previously agreed a sustainable annual dividend of $5.5 million (adjusted for inflation each year).

Following discussions with Council relating to the sale of some of the group investments it was agreed that ICHL would provide an additional annual dividend for the ten years of the 2024-34 Long-term Plan of $4 million. ICHL's dividend are used to fund the Council's operating costs – reducing the need for rates.

The investment sales are expected to have an impact on investment returns, pending any new investments. Council as 100% shareholder of ICHL could request that ICHL consider providing some funding to Te Unua.

ICHL in considering a request for a special dividend for Te Unua will need to consider whether they have sufficient cash returns from their remaining investments to continue to fund the $9 million of dividends. ICHL will also need to consider the opportunity cost of these funds as they will no longer be available for other investment opportunities which potentially could provide greater returns.

The possibility of a special dividend from ICHL has not been modelled below. As any reduction in funds available to ICHL for investment will reduce the long term return from ICHL this is not considered third party funding. Any reduction in dividend from ICHL ultimately must be met by ratepayers or a reduction in the Council budget. As long as the investment return achieved by ICHL is greater than the cost of Council debt, which can be achieved by investing in a term deposit currently, this option does not improve the group position.

The ability to request the funds from ICHL does however decreases the risk that Council will be unable to meet the external funding target of $17 million, but cannot be seen as an option to fund the full amount of the additional build cost.

Programme Contingency Funding

Within Council's overall capital programme we have budgeted to have a contingency fund of approximately $1 million per annum that is additional contingency available to projects within our Roadmap and Strategic Projects wider programme. This contingency is available to inflight projects where there are cost or scope pressures that result in the total cost exceeding the individual project budget.

This amount is included within the budgets for the Long-term Plan.

However, once the programme contingency has been used in a year it is not available for other projects.

The Programme Contingency is not considered to be an appropriate funding source for the budget gap at this stage of the project.

This funding is available to the all Council Roadmap and Strategic projects once construction begins to meet any further unexpected costs.

The impact on rates of the various funding options on each of the building options is outlined below

		Option A Rev 1 **Deliver Te Unua – Museum of Southland to the full design packs and full bids (Building) and cost estimates (Experience)**	**Option A Rev 2** **Deliver Te Unua – Museum of Southland to a reduced scope and revised bid (Building) and reduced cost estimate (Experience)**	**Option B.** **Pause the Te Unua - Museum of Southland project.** **Re-visit the Scope/Brief of the project to fit within the "working budget"**
Gap	Build and Experience	$12.9 million	$7.9 million	$0 Note: This would need to be assessed following the rescoping exercise.
	External Funding shortfall	$6.6 million	$6.6 million	$6.6 million
	Maximum Budget shortfall	**$19.5 million**	**$14.5 million**	**$6.6 million**
Options				
Budget shortfall borrowed		Additional borrowing: $19.5 million Rates impact: 1.54%	Additional borrowing: $14.5 million Rates impact: 1.15%	Additional borrowing: $6.6 million Rates impact: 0.52%
All external funding $6.6 million received with balance borrowed *		Additional borrowing: $12.9 million Rates impact: 1.01%	Additional borrowing: $7.9 million Rates impact: 0.62%	Additional borrowing: $0 million Rates impact: 0%

* In the event that greater than $6.6 million of third party funding is achieved the additional borrowing amount is reduced thus reducing the rates increase necessary to service and repay the additional borrowing.

Significance

Section 76AA of the Local Government Act (LGA) requires Council to adopt a Significance and Engagement Policy. The purpose of the policy, as set out in that section, is to –

a. to enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities; and
b. to provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters; and
c. to inform the local authority from the beginning of a decision-making process about—
    i. the extent of any public engagement that is expected before a particular decision is made; and
    ii. the form or type of engagement required

Council' policy requires staff to consider and provide advice to Councillors on significance under the following five (5) headings, noting that the final decision on significance rests with elected members.

1. Importance to the Council – the extent to which the matters impact on the social, cultural, economic or environmental wellbeing of the district

Te Unua is significant for Council. It has cultural significance, as set out in the assumptions below, but it also has financial significance for the community given the size and long term nature of the development.

2. Community Interest – the extent to which individuals, organisations, groups and sectors in the community are affected by Council's decisions

Council consulted on Te Unua in April and May 2022 leading to the adoption of the 2022/23 Annual Plan. The report to consider the submissions gave the following summary:

Southland Museum and Art Gallery

Three options were presented for public consultation:

- *Option one – redevelop the existing building*
- *Option two (preferred option) – 4,150m^2 new building*
- *Option three – 3,550m^2 new building*

There were 111 responses which selected a preference for an option and the majority of respondents were in favour of a new building, with 63% favouring option two or three. The preferred option was the most popular, with only three wanting to see the smaller new build option. The comments highlighted a desire for a 'striking' building with a common theme of, 'let's do this right.' (A3868587)

3. Inconsistency with existing policy and strategy – the extent of inconsistency and the likely impact

Council adopted its Long-term Plan on 28 June 2024. The Long-term Plan included an increase in the budget for Te Unua, but not an increase in the funds allocated by Council.

Council is required to undertake the special consultative procedure as part of the development of the Long-term Plan. It was noted as part of the consultation process that:

> *Our community voiced concern about the rising cost of living, with that in mind, Councillors were committed to keeping average rate increases below 10%. To meet this goal, councillors decided to defer the planned painting of the Doon Street water reservoir, not to extend the bus services at the start and end of the day, reduce the proposed funding increase to Great South from $145,000 to $75,000, halt further maintenance work on Rugby Park Stadium from 2025, reduce the proposed increase to the Heritage Strategy Fund to $20,000 (resulting in a total fund of $200,000). Residents can expect an average increase of 9.8% following the adoption of the plan.*

Additional debt will have a negative impact on Council finances. This will have an impact on future projects and potentially those already included in the Long-term Plan.

4. The impact on Council's capability and capacity – the impact on the objectives set out in the Financial Strategy, Ten Year Plan and Annual Plan

Not completing the museum will have an impact on the objectives set out in the Long-term Plan related to delivery of this project. Completing the project at a significantly increased cost to Council will also have an impact on the objectives set out in the Long-term Plan and the capability and capacity of Council to undertake other activities.

5. Cost to Council and impact on funders, including ratepayer

This has been considered in the financial impacts. It is not minor.

Based on that feedback it is not clear that Council can continue to rely on the consultation which occurred as part of the 2022/23 Annual Plan to say that it knows the views of the community when it comes to the funding of Te Unua. In addition, Council the understanding of external funding for Te Unua is better understood than when it was last presented to the community for consideration.

On that basis it is considered that, although the desire for a new museum may remain, if there is to be an increase in the costs of delivering that museum Council should consult with the community on that increase. Council always retains a discretion as to the size of the increase which may trigger consultation. Council has previously used a figure of around $5 million as the threshold for consultation based on financial significance however this may change with the external economic environment and other factors.

Council may determine that, despite the issues identified above, it still understands the views of the community and that any increase in the cost to deliver the desired outcomes is within those views and that Council may make the decision without further consultation.

A decision to not consult with the public, if adoption either Option A, would, on the face of it, be inconsistent with the Significance and Engagement Policy and the Long-term Plan recently adopted by Council. Section 80 of the LGA requires Council when making decisions that are inconsistent with any policy or plan required under the LGA to clearly identify:

a. the inconsistency; and
b. the reasons for the inconsistency; and
c. any intention of the local authority to amend the policy or plan to accommodate the decision.

Community Views

There are a range of community views which would be impacted by this decision. Community views on the museum and Council expenditure more generally, have been considered in reports as far as previous consultation undertaken regarding the Annual Plan and Long-term Plan. As the proposed changes were not considered as part of any recent consultation it is difficult to determine the relevance of those views to the current situation.

However if change in scope and change in financial requirements and financial impact then the Significance and Engagement Policy will be triggered for community views to be sought and undertaken by way of a consultation process.

Implications and Risks

Strategic Consistency

Council has just completed consultation on its Long-term Plan.

As noted in the risks section below a number of assumptions in the Long-term Plan relate to the delivery of the Te Unua. Unfortunately, timing did not allow for increased costs to be considered as part of those deliberations and or as part of consultation with the public. Council is aware that there were a number of submissions for further funding, and/or reductions in funding decisions made by Council as part of the long-term plan.

There was a clear direction from Council, and the community that rates affordability was the key focus of the long-term planning process.

Financial Implications

Te Unua is a significant capital project which is part of a much larger and demanding capital programme which Council has set in the Long-term Plan. There are a number of key projects which will have the potential to have significant additional demands on Council funds.

The options in relation to budget amendments for the building and experience together with the full potential shortfall in third party funding have been modelled against the Council's Long-term Plan net debt limits. All options with the exception of Option B with all external funding received will reduce the capacity which Council has to borrow further funds or other projects.

Increasing the overall cost of the project has long-term impacts on the rates charged to the community. Noting that Council has changed its practice to ensure that debt is repaid over time (30 years) currently the options above will increase rates by between 1.54 – 0.0%. Given the length of debt repayment this should be considered a permanent increase to rates.

The 2024-34 Long-term Plan indicated that the average rates increase for today's ratepayers would continue be above 5% per annum until 2030/31. The rates increases are:

2024/25	9.88%
2025/26	8.50%
2026/27	8.43%
2027/28	7.0%
2028/29	6.0%
2029/30	5.0%

Should the potential increase from each of the options be added to the proposed 2025/26 rates this would result in the following:

	Rates per LTP	**Option A Rev 1**	**Option A Rev 2**	**Option B.**
2025/26	8.50%			
2025/26 – with full debt funding		10.04%	9.65%	9.02%
2025/26 – with External Funding received		9.51%	9.12%	8.50%

A property with current annual rates of $2,000 would see the increase as:

	Rates per LTP	**Option A Rev 1 - debt**	**Options A Rev 1 - funding**	**Option A Rev 2 - debt**	**Option A Rev 2 - funding**	**Option B. - debt**	**Option B - funding**
2024/25	$2,000						
2025/26	$2,170	$2,201	$2,190	$2,193	$2,182	$2,180	$2,170
2026/27	$2,353	$2,386	$2,375	$2,378	$2,366	$2,364	$2,353
2027/28	$2,518	$2,533	$2,541	$2,544	$2,532	$2,530	$2,518

There remains a level of financial risk regarding the operating cost of both the Te Unua building and museum operations. While a high level estimate was included within the Long-term Plan as the design elements move into construction we will have a much better understanding of the cost to operate the building and the services it provides.

Legal Implications

Very limited contractual issues as all current contracts have termination clauses to allow Council to stop work at any point (subject to costs)

Naylor Love has completed the PCSA work stage so their contract has ended.

Climate Change

Some of the options considered in the design process have climate change and / or longer term financial implications on the operating costs of the facility. The green credentials of Te Unua have been some of the items considered for exclusion as part of the exercise to bring the project closer to approved budgets. Overall Council has an Asset Management Plan for

its buildings, of which Te Unua will ultimately form a part. The Asset Management Plan adopted as part of the Long-term Plan has a number of objectives including:

- Renewing assets in a financially prudent manner, ensuring a life cycle approach is taken to all decisions;
- Address resilience and manage our assets in a sustainable and environmentally conscious manner.

Risk

Time Expectations - Holding to 1225

Council has previously been made aware of the interrelationship between time, cost and quality when delivering projects. In November 2022 when accelerating the programme, and essentially prioritising time over cost and quality, Council accepted the following risks:

a. That accelerating the programme places the project outside Council's risk appetite adopted on 21 June 2021 of Medium for projects (Risk and Assurance Minutes A3432968).
b. That cutting the programme by ten months increases the project risk profile and that it is prepared to accept that level of project risk to achieve the Project 1225 goals and asks staff to report back on steps to mitigate them.
c. The acceleration risks outlined in the attached risk table particularly in the areas of procurement and tendering acceleration.
d. There is likely to be additional cost to the business to de-risk, where possible, the consequences of the accelerated program.

An acceleration risk table was provided with the following acceleration risk summary.

Acceleration Risk Summary

12-2025 could be achieved, under Plan A, but by bringing forward the date for building completion by 10 months there is an increased risk that this timing will not be achieved. Increased financial costs and programme impacts can be substantial when there is increased risk placed on the project delivery timelines. If Council is to hold the completion date as fixed then there is also an increased risk that quality could be compromised impacting on the critical success factors laid out in the MGG report.

Some of these risks have and continue to be realised.

It is worth noting that the risks identified at the time of acceleration did not include the impacts on the health and safety of staff. While highlighting the pressure on staff to review material and make decisions in a shortened timeframe it did not explicitly identify the impact that this may have on staff. Council is observing that there are health and safety risks associated with 1225 and the competing priorities between business as usual and providing deliverables for this project.

One of the risks of acceleration which was identified was that related to the review of tenders.

Staff will have limited time to read and digest bids that will be complex and high value; staff will have limited time to for analysis, to ask questions and undertake detailed legal and cost reviews.

Council had roughly six months to develop and negotiate the contract and design that has resulted in Option A Rev 1. Council has developed Option A Rev 2 in just over three weeks since the DCG on 4 July 2024. When considering the options Council must be cognisant of the risks that an inherent in rapid decision making as noted above at the time of acceleration.

There is a risk that the considering the important issues, including consultation with the community, in a timeframe limited by delivery of a building in December 2025, Council increases the risk associated to poor governance of the project.

Long-term Capability of Council to deliver for the Community

As noted when adopting the Long-term Plan:

It is important that Council considers its overall risk when looking at the risks and opportunities associated with the Long-term Plan. At a project or individual activity level Council will be able to manage each of these risks. Council should consider however that at an organisational level, these risks, if all, or more than one, are realised, will have a cumulative impact on the ability of Council to absorb and manage those risks without potentially significant changes to forecast services and / or rates.

Council is aware of a number of significant projects that it has left sitting "outside" the current Long-term Plan. Council is aware that there are a number of further projects which are not included in the Long-term Plan for which there is a desire of Councillors and the community for action in the short term. Significant additional expenditure on this project and the inclusion of further projects will continue to stress the capacity and capability of Council to deliver and to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future as require by the LGA.

Council has also discussed the operational costs associated with Te Unua Museum of Southland. Staff are not yet in a position to finally advise Council as to those costs and the current numbers are based on best estimates at this time. It is however open to Council to take into consideration the broader evidence related to the commercial return and/or cost of running these types of facilities.

Councillors would be aware as has been reported in the press that, consistent with other sectors of the community, there is currently pressure of the returns from these facilities. The result of any reduction in return, or increase in the current budgeted costs, would be an increase in the operating costs to Council which would be required to be funded from rates.

The Executive Leadership Team have recently visited a number of other Council properties and have identified a number which may need new investment in the next Long-term Plan.

Other Strategic Objectives

Council has the following assumptions in its Long-term Plan that will or may be impacted by this decision.

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.
Project 1225 Te Unua Museum of Southland will be built by December 2025, and open to the public in the second half of 2026.[1]	Almost certain	High	Moderate	The programme is on schedule and remains a primary focus of Council. The impact of delay on service delivery is low, however the reputational risk of late delivery is significant. Council continues to actively manage this project through its Project Management Office.
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)[2] 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.

These opportunities need to be balanced against the potential financial risks identified.

[1] www.project1225.co.nz

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

Next Steps

Depending on Council's decision officers will progress development of the consultation documents and plan.

Attachments

The following reports make us the current Scope and Brief for the project:

1. Te Unua Reimagining Report (A4230941)
2. Building Base Build Brief (A4230566)
3. Experience Brief (A4468398)

TE UNUA | REIMAGINING PHASE

ARCHITECTURAL REPORT



RTA STUDIO

irving smith architects

INVERCARGILL CITY COUNCIL | TE UNUA

ISSUE 01 DECEMBER 3, 2021

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1.0 INTRODUCTION

FOREWORD

Diverse in culture, age, gender and life experience the Museum Governance Group has worked exceedingly hard and cooperatively in the past 16 weeks to reach its first milestone in bringing this report to the Invercargill City Council.



Established to provide independent advice on a vision for a cultural facility for the community of Invercargill and its role in Southland the volunteer members of the MGG have met frequently by Zoom and once face to face. The Group has been very well supported by a range of professional staff so that time spent in meetings has been effective in teasing out the issues, looking at options and arriving at unanimous agreement on all matters.

The initial steps of choosing membership, creating a collaborative culture, understanding the background and discussing the nature of the challenge occupied the first few weeks and meetings.

From those beginnings the Group has landed on the working name “Te Unua”, created a Vision and seven pillars of identity to support **Te Unua- explore the stories of Southland**, worked in depth with designers to think about precinct location and indicative spatial arrangements and been involved in the logic of investment considerations.

Through a series of design presentations and meetings, the group unanimously arrived at a decision to support **Option 2 – Aspirational New Build.** This option will provide a world-class, spacious, and modern new building with all features benchmarked against similar facilities in New Zealand and around the world. This build will demonstrate leadership by taking our cultural facility far into the future and enabling the stories of Murihiku Southland to evolve and grow over time through a flexible and adaptable space. At 4150 square metres, it maximises the opportunities and offers ample space to uniquely showcase and celebrate the stories of Invercargill and Murihiku.

The MGG also supports development of a standalone storage facility of 1,638sqm. This larger storage facility will ensure research needs are provided for within the storage building – an important service endorsed by the MGG. Whilst storage sits outside our Terms of Reference, we have noted our preference within this summary report for completeness given it importance within the overall decision-making process.

On behalf of Evelyn, Lou, Trish, Roger, Simon and Gavin, I commend this report to Councillors.

Rex Williams 30/11/21

1.0 INTRODUCTION

1.1 PURPOSE OF DOCUMENT

This report describes the aspirations and requirements for Te Unua, providing the services and function of the former Southland Museum and Art Gallery.

This document has been assembled to provide a recommended outcome of the Reimagining Phase and has been written with input and direction from:

- Museum Governance Group (MGG)
- Invercargill City Council Elected Members (ICC)
- RTA Studio and Irving Smith Architects.
- The Building Intelligence Group
- Cosgroves (Services and Sustainability Consultant)
- Holmes Consultancy (Structural Consultant)
- Rider Levett Bucknall (Quantity Surveyor)

1.2 PROJECT SCOPE

The existing Southland Museum and Art Gallery has been closed due to seismic concerns. The scope of this Reimagining Phase is to explore the opportunities and constraints with either:

- Reopening a refurbished facility within the existing building

OR

- Pursuing a new build facility which involves exploration of alternate locations and approaches.

This report provides the fundamental design considerations necessary to compete the above options for a final selection.
The works associated with the Collection Storage Facility have progressed in parallel, however is separate to the scope of this document.

1.3 OBJECTIVES

This report outlines the Project Vision, Pillars and Critical Success Factors developed by the Design Team, MGG and Council Officers. This has been established as a vital tool to guide development and act as a measure for success at every stage of the project.

The development should make strong provision for accessibility and interconnectedness with the city, the People of Invercargill and the wider Southland district. This may relate to building location and entry, but extends to connections with transport and pedestrian networks, and the wider landscape of Southland.

1.4 TERMS OF REFERENCE

The Museum Governance Group (MGG) was established by Invercargill City Council to;

'Create a unique and compelling vision for the Invercargill Museum that will define the nature of the service for the community of Invercargill and solidify its role in the Southland Region'

The MGG Terms of Reference required them to consider:

- The nature of the customer experience, and cornerstone exhibitions, services and facilities.
- How to enable this facility to share with Mana Whenua
- How best to support a strong education programme
- Taking a whole of life approach to operational costs

The MGG was to make recommendations with a Service focus on:

- What makes Invercargill Museum a 'must visit' destination
- What critical success factors define good service.
- How to identify success factors using National and International examples as a reference
- How to include a cultural Narrative within the development

The MGG was to consider and report on fundamental design principles with the assistance of the design team on:

- Appropriate size and scale of the facility
- The role of Art within this facility, or s a separate destination
- The preferred site for development, comparing Queens Park with alternate city centre options.
- Space allocation considering flexibility, permanent and temporary exhibitions, pubic space and ancillary activity (café, retail, tuatarium)
- Reflect on Councils Budget and time allowances
- Assess Insurance requirements and Whole of Life costs.

The MGG is not a decision-making body, but in completing this role it should advise on the following key decisions:

- Guiding principles for the project with a focus on service outcomes
- Defined critical Success Factors
- Recommendation on a preferred location
- Identifying a preferred Development Option.

The MGG has completed each of these key decisions which are articulated within this report - Te Unua, Reimagining Phase Architectural Report.

1.0 INTRODUCTION

1.5 PROCESS

- Project vision and objectives established
- Critical success factors and pillars identified
- Location of potential alternative sites assessed and selected by the wider governance and consultant group.
- Functional Brief & Services Brief established with basis of vision, pillars and CSF
- Schedule of Spaces informed by Functional Brief & Services Brief. This was confirmed in collaboration with the ICC and MGG for the 3 options in this report. The schedule of spaces extended to define:
  - Public vs private
  - Collection vs non-collection
  - Need for close environmental control systems
- Adjacency diagrams derived from Schedule of Spaces, to develop a detail of inter-related spaces to assess and compare a final 3 broad options.
- Consultants input to consider the following, constructed for the 'Design Year 2100' :
  - Structure – seismic resilience; energy and carbon embodiment
  - Services – security; fire; building systems & environmental control; waste and water; lighting; wired services and technology
  - Sustainability – resilience to climate change; energy benchmarking;
- Benchmarking of relevant NZ and international examples, to compare types of facility/ spaces, and types of delivery / display. Extracting design, function, services requirements for a competitive design direction.
- Selection and evaluation with design team, ICC and MGG.
- Storage assessment and location analysis to identify preferred storage solution and site

MGG Workshop Presentation documents can be found under the following appendices:
Appendix 07 - Workshop 1A Presentation
Appendix 08 - Workshop 1B Presentation
Appendix 09 - Workshop 2 Presentation
Appendix 10 - Workshop 3 Presentation
Appendix 11 - Workshop 4 Presentation

1.6 OTHER DOCUMENTS

Strategic Review, Reinventing the Southland Museum
2018-2019
Tim Walker Associates

Southland Museum & Art Gallery, Options Presentation
2020
TBIG

Services Brief for the Southland Museum and Art Gallery
2021
Wayne Marriott (ICC Representative)

Functional Brief for the Southland Museum and Art Gallery
2021
Wayne Marriott (ICC Representative)

2.0 TE UNUA - VISION

2.0 VISION

2.1 VISION STATEMENT

TE UNUA *- EXPLORE THE STORIES OF SOUTHLAND*

2.0 VISION

2.2 PILLARS

CONNECTING	with Murihiku, the land, sea, and sky
INVOLVING	he tākata through diversity and inclusion
INSPIRING	with stories shaped by our people, our land, and our waters
ASPIRING	to bring change and understanding
PROTECTING	our taoka for future generations
ENGAGING	with the past, the present, and the future
VALUE	balancing cost with quality

2.0 VISION

2.3 CRITICAL SUCCESS FACTORS

CONNECTING
with Murihiku, the land, sea, and sky

Critical Success Factor _**CONNECTING**

*Visitors to Te Unua will enjoy an **immersive experience**. This experience, be it exhibition, education, research, staff contact, performance or reflection, will leave the visitor with a **deeper awareness of Murihiku's land, sea, sky, and its people.** This will make Te Unua unique to Southland and unprecedented in NZ.*

INSPIRING
with stories shaped by our people, our land, and our waters

Critical Success Factor _**STORIES AND COLLECTION**

*Te Unua will be an **experiential visitor journey based on Taoka, art, the natural world and compelling storytelling.** The visitor experience will be a narrative through people and time rather than an ordered sequence of artefacts. The visitor will leave Te Unua with a **deeper understanding of the history of NZ, and the people and stories** behind the exhibited collection.*

PROTECTING
our taoka for future generations

Critical Success Factor _**RESILIENCE**

*Te Unua will be a **safe environment for people and collection**, achieving agreed resilience for seismic and flood risks and providing appropriate environmental controls to protect Taoka over time. Design approach, materials and systems will be selected to **ensure permanence and managed to reduce load on the present and future environment.***

INVOLVING
he tākata through diversity and inclusion

Critical Success Factor _**PEOPLE**

*Te Unua will be inviting, a community precinct of internal and external spaces that connect people. **Welcoming all, Te Unua is inclusive, accessible and diversely appealing to all ages, cultures and demographics** of the region, nation, and the world – a **reflection of the people of Southland.** This will be achieved through consultation and collaboration with the community.*

ASPIRING
to bring change and understanding

Critical Success Factor _**LEARNING**

*Te Unua will be an **enquiry hub that sparks curiosity for continuous learning.** It will offer a variety of formal and informal learning opportunities, within the built space and throughout the adjoining precinct. Te Unua's approach to storytelling will include **tactile and technological interactive exhibits** that engage both young and more mature minds.*

ENGAGING
with the past, the present, and the future

Critical Success Factor _**CHANGE**

*Te Unua will be designed as a **highly flexible space** for exhibition and service with sufficient volume, floor area, and systems to **enable future reconfiguration.** Physical and technological aspects of development are provided to accommodate future change and development. Te Unua will be **responsive to cultural change, how that affects the collection and how it is reflected in the stories we tell.***

VALUE
balancing cost with quality

Critical Success Factor _**VALUE**

*When complete, Te Unua will represent **excellent value** for the community's investment. This consideration, while including monetary assessment, will extend to non-monetized aspects such as culture, energy, and resources. Te Unua will have delivered all foreseeable operational requirements, with appropriate materials for **permanence, durability, and maintenance**, while offering optimised ongoing running costs for **future efficiency.***

3.0 SERVICES BRIEF

3.0 SERVICES BRIEF

3.1 ASPIRATIONS FOR CUSTOMER EXPERIENCE

Below describes the aspirations for customer experience prepared by Wayne Marriott, as an overview of the Services Delivery of Te Unua. While the stories of Te Unua are yet to be defined, included below is a preliminary list of stories put forward to be included, along with a series of reference imagery of current items within SMAG's existing collection.

Te Unua – inspired by the stories of Murihiku

Te Unua is destined to become the place where old stories take on a brand new life; where the past becomes the present, and the future can only be described as any opportunity you may wish.

What is the history of the current Museum & Art Gallery?

The former Southland Museum & Art Gallery (Pyramid) was opened in 1990. The roof was a functional addition, designed to protect the collections held inside three ageing buildings. It was a temporary measure, which due to time has become ingrained in the minds of many in the community.

Inside this new roof, the public were presented with three changing exhibition galleries and four permanent exhibition spaces – Maori Gallery; Victoriana; Natural History and Technology. Within the subsequent decade a half, corridors were filled with a Dusky Sound exhibit, the Sub Antarctic Gallery; and finally an area dedicated to a local character - Burt Munro.

Those spaces were permanent and unchanging exhibitions of collection items only. A simple label told you the name of the object, who presented it and occasionally a sentence. There were no stories, only information and no engagement.

Meanwhile three changing spaces engaged with the public. Stories came alive for short-term periods in the changing spaces; in-depth knowledge came through touring exhibitions and not local collections. The few exceptions were the result of the Southland Art Foundation partnership - which had been founded in 1980 in partnership between the former Southland Savings Bank and Southland Museum & Art Gallery Trust Board.

Uniqueness and identity was built on a Pyramid, and not the stories held within the building.

Think of the first time you experienced something extraordinary – seeing the Aurora Australis for the first time; the first time you ever saw a Circus; went to your first Test Match – and the All Blacks trounced the opposition; and the first time you held a newborn in your arms. Each and every one of your senses and emotions would have been triggered – sometimes individually and sometimes together.

The memory and experience is life changing and something you want to share with your own children – to give them the same shared sense of excitement you once had. The indelible memory of today, for tomorrow and forever.

Te Unua will be a destination where you will time travel though the stories of today and yesterday; it will be a destination of choice, a destination of demand by children, and a destination where the memories of yesterday will be sustained for tomorrow and the future.

Our community will relish in the past, where lived experiences are preserved to inspire the future. It will be a place of knowledge, of engagement - where understanding and education are seamlessly built in to an experience which is both intertwined and reflective of our community.

For our new arrivals and our temporary visitors we will offer a window into a community carefully nurtured over the past 1000 plus years.

3.0 SERVICES BRIEF

3.1 ASPIRATIONS FOR CUSTOMER EXPERIENCE

Let's take the journey through the opportunities:
You arrive at our new facility – Te Unua – where the strength of two waka lashed together will invite you on a journey into our community.

The outside of the building will draw you in – light will dance through a commissioned stained glass which depicts the flora and fauna of Murihiku, Tamatea and the Sub-Antarctic Islands.

Entering Te Unua, you will pass through the waharoa (gateway) and enter a portal, which will immediately signal something completely unseen before. Stepping back in time to David Strang's coffee house, where you will be able to indulge and taste history and engage with Henry the Tuatara, or one of his near relatives; a retail shop where copies of collection items, sit alongside other bespoke opportunities – art, literature, music, photography and much more.

Our visitor hosts will introduce themselves and welcome you regardless of whether it's your first or 100th visit. Their smile will be infectious, knowledge outstanding and they will invite you to start your journey through our community.

Sometimes that journey will also have an added twist – special exhibitions – brought in domestically or internationally, which will add a new flavour to our offering and will also assist in revenue generation for Te Unua.

Ahead of you your eyes will inquisitively look out onto Queens Park – where the Subantarctic will blend both inside and outside the building.

Our host will direct you towards the entrance - your mind will be immediately captured by opportunity.

The sound of the sea, a volcanic eruption, the screech of a seabird and a blast of cold air will quicken the senses as your eye adjusts from natural light and you enter into the world of Te Ao Mārama. The creation of Murihiku and our landscape will be formed from science and from lore – where from the separation of Papatūānuku and Ranginui light was found.

All of your senses will be played with – you will be able to taste the salt air, smell the upheaval of the sea, hear the cries of life as they are constantly challenged in a changing landscape; touch the fossils of life embedded forever in a cocoon of sedimentary preservation; and witness the impossibility of how life bet the odds and survived.

Throughout time the layers of our landscape will be revealed – the human story comes much later than geography, geology, and flora and fauna. Once the only cry was the sound of the Moa as it succumb to the talons of Pouāki – the world's largest eagle.

Human exploration was followed by human settlement. The first conflicts arose between nature and human – where survival was precarious.



Scoria - Settlement period. c. 1300AD
Excavated Tiwai Point
Origin: Mehetia Island, Society Islands



Mau Kaki - Fortrose, 12th century
B81.161



The first encounter between mana whenua - Kati Mamoe and the cartographer, James Cook, in Tamatea, April 1773.
Maori before a Waterfall, 1773
William Hodges

3.0 SERVICES BRIEF

3.1 ASPIRATIONS FOR CUSTOMER EXPERIENCE

While some of our artefacts are too precious to be regularly handled; carefully made replicas will allow you the same opportunity to feel the shape, experience the weight and to understand the story behind these items. Just imagine wearing a copy of the Mau kai? Will that transport you back to the lives of the 12th century when its original owner once wore it?

Some of these objects will have you asking even more questions, like we do. How did a piece of scoria come to end up at Tiwai Point when it came from Mehetia Island? Why have other pieces of this same scoria been found in other locations around New Zealand – locations which in many instances link to the arrival or touchpoint of waka from the Pacific?

Layer upon layer of settlement would begin as each century bought new faces and challenges to the landscape. Sometimes the new faces found the ability to share with the old; other times conflict became the only resolution.

Through a touch screen the layers of Murihiku, of settlement, loss of the podocarp forest, and even our floods will peel carefully away through decades – and it will have the ability to be a living exhibition through the life of Te Unua.

In 1769 a new challenge was foreshadowed as a junior naval officer – James Cook was commissioned to chart lands on behalf the English crown. Four years later mana whenua came face to face with these new people; within ten years East Indiamen and commercial vessels bought with them new opportunities, new conflicts and a challenge to the natural environment which had never before been experienced. That first connection can be found captured by William Hodges in his “tourist” snap of Tamatea – the famous Cascade Falls and most importantly that first encounter between Kati Mamoe and the cartographer, Cook.

Art has been found in many forms through the history of Murihiku – petroglyphs, body adornment, carvings have become intergenerational legacies. Cook’s arrival introduced another type of art - oil painting. Our earliest documented painting will start your journey through our permanent art collection – an unidentified artist of Kati Mamoe, William Hodges, William Mathew Hodgkins, Janice Gill, Geoff Dixon, Molly Macalister, and Nigel Brown will draw you through a different window into our community.

Our community will have that unique opportunity to see, connect, touch & feel our history at Te Unua.

In 1795 the East Indiaman, “Endeavour” was wrecked leaving Elizabeth Bason her children, and stowaway Ann Carey shipwrecked for over 18 months. They survived with the constant sound of namu (sandflies) buzzing and attacking any part of their body which they had not smothered in putrid shark oil.

Artefacts from this time are rare, and we are incredibly lucky to have had a terracotta plate survive in the sea for nearly 200 years before it was recovered.



Terracotta Plate, 1795
Recovered from the “Endeavour”, Facile Harbour, Dusky Sound
Collection: Southland Museum & Art Gallery Niho o te Taniwha

3.0 SERVICES BRIEF

3.1 ASPIRATIONS FOR CUSTOMER EXPERIENCE

The air was no longer calm and serene as the scream of seal pups echoed near Grono's Cave, or dying groan of the Southern Right Whale became the foundations upon which subsequent generations of families found their fortune. Feel the ridges of the whale bone; step inside its massive heart and transport yourself into the body of the hunter and the hunted.

John Grono's slate left an indelible message warning other sealers of the number of Maori who were now living in the Preservation area in 1823. Was this a challenge to the Sydney sealing gangs, or had a commercial opportunity arrived for mana whenua?

Sails of ships began to dominate the seascape; the Chiefs – Tuhawaiki and Karetai explored Sydney; a new language was now heard and agreements were now written in a strange language upon parchment. The guest had assumed the role of victor; the host subdued in a twist of marriage, commerce and disbelief.

When Whara Teraki, the first son of Tuhawaiki, died at Kaka Point while travelling with his father; Tuhawaiki gave "Kaoreore" to his wife Te Uira. As you run your hand across the carefully cut knotch, imagine the sense of grief and loss that Te Uira would have felt. Do you remember someone special who has passed away when your fingers find their way into the knotch?

By 1824 James Spencer had settled at The Bluff, ten years after the "Perseverance" first entered in search of trade in 1813 - soon other sailors made their home in the South. Owen McShane is said to have lit his first still and produced "Chained Lightning" for sealers and whalers in 1836 at Oue – the same year Tuturau became the last site in Murihiku to become entwined in the Musket Wars; Captain John Howell (1810 – 1874) set up a whaling station at Aparima between 1834 – 1837. Paddy Gilroy (1819 – 1903) first arrived in Bluff Harbour in the mid 1830's. American, French and colonial vessels soon followed. Relationships – some short, others long soon formed between Kai Tahu, Kati Mamoe and these new arrivals. The women of the South would now be in command of a new generation.

Colonial government had arrived with Te Tiriti in 1840, but it was the purchase of Murihiku by Land Commissioner Walter Mantell which sealed the fate of the South. In 1857 James Alexander Robertson Menzies petitioned for the separation of Murihiku from Otago, which was formed as the Province of Southland on 1 April 1861.

From 1862 organised immigrant ships now sailed directly to The Bluff. Maori and European fashion intertwined, as migrants began to experience a new life in Waihopai. Wooden façades hid the tent behind. Fire would wipe out streets, livelihoods and lives. Morality as defined by the Old World was challenged by the reality of the New World.



1823: 'Lono .... Richard Jones Esq owner John Dawson master beware of the natives plenty at Preservation.' The writer of this warning was one of the sealers aboard the Samuel, owned by Richard Jones and captained by John Dawson.

Grono's Slate, Preservation Inlet, Fiordland
83.1125



Kaoreore
Gift of Henry Riter
Paiwhenua, 15 January 1942.



Captain John Howell
(1810 – 1874)



Caroline Koronaki Kararina Howell, nee Brown
(1832 – 1899)

3.0 SERVICES BRIEF

3.1 ASPIRATIONS FOR CUSTOMER EXPERIENCE

Large tracts of land were confirmed in the ownership of former whalers and sealers, or their children. Schools, Lodges, and Churches found opportunities to prosper alongside commercial interests. Guarded knowledge of mana whenua was transformed by the new arrivals into commercial opportunities. The dredging of the Foveaux Strait oyster bed began in 1863. Dried whitebait were a delicacy and flax nets were replaced by cotton mesh in the 1860's. Toheroa were canned at Te Waewae.

A railway was begun to link Bluff to Invercargill; a second wooden railway to Winton was also started; but by the end of 1864 Southland was £400,000 (2021: $48,383,800) in debt, and the Otago and Southland Reunion Bill was passed on 6 October 1870. The wooden railway was a spectacular failure – picnickers often found themselves pushing the train back to Invercargill on slippery tracks with no traction.

All events connect or have an effect on another and Murihiku is no different.

Design and invention will be a part of the story of innovation. Whether it was Godward, the refining by Bert Munro of engine parts, or the development of RocketLab, Southland has played a major part in shaping not only opportunities for the world; but more importantly has ensured that Invercargill has remained a place where dreams become reality.

Our stories will include – but not be limited to:

- The story of Minnie Dean - as a hologram
- The violence of the sea – the loss of Tuhawaiki; wreck of the Endeavour; Tararua and General Grant
- When nature wins – The Enderby Settlement
- The unscrupulous – Joseph Hatch and the Macquarie Island Hatchery
- The dreamers – Ernest Robert Godward; Peter Beck
- Lost opportunities – Southland Provincial Council – gold and railway
- The legacy – The Underwood Milk Company (Highlander Condense Milk); Owen McShane; Richard Henry;
- Conflict – Tuturau; Spencer; South African War; WWI; WWII plus other conflicts
- The Home Front – Coast Watchers; Women
- Commerce – H & J Smith; Broad Smalls; Calder McKay; George Lumsden; Rein
- Entrepreneurs – H W Richardson Group; RocketLab; Niagara; Alliance; Fiordland Travel
- Creativity – Nigel Brown, Cilla McQueen, Phil Newby; Russell Beck; Molly Macalister; Kim Lowe; Mercury TV; Access Radio; Mary McFarlane; Peter Beadle; Francis Frederic; Joan Hall-Jones;



Tay Street, Invercargill - before 1st March 1864
Cat. 2015.405
Photographer : Unidentified





3.0 SERVICES BRIEF

3.1 ASPIRATIONS FOR CUSTOMER EXPERIENCE

So who are our customers?

We have over 170,000 (2020) people living in our three districts, and with 345,000 (2017) visitors to Invercargill, the former facility boasted nearly quarter of a million visitors per annum.

Providing the best opportunity for our local community to engage with their own history will be paramount to our story of success.

Similarly many of our customers are also the descendants of those who have contributed to the growth of the permanent collection since 1865. We provide a direct touch point between the past, for the present, and protect for the future.

In order to do so, we need to commit to some basic fundamental principles going forward.

OUR PHILOSOPHY

SUSTAINABILITY

We will continue to seek out new ways through which we can undertake our business, in our community, in a more environmentally-friendly manner. We will also continue to cultivate and engage in conversations which seek community outcomes to our challenges of sustainability.

We will provide a framework for the development of innovative and engaging programmes, and continually refine our assumptions to maintain the special qualities and nature of the visitor experience in Te Unua. This work will provide an important link and input to the development of attendance projections for Te Unua.

PUBLIC PROGRAMMES

The fundamental experience for visitors to Te Unua will be enriched and deepened through an active schedule of public programmes for children, youth and adults, whether they visit just Te Unua or Queens Park as individuals or as a family.

The Public Programme Officer should prepare annual and monthly calendars of events that could feature combinations of the programmes listed below. This section sets out a series of programme opportunities for these informal learners – public visitors including tourists, families with children, and others who are not part of school groups or in joint university or college programmes.

GENERAL PROGRAMMES

The programming components described here will be offered as part of the visitor's experience on any particular day. These programmes will animate the venue, encourage visitors to explore and share ideas among themselves by involving them in experiences that are at times fun and entertaining, and at others thoughtful and emotional. It is very important that programmes for children and youth be emphasised in order to meet the education and public service goals of Te Unua.

Some of these will be free of charge and available to all. Such general programmes could include:

- Regularly-scheduled guided tours of the facility;
- Themed tours of the facility on mission-related themes, such as contemporary art, history, local art and artists;
- Live demonstrations in the ateliers

REGISTERED PROGRAMMES

Some programmes will be registered programmes for which a fee will be charged. Registered programmes require that participants sign up in advance and possibly pay a fee to defray the direct costs (such as honoraria, rentals and supplies). These structured programmes can be one-day events or be conducted over longer time periods, involving several visits and/or active preparation time at home or in the classroom.

Such registered programmes could include the following examples.

- Facilitated group visits for community associations and organisations etc. led by public programme animators
- After school or weekend programmes for children and youth that utilize various clusters and cluster venues, with a different theme each week or weekend;
- Forums and symposia could be held on relevant and mission-related topics utilizing the various venues.
- Special request tours such as "behind the scenes" tours coupled with a lecture.
- Adult programmes such as an Archaeology or Architecture series.

CHANGING EXHIBITIONS

"Changing" exhibitions are those that feature artworks or collections from outside the SMAG or IPAG permanent collections. They include traveling exhibitions from other facilities, exhibitions of works by local artists, installations by artists, and the like.

For the purposes of business planning, we will assume that the temporary galleries will host up to three larger changing exhibitions per year featuring national/international exhibitions, or carefully curated local exhibitions.

In the multipurpose galleries where our stories are told and shared, changes to exhibits should take place on an occasional basis depending on their patterns of use as multipurpose facilities.

Te Unua will be a vehicle for social change.

3.0 SERVICES BRIEF

3.2 DISPLAY OPPORTUNITIES - VIRTUAL

Museums ignite the human imagination. Virtual technology has two major roles in the cultural education of today's museums. Augmented Reality can enhance the experience of interacting with museum exhibits. Virtual Reality can bring the museum to you, be it a trip downtown or around the world.



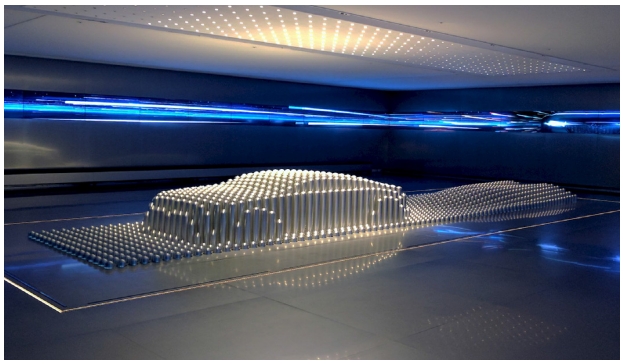
AUGMENTED AND VIRTUAL

Augmented reality is the process of using technology to superimpose images, text or sounds on top of what a person can already see. It uses a smartphone or tablet to alter the existing picture, via an app. The user stands in front of a scene and holds up their device. It will show them an altered version of reality.

There are many ways that museums could be using augmented reality. A few of the most well-known applications of AR technology are from the gaming world. For example, Pokémon Go, the game where users can 'catch' Pokémon hiding in the world around them. Animated creatures are superimposed onto what players can see through their device's camera. The technology makes them appear as if they are existing in the real world. The app has been downloaded almost 11.5 million times. This shows that AR is accessible and has the potential to reach a huge audience.

Virtual Reality offers total immersion in a different reality, replacing what the user sees completely with an alternate reality. On the other hand, Augmented Reality shows both reality and an altered version side by side. AR adds to what the user can already see. This means it can be useful for annotating scenes and providing extra information. It is also used to put scenes into context and highlight contrasts with the current reality. VR requires specialist technology, such as headsets, controllers, and sensors. AR experiences only need a smartphone or tablet and are downloadable as apps.

There are many possibilities for the use of AR in museums. The most straightforward way is to use it to add explanations of pieces. This means visitors can get more information when they view exhibitions using AR. Museums could even utilise it to display digital versions of artists next to their work. These 3D personas are then able to provide a narration. AR gives an opportunity to add a third dimension to displays, bringing objects or scenes to life. There are already many institutions around the world using AR. These projects bring something new to existing collections and attract wider audiences.



KINETIC

Kinetic art encompasses a wide variety of overlapping techniques and styles. It is art from any medium that contains movement perceivable by the viewer or that depends on motion for its effect. There is also a portion of kinetic art that includes virtual movement, or rather movement perceived from only certain angles or sections of the work.

More pertinently speaking, kinetic art is a term that today most often refers to three-dimensional sculptures and figures such as mobiles that move naturally or are machine operated. The moving parts are generally powered by wind, a motor, or the observer. Kinetic art that can react to the actions of an observer create an increased level of interaction and engagement which adds to the experience.

3.0 SERVICES BRIEF

3.2 DISPLAY OPPORTUNITIES - VIRTUAL



INTERACTIVE

The definition of interactive exhibition emphasises physical activities, outcomes, technology, and information that encourages physical participation of visitors. An experience more than just visual information. An interactive display can be touched, smelled, felt, heard, or manipulated in some way to provide further information or invoke feelings that cannot be had by simply viewing a thing. Some refer to interactive displays as a “hands-on component” to convey the physical and tactile element which is an important form of engagement. This can provide visitors an opportunity to manipulate information to match their interests.

In recent years museum visitors have come to expect a high level of interactivity in museum exhibitions, especially non-art exhibitions. Although both children and adults are drawn to and utilise these interactives, in some cases they can tend to be considered child-oriented. Thereby visitors take the presence of interactives in exhibitions as an indication that the museum welcomes and caters to children.



IMMERSIVE

Immersive digital art experiences have been one of the biggest trends of recent years and they continue to grow with creations that primarily fuse art and technology, combing the use of digital projectors, holography, and VR, to bring to life new and famous works of art and existing collections. Each element adds to the sense of immersion for visitors to connect with the collections on a new level.

Worldwide examples include:

- Seismique, Texas
- Team Lab Borderless Tokyo
- Atelier des Luminaires, Digital Art Museum, Paris
- Alice: Curiouser and Curiouser at the Victoria and Albert Museum, London
- Van Gogh Alive, Kew Gardens, London
- Gustav Klimt, Centre de Arts Digitals, Barcelona
- Fisheries Museum , Bergan, Norway
- Wuxi, China.

4.0 FUNCTIONAL BRIEF

4.0 FUNCTIONAL BRIEF

4.1 FUNCTIONAL BRIEF - SUMMARY

The summary below provides an overview of the aspirations for the Functional Brief of Te Unua, found under Appendix 01 - Functional Brief. While stories of Te Unua are yet to be defined, we have included a series of reference imagery including some exciting international exhibition examples reviewed as part of the benchmarking process to give an indication of possible design direction and outcome.

TE UNUA – APPROACH TO EXHIBITION SPACE

In advancing design options, we have considered four broad types of exhibition area within Te Unua. These are intended as inherently flexible to support changing needs across time. A short description by type follows

LONG TERM STORYTELLING

Installations and collections are installed that encapsulate the stories of Te Unua from opening date, with a long-term time frame in mind.
These installations will be immersive, collection based and use in built technology and fixed high-quality cases and display mounts.

- Lighting and wired technology will be relatively static to this area.
- HVAC requirements will need to maintain close control conditions (21 degrees and 50% RH) and be located to allow flexibility of exhibition install.
- Fitout required will be intensive and relatively high cost.

Space Provision & Benchmarking
- Option 1 – 1410m^2
- Option 2 – 1500m^2
- Option 3 – 1400m^2

Space is allocated to ensure equivalence to the existing allowance for long-term storytelling.

To align with the Project Vision, the long-term story telling area should make connections with Queens Park and encourage the use of the park precinct as part of the Te Unua experience.

SHORT TERM STORYTELLING

Installations and collections are installed that highlight stories of Te Unua, but whose content can change over time. This space might allow changing exhibition based specific collections or using the extensive collection of art and visual media.
This space can be fitted similarly to a 'white gallery' space.

- Lighting and wired technology will be required to be changed regularly.
- HVAC requirements will need to maintain close control conditions (21 degrees and 50% RH) and be located to allow flexibility of exhibition install.
- This flexible approach to exhibition content will requires storage for exhibition furniture, display cases and plinths and temporary walls.
- The changing nature of exhibitions will require an exhibition staging area and ready access to goods lift and workshop areas.

Space Provision & Benchmarking
- Option 1 – 131 m^2
- Option 2 – 300m^2
- Option 3 – 300m^2

Space is allocated to enable this space to operate as an integral Art Gallery or similar within Te Unua.

Relevant to this exhibition space is a clear explanation of the Purpose of Art within this facility.

Art is celebrated and utilised by communities all across the world to entertain, educate and embody the cultures art reflects.

Exhibition of Art; integrated with the long-term stories told within Te-Unua, or within shorter term installations, celebrates Southland's creativity and connects community with the collection; past, present and future. Te Unua will house and protect a significant collection of NZ and overseas art, collected since the 1860's as an integral part of the Southland Cultural identity.

The collection spans multiple media and dates back a millenia to the earliest periods of NZ's history, depicting early European arrival (notably with the William Hodges, 1773) and represents the culture and history of Murihiku through to the present day.

As societies and cultural practices evolve, so do the meanings placed on art objects. What was once simply a painting or photograph of an event, now becomes a significant snapshot of historic social context.

This space allows for the exhibition of art from the collection to reinforce the stories of Southland, with added flexibility to allow art to be included as an activity based service, enhancing connection to the community, and enhancing broader objectives of inclusiveness and wider education.

This space can be combined with the similar Special Exhibition Space to provide a travelling exhibition space of 750-900m^2. This area will support large travelling exhibitions sourced within Australasia or travelling International Exhibitions at scale. The minimum space allowance to meet this requirement is 750m^2. Logically these spaces share the same floor level.

4.0 FUNCTIONAL BRIEF

4.1 FUNCTIONAL BRIEF - SUMMARY

SPECIAL EXHIBITION SPACE(S)

This highly flexible space can be used as one space or subdivided to a series of smaller spaces.
Installations can be installed from the collection, to support invited artists, or to support small travelling shows within NZ. Non-subdivided space can support a large travelling exhibition sourced within Australasia.

This space can be fitted similarly to a 'white gallery' space:

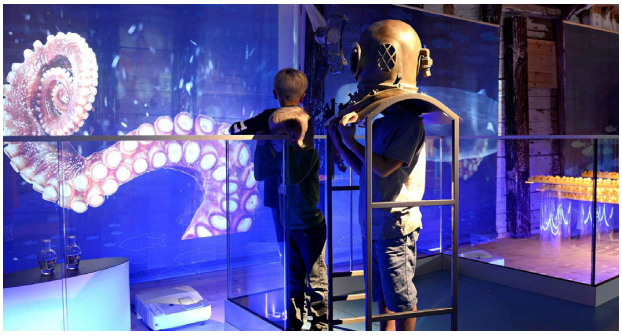
- Lighting and wired technology will be required to be changed regularly.
- HVAC requirements will need to maintain close control conditions (21 degrees and 50% RH) and be located to allow flexibility of exhibition install.
- This flexible approach to exhibition content will requires storage for exhibition furniture, display cases and plinths and temporary walls.
- The changing nature of exhibitions will require an exhibition staging area and ready access to goods lift and workshop areas, and space to store crates and transport materials for travelling exhibitions.

Space Provision & Benchmarking

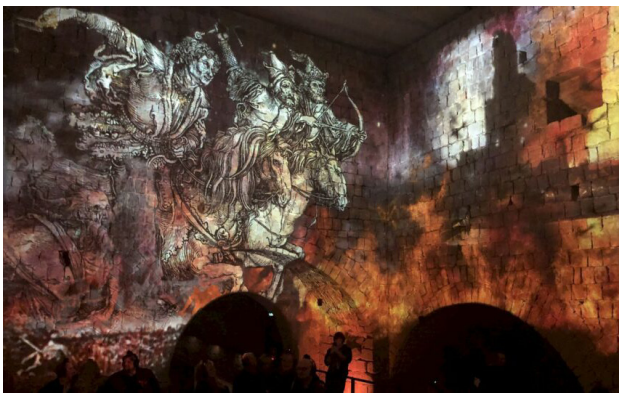
- Option 1 – 0m2
- Option 2 – 600m^2
- Option 3 – 450m^2

Space is allocated to enable this space to operate as a large single exhibition space or several smaller spaces. This supports constant change to exhibition content on site, from within the collection, from invited artists or practitioners, or from outside of the region.
This space can be combined with the similar Short Term Storytelling Space to provide a travelling exhibition space of 750-900m^2.

This area will support large travelling exhibitions sourced within Australasia or travelling International Exhibitions at scale. The minimum space allowance to meet this requirement is 750m^2.



Norwegian Fisheries Museum - Museum Vest - Bergen, Norway



Hidden Fortress - Bruhl Terrace - Dresden



Hans Christian Andersen Museum - Denmark

4.0 FUNCTIONAL BRIEF

4.1 FUNCTIONAL BRIEF - SUMMARY

MULTI-USE / EDUCATION FOCUSSED SPACE

This space supports dedicated education on site. Aimed at School aged children it should be open to and encourage participation by both young and more experienced minds.

The space should be immersive in its fitout, with space to operate as an onsite classroom (while avoiding traditional classroom typologies), support presentations or lectures and support functions.

An area of this space should be available to have exhibit materials changed to support education based on current exhibition themes (for example if a large travelling exhibition on 'Mars' is installed to the Special Exhibition Spaces, an area that encourages learning in this topic should be supported.)

It is anticipated, this space will be multi-use, and will have the ability to occasionally serve as a presentation/ space or a space for small functions.

- Lighting and wired technology will be relatively static to this area.
- HVAC requirements will need to maintain close control conditions if collection items are present (21 degrees and 50% RH) and be located to allow flexibility of exhibition install.
- Fitout required will be intensive
- Communications and digital technology to support education objectives must be integrated.

Space Provision & Benchmarking

- Option 1 – 50m^2, former observatory
- Option 2 – 150m^2
  (100m^2 education space and 50m^2 'corral zone' for marshalling and 'bag storage')
- Option 3 – 100m^2
  (Education space and 'corral zone' for marshalling and 'bag storage' combined)

In both option 2 & 3 space is provided in excess of a standard classroom. This space should be closely related to building entry and facilities, but interconnect readily with other exhibition areas, and the adjacent park.

4.0 FUNCTIONAL BRIEF

4.1 FUNCTIONAL BRIEF - SUMMARY

PUBLIC SPACES FOH

The Arrival Areas component of the facility comprises the main entry point, foyer and reception. Close by will be additional amenity for the building users including a retail space, cafe space, kitchen and associated back of house, parents room, toilets, lockers and light storage.

A multiuse space for temporary display, functions, suitable for holding medium sized groups, able to host powhiri and other cultural welcoming ceremonies. A suitable adjacency to this to maximise flexibility is a corral space for the education space currently allocated elsewhere as educational exhibition space.

A key circulation area, the public spaces will have easy flow between key visitor touchpoints with passive wayfinding including strong links to the nearby exhibition spaces to ground and upper level.

Design Qualities and Considerations:
- Foyer and main entry are to be legible, welcoming for all and of a human scale
- Foyer to present a permeable, accessible, and active edge to the exterior. Consider ways to extend this to night time hours using lighting and technology
- Foyer space and furniture to be transformable/ reconfigurable and adapt to changing displays, events, and programmes
- Shelter to be provided at entry points to building
- Promote passive surveillance of Public Open Spaces at night from facility
- Provision of utilities (electricity, lighting, mounting) to promote ease of set up for programming, small events and exhibitions.
- Cafe space is to be highly visible and welcoming to all
- Space to be visually and physically connected to Park and able to be opened during fine weather and events
- Opportunities to eat outside, adjacent the cafe space, with shelter from sun, wind and rain
- Furniture to be transformable/ reconfigurable. Some furniture to be able to be used outside
- Future-proof design to meet licensing requirements.
- Male and female toilets and changing areas, consideration of gender neutral / accessible toilets and showers
- Conveniently located restrooms but not visibly close to welcoming and dining areas
- Provision of secure lockers for use by community members while using the facility

The building threshold adjacent to the park is to be visually permeable and able to open large areas during fine weather or events. There is a considerable opportunity for the design of the Public Spaces to encourage flow between the interior of the facility and the adjacent park and garden setting. The design of the building and the park must be integrated and support activities happening across both spaces to the precinct and the park as a whole.

Space Provision & Benchmarking
- Option 1 – 785m^2
- Option 2 – 660m^2
- Option 3 – 560m^2

PUBLIC CAFE

A place where visitors and the general public alike can casually meet to eat, drink and socialise together either in conjunction with a visit to the exhibition spaces or as a desitnation cafe for the public.

Design Qualities and Considerations:l
- Cafe experience to be linked to the experience of Te Unua stories of Southland
- Key adjacency to entry foyer
- Space to be visually and physically connected to Queens Park and able to be opened during fine weather and events
- Cafe space is to be highly visible and welcoming to all
- Opportunities to eat outside, adjacent the cafe space, with shelter from sun, wind and rain
- Furniture to be transformable/ reconfigurable. Some furniture to be able to be used outside

STAFF / ADMIN BOH

Support Staff, administration areas and facilities should be located adjacent to the Exhibition and Public Spaces and close to key entries to the building. This will enable prompt and efficient support to visitors, community users and programmes in these spaces. It is important that staff spaces have natural light and ventilation wherever possible to promote staff well-being. Secure parking for staff bicycles and scooters should be considered in this location if suitable.

- Staff Entry
- Manager Office
- Team Leader Office
- Meeting Room
- Open Plan Office
- Reproduction/Digitization &Support
- Other Office
- Offices /Design Studio
- Staff - Kitchen/Lounge
- Toilets & Shower
- Lockers/Changing
- Wellness Room
- Goods Lift And Access
- Secondary Stair

Space Provision & Benchmarking
- Option 1 – 170m^2
- Option 2 – 335m^2
- Option 3 – 265m^2

4.0 FUNCTIONAL BRIEF

4.1 FUNCTIONAL BRIEF - SUMMARY

FUNCTIONAL BOH

A loading bay for large items with receive/pack isolate space and will be provided for the facility toward the rear of the building with close adjacency to exhibition and public spaces. It is important that the loading bay has after hours, independent access for facility users. The loading bay will incorporate an area for rubbish and recycling storage. Innovative waste solutions are to be considered for the facility.
The loading bay may be located at a lower level than the key community spaces. This area will need to be accessed after hours and independently for loading and deliveries for events and other uses. A goods lift from this space to upper level exhibition spaces is required.
Functional BOH includes Exhibition Install and Maintenance and Exhibition Specific spaces.

Space Provision & Benchmarking
- Option 1 – 293m^2
- Option 2 – 470m^2
- Option 3 – 335m^2

BUILDING OPS BOH

This component contains the ancillary spaces which support the operation of the facility. This includes areas associated with the building's plant and the reticulation of building services including services risers, distribution boards, sprinkler systems and communications cupboards. The reticulation of services must allow for ongoing maintenance and upgrades.

Design and location of the main plant must not limit architectural form and expression and should consider views to the building from current and future surrounding vantage points. Spaces for cleaners to operate from and store their materials and a room to house the IT services for the facility will be provided.

This component also includes:

- Plant & Security Management
- General Storage
- Events Storage
- Permanent Moveable Tiered Seating Allowance
- Cleaning And Storage

Space Provision & Benchmarking
- Option 1 – 163m^2
- Option 2 – 185m^2
- Option 3 – 140m^2

CIRCULATION

This component includes circulation between spaces and any required vertical circulation (stairs and lifts). It will also provide for required fire egress routes.

It is intended that the majority of key spaces (approx. 80%) will be on a single level with remaining spaces on a second level, thereby minimising the requirements for vertical circulation to promote ease of visitor movement through the building using passive wayfinding techniques.
This approach also recognizes the surrounding precinct within the context of Queens Park which the building design will respond to as appropriate, offering minimized circulation spaces to achieve connections with the facility's surroundings.

There will also be functional aspects to circulation including loading, access and back of house spaces, maximizing ease of management for staff.

Space Provision & Benchmarking
- Option 1 – 203m^2
- Option 2 – 290m^2
- Option 3 – 235m^2

CARPARKING, BUS & COACH

The existing facility has a small onsite paved carpark with 90 degree angle parking (approx. 8) and a gravel carpark with 90 degree angle parking (approx. 23), which totals to approximately 31 car parks.
The site is bounded by Kelvin Street, Victoria Ave and a loop road from Gala Street.

Based on aerial photographs, Victoria Ave currently has the most amount of available street parking with a combination of 90 degree angle parking (approx. 70) and parallel parking (approx. 13). This totals to an approximate number of street parking of 83 car parks in close proximity to the facility, however shared with users of Queens Park. The loop road from Gala Street also offers a combination of angle and parallel parking formed around the main pedestrian entry gate to Queens Park.

There is an existing bus park/stop directly outside the existing museum facility.

Consideration will be given to opportunities for provision of on grade car parking for the facility in areas of the site that are available once the building arrangement is known. New parking provided is to be sleeved by soft landscaping to the public open space (reserve edge).

Parking areas provided will be prioritised for users such as the elderly, disabled and parents of small children. Any parking provided will be future proofed for other uses.

On site car parking provided shall take careful consideration of pedestrian movements and safety of car park users. Consideration to be given to provide bicycle parking.

STRUCTURAL RESILIENCE

The NZ Building Code requires a building of this size and function to be designed (as a minimum) to Importance Level 3 building – 100% IL3.

4.0 FUNCTIONAL BRIEF

4.2 STORAGE COMMENTARY

The storage commentary below is a summary of a comprehensive report found under Appendix 03 - Archive Facility Report.

INTRODUCTION

This exercise looks to establish the storage needs required for the existing ICC Collection currently based at SMAG. It is based on collection measurement, assessment and advice prepared by Collections Consultancy (Bronwyn Simes). It accounts for a variety of items that cover the entire existing collection:

- Large Heavy Storage – New & Existing Reused
- Medium Small Storage – New
- Art (Framed) Storage – New
- Existing Crates and Floor based Storage
- Additional Storage Allowances:
    1. Specialist photographic and Plate storage
    2. Gun Storage
    3. Waahi Tapu (Human Remains)

It includes consideration of necessary staff and workshop spaces to support the storage activities. It also suggests additional public spaces that would support research, education and object viewing as part of this facility.

Calculations make allowance for the existing collection plus anticipation of 50% growth. This growth figure is benchmarked against other similar NZ based projects and the Collections Consultancy's experience.

The outcomes suggest storage required for a new facility. The area requirements resulting can also be applied to existing buildings that meet the area and spatial requirements for storage. While completing this exercise, it has become clear that the provision of Permanent Storage Facilities is a significant design and construction project, that is key to the overall delivery programme for Te Unua. It is important to reinforce that works on the proposed Queens Park site cannot commence until the existing collection is successfully relocated to a suitable storage solution.

This suggests that any new Storage Facility should be considered as a stand-alone project, undertaken with urgency, and that delivery timeframes be carefully integrated with the wider Te Unua delivery programme.

TYPE OF STORAGE

This storage exercise assumes that the collection will be housed in a **Permanent Storage Facility.**

Permanent Storage assumes a new building will be constructed or existing refitted, and the collection will move directly into it. This provides a permanent storage solution, there is no need to further move or relocate the collection thereafter.

Costs estimates for this **Permanent Storage** solution have been calculated by others and are included in the financial assessment of the wider Te Unua Project.

By way of clarification, this is a different project approach to **Temporary Storage.**

A **Temporary Storage** solution is an interim measure. The collection would be moved to temporary premises, but a Permanent Solution would still need to be found or constructed, and the Collection would need to be removed from the **Temporary Location** and relocated to its permanent home, i.e., this requires double handling of the collection.

We note that project estimates allow an untested allowance of $4.5million for a **Temporary Storage Solution**. This budget allowance is effectively for temporary works and does not contribute to long term capital investment for the project.

THE EXISTING PYRAMID FACILITY - STORAGE

We have considered the use of the existing Pyramid for collection storage, either as part of a refurbished facility with onsite storage included, or as a stand-alone dedicated storage facility for a new Exhibition Centre located elsewhere. In either case we do not think the Pyramid is a viable option.

As on-site storage as part of a refurbished facility:

- The refurbished building only achieves 67% NBS, IL3 – The collection is not suitably secure in a seismic event.
- The available storage area, at a maximum area of 1050 square metres is not large enough to accommodate long term growth.
- The pyramidal form of the upper level and restricted lift access introduce significant operational constraints
- The additional area requirements for research, viewing and dedicated loading and workshop space won't fit readily within the existing building footprint.

As a stand-alone dedicated storage facility

- The refurbished building only achieves 67% NBS, IL3 – The collection is not suitably secure in a seismic event.
- The estimated value for seismic strengthening to this point includes recladding the entire structure. This value far exceeds the estimated value for new Storage facilities (Scenario 1 & 2)
- The available floor area is far more than the area required. This may also contribute to higher operating expenses over time.

4.0 FUNCTIONAL BRIEF

4.2 STORAGE COMMENTARY

AREA REQUIREMENTS - OPTIONS 2 & 3

Option 1, the reuse of the existing 'Pyramid' makes allowance for on-site storage within the existing building. This allowance is in the order of 1050 square metres. The implications of this as a storage solution are discussed in further detail prior.

This exercise has identified the following broad required areas as follows:

- Storage – 1200m^2 approx.
- Storage workspace, Staff and Facilities – 300m^2 approx.
- Public / Education Facilities – 200m^2 approx.

This suggests four potential Development Scenarios:

1. Storage & Required Functional Spaces only - Single Level – 1500m^2 approx. total floor area
2. Storage & Required Functional Spaces plus Public – Single Level – 1700m^2 approx. total floor area
3. Storage Required Functional Spaces only - Two Level – 1650-1700m^2 approx.
   (Extra circulation, goods lift and stairs)
4. Storage & Required Functional Spaces plus Public – Two Level – 1900m^2 -1950 approx.
   (Extra circulation, goods lift, passenger lift and stairs)

These areas are building only – they exclude parking, truck access and turning, landscape etc.
Scenarios 3 & 4 have been discounted, as they involve more area, operational complexity, and greater structural complexity, it is assumed they will also be more expensive than Scenario's 1 & 2.

SCENARIO ALLOCATION

In advancing the wider feasibility exercise, we have allocated the two preferred scenarios as follows:

Scenario 1
1500m^2 approx. total floor area; Storage & Required Functional Spaces only.

Scenario 2
1700m^2 approx. total floor area; Storage & Required Functional Spaces plus Public Spaces

Cost estimation for scenario 1 and 2 has been completed by others and is included in the financial assessment of the wider Te Unua Project.

SITE SELECTION & BUILDING APPROACH

An analysis of potential sites has been completed as a separate exercise, using the space and spatial outcomes defined in this storage calculation report. The site selection exercise looked at 17 potential sites, including existing structures and sites suitable new build solutions.

The site analysis is included as an appendix to this report and indicates that the Tisbury Park site is the best potential location. We acknowledge that this assumption requires clarity regarding:

- Any alternate Long-Term use for the site
- The Nature of ICC ownership of this site, and any restrictions imposed by gazetting or similar
- Resolving any Planning issues associated with the Rural Zoning of the site.

The new constructed scenarios defined in this report assume the **Tisbury Park** Location defined in the site selection exercise.

This location enables a construction methodology described as a **'sophisticated cool store'** approach. This design and construction methodology suggests a building form, structural approach, and material selection suitable for this functional building where achieving open floor plates and maintaining environmental conditions are key considerations.

SEISMIC RESILIENCE

Research confirms that any new storage facility needs to achieve 100% of the new Building Standard at Importance Level 3 **(100% NBS – IL3).**
This is based on research of prior Collection Storage projects and Archives NZ Policy for this type of facility, and AS NZS 1170, the loadings standard for NZ buildings.

BUILDING SERVICES

The document outlines required performance in terms of:

- Fire protection
- Environmental Conditions for Storage
- Security Requirements

These performance requirements have been advised by the Collections Consultant.

4.0 FUNCTIONAL BRIEF

4.3 TUATARA

OVERVIEW

The site visit was arranged to review the new Tuatara enclosure at Wellington Zoo, and allow Dave Laux to give us some feedback on best practice outcomes for this type of enclosure. Dave is recognized as an expert herpetologist in this realm.

RELEVANCE

Wellington Zoo have retired their former Tuatara Exhibit and built a new Tuatara Enclosure. The enclosure is aimed at maximizing wellbeing for their Tuatara.
Their approach to public display of tuatara has similarly changed, as described below.

TUATARA ENCLOSURE

The new Wellington Zoo Tuatara Enclosure is built outdoors. It is not fully enclosed by a building. It is in a nonpublic zone of the zoological gardens, but can be made available to controlled public access (like ours).
The facility provides 16 individual habitats for Wellington Zoos population of 15 Tuatara. The following bullet point summary describes the enclosure:

- Open air facility
- Non-Climb predator wall at 1000-1200 high to perimeter
- Predator proof fence and non-climb capping above
- Controlled access gates
- Access pathway central to Tuatara ‘pens’
- Individual pens to each animal at 5 square metres each.
- Pens can be interconnected by a series of simple gates (simple breeding strategy?).
- Pens are serviced from the access pathway, without need to enter the animal’s domain.

Refer the photos below.

Within the $5m^2$ pen, each tuatara is housed in an individual burrow. The burrow is formed using a ‘wheelie bin’ dug into the sloping ground of the enclosure. A false ‘ceiling’ of heavy-duty insulation is installed in the roof of the burrow, and a length of suitable diameter nova coil provides access (and drainage) from burrow to the individual pen.

A simple environment of native planting provides cover when the tuatara is outside of the burrow, with access to small rockery and a simple water feature. The water feature drains to the access pathway, to simplify service.

Wellington zoo are comfortable with this open-air facility, there is minimal if any risk to the tuatara from aerial predators and the predator proof enclosure protects from ground-based threat.

ORIENTATION AND SHADE

The new enclosure is carefully oriented due North. With consideration of materials and spacing to minimize shade to each enclosure.
This reflects the fact that enabling maximum opportunity for tuatara to exit their burrow and bask in full sunlight is important.
This reflects a philosophy that this outdoor environment is closest to the tuatara’s natural environment, as opposed to a more expected indoor enclosure. The exterior environment, while changeable, is something the provision of insulated burrow and north facing basking area allows the animal to self-regulate, rather than provision of a highly conditioned space.

INSULATION AND THERMAL MASS

The high levels of insulation in the ceiling of the burrow, and the partial burial are deliberate. This provides an even temperature controlled by the thermal mas of the ground.
Prior concrete enclosures required significant attention to maintain temperature, especially during summer, and risked dehydration of the tuatara.



Image 1. Tuatara Enclosure - View



Image 2. Enclosure & Burrow

4.0 FUNCTIONAL BRIEF

4.3 TUATARA

MATERIAL FOR CONSTRUCTION

The enclosure is built on a pre-existing slope, with the foundation and primary structure completed in blockwork.
A recycled plastic material has been used to form pens and gates. Due to a high factor of thermal expansion, this has buckled and does not operate well. Dave suggested that a block / concrete structure to form pens also, with marine ply or similar gates might be preferable.
This enclosure has one central service pathway. A second pathway at the front of the enclosure would simplify servicing, and reduce shading to each pen.

Wellington Zoo advise the all-in costs of this enclosure were in the order of $250,000.00. They can make the drawings used available for our reference.

FEEDING

Wellington Zoo have a separate facility where they breed locusts to feed their lizard collection. They recommend Locusts over Meal worms.
If a similar approach was taken by ICC, this facility should be located (well) outside the bounds of any exhibition facility.

DISPLAY

Wellington Zoo have changed their approach to animal display.
Their intention is to have 2-3 tuatara on public display, on a rotational basis, with the remaining animal stock remaining in the non-public enclosure.

We viewed their new Southern Green Lizard enclosure, as an exemplar of future display.

This is designed and expressed as a safe enclosure in an outdoor garden setting, rather than a traditional darkened enclosure (refer photos attached).

Display of this nature could be used near a museum facility, or in a veranda type space, with closer connection to the outdoors.

CONCLUSIONS

In association with the ICC and ICC parks team members present, we drew the following conclusions:

- A similar enclosure to the Wellington Zoo facility could be accommodated on Queens Park as a component of the existing animal area.
- This enclosure could accommodate the existing population of 18 tuatara, with provision for either more spare spaces, or for future expansion as required.
- A ‘locust breeding’ facility could be collocated as required, well away from any Museum facility
- Display of tuatara, on a similar rotational basis of 2-3 of the overall population could be accommodated at Te Unua.
- Wellington Zoos’ outdoor enclosure model, somewhere close to Te Unua is a workable model.

On this basis, tuatara display can be an inclusion at the threshold to Queens Park which might encourage the connection between Te Unua and the wider precinct of Queens Park, while maintaining the historical connection between Tuatara and Museum.

There is opportunity to include a walking path or similar connection to the Tuatara enclosure to the east within Queens park as one of a series of interconnected experiences within the Queens park precinct.



Image 3. Service Pathway



Image 4. Lizard Exhibit Example

5.0 BENCHMARKING

5.0 BENCHMARKING

5.1 PROCESS SUMMARY

In parallel with the preparation and collation of the functional brief and schedule of spaces, relevant New Zealand and international example facilities were selected to review and compare against the brief formulation for Te Unua. Primary objectives were to:

- compare and validate space allocation and size
- provide high level validation of the service delivery and exhibition approach

NZ BENCHMARKING

A national benchmarking exercise was conducted to review and understand examples of similar regional museum facilities. Facilities selected include:

- Whakatane Library and Exhibition
- Nelson Provincial Museum
- Puke Ariki
- Canterbury Museum
- Southland Museum and Art Gallery

INTERNATIONAL BENCHMARKING

An international benchmarking exercise was conducted with Harvey Gardiner, an Exhibition Consultant based in the UK. Harvey Gardiner is the founder and Head of Design and Chief of Strategy at HSG Creative. HSG is a specialist in creation of original design concepts, with extensive experiences across all levels of the exhibition spectrum.

From a long list of 10 facilities, 3 have been selected to be included in this report.

- Horniman Museum and Gardens
- Oxford Story Telling Museum
- National Museum of Scotland

These 3 examples have been selected as they share some similarities with the characteristics of Te Unua:

- size of region and population
- contextual relationship with surroundings - i.e. park
- varying experience types
- approximate scale of facility
- high level of success

5.0 BENCHMARKING

5.2 NZ BENCHMARKING

Top free visitor attractions NZ :
Te Papa - 1,500,000
Puke Ariki – 80,000
SMAG – 250,000

WHAKATANE LIBRARY & EXHIBITION





LOCATION :
Whakatane

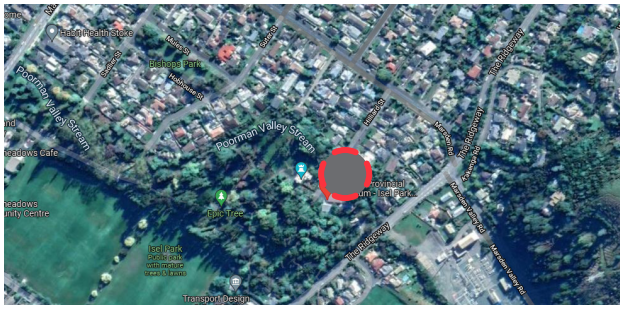
LOCAL AREA POPULATION :
37,100

EXPERIENCE TYPE :
Museum with history of Whakatane district and beyond. Three gallery spaces display exhibitions from renowned artists and collections.

APPROXIMATE SCALE OF FACILITY		
Exhibition Space	522	sqm
Public Space	260	sqm
Staff/Admin BOH	94	sqm
Functional BOH	54	sqm
Building Ops BOH	122	sqm
Outdoor	58	sqm
Circ.n *(incl. above)*	85	sqm
Total	**1110**	**sqm**

NELSON PROVINCIAL MUSEUM





LOCATION :
Nelson

LOCAL AREA POPULATION :
52,900

EXPERIENCE TYPE :
Displays history of Nelson and Tasman region, from geological origins to stories of individuals and families

APPROXIMATE SCALE OF FACILITY		
Exhibition Space	768	sqm
Public Space	511	sqm
Staff/Admin BOH	53	sqm
Functional BOH	67	sqm
Building Ops BOH	75	sqm
Outdoor	89	sqm
Circ.n *(incl. above)*	51	sqm
Total	**1563**	**sqm**

5.0 BENCHMARKING

5.2 NZ BENCHMARKING

PUKE ARIKI





80,000 visitors per annum

LOCATION :
New Plymouth

LOCAL AREA POPULATION :
87,300

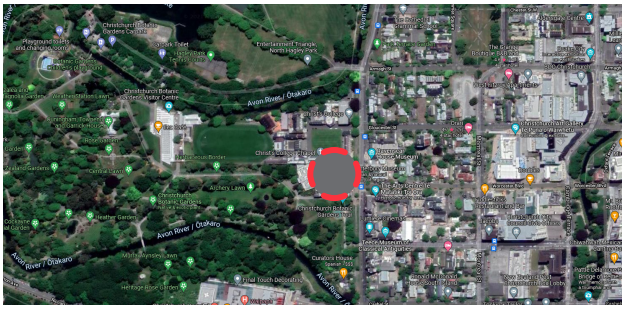
EXPERIENCE TYPE :
Displays regional history, natural history, local culture & natural world

Set in CBD waterfront

APPROXIMATE SCALE OF FACILITY		
Exhibition Space	1968	sqm
Public Space	1380	sqm
Staff/Admin BOH	11	sqm
Functional BOH	252	sqm
Building Ops BOH	461	sqm
Outdoor	359	sqm
Circ.n *(incl. above)*	354	sqm
Total	**4431**	**sqm**

CANTERBURY MUSEUM





766,200 visitors per annum

LOCATION :
Christchurch

LOCAL AREA POPULATION :
381,500

EXPERIENCE TYPE :
Displays regional history of people and connection to Antarctica.

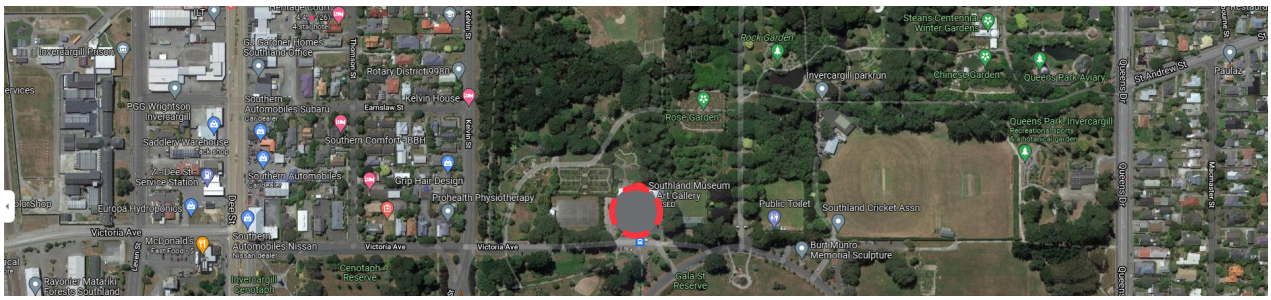
APPROXIMATE SCALE OF FACILITY		
Exhibition Space	7564	sqm
Public Space	1406	sqm
Staff/Admin BOH	1080	sqm
Functional BOH	589	sqm
Building Ops BOH	1401	sqm
Total	**12040**	**sqm**

5.0 BENCHMARKING

5.2 NZ BENCHMARKING

SOUTHLAND MUSEUM & ART GALLERY





250,000 visitors per annum

LOCATION :
Invercargill

LOCAL AREA POPULATION :
57,100

EXPERIENCE TYPE :
Displays wide variety of regional art, history and natural history collections

APPROXIMATE SCALE OF FACILITY

Exhibition Space	1714	sqm
Public Space	785	sqm
Staff/Admin BOH	170	sqm
Functional BOH	293	sqm
Building Ops BOH	163	sqm
Circ.n *(incl. above)*	212	sqm
Total	**3125**	**sqm**
Collection Storage	1049	sqm

5.0 BENCHMARKING

5.3 INTERNATIONAL BENCHMARKING

Top paid for visitor attractions/museums in the

- UK Royal Botanic Gardens Kew. London 2,400,000
- Top free visitor attractions/museums in the UK
- Tate modern 5,700,000
- 80% of UK visitors are motivated by a specific exhibition, event performance or activity.
- 46% check out the attractions website before they visit

HORNIMAN MUSEUM & GARDENS





606,329 visitors per annum

LOCATION :
London, Dulwich

LOCAL AREA POPULATION :
11,000 Dulwich Village

EXPERIENCE TYPE :
Displays anthropology, natural history, and musical instruments

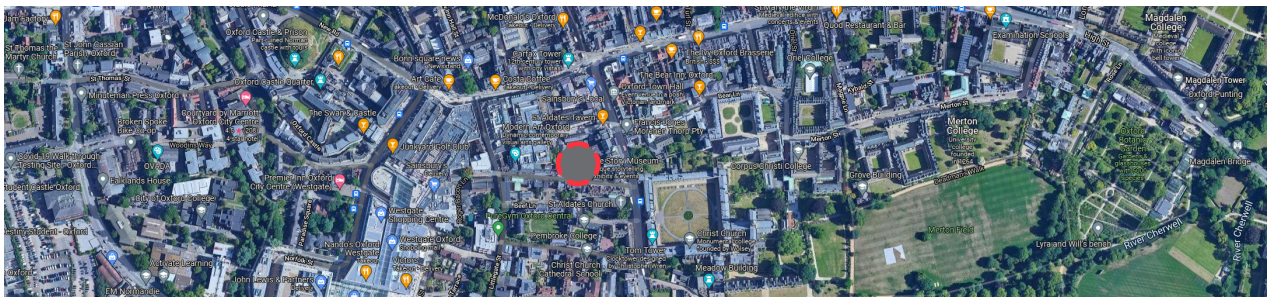
APPROXIMATE SCALE OF FACILITY		
Exhibition Space	2000	sqm
Public Space	330	sqm
Staff/Admin BOH	200	sqm
Functional BOH	150	sqm
Building Ops BOH	200	sqm
Circ.n *(incl. above)*	180	sqm
Total	**2880**	**sqm**

5.0 BENCHMARKING

5.3 INTERNATIONAL BENCHMARKING

OXFORD STORYTELLING MUSEUM





52,814 visitors per annum

LOCATION :
Oxford

LOCAL AREA POPULATION :
152,000

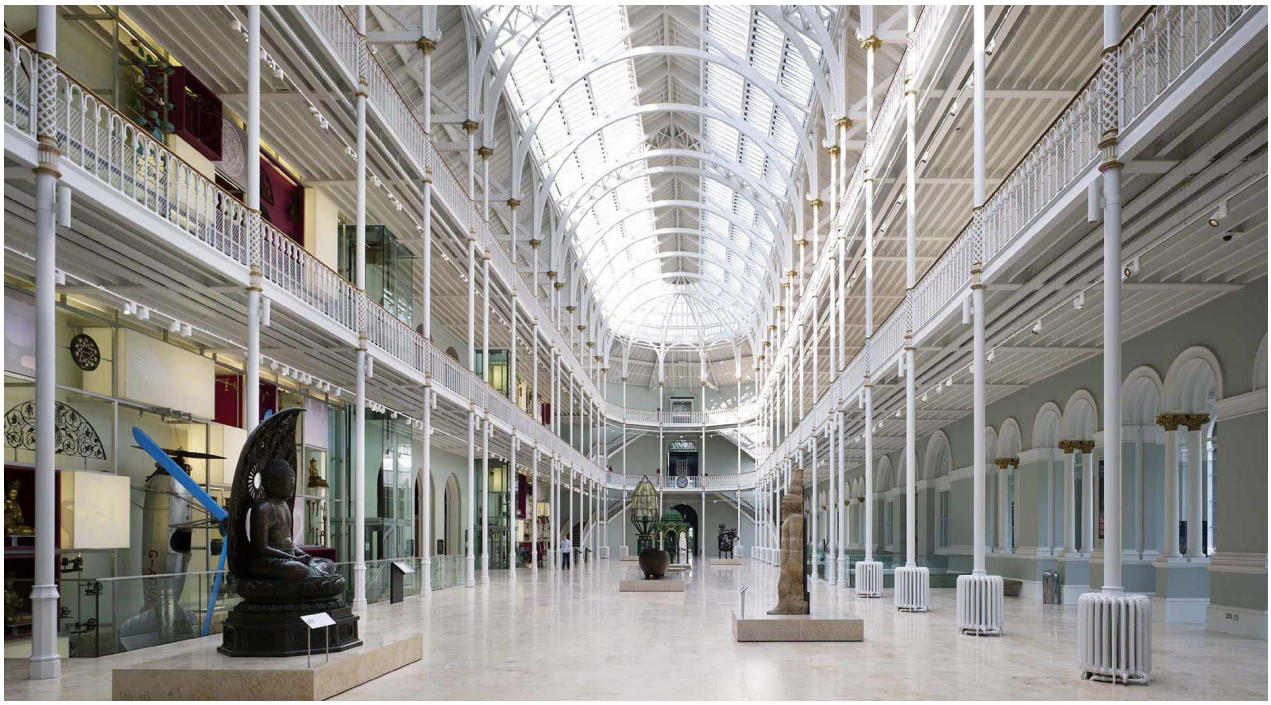
EXPERIENCE TYPE :
Immersive museum 'Bringing kids books to life'

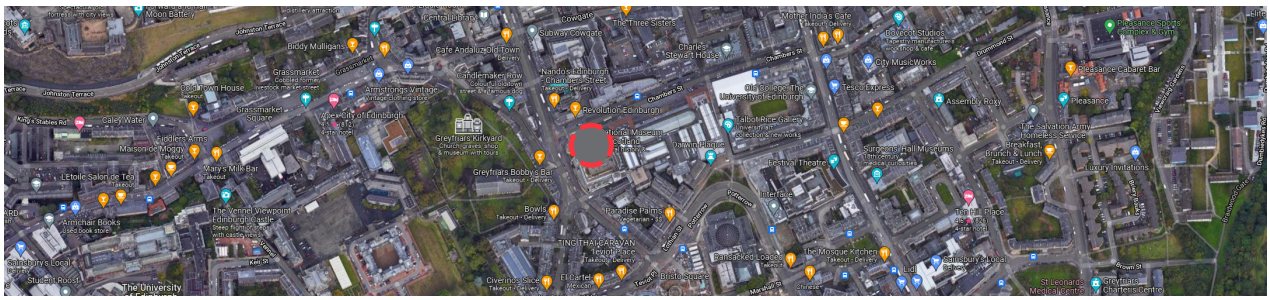
APPROXIMATE SCALE OF FACILITY		
Exhibition Space	1500	sqm
Public Space	250	sqm
Staff/Admin BOH	100	sqm
Functional BOH	150	sqm
Building Ops BOH	100	sqm
Circ.n *(incl. above)*	150	sqm
Total	**2100**	**sqm**

5.0 BENCHMARKING

5.3 INTERNATIONAL BENCHMARKING

NATIONAL MUSEUM OF SCOTLAND





444,437 visitors per annum

LOCATION :
Edinburgh

LOCAL AREA POPULATION :
530,000

EXPERIENCE TYPE :
Natural History and Scottish Ephemera

APPROXIMATE SCALE OF FACILITY		
Exhibition Space	3000	sqm
Public Space	1800	sqm
Staff/Admin BOH	500	sqm
Functional BOH	550	sqm
Building Ops BOH	300	sqm
Circ.n *(incl. above)*	800	sqm
Total	**6150**	**sqm**

5.0 BENCHMARKING

5.4 AREA COMPARISON

The table below provides a schedule of spaces comparison at the selected example facilities. Areas were assessed based on its function and percentage rate relative to the total museum area.

These area averages will be used to validate the proposed area allocations for the New Build options in Section 7.

areas inclusive of circulation	**Whakatane Library & Exhibition**	**Nelson Provincial Museum**	**Puke Ariki Museum**	**Canterbury Museum**
Exhibition Space	522 sqm 47%	768 sqm 49%	1968 sqm 44%	7564 sqm 63%
Public Space	260 sqm 23%	511 sqm 33%	1380 sqm 31%	1406 sqm 12%
Staff/Admin BOH	94 sqm 8%	53 sqm 3%	11 sqm 0%	1080 sqm 9%
Functional BOH	54 sqm 5%	67 sqm 4%	252 sqm 6%	589 sqm 5%
Building Ops BOH	122 sqm 11%	75 sqm 5%	461 sqm 10%	1401 sqm 12%
Outdoor	58 sqm 5%	89 sqm 6%	359 sqm 8%	
Total (in sqm.)	**1110**	**1563**	**4431**	**12040**
Circulation (incl. above)	85 sqm	51 sqm	354 sqm	

areas inclusive of circulation	**Horniman Museum & Gardens**	**Oxford Storytelling Museum**	**National Museum of Scotland**	**SMAG - Existing**	**Average**
Exhibition Space	2000 sqm 69%	1500 sqm 71%	3000 sqm 49%	1714 sqm 55%	56%
Public Space	330 sqm 11%	250 sqm 12%	1800 sqm 29%	785 sqm 25%	22%
Staff/Admin BOH	200 sqm 7%	100 sqm 5%	500 sqm 8%	170 sqm 5%	6%
Functional BOH	150 sqm 5%	150 sqm 7%	550 sqm 9%	293 sqm 9%	6%
Building Ops BOH	200 sqm 7%	100 sqm 5%	300 sqm 5%	163 sqm 5%	7%
Outdoor					6%
Total (in sqm.)	**2880**	**2100**	**6150**	**3125**	
Circulation (incl. above)	180 sqm	150 sqm	800 sqm	203 sqm	

5.0 BENCHMARKING

5.5 IMMERSIVE EXHIBITION AND INTERNATIONAL TOURING SHOWS

Immersive digital art involves the visitors completely into the exhibited universe, to envelope the audience in a full-body and sensory experience. It aims to place the visitor within, not before the artwork. Some worldwide examples are included here.



TEAM LABS BORDERLESS

The team Lab Borderless Museum in Tokyo asks guests to wander, explore and discover. Artworks move out of the walls freely and form connections and relationships with the visitors. The art has the same concept of time as the human body and transforms according to the presence of people. You immerse and meld into a unified world and explore a continuity that transcends the thought boundaries.



ATELIER DES LUMINAIRES

The mission of the Digital Art Museum is to make art accessible to a wider and younger public. Its unique creative digital experiences are based on video, music, and interactivity. It invites visitors of all background to experience and explore a fascinating immersive journey into the artistic universe.



WUXI. CHINA

The completely projected 400 sqm space interactively tells the story of the Kingdom Wu. Visitors are immersed in a 15-minute story about the rise of the Kingdom of Wu during the Spring and Autumn Period between 514-496 BC. The installation has a unique visual style combining a mix of paint-style animations with interactive animation to enhance the storytelling and captivate the audience.



VAN GOGH LIVE

Created by Grande Experiences, Van Gogh Alive is the most visited multi-sensory experience in the world. From start to finish, visitors are surrounded by vibrant symphony of light, colour, sound and fragrance that has been called an 'unforgettable' multi-sensory experience.
Van Gogh Alive toured NZ in 2021, opening in TSB Arena, Wellington; Air Force Museum of New Zealand, Christchurch; and Spark Arena, Auckland.

5.0 BENCHMARKING

5.6 TOURING EXHIBITIONS

The importance of touring and temporary exhibitions

Organisations currently engaged in developing touring exhibitions, and those considering their development in the future, recognise and value the wider benefits of touring - including profile raising and audience development to bring a special focus to the venue.

The biggest growth area in touring can be seen in independent museums, which have previously had a very small market share. This market share is increasing as the development and revitalisation of special focus events at a regional level has grown in importance. The profile of touring exhibits at independent museums is flourishing with the advancement of technology and immersive exhibition techniques with additional "wow factor". This results in interest being stimulated maintaining high visitor numbers, inspiring repeat visits, and encouraging tourists to visit the venue when in the area. A significantly greater number of venues are hiring exhibitions to diversify their programme or bring significant objects to their venue.

The minimum space requirement to attract an international show is 750 sqm. Bigger if possible as this area of flexible space provides a decent size location for event hosting and alternative function options. These include white gallery areas and exhibition storage.
UK organisations engaged in touring on average 1-2 exhibitions per year.
Touring exhibitions are most promoted for hire via targeted marketing emails. 46% of organisations cover 50% or more of their touring exhibition costs from external sources (not including hire fees).
20% of organisations cover 100% of their touring exhibition costs through external funding sources. Referring to the motivation segment analysis and applying that theory to temporary exhibitions a recent survey of over 200 museums provided the following findings.

Motivation for touring exhibitions.

	Very important	/Important/	Not important
• To increase your organisation's profile	68%	29%	3%
	64%	33%	3%
• To maximise the reach of your exhibitions	57%	38%	5%
• To increase your audience	52%	38%	10%
• To diversify or develop the audience that accesses your exhibitions and/or collections			
• To off-set the cost of producing your in-house temporary exhibitions programme	27%	37%	36%
• To generate profit	35%	24.5%	40.5%
• To access funding that would not otherwise be available	26%	42%	32%
• To work in partnership	53%	43%	4%

What is the purpose of the traveling exhibit?

Touring is a way of sharing with like-minded institutions and of achieving economies of scale which allow more ambitious projects to happen. Travelling exhibitions are often supported by governmental organizations to promote access to knowledge and materials that might not be available locally.

A recent survey by the Museums Association discovered that more than 80% of museums want to cut costs and boost audiences by working in partnership to develop touring exhibitions.

A prime example of this is the Natural History Museum whose travelling exhibitions have formed part of the bedrock of the museums offer. *https://www.nhm.ac.uk/business-services/touring-exhibitions.html*

Why is it important to get touring shows to increase and maintain visitor numbers along with stimulating repeat visits? Put simply you need to increase curiosity and promote the mind set of *'always something new to see and do'* and link that ethos into the previously identified motivation segments to maximise success. Temporary and touring exhibitions are an essential and effective way of doing this.

5.0 BENCHMARKING

5.7 FUTURE PROOFING

The importance of spatial flexibility in Museums

In a recent study in the journal of science, the changes in management of museum buildings and its effects on the developments in the museum design were examined. Selected examples around the world were analysed in terms of the horizontal and vertical flexibility of interior space, new functions, space extensions, and museum morphology. As a result, it was concluded that the dynamics in museum management have changed in terms of museum design.

In the first museum samples by static museology concept the storing and exhibiting of objects were key essentials. In today's museums, it is seen that flexible space, temporary exhibitions, course spaces, stages and meeting places are equally as essential to be added to the museum spaces to create a successful experience. It is concluded that with these changes, the best museum types have become more inclusive acting as the meeting point of urban citizens due to the addition of cultural and social activities alongside temporary art exhibitions.

The understanding of museology requirement highlights the changes needed in the approach to the architectural design of museums. Once this principle is established, the study examined the concept of fit for purpose functional changes and flexibility in museums. It was concluded that flexible spaces that contribute to the creation of more functional, more comfortable, and temporary social areas are now the forefront of consideration for new designs.

Sustainability, Flexibility and Changeability are the keys to a first-class museum experience. The study found that the concept of traditional museology has changed in museum design terms with the rapid evolution of new technology, engagement possibilities of immersive techniques, and interactivity.

Understanding this change, new museums are designed with height and flexible space in mind. Older museums are required to add additional spaces and functions to the building when aiming for the museum to continuously engage the visitors. The extension approach is expensive to deliver and often results in a half-way house solution, which in the short term might improve the general dynamics but inevitably results in a far from ideal exhibition solution. Indeed, it is not uncommon that as the public interest rises, projects which go down this route need to be further extended in time to cope with the increased public interest.

This understanding has revealed the concept of expandable flexibility in the architectural design of museums, setting a benchmark to future proof the museum space and maximise the impact of visitor experience.

5.0 BENCHMARKING

5.8 SUMMARY & CONCLUSION

TRADITIONAL VS DIGITAL OPPORTUNITIES

The first point to note here is that there is capacity for great variation. For instance, museum interior fit out is priced per square metre. But have you ever seen a flat museum? Displays are not flat, but rather a 'cubed' volume. What we must rely on here is experience and, to a certain extent, previous examples. In today's environment content delivery options are continually changing therefore previous examples are not a definitive guide and can often catch you out.

The museum design is key to this process.
This all connects into the interpretive planning, visitor journey and collection. What we must decide is what stories we want to tell, what collection we want to show and engage with, and what the best way to display or interact with the content might be understanding the audience.

This information is then layered into a media plan so that at the end the visitor has had a balanced experience, delivered in the most engaging, educational, and informative way using the most appropriate techniques. This approach enables the budget to be apportioned effectively in the right place at the right time. Invariably this involves a mix of high tech and low-tech interpretation techniques, so it is important to give the project budget the flexibility to be able to accommodate these parameters.

For this project there is also great potential to interact and interpret with the surrounding parkland, so this factor needs to be budgeted in. We need to aspire for the state of the art but retain a mix of modern and traditional. Invariably the budget can be cut and tightened up as the interpretive planning progresses and we can get more specific in terms of use per area, but at this stage the project embodies great potential and aspirations. Regarding digital vs traditional what you tend to find is it is swings and roundabouts. Digitally you may have less in the space, but the technology and content are more expensive. Traditionally you have more in the space, but the technical requirement is far less so it tends to balance out to a degree. Unless a totally tech orientated approach is adopted, which is considerably more expensive.

GARDEN & SPACE ALLOCATION

The gardens should be viewed as an interpretive and engaging resource, therefore the inclusion of a trail or pieces of interactive art could be considered linking back to the stories within the museum. A new build as opposed to a refurbishment is definitely preferable in this instance to deliver the correct spatial arrangement in terms of modern day museum requirements and flexibility going forward.

Decide what stories we want to tell, what collection we want to show and engage with:

- The best way to display or interact with the content
- The visitor has a balanced experience, delivered using the most appropriate techniques
- Budget to be apportioned effectively in the right place for the right content
- Could involve a mix of high tech and low-tech
- Great potential to interact with the surrounding park

TOURING AND TEMPORARY EXHIBITIONS

- Touring exhibitions raise profile and develop audiences while bringing a special focus to the venue
- The biggest growth area in touring can be seen in regional museums, which have previously had a very small market share.
- The average UK touring exhibition is 200 sqm
- The minimum space requirement to attract an international show is 750 sqm or bigger if possible
- They increase curiosity and promote the mind set of always something new to see and do

5.0 BENCHMARKING

5.8 SUMMARY & CONCLUSION

DESIGN PRINCIPLES OF A MODERN MUSEUM

Technologies and trends change with time, and so does the definition of a modern museum.
A museum designed back in 1980 may not fulfil a visitors' needs in today's world.
Some basic principles still stay true like the preservation of cultural and scientific heritage and the responsibility to promote learning and understanding about the world around us. But what has changed is the way in which we do it:

- Accessible for all- spaces and content are accessible to all people whatever their background, interests, or disabilities.
- Less text, quicker understanding
- Platforms such as TikTok stimulate the audiences' attention through short 30-60 second videos
- The younger generation especially, may be put off or find it difficult to take in large amounts of information with lots of text
- Opportunity to share and create stories and memories
- Allowing visitors to contribute their memories or experiences in a museum environment can help to build a connection with the community
- Making a part of the museum 'Instagramable'
- Having part of the museum that becomes insta–famous
- Helps to raise a museum or exhibition's profile
- Inspire curiosity
- Stories told in a museum should pose questions, surprise visitors, challenge them and offer
- New and rounded information to get them thinking about topics.

SUMMARY OF RECOMMENDATIONS

- Create a space that is as flexible and as multifunctional as possible
- Give yourself room to engage with different audiences
- Futureproof your space
- Engage with new technologies
- Use it to connect with tradition, heritage, and the beauty of the object to tell its stories
- Present your collection in the correct environmental and lighting conditions
- Store it properly and let the public engage with the archive.
- Interact and engage at all levels as much as possible both low tech and high tech
- Refresh and renew with touring and temporary exhibitions to maintain local interest and draw visitors
- Provide full access
- Make your museum green and efficient
- The split of space and adjacencies as outlined seem perfectly reasonable
- Allocate Special exhibition space of 1200sqm if possible.
- Allocate Temporary Story Telling area of 300sqm, with potential to incorporate an educational facility of 100sqm, for a total of 500sqm.
- The gardens should be viewed as an interactive and an engagement resource, so the inclusion of a trail or interactive art might be considered to link back to the stories within the museum.
- A new build as opposed to a refurbishment is definitely preferable so that the correct spatial arrangement can be delivered in terms of modern day museum requirements and flexibility going forwards.

6.0 PROJECT LOCATION

6.0 PROJECT LOCATION

6.1 PROCESS SUMMARY

Below is a summary of the Locations Evaluation process, found under Appendix 04 - Locations Evaluation.

As part of the Reimagining Phase, three defined sites were assessed for its suitability as a location for Te Unua. Through discussions with the PCG, two CBD options were identified to be considered alongside the current Queens Park location.

1. Queens Park – Site of the existing museum with potential to expand into adjacent areas
2. Don Street – The S.I.T. Arcade site that runs between Don Street and Esk Street
3. Kelvin Street – Site on the Corner of Kelvin and Tay Street

The proposed options were assessed against the below range of criteria, using a scoring system on a scale of 1-5. Any additional key risks and opportunities specific to each site was identified in this process :

- Site Utilisation
- Alignment to the Te Unua Vision
- Town planning
- Ground Conditions
- Structure
- Utilities
- Sustainability
- Programme
- Cost (excluded from final scoring)

SCORE

1	Criteria not met. Negative consequences
2	Criteria largely not met
3	Criteria met with compromises
4	Criteria achieved with some restrictions
5	Criteria achieved with best outcomes

The wider design team made assessments of their fields, providing a score per criteria and an explanatory text. The outcome of the evaluation was in favour of the Queens Park site, to ascertain Queens Park as the preferred location for Te Unua.

	QUEENS PARK	DON STREET	KELVIN STREET
TOTAL SCORE	139	106	89

Section 6.0 illustrates a series of location evaluations based on the outcome of this site selection. This includes an analysis of the Queens Park site on a macro to micro scale, to establish a spectrum of understanding to better inform the project design at a people, urban, and regional context.

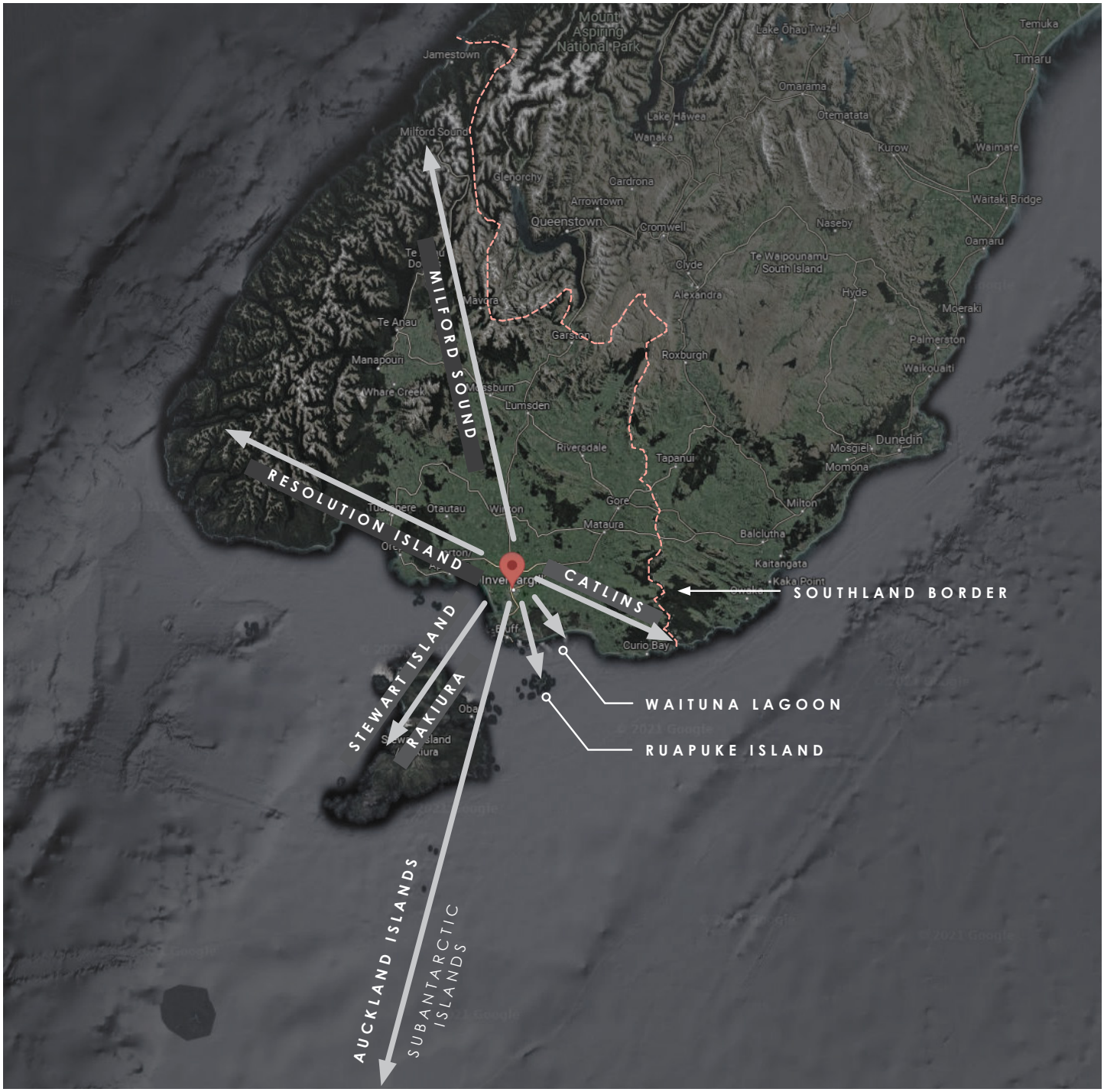
The diagrams in this report identify the following:

- significant natural features of Southland in relation to Invercargill
- significant cultural features of Southland, and 'Places' outlined in *Conservation Management Strategy (CMS) - Southland Murihiku 2016, Volume 1*
- notable activities and climatic characteristics of the urban context surrounding Queens Park
- circulation network of the main arterial vehicle paths, cycle lanes, heritage trail of the urban context surrounding Queens Park
- circulation network of vehicle access, fitness track, pedestrian route, carparking, and entry points at Queens Park
- main features and facilities at Queens Park
- precinct clusters of features found at Queens Park

The final Precinct Concept proposes an enhanced definition of precincts within Queens Park. This illustrates a well established Museum and Gardens precinct, with the approximate location of Te Unua indicated near the existing pyramid and tennis courts.

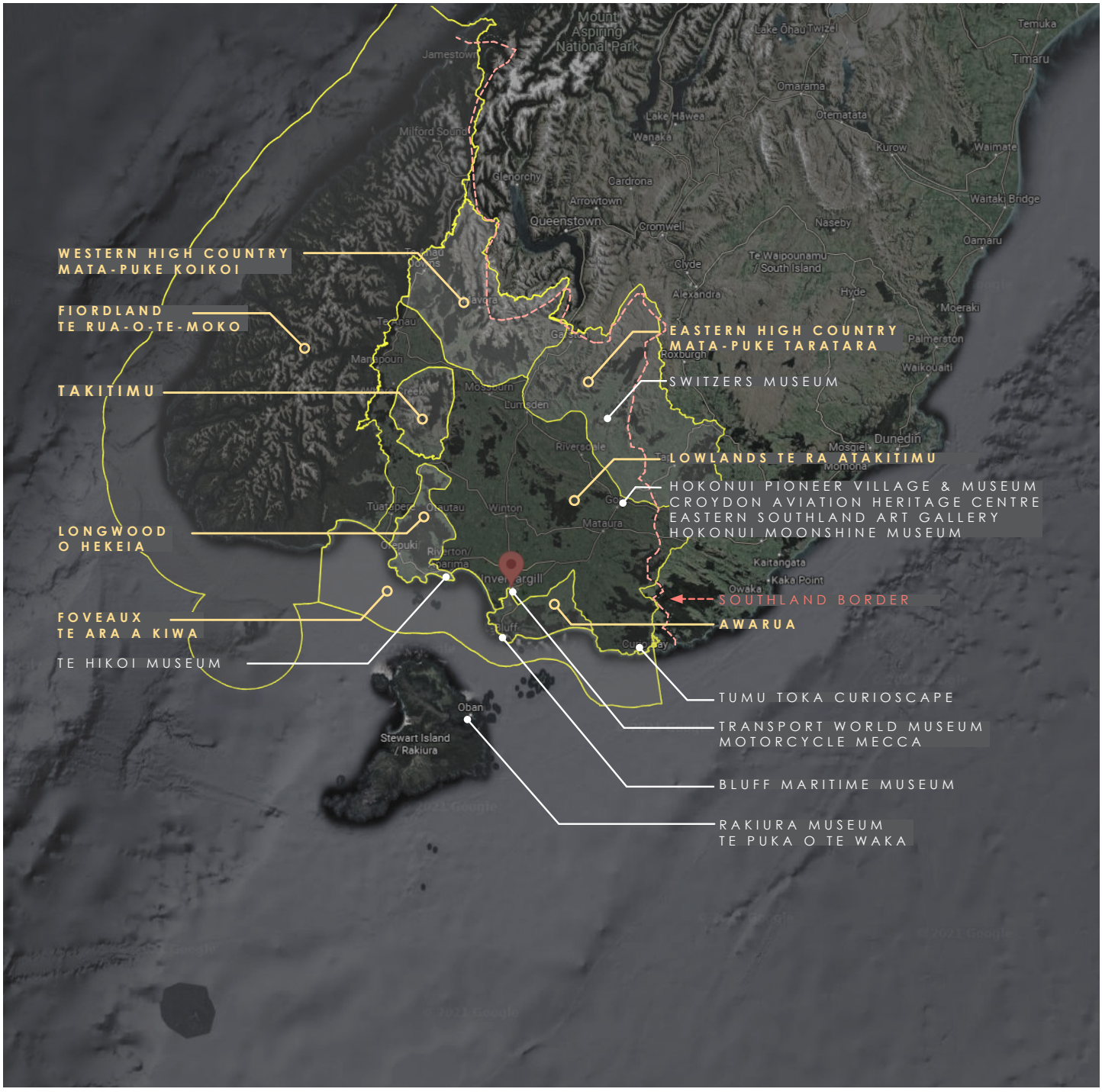
6.0 PROJECT LOCATION

6.2 LOCATION EVALUATION • SOUTHLAND



6.0 PROJECT LOCATION

6.3 LOCATION EVALUATION • CULTURAL REFERENCES



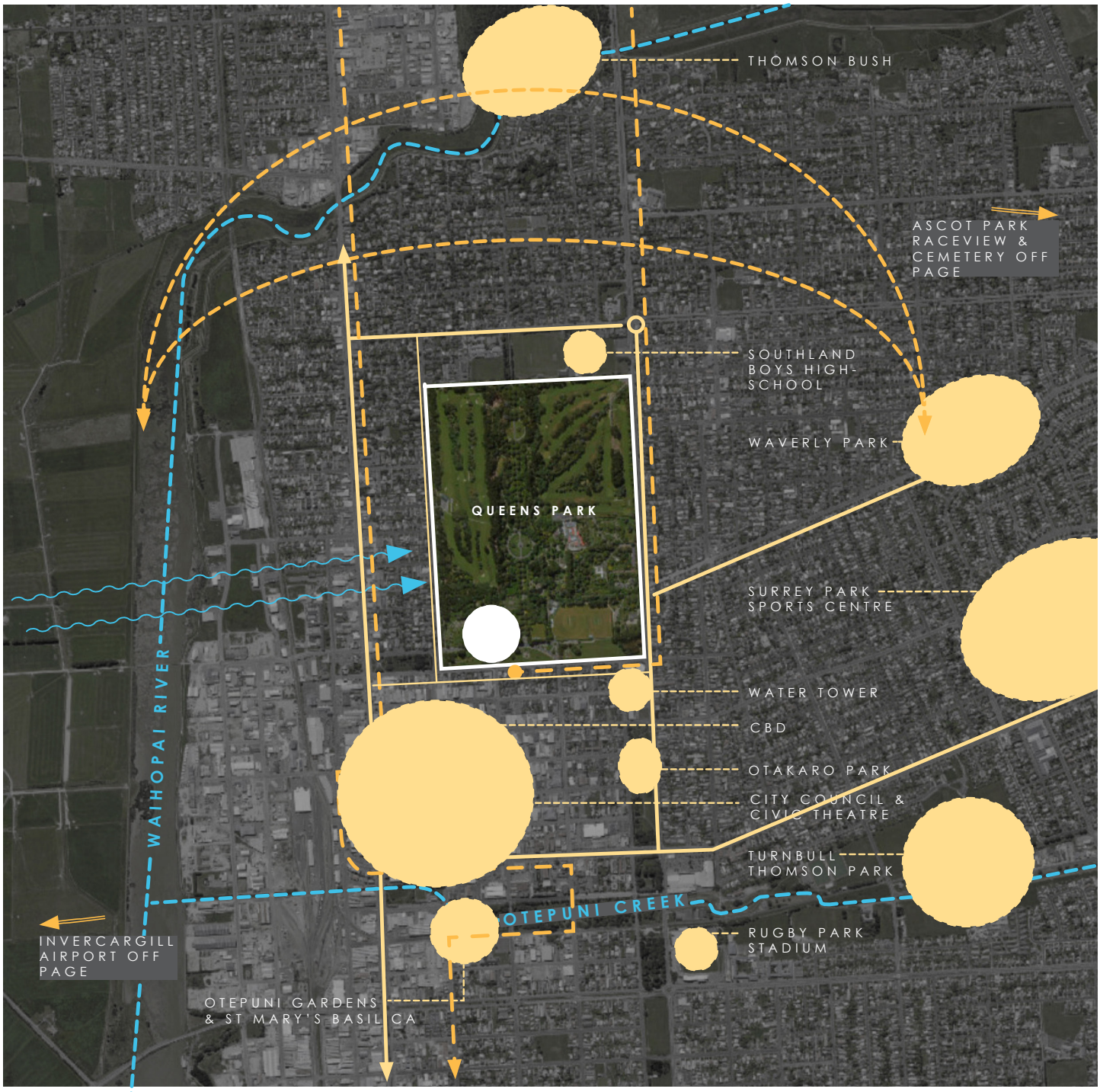
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'Places' identified in Conservation Management Strategy (CMS) - Southland Murihiku 2016, Volume 1.
CMS prepared in consultation with Ngai Tahu and local communities to increase conservation efforts in Southland Murihiku

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6.0 PROJECT LOCATION

6.4 SITE CONTEXT • NOTABLE ACTIVITIES / CLIMATIC



1:20000 @A3

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6.0 PROJECT LOCATION

6.5 SITE CONTEXT • CIRCULATION NETWORK



N

1:20000 @A3

MAIN ENTRY POINTS

MAIN ARTERIAL VEHICLE PATH

CYCLE LANE

HERITAGE TRAIL

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6.0 PROJECT LOCATION

6.6 SITE ANALYSIS • PARK CIRCULATION AND ACCESS



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6.0 PROJECT LOCATION

6.7 SITE ANALYSIS • PARK FEATURES MAP



N

1:7500 @A3

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6.0 PROJECT LOCATION

6.8 SITE ANALYSIS • EXISTING PARK FEATURES PRECINCTS



N

1:7500 @A3

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7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.1 OPTION 1 _REFURBISHED PYRAMID SCHEDULE OF SPACES

	% space provision	m2 Area	Subtotal
Public Spaces - Front Facing			
NZ Range 16-33%, rank 5/5 NZ & UK Range 11-33%, rank 6/8	**25%**		
Reception / Shop		409	
Theatre		64	
Cafe		16	
Café Kitchen		11	
Toilets		60	
Circulation - Ground		68	
Circulation - Level 1		76	
Foyer - Level 1		81	
			785
Exhibition Spaces- Front facing			
NZ Range 40-60%, rank 1/5 NZ & UK Range 40-71%, rank 3/8 Public & Exhibition = 76% Range 60-83%, rank 5/8 (2/5 in NZ)	**55%**		
Permanent Exhibition Spaces		1410	
Community		113	
Tuatara		141	
Educational Space		50	
Compare existing at 1560m2 - no temp or special spaces.			**1714**

Refer Appendix 06 - Schedule of Spaces for a full schedule of Options 1, 2 and 3

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.1 OPTION 1 _ REFURBISHED PYRAMID SCHEDULE OF SPACES

Staff / Administration Facilities - Back of House - add Circulation		
5%		
NZ Range 2-8%, rank 1=/5 (2)		
NZ & UK Range 2-8%, rank 1=/8 (4)		
Staff Entry - assume external or in circualtion allowance		
Office	54	
Office & Workshop	49	
Circulation - Ground	33	
Office - Level 1	29	
Toilets	5	
		170
Functional - Back of House		
9%		
NZ Range 5-11%, rank 1=/5		
NZ & UK Range 5-11%, rank 1=/8		
Workroom	127	
Workshop	49	
Dark Room	24	
Circulation - Ground	26	
Loading	67	
		293
Building Ops - Back of House		
5%		
NZ Range 4-11%, rank 4=/5 (2)		
NZ & UK Range 4-11%, rank 7=/8 (2)		
Store	29	
Small Store	6	
Small Store	8	
Plant	20	
Heating	16	
BOH - Level 1	84	
		163
Total Floor Area		**3125**
Compare 4200 approx existing, including storage....		
Collection Storage (on site)		
Archive / Roof Space - Level 1	54	
Archive - Level 1	77	
Circulation - Level 1	9	
Large Store - Level 2	849	
Large Store Circulation - Level 2	60	
		1049

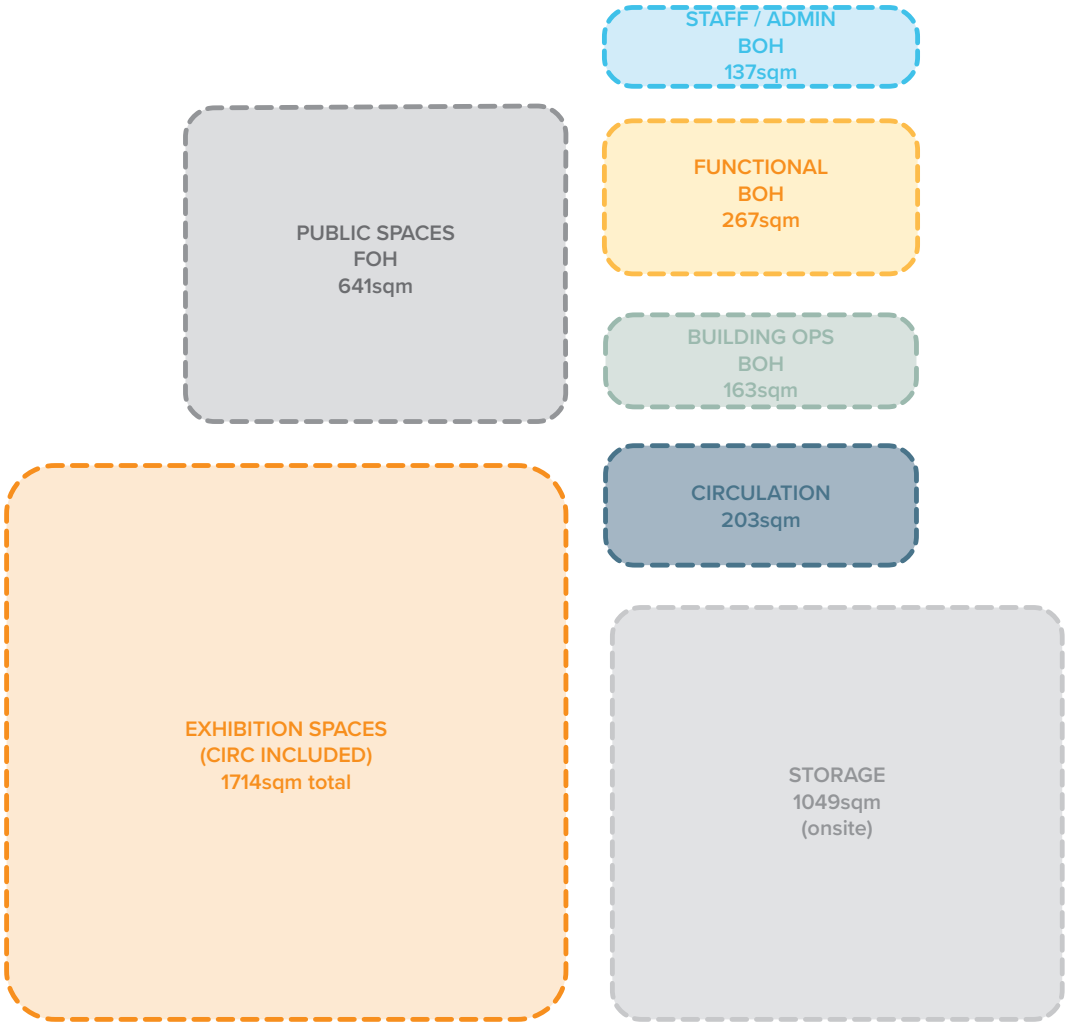
Refer Appendix 06 - Schedule of Spaces for a full schedule of Options 1, 2 and 3

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.2 OPTION 1 _REFURBISHED PYRAMID SUMMARY OF AREAS

The Design option to retain the pyramid makes a direct reinstatement of the existing facility in current configuration and size.

This option looks to address the existing issues of safety and compliance where the pyramid does not meet current code requirement. It also looks to enhance some existing building systems where these are in ageing or in effective condition.



areas approximate only

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.2 OPTION 1 _REFURBISHED PYRAMID SUMMARY OF AREAS

BUILDING CODE COMPLIANCE

Areas of Code non-compliance addressed can be summarized as:

STRUCTURAL RESILIENCE

The building undergoes Seismic Strengthening to achieve 67% of the New Building Standard at Importance Level 3 (67% NBS - IL3) The building is reclad to ensure suitable snow loading can be achieved by the Panel system. This also addresses issues of weathertightness.

ACCESSIBILITY & PUBLIC FACILITIES

Lifts and Stairs are replaced or upgraded throughout to improve accessibility on site. The current lift in particular is undersized for a facility of this type.
More Public and staff facilities are provided to meet Building Code requirements, and these are laid out to meet NZBC configurations.

FIRE SAFETY

Works address deficiencies in provision of fire walls and ceilings and the fire rating of visible surfaces to achieve code compliance. The sprinkler system is significantly overhauled and upgraded throughout, as are alarm, and emergency lighting and exit components.

BUILDING SERVICES

The proposed works address the ageing nature of the building infrastructure:

- Mechanical Services
- Mechanical services are removed and replaced to modern standards throughout. This includes:
- Heating and Cooling elements and Air handling
- All ductwork and grilles
- Control systems and operating system

WIRED SERVICES

All electrical, lighting and telecommunications systems are renewed throughout the building:

- Main Switchboard and all distribution boards replaced.
- Building Electrically rewired throughout to current standard and all outlets replaced
- All lighting replaced with LED low energy fittings
- All lighting control and dimming systems replaced
- Telecommunications and data cabling renewed throughout
- Outlets and systems renewed throughout.

SECURITY - CHECK

Rewire all security systems throughout
Replace and upgrade all security systems (CCTV, Intruder detection and card access)

EXHIBITION AND PUBLIC FUNCTIONS

The existing array of exhibition spaces are maintained. These works allow to significantly renew these areas of the building. The following bullet point summary covers the main areas of work:

- Renew all floor coverings
- Refinish all wall and ceiling surfaces
- Renew cafe and theatre area
- Renew Foyer and retail area
- Upgrade the existing Education space
- Upgrade and improve signage throughout
- Remove and replace all joinery and cabinetwork throughout
- Renew the exhibition fit out throughout.
- Refurbish and retain the existing tuatarium area.

BUILDING FABRIC REMAINS

This represents a significant quantum of rework, and much improved facility results. However, there are a series of issues inherent to the existing building fabric that this work cannot address, that limit the effectiveness of this outcome.

SEISMIC RESILIENCE

- The works can only achieve a Seismic rating of 67% NBS – IL3. A new facility of this type, particularly one that includes on site storage fort the entire collection, should achieve a minimum of 100% NBS – IL3.
- We understand in consultation with the structural Engineer that this level of seismic upgrade is not possible within the existing structure.

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.2 OPTION 1 _REFURBISHED PYRAMID SUMMARY OF AREAS

CONNECTION TO PARK

The existing building configuration precludes a meaningful connection to Queens Park, this is restricted by the location of theatre and tuatarium, to a set of double doors.

ACCESSIBILITY

There is an area of upper-Level Gallery, in the footprint of the original building, whose floor level does not align with the remaining structure. Lift and stair upgrades cannot provide full accessibility to this area.

EXHIBITION SPACE VOLUME

To ensure flexibility over time, a clear ceiling height in modern exhibition spaces is recommended, allowing a range of objects, display furniture, projection and lighting options.
The existing exhibition spaces have limited ceiling height available, in places less than 4m is available. This constraint limits their use and viability as exhibition spaces, especially with a longer-term view of technology and exhibition change reflected in the benchmarking exercise.

PYRAMIDAL TOP FLOOR

The top floor remains as collection storage. Access to collection items, and movement of these items to exhibition spaces requires lift access. Even with improved lift systems installed, this location causes issues of access and workability.
The pyramidal shape of the space limits use at the perimeter, constraining the height, type and amount of storage furniture that can be installed in this area.

FINANCIAL COMPARISON MODEL

In making comparison of the respective non-price attributes of this model of re-inhabitation of the existing Pyramid, and proposed new structure, we are aware that the number of inconsistencies made comparison almost impossible.

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.3 OPTION 1 _REFURBISHED PYRAMID DETAILED ADJACENCIES

The existing allocation of space remains unchanged on site. This retains Public and Exhibition Spaces at Ground Floor level, with Back of House facilities at the eastern edge, and staff space to the south. The mid floor is dedicated to exhibition and back of house functions, and the existing top floor storage facility, in the peak of the pyramid, is retained.

The areas below provide an approximate breakdown of spaces.



areas approximate only

LEVEL 2

STORAGE (onsite)	

LEVEL 1

EXHIBITION SPACES	821 m^2
PUBLIC	81 m^2
STAFF/ADMIN	29 m^2
BUILDING OPS	84 m^2
STORAGE (onsite)	

GF

EXHIBITION SPACES	893 m^2
PUBLIC	560 m^2
STAFF/ADMIN	108 m^2
FUNCTIONAL BOH	267 m^2
BUILDING OPS	79 m^2
CIRCULATION	203 m^2
TOTAL	**3125 m^2**
STORAGE (on site)	1049 m^2

1 EXHIBITION
2 PUBLIC
3 STAFF/ADMIN
4 FUNCTIONAL BOH
5 BUILDING OPS
6 STORAGE/ARCHIVE

PROPOSED AREAS DIAGRAM
SCALE APPROX 1:750 @A4

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7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.4 OPTION 2 _ASPIRATIONAL NEW BUILD SCHEDULE OF SPACES

	% space provision	m2 Area	Subtotal
Public Spaces - Front Facing			
NZ Range 16-33%, rank 5/5 NZ & UK Range 11-33%, rank 6/8	**16%**		
Entry / Foyer		50	
Reception		50	
Space for Public / Site Connection		50	
Multiuse Space - Function / Presentation		160	
Corral space pre education		50	
Café - Servery and Seating (see outdoor also?)		70	
Café Kitchen and BOH		30	
Café - Delivery and Waste management (see outdoor also?)			
Retail (POS and Display)		60	
Passenger Lift and Service (2 levels allowed)		25	
Main Stair (2 levels allowed)		30	
Supplementary Stair (2 levels allowed)		25	
Public Toilets - allow 2 levels		60	
			660
Exhibition Spaces- Front facing			
NZ Range 40-60%, rank 1/5 NZ & UK Range 40-71%, rank 3/8 Public & Exhibition = 76% Range 60-83%, rank 5/8 (2/5 in NZ)	**60%**		
Permanent' exhibition area - Agree nomclemature		1500	
Temporary Gallery		300	
Special Exhibitions - WPM to confirm minimum requirement for offshore exhibitions		600	
Education Focussed Space / Encounter / STEAM		100	
Compare existing at 1560m2 - no temp or special spaces.			**2500**

Refer Appendix 06 - Schedule of Spaces for a full schedule of Options 1, 2 and 3

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.4 OPTION 2 _ASPIRATIONAL NEW BUILD SCHEDULE OF SPACES

Staff / Administration Facilities - Back of House - add Circulation		
8%		
NZ Range 2-8%, rank 1=/5 (2)		
NZ & UK Range 2-8%, rank 1=/8 (4)		
Staff Entry - assume external or in circualtion allowance		
Manager Office	10	
Team Leader Office	10	
Meeting Room - allow 2 off - assume boardroom elsewhere?	25	
Open Plan office for 8 at 8m2 per	55	
Reproduction / Digitization and Support	15	
Other office (Curator / BMS / Misc	20	
Offices / Design Studio (maybe BOH?)	20	
Staff - Kitchen / Lounge	20	
Toilets & Shower (2 WC, 1x Acc 1x Shr)	15	
Lockers / Changing	15	
Wellness Room?	5	
Goods lift and Access (2 levels allowed)	50	
Secondary Stair (2 levels allowed)	25	
Allow +15% circulation?	50	
		335
Functional - Back of House		
11%		
NZ Range 5-11%, rank 1=/5		
NZ & UK Range 5-11%, rank 1=/8		
Receive / Pack and Isolate		
Shipping / Receiving Space plus moving Equipment	70	
Receiving Area (Couriers and Small Delivery)	5	
Packing Area and Registration Area	25	
Collection Handling Storage	10	
Transit / Crate Storage	30	
Isolation Room / Fumigation	15	
Exhibition Install and Maintenance		
Installation Workshop	60	
Maintenance Workshop	40	
Secure Tool Storage	5	
Material Storage	20	
Exhibition Specific		
Exhibition Staging (allow 2 levels)	70	
Exhibition / **Display Items** Storage (allow 2 levels)	30	
Exhibition Furniture Storage -allow 2 levels	30	

Refer Appendix 06 - Schedule of Spaces for a full schedule of Options 1, 2 and 3

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.4 OPTION 2 _ASPIRATIONAL NEW BUILD SCHEDULE OF SPACES

Building Ops - Back of House		
4% **NZ Range 4-11%, rank 4=/5 (2)** **NZ & UK Range 4-11%, rank 7=/8 (2)**		
Plant Room (allow 2 levels)	70	
Plant & Security management	10	
General Storage	20	
Events Storage (associated with theatre / multiuse space)	20	
Permanent moveable tiered seating allowance (added to theatre / multi-use space)	20	
Cleaning and Storage (all 2 x 2 levels)	20	
Allow +15% circulation?	25	
		185
Total Floor Area		**4150**
Compare 4200 approx existing, including storage….		
Collection Storage (off site) - single level		
Storage & Required Functional Spaces. Subject to additional Public face		**1500-1700**

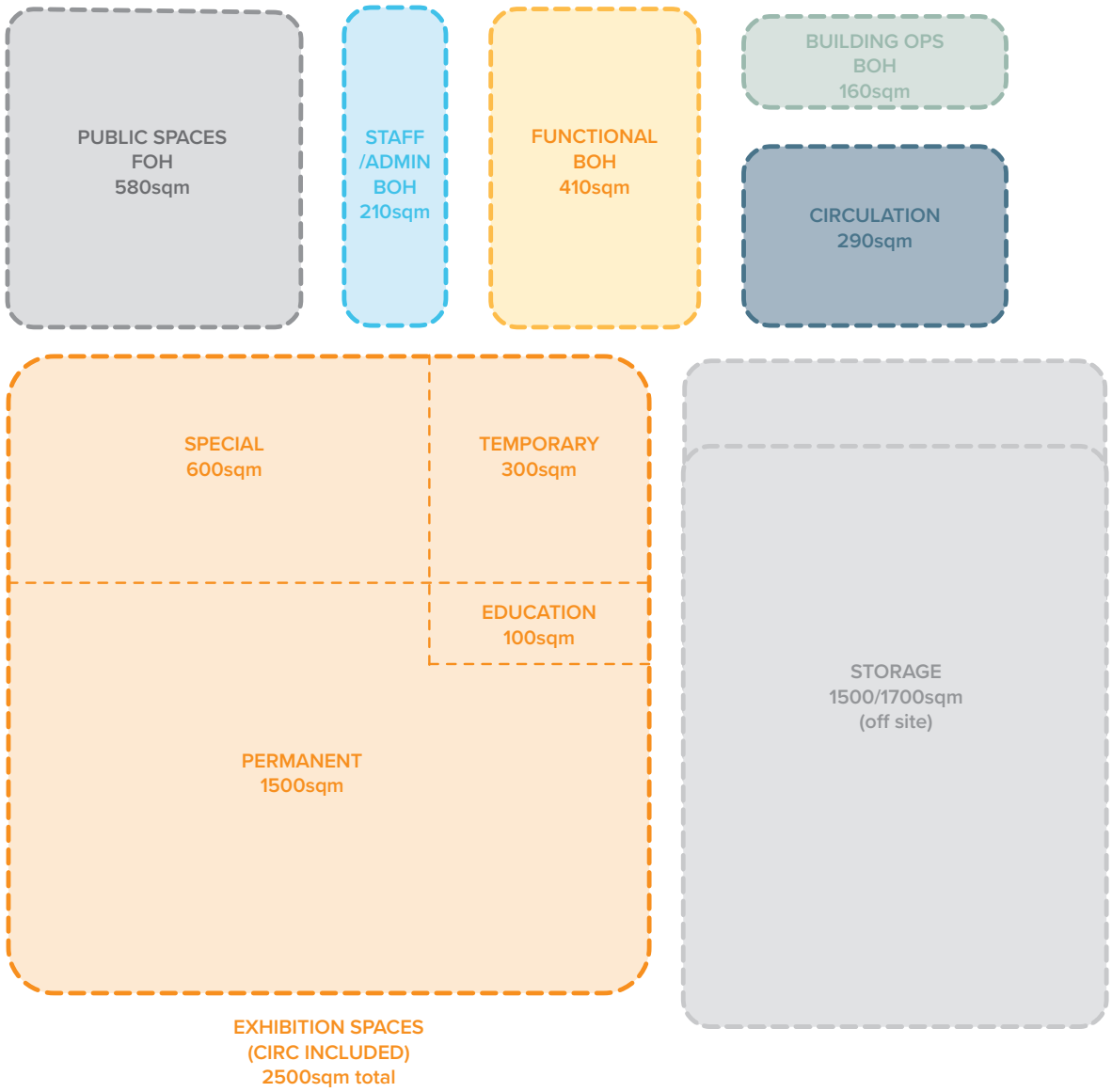
Refer Appendix 06 - Schedule of Spaces for a full schedule of Options 1, 2 and 3

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.5 OPTION 2 _ASPIRATIONAL NEW BUILD SUMMARY OF AREAS

The design associated with Option 2 to build a new facility achieves, with best outcomes, all the functional and aspirational qualities and criteria outlined in the Services and Functional brief discussed in sections 3.0 and 4.0 of this document.

- Working to a total area of 4150sqm
- Achieves robust allowance of exhibition area of 2500sqm
- Achieves a suitable public space allowance of 580sqm
- Achieves Functional BOH allowance of 410sqm



7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.6 OPTION 2 _ASPIRATIONAL NEW BUILD DETAILED ADJACENCIES

The allocation of space provides Public Spaces, Permanent and Educational Exhibition Spaces at Ground Floor level with opportunities to achieve ideal adjacencies and double height volumes. Functional Back of House facilities are shown at the eastern edge accessed off a service laneway, and staff space and building operations to the west.

The upper floor is dedicated to Temporary and Special Exhibition Spaces which can either be subdivided or combined for flexibility to receive Touring Exhibitions.

Positioning of Public Spaces maximises the opportunity for connections to the Museum Precinct and Queens Park.

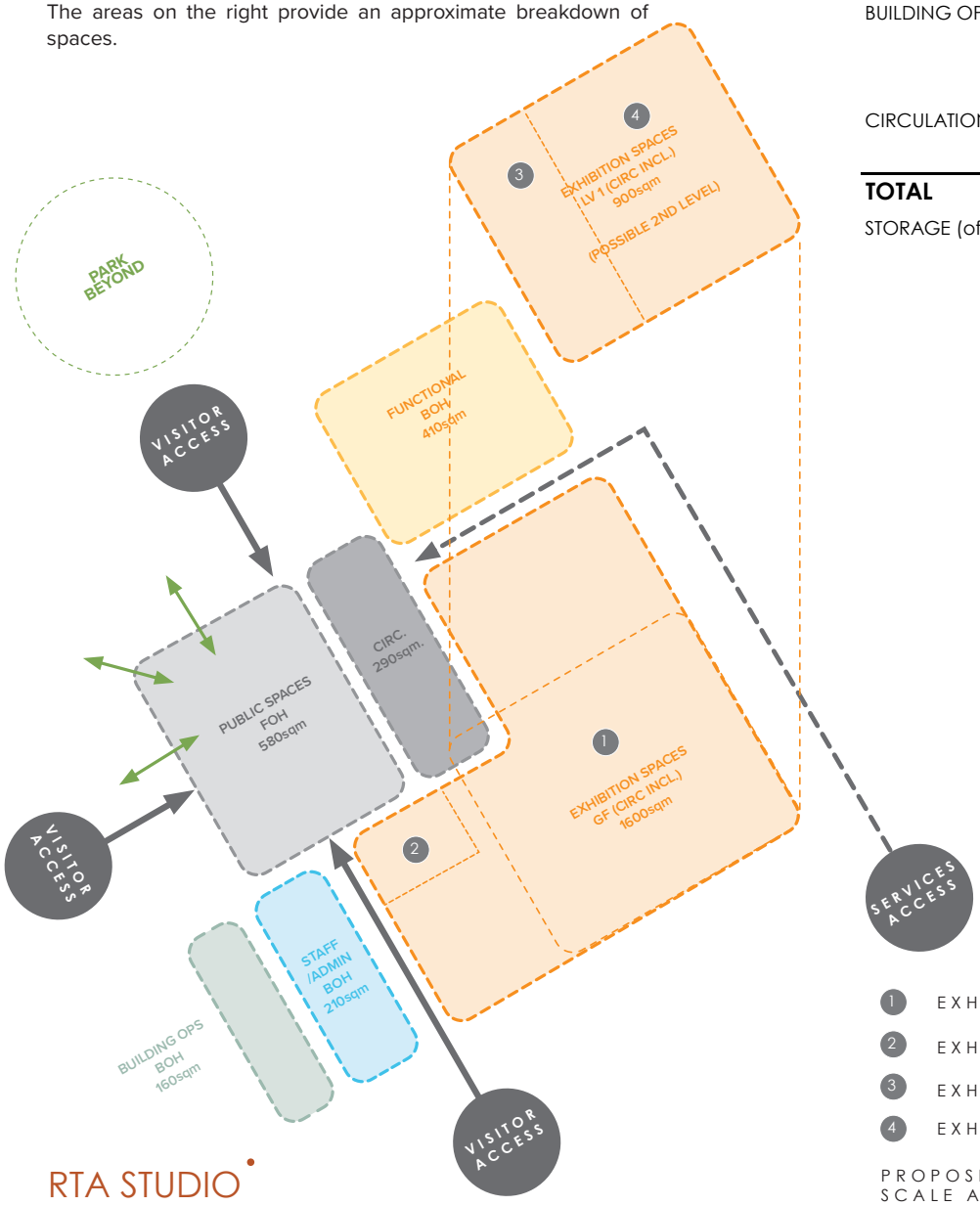
The areas on the right provide an approximate breakdown of spaces.

LEVEL 1

EXHIBITION SPACES	900	m^2

GF

EXHIBITION SPACES	1600	m^2
PUBLIC	580	m^2
STAFF/ADMIN	210	m^2
FUNCTIONAL BOH	410	m^2
BUILDING OPS	160	m^2
CIRCULATION	290	m^2
TOTAL	**4150**	**m^2**
STORAGE (off site)	1500-1700	m^2



1 EXHIBITION - PERMANENT
2 EXHIBITION - EDUCATION
3 EXHIBITION - TEMPORARY
4 EXHIBITION - SPECIAL

PROPOSED AREAS DIAGRAM
SCALE APPROX 1:750 @A4

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7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.7 OPTION 3 _COMPROMISED NEW BUILD SCHEDULE OF SPACES

	% space provision	m2 Area	Subtotal
Public Spaces - Front Facing			
NZ Range 16-33%, rank 5/5 NZ & UK Range 11-33%, rank 6/8	**16%**		
Entry / Foyer		50	
Reception		50	
Space for Public / Site Connection		50	
Multiuse Space - Function / Presentation		150	
Corral space pre education			
Café - Servery and Seating (see outdoor also?)		55	
Café Kitchen and BOH		25	
Café - Delivery and Waste management (see outdoor also?)			
Retail (POS and Display)		50	
Passenger Lift and Service (2 levels allowed)		25	
Main Stair (2 levels allowed)		30	
Supplementary Stair (2 levels allowed)		25	
Public Toilets - allow 2 levels		50	
			560
Exhibition Spaces- Front facing			
NZ Range 40-60%, rank 1/5 NZ & UK Range 40-71%, rank 3/8 Public & Exhibition = 76% Range 60-83%, rank 5/8 (2/5 in NZ)	**63%**		
Permanent' exhibition area - Agree nomclemature		1400	
Temporary Gallery		300	
Special Exhibitions - WPM to confirm minimum requirement for offshore exhibitions		450	
Education Focussed Space / Encounter / STEAM		100	
Compare existing at 1560m2 - no temp or special spaces.			**2250**

Refer Appendix 06 - Schedule of Spaces for a full schedule of Options 1, 2 and 3

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.7 OPTION 3 _COMPROMISED NEW BUILD SCHEDULE OF SPACES

Staff / Administration Facilities - Back of House - add Circulation		
7%		
NZ Range 2-8%, rank 1=/5 (2)		
NZ & UK Range 2-8%, rank 1=/8 (4)		
Staff Entry - assume external or in circualtion allowance		
Manager Office	10	
Team Leader Office	10	
Meeting Room - allow 2 off - assume boardroom elsewhere?	25	
Open Plan office for 8 at 8m2 per	55	
Reproduction / Digitization and Support	15	
Other office (Curator / BMS / Misc	15	
Offices / Design Studio (maybe BOH?)	0	
Staff - Kitchen / Lounge	20	
Toilets & Shower (2 WC, 1x Acc 1x Shr)	20	
Lockers / Changing	0	
Wellness Room?	0	
Goods lift and Access (2 levels allowed)	40	
Secondary Stair (2 levels allowed)	20	
Allow +15% circulation?	35	
		265
Functional - Back of House		
9%		
NZ Range 5-11%, rank 1=/5		
NZ & UK Range 5-11%, rank 1=/8		
Receive / Pack and Isolate		
Shipping / Receiving Space plus moving Equipment	60	
Receiving Area (Couriers and Small Delivery)	5	
Packing Area and Registration Area	20	
Collection Handling Storage	0	
Transit / Crate Storage	0	
Isolation Room / Fumigation	0	
Exhibition Install and Maintenance		
Installation Workshop	90	
Maintenance Workshop	0	
Secure Tool Storage	0	
Material Storage	20	
Exhibition Specific		
Exhibition Staging (allow 2 levels)	50	
Exhibition / **Display Items** Storage (allow 2 levels)	25	
Exhibition Furniture Storage -allow 2 levels	25	

Refer Appendix 06 - Schedule of Spaces for a full schedule of Options 1, 2 and 3

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.7 OPTION 3 _COMPROMISED NEW BUILD SCHEDULE OF SPACES

Building Ops - Back of House		
4%		
NZ Range 4-11%, rank 4=/5 (2) **NZ & UK Range 4-11%, rank 7=/8 (2)**		
Plant Room (allow 2 levels)	60	
Plant & Security management	0	
General Storage	15	
Events Storage (associated with theatre / multiuse space)	15	
Permanent moveable tiered seating allowance (added to theatre / multi-use space)	15	
Cleaning and Storage (all 2 x 2 levels)	15	
Allow +15% circulation?	20	
		140
Total Floor Area		**3550**
Compare 4200 approx existing, including storage....		
Collection Storage (off site) - single level		
Storage & Required Functional Spaces. Subject to additional Public face		**1500-1700**

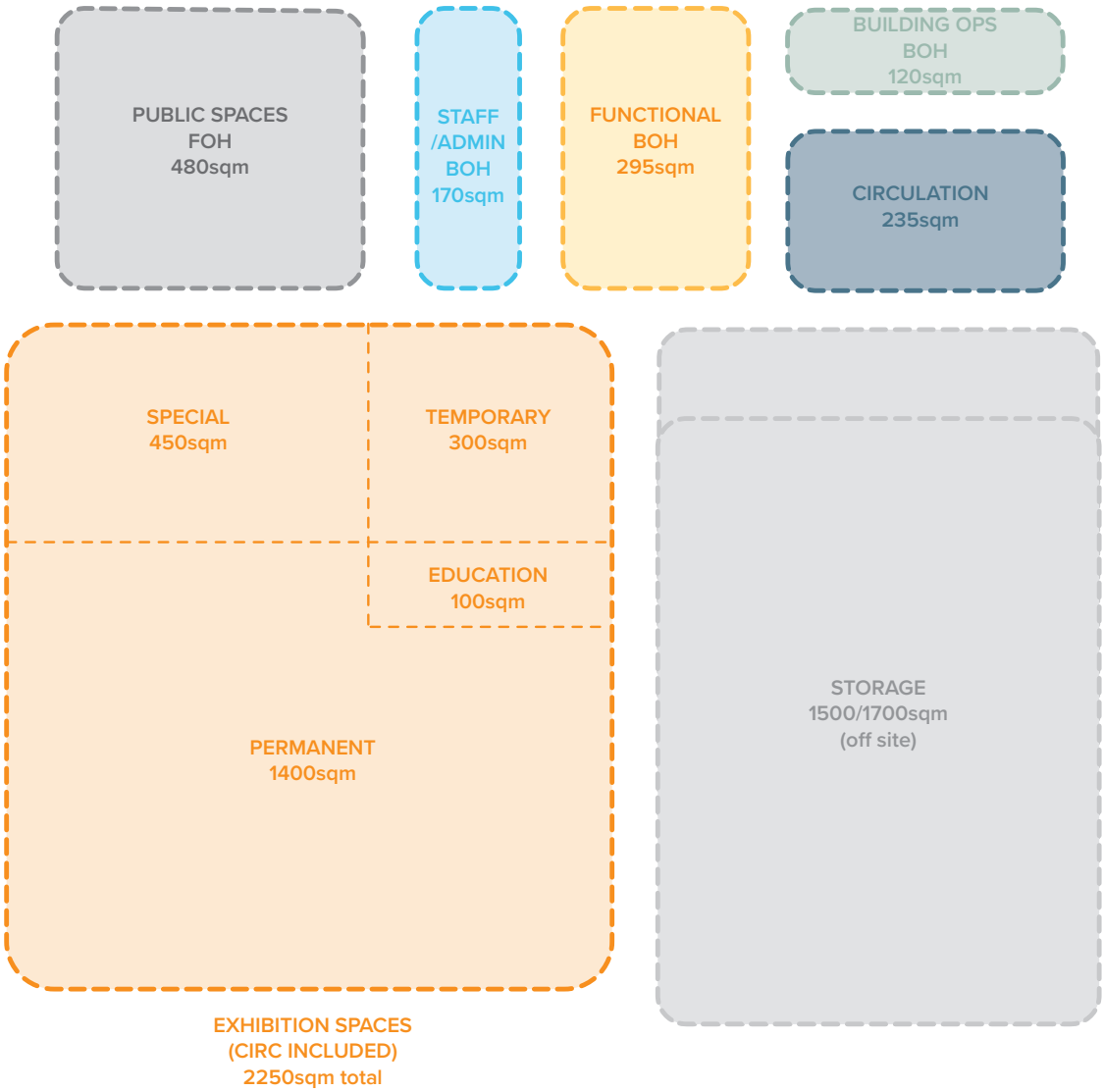
Refer Appendix 06 - Schedule of Spaces for a full schedule of Options 1, 2 and 3

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.8 OPTION 3 _COMPROMISED NEW BUILD SUMMARY OF AREAS

The design associated with Option 3 to build a new facility achieves, with some compromises, all the functional and aspirational qualities and criteria outlined in the Services and Functional brief discussed in sections 3.0 and 4.0 of this document.

- Working to total area of 3550sqm
- Achieves desired minimum exhibition area of 2250sqm
- Meets minimum public space required of 480sqm
- Meets minimum functional BOH required of 295sqm



7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.9 OPTION 3 _COMPROMISED NEW BUILD DETAILED ADJACENCIES

The allocation of space provides Public Spaces, Permanent and Educational Exhibition Spaces at Ground Floor level with opportunities to achieve ideal adjacencies and double height volumes. Functional Back of House facilities are shown at the eastern edge accessed off a service laneway, and staff space and building operations to the west.

The upper floor is dedicated to Temporary and Special Exhibition Spaces which can either be subdivided or combined for flexibility to receive Touring Exhibitions.

Positioning of Public Spaces maximises the opportunity for connections to the Museum Precinct and Queens Park.

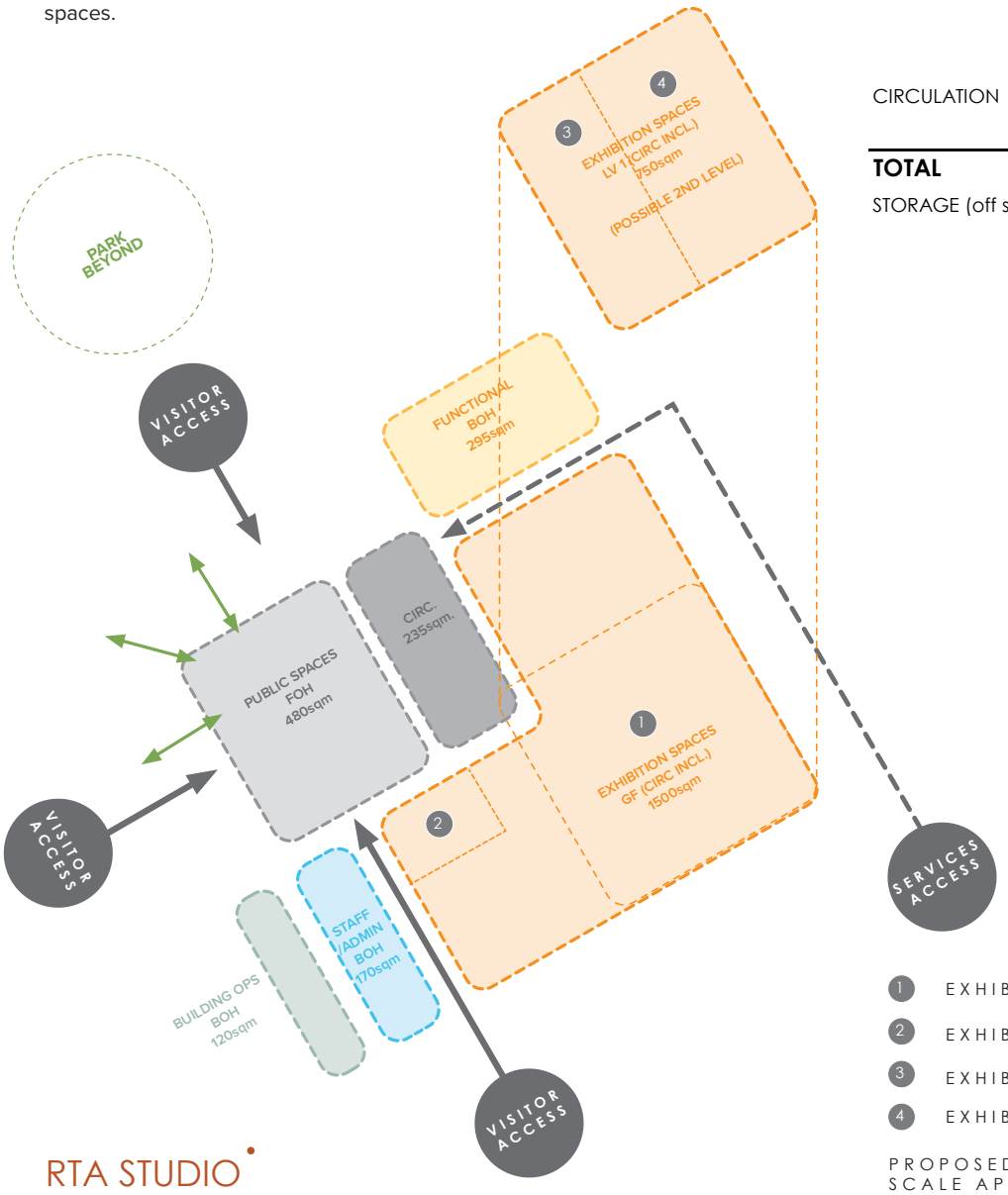
The areas on the right provide an approximate breakdown of spaces.

LEVEL 1

EXHIBITION SPACES	750	m^2

GF

EXHIBITION SPACES	1500	m^2
PUBLIC	480	m^2
STAFF/ADMIN	170	m^2
FUNCTIONAL BOH	295	m^2
BUILDING OPS	120	m^2
CIRCULATION	235	m^2
TOTAL	**3550**	**m^2**
STORAGE (off site)	1500-1700	m^2



1 EXHIBITION - PERMANENT
2 EXHIBITION - EDUCATION
3 EXHIBITION - TEMPORARY
4 EXHIBITION - SPECIAL

PROPOSED AREAS DIAGRAM
SCALE APPROX 1:750 @A4

RTA STUDIO
irving smith architects

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.10 OPTIONS COMPARISON



OPTION 1 _REFURBISHED PYRAMID

ADVANTAGES

Sustainability - Embodied Carbon. Given substantial parts of the existing building are retained, there is a reduced embodied carbon footprint when compared with a new building.

DISADVANTAGES

Structural Standard at 67% Importance Level 3 (IL3) NBS does not meet minimum criteria. Minimum criteria of 100% IL3 is not possible within the existing structure therefore rendering this option as non-viable.

The existing building configuration precludes a meaningful connection to Queens Park.

The existing exhibition spaces have limited ceiling height available, in places less than 4m is available. This constraint limits their use and viability as exhibition spaces, especially with a longer-term view of technology and exhibition change reflected in the benchmarking exercise.

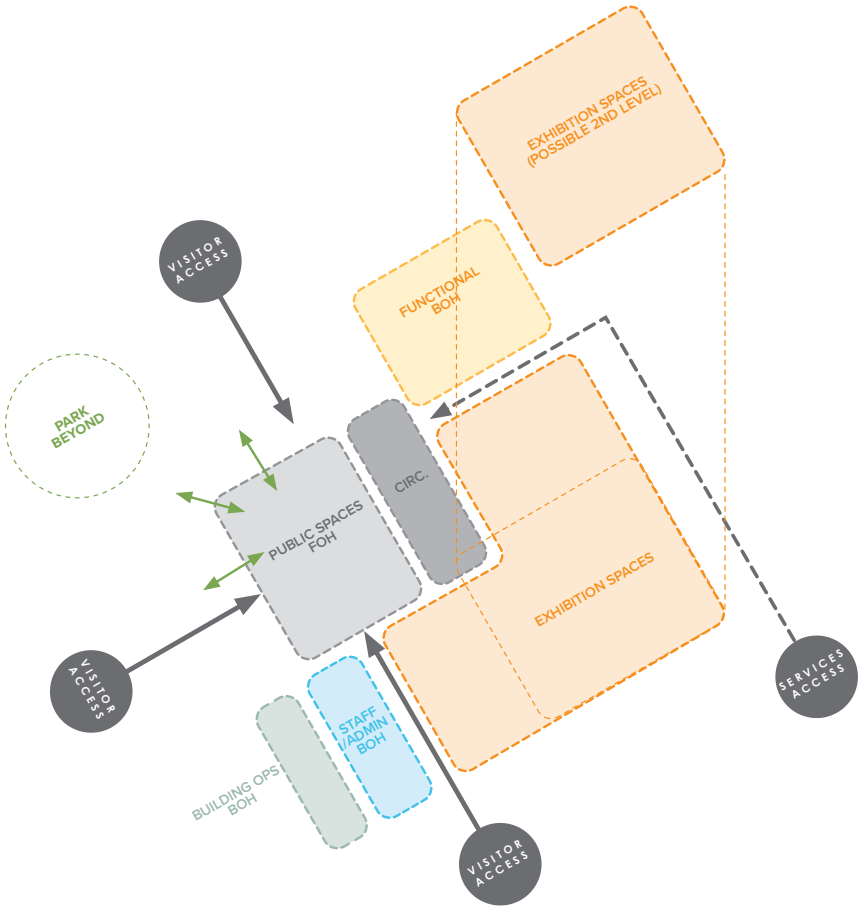
The pyramidal shape of the space also limits use at the perimeter, constraining the height, type and amount of exhibition and storage furniture that can be installed in this area.

Even with improved lift systems installed, the upper-level storage location causes issues of access and workability.
There are a series of issues inherent to the existing building fabric that cannot be addressed that limit the effectiveness of this option,

Accessibility compliance to certain parts of the building cannot be achieved due to floor level relationship to structure.

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.10 OPTIONS COMPARISON



OPTION 2 _ASPIRATIONAL NEW BUILD (4150sqm)

ADVANTAGES

The Design associated with Option 2 achieves, with best outcomes, all the Critical Success Factors discussed in section 2.0 of this document.

The Design associated with Option 2 achieves, with best outcomes, all the aspirational and functional qualities and criteria outlined in the Services and Functional briefs discussed in sections 3.0 and 4.0 of this document.

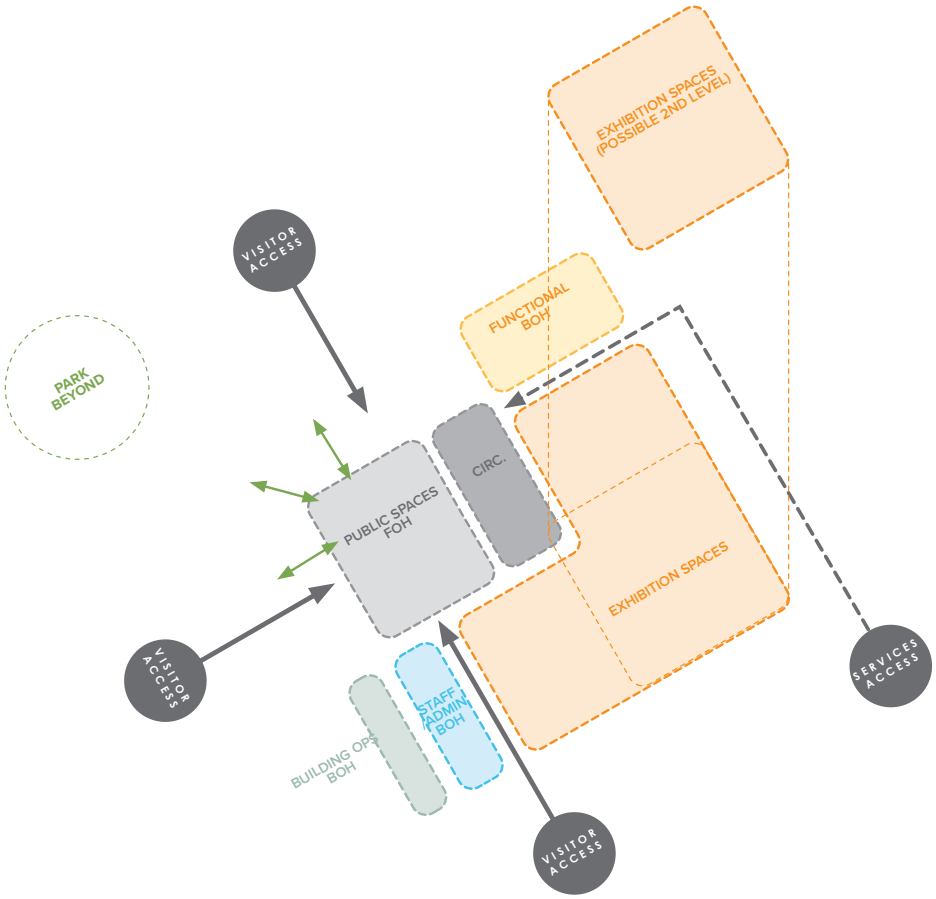
Of particular note is Option 2's capacity to allow for futureproofing of exhibition, public space and BOH service.

DISADVANTAGES

Sustainability - Operational and Embodied Carbon. As the largest of the 3 options, Option 2 has a slightly increased carbon footprint associated with operational and embodied carbon.

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.10 OPTIONS COMPARISON



OPTION 3_COMPORMISED NEW BUILD (3550sqm)

ADVANTAGES

The Design associated with Option 3 achieves, with some compromises, all the Critical Success Factors discussed in section 2.0 of this document.

The Design associated with Option 3 achieves, with some compromises, all the aspirational and functional qualities and criteria outlined in the Services and Functional briefs discussed in sections 3.0 and 4.0 of this document.

Sustainability - Operational and Embodied Carbon. As the smaller of the two new build options, Option 3 has a slightly increased carbon footprint associated with operational and embodied carbon.

DISADVANTAGES

Option 3 offers a reduced flexibility and capacity to allow for futureproofing of exhibition, public space and BOH service due to the following area reductions:

- Total building area is reduced by 600m^2 when compared with Option 2.
- Exhibition Spaces are reduced by 250m^2 when compared with Option 2.
- Public Spaces are reduced by 100m^2 when compared with Option 2.
- Staff/Admin Spaces are reduced by 70m^2 when compared with Option 2.
- Functional BOH Spaces are reduced by 135m^2 when compared with Option 2.
- Building Ops BOH Spaces are reduced by 45m^2 when compared with Option 2.

The reduced combined area of 150m^2 to Temporary and Special Exhibitions reduces opportunity to accommodate certain Touring Exhibitions.

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.10 OPTIONS COMPARISON RELATIVE TO BENCHMARKING

The two proposed New Build area allocations for Te Unua are situated within a comparable range of the average percentage of the example facilities. The variance from the average percentage is a result of the brief formulation being tailored to fit the unique requirements of Te Unua's Service Delivery.

areas inclusive of circulation	Whakatane Library & Exhibition	Nelson Provincial Museum	Puke Ariki Museum	Canterbury Museum	Horniman Museum & Gardens
Exhibition Space	522 sqm 47%	768 sqm 49%	1968 sqm 44%	7564 sqm 63%	2000 sqm 69%
Public Space	260 sqm 23%	511 sqm 33%	1380 sqm 31%	1406 sqm 12%	330 sqm 11%
Staff/Admin BOH	94 sqm 8%	53 sqm 3%	11 sqm 0%	1080 sqm 9%	200 sqm 7%
Functional BOH	54 sqm 5%	67 sqm 4%	252 sqm 6%	589 sqm 5%	150 sqm 5%
Building Ops BOH	122 sqm 11%	75 sqm 5%	461 sqm 10%	1401 sqm 12%	200 sqm 7%
Outdoor	58 sqm 5%	89 sqm 6%	359 sqm 8%		
Total (in sqm.)	**1110**	**1563**	**4431**	**12040**	**2880**
Circulation (incl. above)	85 sqm	51 sqm	354 sqm		180 sqm
Collection Storage					

			SMAG - Existing		NEW BUILD	NEW BUILD
areas inclusive of circulation	Oxford Storytelling Museum	National Museum of Scotland	Option 1	Average	Option 2	Option 3
Exhibition Space	1500 sqm 71%	3000 sqm 49%	1714 sqm 55%	56%	2500 sqm 60%	2250 sqm 63%
Public Space	250 sqm 12%	1800 sqm 29%	785 sqm 25%	22%	660 sqm 16%	560 sqm 16%
Staff/Admin BOH	100 sqm 5%	500 sqm 8%	170 sqm 5%	6%	335 sqm 8%	265 sqm 7%
Functional BOH	150 sqm 7%	550 sqm 9%	293 sqm 9%	6%	470 sqm 11%	335 sqm 9%
Building Ops BOH	100 sqm 5%	300 sqm 5%	163 sqm 5%	7%	185 sqm 4%	140 sqm 4%
Outdoor				6%		
Total (in sqm.)	**2100**	**6150**	**3125**		**4150**	**3550**
Circulation (incl. above)	150 sqm	800 sqm	203 sqm		290 sqm	235 sqm
Collection Storage			1049 sqm (on site)		1500-1700 sqm (off site)	1500-1700 sqm (off site)

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.10 OPTIONS COMPARISON RELATIVE TO DELIVERY - OPTION 1

TEMPORARY Temporary Collection Archive required for storage during refurbishment of existing Pyramid

REFURBISHMENT Te Unua and Collection Archive at existing pyramid at QP site

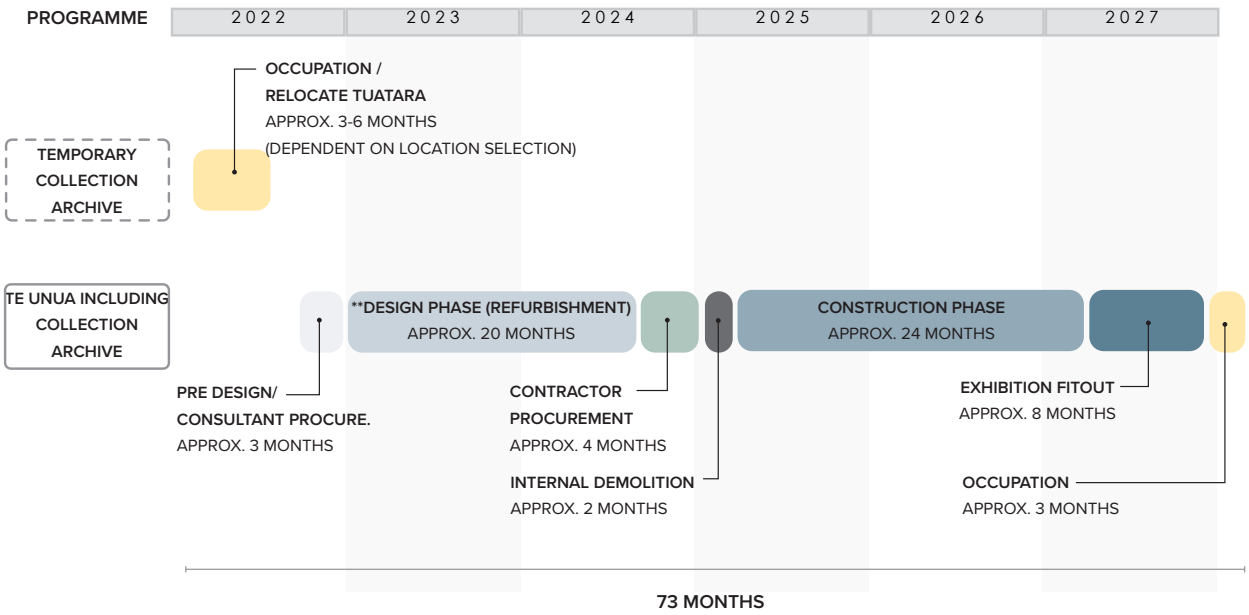
TE UNUA

1. MOVE COLLECTION OFFSITE TO TEMPORARY COLLECTION ARCHIVE FACILITY

2. REFURBISH EXISTING PYRAMID

3. MOVE COLLECTION INTO TE UNUA FOR EXHIBIT & STORAGE





** TE UNUA DESIGN PHASE DELAYED (APPROXIMATELY 4 MONTHS) TO 2023 TO ALIGN WITH FUNDING RELEASE OUTLINED IN LTP

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.10 OPTIONS COMPARISON RELATIVE TO DELIVERY - OPTION 2 AND 3

NEW BUILD Collection Archive & Research Facility off QP site

NEW BUILD Te Unua at QP location

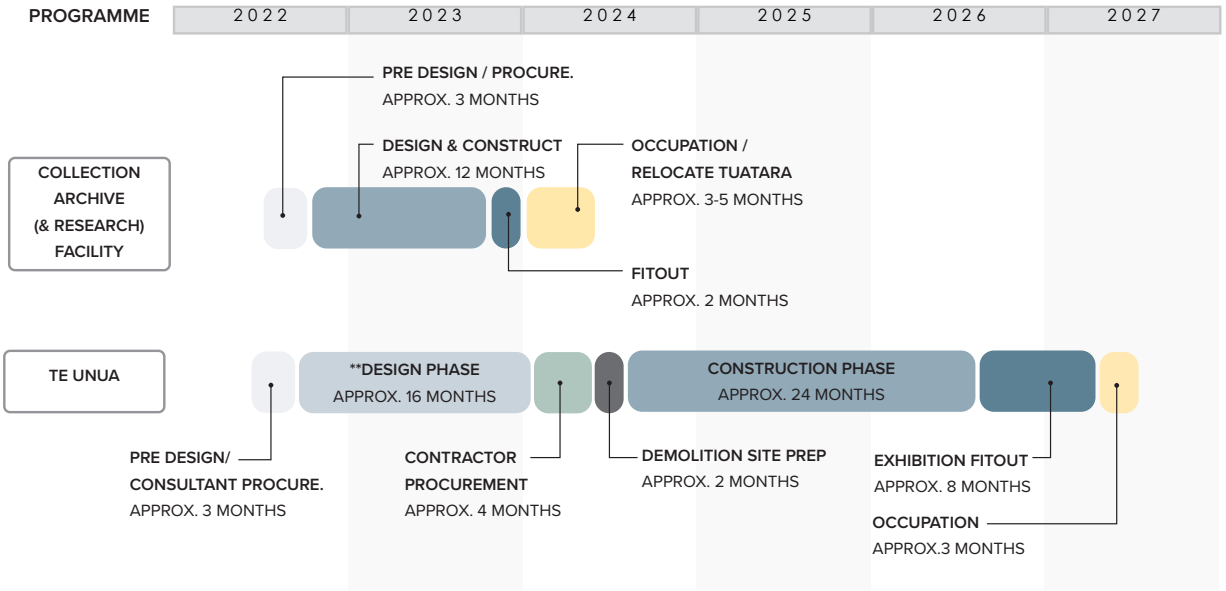
TE UNUA

1. CONSTRUCT OFFSITE COLLECTION ARCHIVE & RESEARCH FACILITY
2. MOVE COLLECTION FROM EXISTING PYRAMID TO NEW ARCHIVE

3. DEMOLISH EXISTING PYRAMID

4. CONSTRUCT TE UNUA
5. MOVE PARTIAL COLLECTION TO TE UNUA FOR EXHIBITION





** TE UNUA DESIGN PHASE TO COMMENCE IN 2023 TO ALIGN WITH FUNDING RELEASE OUTLINED IN LTP.

POSSIBILITY OF ADVANCING PROGRAMME TO ACHIEVE AN EARLIER START DATE SUBJECT TO SITING OF NEW FACILITY.

RTA STUDIO
irving smith architects

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.10 OPTIONS COMPARISON

COMPARISON SUMMARY

Over the preceding sheets, the project team has sought to make comparisons of the three proposed options to determine how each option performs when reviewed against the requirements of the Vision, Vision Pillars and Critical Success Factors, along with the Services and Functional Briefs. These are the driving factors that combine to create the overall Service Delivery of Te Unua.

OPTION 1 _REFURBISHED PYRAMID

In making comparison of the respective non-price attributes of this model of re-inhabitation of the existing Pyramid, and proposed new structure, we are aware that the number of inconsistencies made comparison almost impossible.
While comparison with new build options is difficult, it is clear, significant aspects of the reviewed criteria are not achieved with Option 1. This is illustrated in the table in the following page by marking Option 1 as “Criteria largely not met” in reference to the Service Delivery of Te Unua.

OPTION 2 - ASPIRATIONAL NEW BUILD

This is the preferred option, recommended by the Museum Governance Group.

This option will provide a world-class, spacious and modern new building with all features benchmarked against similar facilities in New Zealand and around the world. This build will demonstrate leadership by taking our cultural facility far into the future and enabling the stories of Murihiku Southland to evolve and grow over time through a flexible and adaptable space.

At 4150 square metres, it maximises the opportunities and offers ample space to uniquely showcase and celebrate the stories of Invercargill and Murihiku. It will provide staff and support spaces that fully enable on-site activities and allows easy integration with the off-site collection store and staff.

The provision of short-term storytelling and special exhibition spaces will enable regular transformation of the space and experience to expand and amplify the way Invercargill and Southland’s stories are expressed and shared, while also drawing travelling national or international exhibitions to display in this favourable facility.

The extent of public and education spaces provided in this option will ensure vigorous public and community interaction and engagement well into the future. A strong interconnection with Queens Park as well as opportunities for wider activities would also be made possible through this precinct.

This option will allow the facility to offer a rich and rewarding cultural experience, abounding possibilities and a resilient future.

OPTION 3 - COMPROMISED NEW BUILD

Option 3 is a smaller version of the preferred Option 2 of the MGG, where areas have been pared back to a functional minimum. This option also provides a modern new building with similar features and technological possibilities. It provides the same baseline of exhibition area and connection to Queens Park, however it is compacted into just 3550 square metres.

The 600 square metre-reduction means space must be sacrificed in the public and education areas, the special and temporary exhibitions areas, and for the provision of on-site staff facilities and workshop space. These areas will continue to exist but will be smaller than what is provided in Option 2. This still provides a larger museum than that housed in the existing pyramid but a lack of flexibility may limit the opportunities into the future.

While this is a solid foundation, marginally more sustainable than the preferred option and considerably more enduring than the status quo, the smaller footprint of Option 3 would not provide the same long-term functional resilience of the facility as Option 2. This option would also impact the ability for staff spread across two sites to work as effectively and foster the broadest range of education and research programmes.

It may also impact the ability to effectively tell the range of local stories and limit the opportunity to attract some national and international exhibitions.

This option is a lower investment, still largely achieves the vision and critical success criteria set by the Museum Governance Group but is provided in a smaller, less flexible space. and may constrain the ability to continue to provide a world-class facility over time.

RETURN ON ADDITIONAL INVESTMENT

A summary of the advantages that the additional value that Option 2 offers would be:

- Improved Service Delivery through the range of stories we can tell at any one time
- Greater Opportunity to deliver a broad program of education
- Enhanced Flexibility and Future-proofing
- Larger Exhibition space, and the ability to attract a wider range of exhibition types
- A Better Long Term Investment.

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.10 OPTIONS COMPARISON

	SMAG - Existing	NEW BUILD	NEW BUILD
areas inclusive of circulation	**OPTION 1**	**OPTION 2**	**OPTION 3**
Service Delivery			
Exhibition Space	1714 sqm 55%	2500 sqm 60%	2250 sqm 63%
Public Space	785 sqm 25%	660 sqm 16%	560 sqm 16%
Staff/Admin BOH	170 sqm 5%	335 sqm 8%	265 sqm 7%
Functional BOH	293 sqm 9%	470 sqm 11%	335 sqm 9%
Building Ops BOH	163 sqm 5%	185 sqm 4%	140 sqm 4%
Outdoor			
Total (in sqm.)	**3125**	**4150**	**3550**
Circulation *(incl. above)*	203 sqm	290 sqm	235 sqm
Collection Storage	1049 sqm (on site)	1500-1700 sqm (off site)	1500-1700 sqm (off site)

LEGEND

- Criteria largely not met
- Criteria achieved with best outcomes
- Criteria met with compromises

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.11 HIGH LEVEL RISKS TO PROJECT DELIVERY

There are four primary risks to consider for the progression of Te Unua into the next phase.

FUNDING AND AFFORDABILITY

The current Ten-Year Plan has an allocation of $39.4M from Council with the remaining budget to be funded through external sources.
Dependent on the preferred option selected the funding gap may increase from the $13.1M up to $33.1M. If additional external funding cannot be secured for the preferred option, the affordability of the new facility will be stressed.

MITIGATIONS

ICC have already undertaken steps to mitigate the risks associated with the funding including:

- Early engagement with Steve Bramley to understand t h e interest and requirement from primary external funders who have already shown interest in Te Unua such as Central Government
- The development of the Stakeholder management plan which identifies the funders, impact to the project, who and how to approach as well as timings to carry out the engagements
- Development of cost estimates from a Quantity Surveying firm to support the design options during the Reimagining Phase. Estimate includes contingency and cost escalation to align with timeframes of the project in the long -term plan.

PROGRAMME

The delivery of the new cultural facility by 2026 as outlined in the Ten-Year Plan is intrinsically linked to a storage solution.
The reimagining phase tested and confirmed the preferred location for Te Unua as Queens Park; however, this approach will require the alternative storage solution to be completed and the collection decanted in full by early 2024 (demolition start).
Should the storage project be delayed, this will impact the start date and potentially the completion date of Te Unua.
Additionally, a suitable alternative location of Tisbury Reserve for the storage was confirmed during the reimagining phase, however this location has challenges around the land use which is to be addressed under the Reserves Act risk.

MITIGATIONS

To mitigate the risk to Te Unua programme, the Project Control Group agreed to decouple the storage project from the delivery of the new facility. There is funding available within the Ten-Year Plan ($4.5M) to allow this process to commence immediately, reducing any delay associated with the public consultation of Te Unua.

It has been estimated that the design and construction period for a new storage facility is 24 months, this period can be managed and potentially reduced through the delivery method selected, such as a design and build approach.

Further consideration for temporary storage should be carried through to the next phase of the project, should the storage project experience delays that negatively impact Te Unua construction programme i.e., delay the commencement of demolition.

RESERVES ACT

As previously indicated the preferred site for the new storage facility has been confirmed as Tisbury Reserve. This land is classified as recreation reserve and is currently managed through the Rural Reserves Omnibus Management Plan. To erect a building on Tisbury Reserve is not allowed for under the current management plan as the purpose does not comply.

MITIGATIONS

Engagement has commenced with the ICC planning team to understand the options available to mitigate this risk. Currently the best solution to be progressed is to amend the Management Plan to change the reserve status to Local Purpose (Museum) Reserve.

It is proposed to process through Section 4.25 – Development and Change as an amendment. This would take up to 6-8 months (including 2-month consultation process) and include notifying leases of termination or shifting. Gazette notice and title updates would need undertaking to update land status (approx. 2months). Any surveying required could be 2-3 months.

TUATARA

Through the reimagining phase it was agreed that although the Tuatara should feature within the new facility from time to time, a new enclosure for the Tuatara should be built separate from the facility BUT within Queens Park. Furthermore, the Tuatara is seen by many as an important part of Te Unua Story, however the Council are not responsible for the Tuatara, and therefore there is a risk that the tuatara may be removed from the site altogether.

MITIGATIONS

Parks and Recreation has commenced early engagement with iwi and Department of Conservation to discuss the proposed changes to ensure the solution is suitable for all stakeholder involved.
The design team have undertaken investigations at the Wellington Zoo as their new Tuatara enclosure is considered new best practice and fit for purpose for the tuatara. Any changes are proposed to be modelled from this example.

7.0 PROGRAMME & SPATIAL REQUIREMENTS

7.11 HIGH LEVEL RISKS TO PROJECT DELIVERY

Additional risks to be considered when progressing Te Unua include:

APPROVALS
- Approval to proceed with a storage facility

BUDGET
- Meeting external funding application requirements
- Constraint on LTP – Other ICC projects
- Market capability

STAKEHOLDERS

- Comprehensive stakeholder engagement Plan required to address level of engagement required over the life of the project
- Council Election 2022

8.0 SELECTION PROCESS

8.0 SELECTION PROCESS

8.1 OPTION EVALUATION

The following evaluation table has been assembled to provide a recommended outcome of the Reimagining Phase by determining the preference of the three options and has been written with input from:

- RTA Studio and Irving Smith Architects.
- The Building Intelligence Group
- Cosgroves (Services and Sustainability Consultant)
- Holmes Consultancy (Structural Consultant)
- Rider Levett Bucknall (Quantity Surveyor)

This process and outcome is endorsed by the Museum Governance Group.

SCORE	
1	Criteria not met. Negative consequences
2	Criteria largely not met
3	Criteria met with compromises
4	Criteria achieved with some restrictions
5	Criteria achieved with best outcomes

8.0 SELECTION PROCESS

	Option 1 Pyramid Refurbish	Option 2 New Build - 4150m2	Option 3 New Build - 3550m2	Guidance Notes
Number of levels	3	2	2	
ARCHITECTURAL EVALUATION				
Key Factors				**Key Factors**
Flexibility - exhibition	1	5	3	Capacity of option to offer maximum flexibility in exhibition approach.
Flexibility - touring exhibition	1	5	3	Capacity of option to accommodate touring exhibitions.
Flexibility - operation	2	5	3	Capacity of option to facilitate easy operation - staffing / exhibition change over
Back of House	2	5	3	Capacity of option to facilitate current and future BOH operations
Access - Wayfinding	1	5	5	Capacity of option to allow clear orientation and wayfinding.
Access - Accessibility	1	5	5	Capacity of option to allow ease of access to disabled and a diversity of visitor.
Access - Logistical	4	5	5	Capacity of option to allow ease of pack in /pack out and general servicing.
Ease of construction	1	5	5	Capacity of option to allow easy and straight forward construction.
Connectivity to Queens Park	2	5	5	Capcity of option allow immediate and clear connection to Queens Park.
Service Delivery - Adaptability	1	5	3	Capacity of option to facilitate future adaptability to change.
Service Delivery - Technological	2	5	5	Capacity of option to facilitate future technological change.
Spatial - Volume	2	5	4	Capacity of option to provide high volume space.
Futureproof	1	5	3	Capacity for the option to allow for built in capacity for future
Alignment to VISION				**Read in conjunction with full VISION and Critical Success Factors**
CONNECTING with Murihiku, the land, sea, and sky	2	5	5	Degree to which the option offers ability to connect to the land, sea and sky
INVOLVING he tākata through diversity and inclusion	3	5	5	Degree to which the option facilitates for the inclusion of all people
INSPIRING with stories shaped by our people, our land, and our waters	3	5	5	Degree to which the option contributes to stories shaped by our land, sea and waters
ASPIRING to bring change and understanding	1	5	3	Degree to which the option might extend to educational opportunities
PROTECTING our taoka for future generations	1	5	5	Degree to which the option might promote sustainability and security
ENGAGING with the past, the present, and the future	3	5	4	Degree to which the option might enhance connections with the past and future
VALUE – balancing cost with quality of service	1	5	4	Degree of option's value for money outcome
SUB-TOTAL	**35**	**100**	**83**	
OTHER CONSULTANT EVALUATION				
Structural Consultant - Structural				
Importance Level	**2**	**4**	**4**	Ability to achieve IL3+
Structural Complexity	3	5	5	Does the structural complexity at this site pose any cost risk?
Structural Material Selection	3	5	5	Does the option limit opportunities for structural material selection?
Services Consultant - Utilities				
Three waters	4	5	5	Degree to which the option might enhance or constrain 3 waters solutions
Mechanical and Electrical - active systems	4	5	5	Degree to which the option might enhance or constrain M&E solutions
Mechanical and Electrical - passive systems	4	5	5	Degree to which the option might enhance or constrain passive thermal solutions
Sustainability Consultant - Sustainability				
Sustainability - operational energy	4	4	5	Does the option offer any advantages in terms of operational energy?
Sustainability - embodied energy	5	3	4	Does the option offer any advantages in terms of embodied energy?
Project Manager - Programme				
Accordance with timelines identified in LTP	3	5	5	Does the option offer advantages in terms of delivery?
SUB-TOTAL	**32**	**41**	**43**	
TOTAL SCORE	**67**	**141**	**126**	
COST EVALUATION				
QS - Cost Implications				
Project costs	Lowest Cost Option	Highest Cost Option	Mid-range Cost Option	Are there any cost differences associated with this option?

8.0 SELECTION PROCESS

8.2 EVALUATION OUTCOME

areas inclusive of circulation	**OPTION 2**	
Service Delivery		
Exhibition Space	2500 sqm	60%
Public Space	660 sqm	16%
Staff/Admin BOH	335 sqm	8%
Functional BOH	470 sqm	11%
Building Ops BOH	185 sqm	4%
Outdoor		
Total (in sqm.)	**4150**	
Circulation *(incl. above)*	290 sqm	
Collection Storage	1500-1700 sqm (off site)	

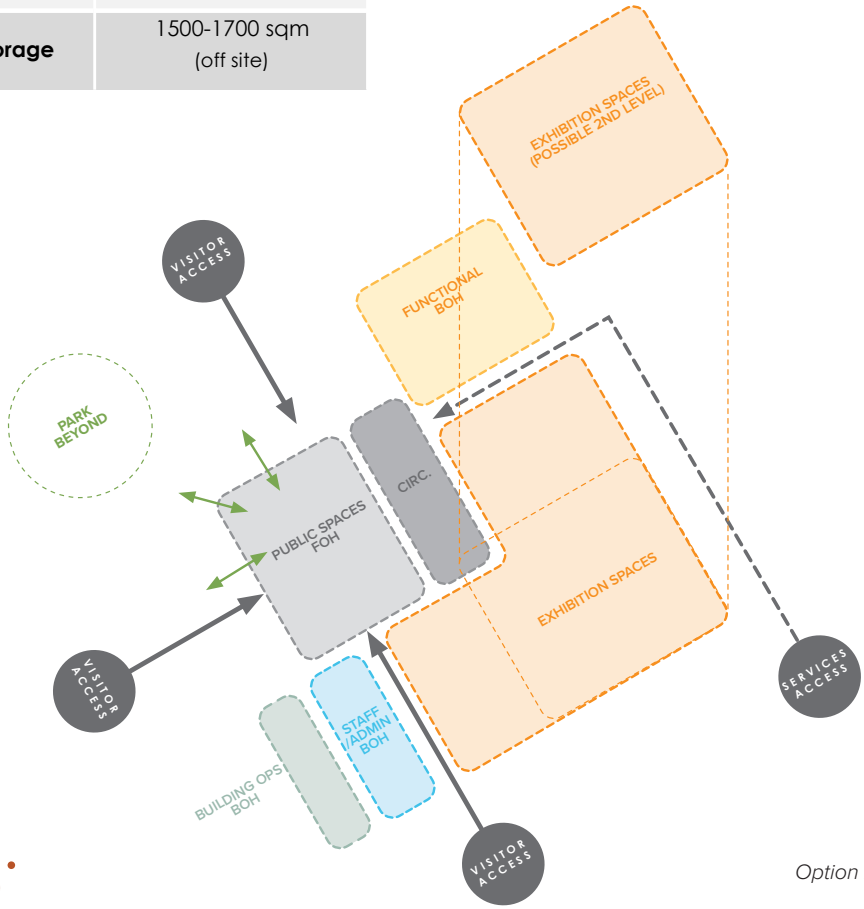
Option 2 _Aspirational New Build is identified as the recommended option of the Museum Governance Group for Te Unua.

As previously explained, this recommendation achieves, with best outcomes, all of the Critical Success Factors discussed in section 2.0 of this document and all of the aspirational and functional qualities and criteria outlined in the Services and Functional briefs discussed in sections 3.0 and 4.0 of this document.

Option 2 is the only option which provides sufficient capacity to allow for futureproofing of exhibition, public space and BOH service space.

ARCHIVE FACILITY

Of note, the Museum Governance Group view the Public and Research component (approx. 200m^2) as a necessary part of the proposal for the Archive Facility for the housing of, and engagement with the collection storage.

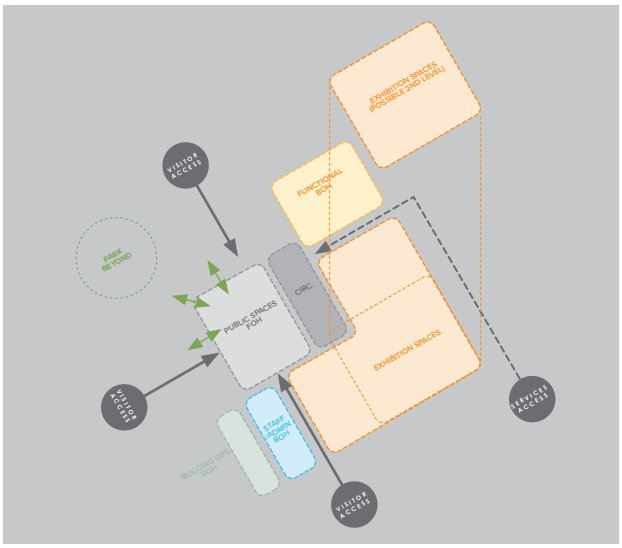


Option 2 - New Build 4150m^2

9.0 CONCLUSION

9.0 CONCLUSION





9.1 BEST SITE

QUEENS PARK

The evaluation team consisted of the respective design team members including project manager, quantity surveyor structural engineer, services engineers and architects who have assessed each option against the criteria of site utilisation, alignment to the VISION, town-planning, ground conditions, structural parameters, utilities, sustainability, programme and cost.

The evaluation team have been supported in their evaluation by the Museum Governance Group and the Project Control Group in their selection of the preferred location of Queens Park, which has been investigated, evaluated and validated.

Queens Park location is integral to the success of the development with the building threshold adjacent to the park is to be visually permeable and able to open large areas during fine weather or events. There is a considerable opportunity for the design of the Public Spaces to encourage interaction between the interior of the facility and the adjacent park assets and garden setting. The design of the building and the park must be integrated and support activities happening across both spaces to the precinct and the park as a whole.

9.2 PREFERRED OPTION

OPTION 2: ASPIRATIONAL NEW BUILD - 4150m^2

The Aspirational New Build of 4150m^2 has been identified as the recommended option to allow the correct spatial arrangement to be delivered in terms of a modern day, forward thinking cultural facility with built in flexibility going forwards.

SUMMARY OF RECOMMENDATIONS

- Creates a space that is as flexible and as multi functional as possible
- Allows room to engage with different audiences
- Futureproofs space
- Engage with new technologies
- Connects with tradition, heritage, and the beauty of the object to tell its stories
- Present your collection in the correct environmental and lighting
- conditions
- Store the collection properly and encourage the public engage with the archive.
- Interact and engage at all levels as much as possible utilising a balance of both low tech and high tech digital.
- Refresh and renew with touring and temporary exhibitions to maintain local interest and draw visitors
- Provide full access
- Make the facility "green" and efficient

9.0 CONCLUSION





9.3 FUTURE THINKING

SUSTAINABILITY, FLEXIBILITY AND ADAPTABILITY

Sustainability, Flexibility and Changeability are the keys to a first-class museum experience. The concept of traditional museology has changed in museum design terms of the rapid evolution of new technology, engagement possibilities of immersive techniques, and interactivity.

Understanding this change, new museums are designed with height and flexible space in mind. This understanding has revealed the concept of expandable flexibility in the architectural design of museums, setting a benchmark to future proof the museum space and maximise the impact of visitor experience.

Installations and collections are therefore installed that encapsulate the stories of Te Unua from opening date, however have a long-term timeframe in mind.

Te Unua will also continue to seek out new ways through which we can undertake business, in the community, in a more environmentally-friendly manner. We will also continue to cultivate and engage in conversations which seek community outcomes to our challenges of sustainability.

9.4 LONG TERM SERVICE

VISION, VISION PILLARS, CRITICAL SUCCESS FACTORS

This report outlines the Project Vision, Pillars and Critical Success Factors developed by the wider design team and Museum Governance Group. This has been established as a vital tool to guide the development but also acts as a tool that can evolve and develop to ultimately be used as a measure for success at every milestone through the long term service delivery of Te Unua.

Queens Park as the location of the facility, and contextually within the wider picture of the Southland region, is an integral part to the long term service of Te Unua. The unique attributes offer creative inspiration for the development itself as well as an interactive and an engagement resource, for the inclusion of a trail or interactive art which might be considered to link back to the stories within the museum and add to the precinct as a whole.

The development will make strong provision for inclusiveness of people, interconnectedness with the city of Invercargill and the wider landscape of the Southland Region.



PROJECT 1225



Invercargill
CITY COUNCIL



ARCHITECTURAL DESIGN BRIEF

Date: 20 December 2022

Project 1225

Architectural Design Brief

Revision: 1

Date: 22 December 2022

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1 INTRODUCTION

1.1 Purpose of This Document

This brief is to inform the design of a new bespoke facility to replace the current Southland Museum and Art Gallery (SMAG) in Queens Park, Invercargill.

The Invercargill City Council (ICC) has engaged Patterson Architects to further expand and refine the preceding Re-imagining Phase document.

This brief summarises the context for the design, describes the vision for the new facility and outlines the technical requirements for its services and functions.

1.2 Background

In 2018 the existing Southland Museum and Art Gallery/ Niho o Te Taniwha was closed. Following confirmation of ownership of the building by the Invercargill City Council, the Council has focused on providing a long-term redevelopment plan for the Museum.

In 2021, a Reimagining Phase document was produced which explored three options for redeveloping the Museum including one option for refurbishing the existing building and two options for replacing the building. It also included assessments of alternative sites however the preferred option was to remain on the existing site in Queens Park.

In June 2022, ICC adopted its Annual Plan and agreed to:

- A new, bespoke facility on the existing SMAG site in Queens Park
- A new, 1,650m^2 off-site storage and research facility in Tisbury
- A new, purpose-built home for the Tuatara Enclosure in Queens Park
- An overall project budget of $65.5m

The project is referred to as ‘Project 1225’ as December 2025 completion of the base build is deemed to be a priority for the community.

1.3 Reports

DATE	TITLE	AUTHOR
Dec 2022	Project 1225 Experience Brief	Gibson Group
Dec 2022	Invercargill Museum Proposal Car Parking Surveys and Demand Assessment	Abley
June 2021	2021-2031 Our Roadmap to Renewal Long-term Plan	Invercargill City Council
Nov 2021	Te Unua- An Economic Assessment	WSP
Nov 2021	Invercargill City Council Te Unua- Exploring the Stories of Southland Engaging the Community with Our Culture and History Strategic Assessment	Deb Carstens, Roger Burra, Joao Machado, WSP
Dec 2021	Te Unua | Reimagining Phase Architectural Report	RTA Studio, Irving Smith Architects
Dec 2020	Invercargill City Centre Master Plan	Isthmus Group
Nov 2020	Southland Museum and Art Gallery/ Niho o Te Taniwha Options Report	The Building Intelligence Group
Dec 2020	Southland Museum & Art Gallery, Options Presentation	TBIG
2018-2019	Strategic Review, Reinventing the Southland Museum	Tim Walker and Associates
Nov 2016	Heritage Buildings Re-Assessment 2016	Origin Consultants
2013	Town Belt Management Plan Otepuni Gardens, Gala Street, Elles Road/ Queens Drive, Appleby Park	Invercargill City Council Parks Division
2011	Queens Park Management Plan	Invercargill City Council Parks Division
June 2002	Tuatara Captive Management Plan and Husbandry Manual	Department of Conservation

1.4 The Client + Stakeholder Structure

The Client

The client is the Invercargill City Council (ICC). ICC owns the land and the existing SMAG building. It will own and operate the new facility. SMAG staff are employed by ICC, via a management contract with Southland Museum and Art Gallery Trust Board. All contact will be made through the ICC Project Management Office (PMO).

Management Group

NAME	ROLE
Clare Hadley	CEO of Invercargill City Council (Acting SMAG Governance)
Steve Gibling	ICC, GM of Leisure and Recreation (Project Sponsor)
Erin Moogan	ICC, GM of Infrastructure (Capital Programme Sponsor)
Lee Butcher	ICC, Programme Director (Project Management Office)
Haydyn Taylor	ICC, Senior Project Manager
Wayne Marriott	ICC, Museum Manager
Caroline Rain	ICC, Manager of Parks and Recreation
Rhiannon Suter	ICC, Manager of Strategy and Policy
Lisa Knight	ICC, Manager of Strategic Communications

Key Stakeholders and past working groups

PARTY	REPRESENTATIVES (note these members may change)
Iwi Komiti	Evelyn Cook Gail Thompson
Museum Governance Group (MGG)	Rex Williams (Chair), Evelyn Cook, Roger Beattie, Gavin Bishop, Patricia Lindsay, Lou Sanson, Simon Owen
Great South	Amie Young (Destination Development Manager) Bobbi Brown (GM of Tourism and Events, 2nd to Beyond 2025 Southland Project Lead)

1.5 The Scope and Budget

The Architecture Design team will be responsible for the full base build of the new Museum. The Visitor Experience Design team will be responsible for the production and installation of the exhibition fit out.

Please note the 'New Build Museum (base build) budget includes any landscaping needed for the facility, both inside and outside the designated site.

ITEM	BUDGET
Base Build Museum	$28,356,500
Car-parking, Roading and Driveways	$1,500,000
Landscaping and Planting	$ 1,000,000
Exhibition Space Experience Fit Out	$ 7,400,000
FF&E for all other areas	$600,000

1.6 Base Build and Experience Teams

The client expects that the Architecture and Visitor Experience Design team shall work in collaboration to identify and self-manage interdependencies.

The traditional split of services between Base Build and Experience design/construction applies. This approach is as follows:

1. **Fit out & Experience**
- Visitor Experience Design and Exhibition Fitout

2. **Base Build**
- Architectural Design and Construction (incl. MEP design and specification)
- Front of House and Back of House operations
- House lighting for Exhibition Galleries and including all non-Exhibition Space
- All building services
- All primary and secondary structure
- FF&E to staff and public spaces (including seating in all public spaces)
- Retail fitout design
- Café fitout design
- Exhibition seating
- Reception

Coordination between the Architecture and Experience design teams is required in the design of Exhibition Spaces which includes (but not limited to):

- Power and data points
- Distribution boards (several in different places)
- Lighting
- CCTV
- Fire suppression
- Wayfinding
- Projection
- Artworks and exhibits located elsewhere on the site

1.7 Time Frame

Below is the program for the architectural base-build. The architectural design team is to decide on the format and material for the key milestone presentations.

DATE	MILESTONES
07/03/23	Pre Design work start
14/03/23	Preliminary Design (Incl. Concept)
26/07/23	Council Review and Feedback
16/08/23	Developed Design
23/11/23	Council Review and Feedback
14/12/23	Detailed Design
19/04/24	Council Review and Feedback
10/06/24	Construction Issue Drawings
26/07/24	Establish on Site
02/08/24	Base Build Construction
16/12/25	Base Build Completion



Southland Museum and Art Gallery/ Niho o Te Taniwha, 'The Pyramid', photo from Wikipedia.

2 MAHI TAHI | MANA WHENUA ENGAGEMENT

"Haere Ka Ti Pae Tawhiti"

This section has arisen from a widely held desire to enhance Mana Whenua presence, visibility, and participation in Project 1225.

All aspects of the creation of the facility shall be developed in collaboration with Mana Whenua to ensure that mātauranga Kāi Tahu is not simply applied but intrinsically integrated in the building's concept and form. Māori values should be embedded at all design and construction stages in preparation for ongoing partnership, collaboration, and participation during the life of the building.

This section provides practical guidance for engaging and establishing partnership and collaboration with Mana Whenua during the design process. Secondly, it identifies specific opportunities and design processes that can enhance tikanga Māori outcomes for Project 1225 whereby mātauranga Māori is integrated into the building's philosophy, concept, form, and detail rather than simply applied.

2.1 Tukanga | Engagement Strategies and Schedule

It is anticipated that the Architecture and Experience Design teams will be working with an appointed Design Liaison Group during the design phase. The Design Liaison Group members will be appointed by the Rūnaka leadership group, and its members may change from time to time.

2.2 Values

Following wider national initiatives in strengthening tāngata whenua relationships, Project 1225 will reconsider the inherently colonial storytelling of Museums towards embracing and integrating Kāi Tahu identity and world view in the architecture and storytelling. This approach shall thereby address the aspirations for the facility to be a place and experience which is different from the traditional concepts of 'Museum'.

The purpose of this section is to prompt consideration and discussion around how Kāi Tahu values can be integrated in the Museum architecture. It aligns aspirational functions for the facility, identified from the Stakeholder Workshops and potential Kāi Tahu culture adopted from those set out by Ngāi Tahu. It is expected that a unique set of values shall be developed for Project 1225 at the early engagement workshops which are not limited to those listed below.

Whakapapa | Identity and Connection to Place

The museum should strengthen whakapapa and people's sense of identity and connection to place. This includes celebrating the stories of ancestors and founding histories as ways to navigate where we have come from and where we are heading towards.

Connection to the Takitimu Mountain range is important.

The spatial arrangement of the facility should also encourage and facilitate dual knowledge systems. This can be appreciated by fostering a strong connection for children. Provision should be made for digital phone technologies which support knowledge interaction and learning particularly between generations.

Whanaungatanga | Shared Experiences

Whanaungatanga entails building a sense of belonging through shared experiences and collaboration between the iwi, designers,

stakeholders, and the wider Southland community.

The facility should recognise the shared experiences of our ancestors who arrived by waka from the sea and later from the sky. It should tell stories of Tangata Whenua, sealers, whalers, blackbirders, and early settlers as well as more recent groups and recognise Murihiku Southland's inherent diversity and historic partnerships from early intermarriages. The facility should therefore explore all voices in the story telling of Murihiku, welcoming stories from across the world and be a place shared by all Southlanders regardless of demographic and time.

The Museum may include active making programs (such as muka/ weaving, caving or other suitable activities drawn from all aspects of Southland life) to have a high level of interactivity. More deeply, it is envisioned that the facility and the building itself shall be seen as a dynamic open space through time. In this sense, it should hold the capacity to be actively added to over the years, layering history through collaborative contribution.

Manaakitanga | Hospitality

Manaakitanga is the process of showing hospitality, respect, generosity and provide welcome to visitors.

The welcome space of the facility shall extend welcome and hospitality for all people, all demographics, incomes, cultures, and be reflective of Murihiku Southland's deep history and leadership in cultural integration.

The exterior welcome space is not a space for formal pōwhiri but is expected to accommodate similar tikanga and events. It will be a space for people to collect and be sheltered from the weather.

Entry should be from the north through Queens Park which establishes a kindship and whakapapa with the natural world. This entrance should have easy and intimate access to Taonga for Whanau.

Particular attention should be given to the cleansing space, likely in courtyard or exterior space which will hold a pounamu stone. A subliminal karakia may be played in the background or carved onto a wall.

Tohungatanga | Expertise

The architectural design team shall pursue knowledge and ideas that will strengthen and grow our community. They shall use their expertise to integrate and manifest mātauranga Kāi Tahu values into the architectural form and construction. The Architectural Design team shall carry a strong sense of craftsmanship in the treatment and delivery of the building.

A budget will be agreed and set aside for mahi toi to be integrated into the construction of the architecture.

Kaitiakitanga | Stewardship

Kaitiakitanga also extends to protect the people, knowledge, culture, language, and resources important to Ngāi Tahu for future generations.

There is hope to share more taonga that has yet to be presented at the Museum. Careful considerations shall be made around the appropriate display and treatment of taonga such as the Kakahu (cloaks) which can only be displayed for a limited time.

It is expected that tall stud heights and varying levels will expand and contract from openness and light through to dark and comforting spaces. The processional theatrical and celebratory aspects of the architecture should be used to support and honour specific taonga and stories within the facility.

The facility will be designed for the inclusion of multiple volunteers and community support in day to day running of the facility, and to assist in its connection to the community.

Wayfinding, cultural values and tikanga practices should be made natural and intuitive through the architecture and through digital without the need to revert to signage and instructions, where signage occurs it will be bilingual.

3 OTHER STAKEHOLDER AND COMMUNITY ENGAGEMENT

Stakeholder and community engagement will be organised at key design milestones by the Project Management Office. Architects should make provision for presentation materials and visits as needed.

3.1 Community Engagement Groups

Engagement with community groups shall include but not be limited to:

- CCS (Disability Support Service)
- Blind Association national and local branch
- Aging population
- Immigrant communities: Filipino, Colombian

3.2 Targeted Engagement Strategy

ICC may use the Architectural services for:

- Engagement with local representatives/ influencers
- User testing strategies



Takitimu Mountains, photo by Pseudopanax from Wikipedia

4 THE OVERARCHING STRATEGIC VISION

This section distils the visions and aspirations shared during the Stakeholder engagement to form the overarching strategic vision for Project 1225. The Pillars of Success outlined in the Re-imaging Document has been included to offer further insight in various aspects that contribute to the success of the new facility.

It is anticipated that the Museum shall offer a point of difference from other regional museums in order to be a distinctive icon for Invercargill. The word 'museum' shall be challenged and reconsidered as a facility that is bustling, welcoming, and open equally to all. It shall be a public space, a meeting point like a 'bus station' or indoor public square where people can exchange ideas, spend time, hangout, learn, wonder, and be immersed.

The vision is a place that is alive, full of action, busy, safe, and family friendly. The facility should be flexible and multi-purposed to host various exhibitions, events, and programs for the local community and out of town visitors.

4.1 The Core Function of the Museum and Art Gallery

To Serve the People of Murihiku Southland

Museums and Art Galleries are storehouses of knowledge. A contemporary facility ensures that knowledge and stories can be shared with all visitors through the preservation, interpretation, and display of objects in the collection.

For many visitors a museum is seen as a place where you are both entertained and enlightened, it is also a place where the cultural health of a community can be measured. But most importantly it is a place where the stories of the past are shared with the present to ensure they are preserved for the future.

The preservation of the collection is one of the important considerations of the facility.

The facility's purpose is to assist all Southlanders to uncover where they are from, who they are and where they are going to feel included and to generate a sense of pride in the community.

It is envisioned that the building itself becomes part of the identity and heritage of the city and of wider Southland.

It should do this by:

- Being a 'hub'
- Facilitating shared learning
- Being an open and inclusive public space to access heritage, arts, and culture
- Enriching the community by fostering shared feelings of belonging and identity through shared experiences and activities
- Sharing the familiar to give confidence and orientation in navigating the future
- Providing a reflection of achievements for the citizens of Southland
- Being welcome to all: disabled communities, ethnic communities, the aging population, all families including single parents looking for affordable activities

4.2 The Supporting Role of the Museum

Solidifying and Extending Waihōpai Invercargill's Position as an Anchor Place, Gateway City and Key Destination of Southland as a Domestic and International Tourism Experience

- The building should project a modern 'wow' factor and a distinctly Invercargill flavor to be a clear and positive image of Invercargill as a tourism experience

- Support Invercargill's reputation as visitor destination, differentiating Invercargill and the Southland Region
- Provide "Instagram-able" photos
- Able to work with other wider Southland tourism initiatives such as supporting local and regional events and festivals
- The ability to increase out of town spend in Invercargill

4.3 Pillars of Success

It is outlined in the Re-imaging Document that the Pillars for a successful visitor experience will mean:

Connecting | with Murihiku, the land, sea, and sky

Visitors to the facility will enjoy an immersive experience. This experience, be it exhibition, education, research, staff contact, performance or reflection, will leave the visitor with a deeper awareness of Murihiku's land, sea, sky, and its people. This will make the facility unique to Southland and unprecedented in New Zealand.

Involving | he tākata through diversity and inclusion

The facility will be inviting, a community precinct of internal and external spaces that connect people. Welcoming all, the facility is to be inclusive, accessible, and diversely appealing to all ages, cultures and demographics of the region, nation, and the world – as a reflection of the people of Southland.

Inspiring | with stories shaped by our people, our land, and our waters

The facility will be an experiential visitor journey based on Taoka, art, the natural world, and compelling storytelling. The visitor experience will be a narrative of people and time rather than an ordered sequence of artefacts. The visitor will leave 1225 with a deeper understanding of the history of Southland in New Zealand, and the people, and stories behind the exhibited collection.

Aspiring | to bring change and understanding

The facility will be an enquiry hub that sparks curiosity for continuous learning. It will offer a variety of formal and informal learning opportunities, within the built space and throughout the adjoining precinct. The facility's approach to storytelling will include tactile and technological interactive exhibits that engage both young and more mature minds.

Protecting | its taoka for future generations

The facility will be a safe environment for people and its collection, achieving agreed resilience for seismic and flood risks and providing appropriate environmental controls to protect Taoka over time. Design approach, materials and systems will be selected to ensure permanence and managed to reduce load on the present and future environment.

Engaging | with the past, the present, and the future

The facility will be designed as a highly flexible space for exhibition and service with sufficient volume, floor area, and systems to enable future reconfiguration. Physical and technological aspects of development are provided to accommodate future change and development. The facility will be responsive to cultural change, how that affects the collection and how it is reflected in the stories it tells.

Value | balancing cost with quality

When complete, the facility will represent excellent value for the community's investment. This consideration, while including monetary assessment, will extend to non-monetized aspects such as culture, energy, and resources. The facility will have delivered all foreseeable operational requirements, with appropriate materials for permanence, durability, and maintenance, while optimising ongoing running costs for future efficiency.

5 MUSEOLOGICAL, CURATORIAL, EXPERIENCE & ARCHITECTURAL OBJECTIVES

5.1 Museological Objectives

Traditionally western cultural facilities such as Museums have identified their purpose is to collect, present, interpret, and display objects of artistic, cultural, and scientific significance – places which are artefacts of history and constrained by institutional creed.

This facility will be a place where the present will be the centre of an ongoing and proactive negotiation with our contemporary and rapidly changing world. The facility will be carefully situated within a global, national, and regional context where it will challenge inequalities and traditional hierarchies. Instead, it will explore through the collections, the stories of the collections and the communities of the collections through relationships.

Our relationship to global time and space, to technologies, through “lives well lived”, the movement and rights of people, the psychology, permanence, and organisation of culture in a rapidly changing world will transform the collections from3 a traditional ethnographical perspective into “the present” and “the now”.

5.2 Curatorial Objectives

Cultural facilities have traditionally lived in a civilisation of material goods – relics of the past and present which signify the radical development of each intergenerational legacy. Today that world is continually and rapidly changing, and our responsibility is to provide a world of engagement which will evoke emotional, social, and conscious response to the stories of our communities.

5.3 Experience Objectives

The visitor experience intends to promote:

- An active experience not a passive one
- Being audience-centred rather than curator-led
- Working as open-source, and accessible rather than restrictive and 'boxed-up'
- Framing the facility as a 'people-focussed leisure and learning experience'

The Museum should operationally be:

- flexible, not compartmentalised
- aspirational, intuitive, and 'place-based'
- bring the outside, inside (and vice versa)
- allow visitors to participate in the story

5.4 Architectural Objectives

The architecture shall serve the overarching strategic vision and roles for the Museum whilst reinforcing and supporting the Museological, Curatorial and Experience Objectives to offer a seamless collaborative relationship between Architecture and Experience.

An Anchor Community Hub

The new Museum shall provide an all-weather, comfortable, and safe space where the entire community feels a sense of belonging.

It shall be deeply and conceptually part of Mana Whenua whilst showing manaakitanga values to welcome and be inclusive for all community groups and ages, especially the underserved and disabled communities.

There shall be key focuses on providing, familiar learning environment from tamariki (children) to adults to enable legacy integration for local communities.

Spaces and planning should be designed to be comfortable and familiar for both revisiting and new museum-goers but with the possibility of surprise each time.

An Icon of Murihiku Southland

The building shall be clearly identifiable as representing both Waihōpai Invercargill's identity and wider Murihiku Southland's identity. This is not seen to be contradictory but rather a challenge to identify an axis of Waihōpai's identity which can be locally recognised with pride, and simultaneously resonate at a national and international scale.

The building shall be a landmark and destination for domestic and international visitors which can engage and raise deeper awareness of Murihiku's land, sea, sky, and its people.

Connection to Queens Park and the Natural Environment

The Museum shall sit easily in its surrounding and blend into Queens Park. It shall break down existing physical barriers so the Park can be considered as part of the museum experience and vice versa. There shall be considerations around creating stronger connections to neighbouring gardens and other park facilities to create a cohesive Museum and Park experience.

Connection to the City

The building should be aware and allow for connections to wider city developments, new transport systems such as buses, cycling tracks and pedestrian routes, and new arts and cultural initiatives proposed in the *2020 Invercargill City Centre Master Plan* and in the *2021-2031 Our Roadmap to Renewal Long-term Plan.* The new facility should provide a clear urban marker for navigation and orientation in the city by addressing and connecting to these future developments.

Future proofing

Future proofing strategies for the building's design should be integral from the short-term to the long-term operation of the facility.

Short term considerations shall address the flexibility and multi-functionality of the Museum to enable changing exhibitions, programs, and events during the life of the Museum, operation and after hour use. Spatial flexibility should enable easy reconfiguration, accommodate cultural change and

future development in the wider region of Waihōpai and Murihiku.

The Museum should provide a safe environment for people and the collection by providing appropriate environmental control and resilience to seismic and flooding risks.

Long-term considerations include addressing technological changes and possible increase in visitor numbers and the capacity for future expansion in response to such.

Sustainability shall be considered for the design, construction and operational and maintenance stages of the building and shall strive to meet Government requirements. It shall be built from long-lasting materials, easy to maintain on a day-to day basis and be optimised in efficiency for ongoing running costs, and load on the present and future environment.

6 SITE AND PROPERTY DETAILS

6.1 Waihōpai Invercargill

Ecological
Waihōpai has a rich ecological history. Its landscape was once a vast podocarp/ swamp forest. The forest held spiritual significance to Tangata Whenua who referred to it as Taurakitewaru. It was progressively cleared for farming and for timber harvesting.

The Town Belt has been heavily modified and cleared of its forest remnants with new plantings including Macrocarpas, Cupressus Macrocarpa, Eucalyptus species in the 1870s and later ornamental and shelter plantings which now occupy approximately 50% of the Town Belt area.

'Gateway' to Southland
Southland is one of New Zealand's most popular tourist destinations for both domestic and international visitors with an estimated number of 1,200,000 visitors in 2019 (according to *2019 Southland Tourism Key Indicators*). Invercargill is increasingly known as the gateway to Southland. It offers the principal point of arrival for the region, connecting to Piopiotahi Milford Sound, Rakiura Stewart Island, the Catlins, Fiordland and Ōtākou Otago. In 2019 it was estimated that there were 300,000 guest night stays in Invercargill. The city's gateway position is supported by its jet services and government moves to link Milford more into the Southland offering.

It is anticipated that Invercargill's visitor numbers will grow. Growth to date had been limited by a shortfall of accommodation but is being resolved by new hotels such as the Langland Hotel, along with planned future boutique hotels and eco-lodges.



Town Belt Zone in Red, image from 2013 Town Belt Management Plan.

6.2 History of the Queens Park

The historic use and the future development of Queens Park is detailed in the 2011 Queens Park Management Plan attached in the appendix.

Queens Park is an expansive area of reserve at the heart of Invercargill which features a diverse range of themed gardens, animal reserves, sports, and recreational facilities inclusive of the Museum. It holds important significance as a civic asset and contributes to the image of Invercargill.

There was great pride in the previous Museum facility which was reflected in its constant use.

Queens Park is part of the many pieces of land set aside by Thomson for public gardens. In 1869, the land was gazetted as public reserve and for the following years parts of the reserve became schools and residential properties whilst the remaining sections were used for sports and recreational activities. In 1912, the Park was formally laid out as a colonial style garden. This plan included gated entrances, a formal avenue leading to a central Band Rotunda, and elaborate pathways through garden spaces. Over the years, Queens Park has been populated with gardens, recreational activities, and administration buildings.

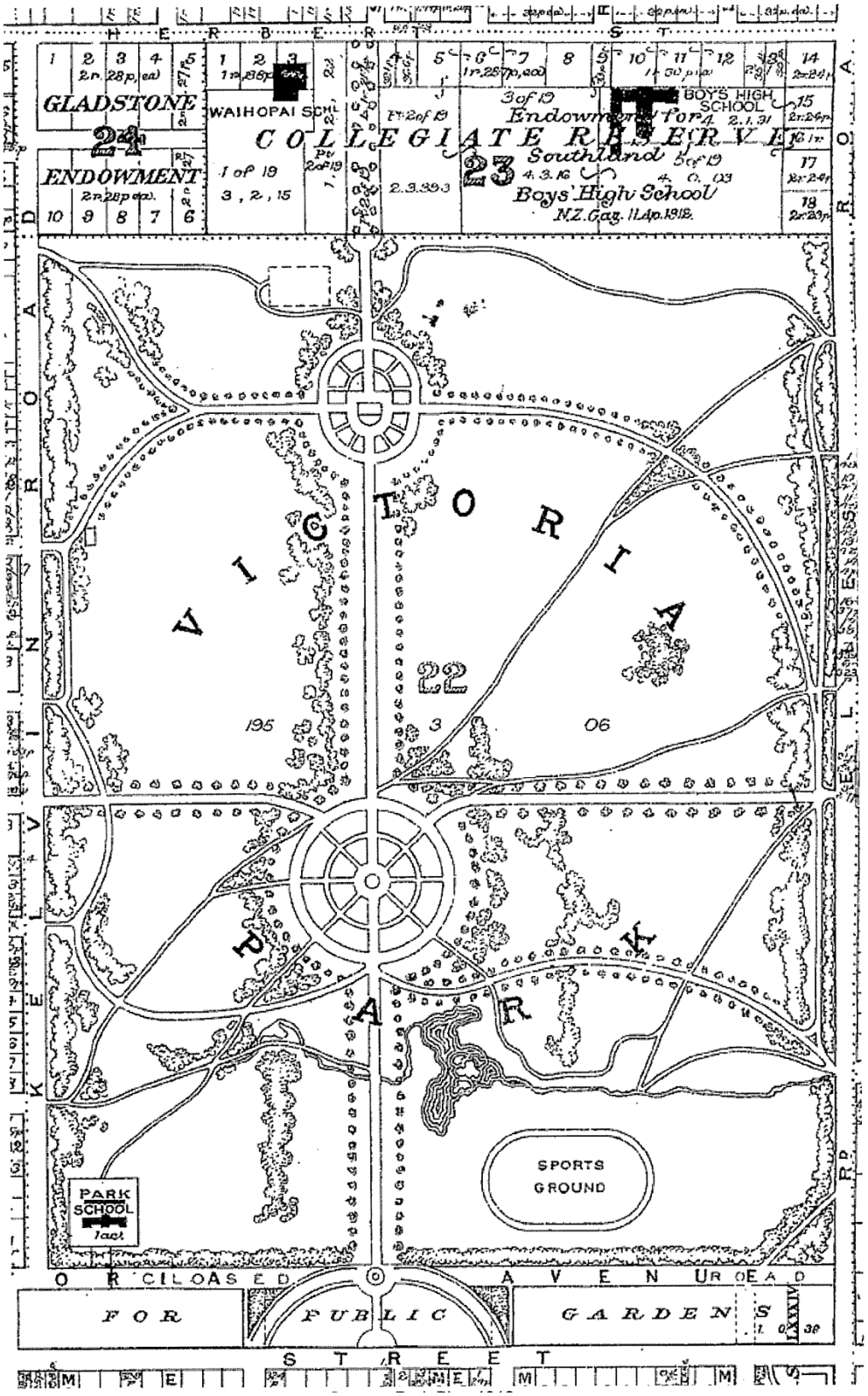
Historic Relationship Between Museum and Queens Park

The previous Museum was poorly integrated with Queens Park with hard boundaries to the neighbouring Tennis Court and Rose Garden and few sightlines, pathways, and wayfinding signage. During its previous operation, it was common for visitors to start at the museum and then venture into the park.

Land and Nature

Like most of Invercargill, Queens Park was originally a Podocarp Forest and part of an old alluvial plain from the proto-Mataura River laid down in the Pliocene period. Over the years, modifications have been made to the original landform including filling and levelling. The Park now rests as a gently undulating surface which gradually slopes in the north easterly to south westerly direction. The corner of Queens Drive and Gala Street is approximately seven meters higher than the lower areas near the entrance to Jessie Calder Garden. There was evidence of swales and remnants of a stream which have been identified beneath the previous Museum that have been infilled.

The parent soil is Waikiwi silt loams that are free draining, but the compact subsoil is slowly permeable and can cause water logging after heavy rainfall. A tree felling program is intended as outlined in the ‘2021 Museum Area Trees and Specialist Garden Areas Plan’ attached in the appendix.



Plan of Queens Park 1912 from 2011 Queens Park Management Plan.

6.3 History of the Southland Museum and Art Gallery

The original Museum building opened in 1942 as Southland's New Zealand Centennial memorial. Later additions included the Art Gallery in 1960 and the Southland Astronomical Society Observatory in 1972. Extensions to the buildings were made in 1977 and later redevelopment occurred in the 1970s-1990s under the leadership of then Museum Director, Russell Beck, and Chairman of the Southland Museum and Art Gallery Trust Board, Dr Alfred Philip (Alf) Poole.

Due to building issues in 1989, the original cluster of buildings was enclosed in a temporary 27m tall pyramid structure which included additional galleries, a Tuatara Enclosure, café, Museum Shop, and a Visitor Information Centre. The temporary enclosure was an appreciated iconic form that was colloquially known as the Tooth of Kiwa, a tea cosy, or most famously as 'The Pyramid'. The Pyramid stood out in the context of the Queens Park as a way finder.

The old museum provided a place for families, people of all ages and incomes to enjoy especially on wet Sunday afternoons. It was also appreciated for its old-fashioned café and parking.

Due to seismic concerns, 'The Pyramid' was closed in 2018. After the closure, the Southland Museum and Art Gallery joined initiatives with Invercargill Public Art Gallery (formally Anderson Park Art Gallery) to open He Waka Tuia, a temporary Art and Museum space currently operating in central city.



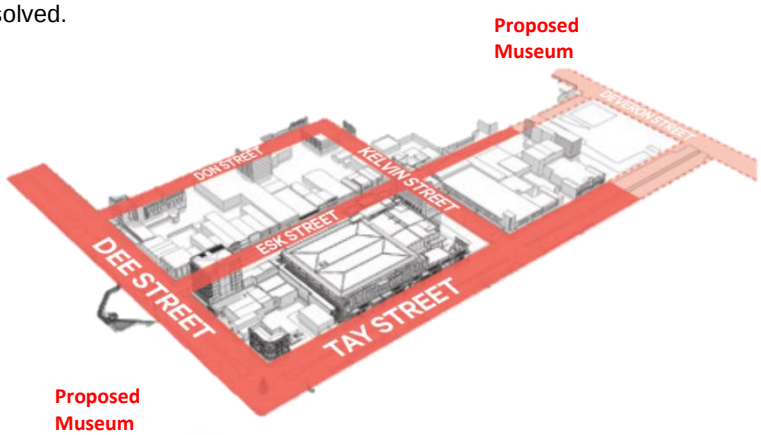
Original Museum building, photo provided by ICC.

Wider Relationship to the City

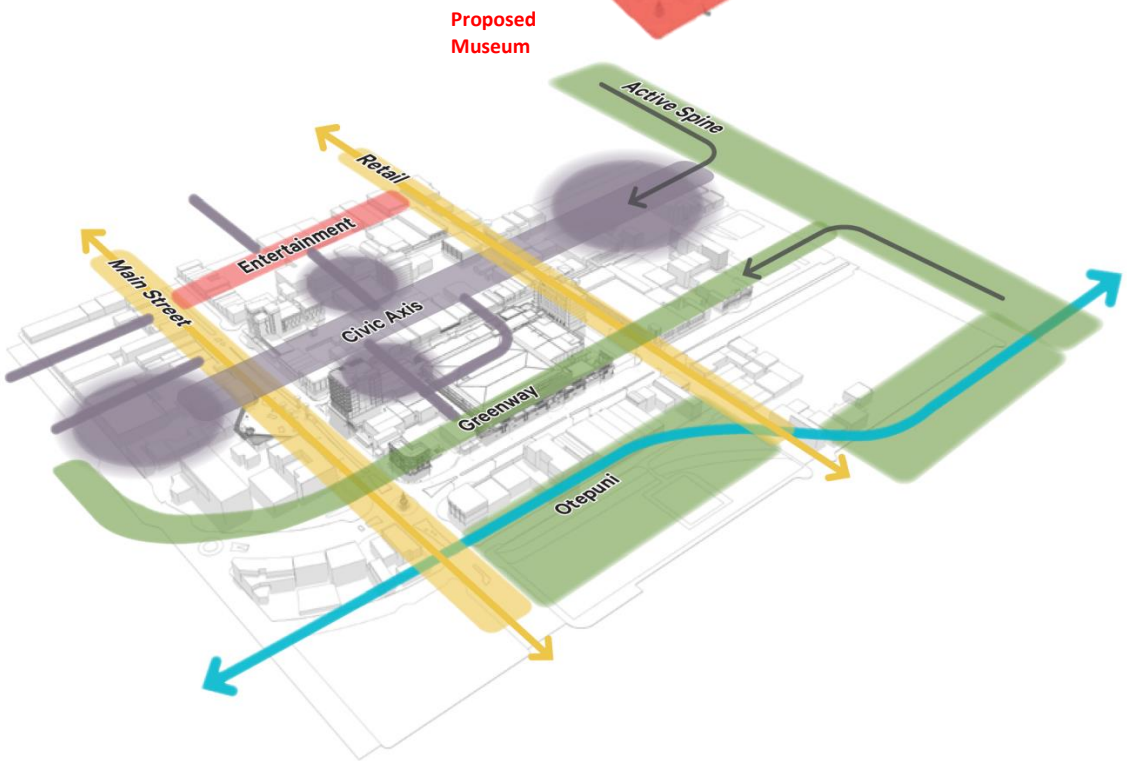
In the '2021-2031 Invercargill's Roadmap to Renewal Long-term Plan', the new facility is a key pillar in the revitalisation and modernisation of Invercargill city. With Invercargill's population expected to grow, the new facility contributes to the wider initiatives to celebrate the city's own sense of identity, contribute to its civic wellbeing, enhance Invercargill's reputation as a gateway destination and improve the overall economic wellbeing of Southland region.

Other arts and cultural initiatives include the Arts and Creativity Invercargill, an interactive Arts Centre in the city centre. The Long-term plan identifies a potential clash in interest between the Arts and Creativity in town and the art within the Museum which is expected to be resolved.

Project 1225 site aligns to the Deveron Street axis which has been proposed as an "Active Spine" (refer to *2020 City Centre Master Plan*) that feeds into the new city heart (bordered by Dee Street, Don Street, Esk Street East). In this plan, Deveron Street feeds directly into the civic and retail axis of the city heart and serves as a key transport corridor and activated cycleway. Deveron Street is also significant for providing direct sightlines north to the Museum of which 'The Pyramid' provided a wayfinding point along this line of sight.



Deveron Street as an "Active Spine", diagrams from 2011 Invercargill City Centre Masterplan, pg 10.



6.4 Legal

The legal descriptions of the Museum site and extension area:

Lot 3 DP 308322

Local purpose (museum) reserve, area 4855 m^2

Lot 1 DP 430107

Recreation reserve, area 1392 m^2

Covenant Condition: The owners of Lot 1 hereon and Lot 3 DP 308322 (CFR 32222) shall not, without the consent of the Invercargill City Council, transfer, or lease either parcel of land or any part thereof except in conjunction with the other. The owners are to enter a covenant with the Invercargill City Council in respect of this condition (Request number 926638).

See drawings and files in the Appendix. Note these show the defined building site and the areas of the surrounds as part of the project for landscaping purposes.

The legal description of Queens Park is:

Lot 2 DP 430107

Recreation reserve, area 77.9259 hectares more or less

6.5 Site

Immediate Context
The following items have been identified as important features that should be considered and addressed in relation to the new Museum. The status of these items is discussed below.

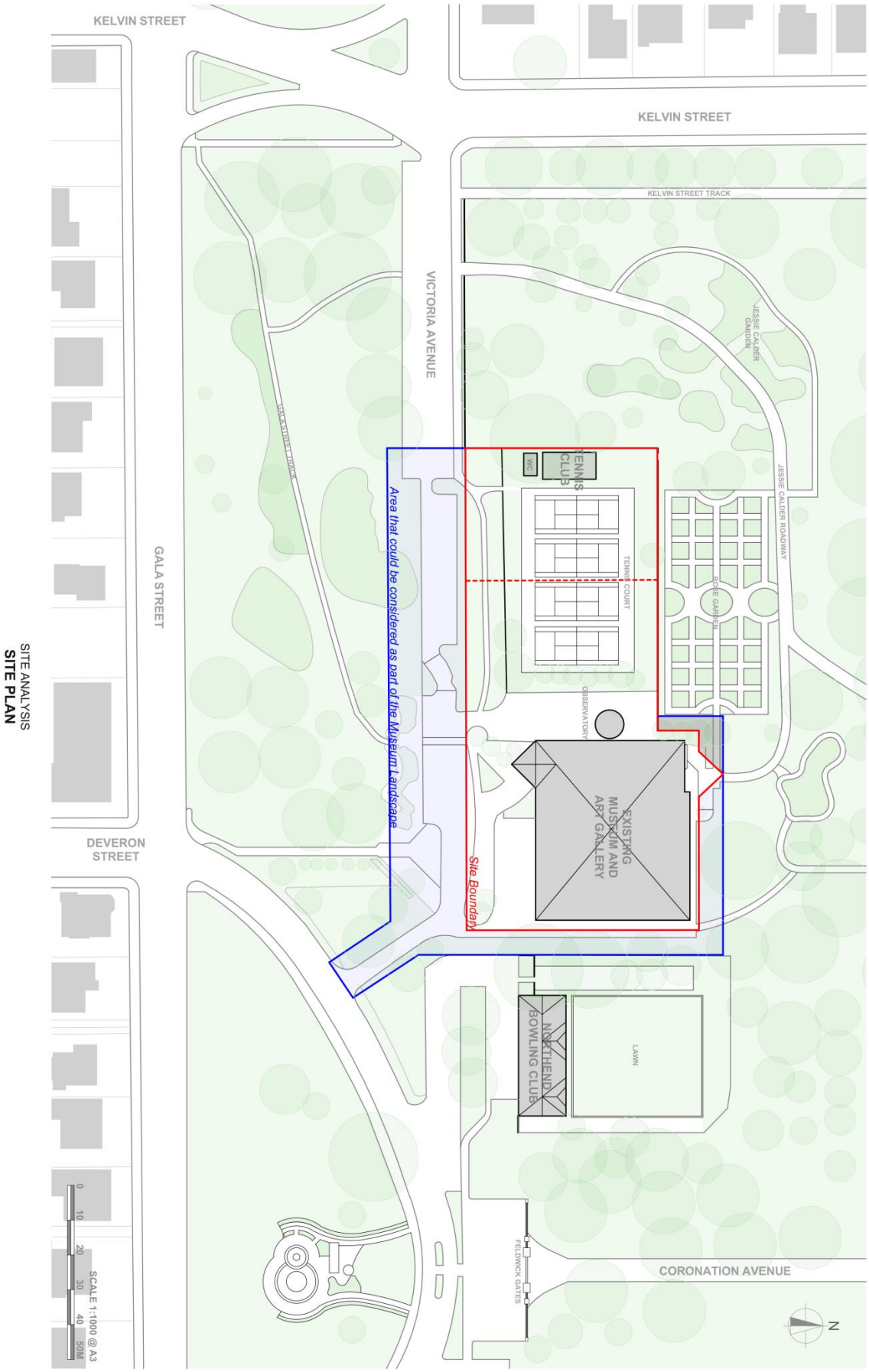
Rose Garden
The Rose Garden is a formal English garden that contains world renowned and rare roses. It is one of the largest collection of roses on public display in New Zealand. Some roses are potentially the oldest in New Zealand dating back to 1850 when they were first brought over from overseas. It was expressed by the ICC Parks Division that it would be unlikely to shift the Rose Garden.

Surrounding Trees
ICC have assessed the status of the trees surrounding the existing museum site documented in the *2021 Museum Area- Trees and Specialist Garden Areas Plan* included in the appendix. In this plan, particular areas of trees are to be removed.

Town Belt
It should be noted that there is separate management plan for Queens Park and Town Belt Reserve. The site for Project 1225 resides in Queens Park Management Plan however parts of Victoria Avenue are part of the Town Belt.

6.6 Weather

Invercargill has a generally cool temperate climate with a relatively high rainfall and less sunshine. There should be shelter from the rain and the predominantly southern and westerly winds.


KELVIN STREET
KELVIN STREET
KELVIN STREET TRACK
VICTORIA AVENUE
JESSIE CALDER GARDEN
JESSIE CALDER ROADWAY
GALA STREET TRACK
TENNIS CLUB
WC
TENNIS COURT
ROSE GARDEN
OBSERVATORY
Area that could be considered as part of the Museum Landscape
Site Boundary
EXISTING MUSEUM AND ART GALLERY
GALA STREET
DEVERON STREET
BOWLING CLUB
NORTHEND
LAWN
FELDWICK GATES
CORONATION AVENUE
N
SITE ANALYSIS
SITE PLAN
SCALE 1:1000 @ A3
0
10
20
30
40
50M

7 POSSIBLE MUSEUM OPERATIONS

7.1 Collection and Content Goals

The following are the overriding concerns for the Museum content:

- Safe and secure for both people and content
- Single object with multiple stories
- Easy access to taonga

7.2 Programs

The following programs are envisaged:

- Weaving, carving, making and industry within the building as an immersive, living interactive experience
- Teaching generationally with technology
- Inspiring, engaging alive content
- Museum should equally provide comfort for people wanting to revisit stories and for people who want to experience something new
- Galas, openings, and dinners
- Café and gift shop access

7.3 Visitor Count and Stay Time

Visitor statistics for the previous Museum are as follows:

- Door counts: 232, 098 visitors/ annum (2017) - 251, 452 visitors/ annum (2015 peak). 7-Year average (2010- closure): 237,250 visitors/ annum
- 9.6% of SMAG entrants visited the iSite (2016 average).
- 16-17% of entrants visited the café (2016). It is unclear how many of these entrants also visited museum galleries at the same time. Even discounting 15% off the visitor count, the average total is still over 200,000 per annum.
- Consistent daily use between 10am-4pm (2015)
- Average week: 650-750 visits with an average peak of 125-150 visitor/ hour (2015)
- Peak Days
    - Highest ever: 2335 visitors (1st December 2017)
    - ANZAC: 2082 visitors, 300 entrants/ hour from 8am (Sunday 25th April 2015)
    - Last Sunday of the school holidays: 1632 visitors, 329 entrants/ hour at 2pm (2015)
    - Monday-ised statutory holiday: 1441 visitors, 259 entrants/ hour at 1pm (2015)
    - Christmas to New Years are busiest, followed by rainy day on a weekend.
- Months
    - Average: 9.3% of total visits (2015)
    - Low: winter months May-June or August- September can be 6.5% of total visits ~ 1400-1600 visitors/ month (2015)
    - High: December- January 10.5% of total visits ~25,000 visitors/ month (2016-2017)

8 ARCHITECTURE: FACILITIES AND SPACES

8.1 Planning

The facility shall be arranged to allow multiple ways of circulation through the Museum Experience with frequent visual connections into to the park.

Spaces shall be open, clear, and simple allowing visitors to easily orientate themselves. Planning should be barrier free and enable ease in accessibility for all people throughout the Museum experience starting from the parking and drop off.

BOH exhibition servicing access should be separate to allow for exhibition change, servicing of exhibitions and staff access without traversing public spaces.

8.2 FRONT OF HOUSE

8.3 Entry and Foyer

The entry/arrival spaces combine the functions of the outdoor arrival, Wind Lobby(s) and Reception and Lobby.

The expected annual visitation to the complex is 200,000 visitors. This figure represents an average of 550 daily visits, however in practice, weekends, public holidays, weather, and differing seasons create peak visitation periods.

Historical data collection from the peak day in 2015 was 2082 visitors, with a peak of 300 per hour from 8am.

Other data confirmed a consistent daily use of the museum, picking up by 10am, and remaining steady until around 4pm. A typical weekday is around 650-750 visits with the peak between 125-150 per hour.

It is common to see 1600-1700 visits per day in summer.

Arrival

The building entry from a distance should be legible, accessible, and present active edges to enable clear views into the building.

As the major street connecting to the city centre, The Deveron Street sightlines should be carefully considered. Provision should also be made for cars, 40-seater buses, cycle pathways, other passive modes transport.

Careful accommodation shall be made for private vehicles, bicycles, scooters, pedestrians, public bus transport. Provision shall be made for level thresholds and level access from disability parking to entrances in common with the main entrances. There will be no separate accessibility entries.

Wide veranda shelter is to be provided for ceremony and welcome. The facility's pounamu stone should be easily touched and ideally situated amongst running water outside.

Wind Lobbies

Air lock lobbies are required with double doors at all entrances to prevent through drafts and maintain stable internal temperature and humidity.

Reception

The reception shall have a clear line of sight from the public point of entry, brightly lit and identifiable without signage for incoming visitors. There shall be a prominent and welcoming reception desk for adequate queuing space, and wheelchair access/storage. Bench seating is required within sight of the reception desk.

The primary functions of the reception are for welcoming, mustering and providing information for visitors. Ticket sales to special exhibitions, security checking, coat checking, attending to lost property (including children) will be managed

here. One receptionist at off peak time and up to two receptionists, supplemented by 3 volunteers, at peak time will be stationed here. The reception desk is required to be converted into a bar servery for evening events. The coat check should be easy to use and to service.

There should be provision for public mobility scooters and wheelchair storage close to the reception desk.

Behind the reception desk should be a private BOH space for volunteer's station and space for electronics, and printing facilities.

Foyer and Site Orientation

The Foyer should serve as an orientation and meeting space whereby people can sit, linger, and learn about programs and events of the facility before transitioning into the main Museum experience.

The foyer will also serve as an event and function space during afterhours.

Multiuse Space/ Education Space

The Multiuse and Education Space is a flexible and multifunction space for school, education, winter lectures, movies, education, civic user groups, small functions, and event hire after hours. Considerations should be made around connection between the Multiuse/ Education Space and the Café to enable opportunities for catering services during events.

When functioning as an education space, the Multi Use/ Education Space should accommodate for a maximum classroom of 70 students plus supervisors. This space could be used as one large classroom or subdivided into two as separate classrooms. Educational programs are to be in the format of presentations, lectures, and functions, or as learning space alongside running exhibition themes. There should be secure areas for students and supervisors to store their bags and lunches within the space.

Technical considerations should be made around setting up and changing Audio-Visual (AV) Equipment. All walls should be of double ply construction with 2m interval for power/data ports and there should be considerations for cast in floor boxes to enable flexible AV and power.

8.4 Public Restrooms

Beautiful public restrooms are an opportunity to enhance the visitor experience and should contain a quality interior fitout. One set of public restrooms are to conveniently serve the entire facility.

The restrooms shall have separate male and female facilities. Accessible toilets are required to be unisex located within a common space area.

A separate changing area is required for community volunteers and requires secure lockers.

8.5 Café, Kitchen, and Play

The Café should be its own destination with separate public access. It will be independently operated.

Provision should be made for both indoor eating areas as well as outdoor areas with shelter from rain and sun.

There should be a small indoor space for children to play and a sheltered outdoor play area. This play area can be part of a wider museum outdoor seating area for approximately 200 people.

It is envisioned that café may be operated after museum hours and able to be independently accessed.

The kitchen fitout will be part of the Base Build and designed by the Architectural Design team with loading.

8.6 Retail

The retail space should be a pleasant area for shopping with high pedestrian count. It should be configured as a secure area to be operated by an independent contractor.

The retail and café could potentially be operated by the same contractor.

8.7 Public Outdoor Space

There shall be provision for public outdoor spaces such as a sheltered Sculpture Court and or outdoor event spaces. This could be integrated with the outdoor café space. It should contain external lighting, data, and power.

8.8 Car parking, Bus & Coach, Passive Transport

Visitor Parking

The visitor parking design should allow for accessible carpark spaces located at proximity to the Museum entry with clear lines of site and ideally levelled access of the entrance and a clear separation between vehicular and pedestrian traffic flow.

The Client will liaise with required parties and produce a fringe parking diagram for additional parking for the new Museum.

Bus & Coach

Bus and Coach loading should be provided for 2 coaches simultaneously.

Passive Transport

An area for parking modes of passive transport such as bikes and scooters will be included.

8.9 EXHIBITION SPACES

The design of the Exhibition Spaces should be in co-ordination with the Experience Design Team.

Exhibition Galleries should allow for a variety of spatial experiences, from light and openness to dark and intimate enclosures. Gallery spaces should be flexible allowing for the conversion into multiple uses, including but not limited to exhibitions, education, venue hire, and retail.

All galleries should have:

- Wifi – fast speed
- Comfortable seating areas for the public to pause and rest
- Provision for digital technologies such as SmartScreen and audio visual
- Accessible floor service space or service hatches for redirecting services during exhibitions
- Walls with painted plasterboard over double ply construction with distributed 2m interval power/data ports
- Provision for adjustable lighting suspension grid which can have Mono Points to create a smaller sub grid
- Secure space for multi-media components/ servers etc
- Minimum door widths of 2.0m
- Acoustic considerations
- HVAC maintain close control conditions (21 degrees and 50% RH)
- Galleries able to be closed off with no or minimal impact on other galleries
- For Temporary and Special Exhibitions, there should be provision for access charges and separate ticketing

8.10 Permanent Exhibition Galleries

The Permanent Exhibition Galleries may be laid out as large spaces with some flexible smaller galleries or chambers. It is anticipated that the Permanent Exhibition Galleries would change every 10-20 years.

Most of the galleries should be 12m in stud height. Walls should be painted plasterboard over double ply construction with distributed 2m interval power/data ports. The galleries could have concrete floors however this would require service hatches at 2.65m grids for power/ data points.

The design of the gallery space shall be made in co-ordination with the Experience Design Team.

8.11 Tuatara Enclosure and Exhibition

The Tuatara Enclosure and Exhibition will host approximately 5 Tuataras requiring a minimum of 5m2 per Tuatara. The enclosure shall be artificially lit and designed according to the Tuatara Captive Management Plan and Husbandry Manual attached in the appendix.

This space should have good access to BOH for storage and should be easily serviceable by museum staff.

Air handling in this area needs to be isolated from the Museum proper.

8.12 Rūnaka Exhibition Space

This gallery is envisioned to be used and run by the local Rūnaka and may be changed out on a scheduled basis.

The design of the gallery space shall be made in co-ordination with the Iwi appointed Design Liaison Group.

8.13 Art Exhibition Gallery

It is envisaged that the Art Exhibition Gallery will change regularly.

Lighting and wired technology should be changed quickly and easily. The preference is to have a height adjustable lighting suspension grid which can have Mono Points to create a smaller sub grid.

The Art Exhibition Gallery should be of 12m stud height. Walls should be painted plasterboard over double ply construction with cavity behind to distribute 2m interval power/data ports. Floors should be of 36mm plywood construction and have accessible service space beneath for the ease of redirecting any services during the change of exhibitions.

The Art Gallery should have ready access to services, back of house, workshop, and storage space to enable quick changeovers that will have no impact on the building's operation.

Architectural design team should co-ordinate with the Experience Design Team on the design of the gallery and an appropriate double hanging wall system for artworks.

8.14 Temporary Exhibition Gallery

Installation and collections in the Temporary Exhibition Gallery are anticipated to change over regularly, along with other usages for events, workshops, specific collections, and stories using extensive visual media.

The gallery should be of 12m minimum stud height. Walls should be painted plasterboard over double ply construction with cavity behind to distribute 2m interval power/data ports. Floors should be of plywood construction and have accessible service space beneath for the ease of redirecting any services during the change of exhibitions.

Lighting and wired technology should be able to be changed quickly. The preference is to have a height adjustable lighting suspension grid which can have Mono Points to create a smaller sub grid.

It is important for the Temporary Exhibition Gallery to have access to workshop and storage space to enable ease in changeovers with minimum impact on operations.

The design of the gallery space shall be made in co-ordination with the Experience Design Team.

8.15 Special/Travelling Exhibition Gallery

It is anticipated that travelling shows will be frequently changed out whilst also hosting functions, and events. This space intends to support invited artists, travelling shows within New Zealand and large travelling shows sourced with Australasia or Internationally.

Due to ticketed exhibitions, this space requires a separate ticketing. It should be a highly flexible space that can vary in size depending on temporary wall division which could create different chamber sizes. Acoustic isolation should be considered in the design of the space.

The gallery should be of 12m minimum stud height. Walls should be painted plasterboard over double ply construction with cavity behind to distribute 2m interval power/data ports. Floors should be of plywood construction and have accessible service space beneath for the ease of redirecting any services during the change of exhibitions.

Lighting and wired technology should be changed quickly and easily. The preference is to have a height adjustable lighting suspension grid which can have sub points to create a smaller sub grid.

The Travelling Exhibition Gallery should have ready access to services, back of house, workshop, and storage space to enable quick changeovers that will have no impact on the building's operation.

The design of the gallery space shall be made in co-ordination with the Experience Design Team.

8.16 BACK OF HOUSE

The following spaces are to be collated under the BOH building operations. These areas are separate from the public FOH spaces and should be connected to BOH service routes and a Service Yard.

8.17 Staff Offices and Facilities

A workspace is an opportunity to foster creativity, enhance team culture and create a collaborative environment.

This area incorporates Manger/Directors Office, Meeting Room, Open Office, Kitchen and Staff Toilet and Shower Facilities.

It is important that workspaces are daylight filled, thermally comfortable, naturally ventilated and with a consideration to appropriate shading to reduce glare and excessive solar gain. An appropriate level of Lux is to be provided to work surfaces.

A contemporary model of workspace is to be adopted, consider flexibility and utility in arrangement that can accommodate both permanent, temporary staffing and spaces to collaborate. The furniture selection should also reflect these variety of uses.

Kitchen amenities are to include, but are not limited to a fridge, dishwasher, sink, microwave, and preparation space. A communal dining table can also act an area for casual meetings.

There should be separate male/female restrooms including showers, changing areas and locker rooms.

The ceiling height should be at 3m minimum.

8.18 Loading

The facility should support the handling of variously sized incoming and outgoing exhibition material. For a smooth loading operation, two BOH external loading entries are required including:

- A heavy vehicle loading dock and,
- A secondary Courier delivery area combined with a Service Entrance

The loading area must accommodate a range of vehicle types. Travelling Exhibitions are transported in vehicles up to large B-train semi tailer heavy vehicles (19m long, 4.2m high). Deliveries between the museum to off-site storage will be via the Museums own vehicle.

Both service entries will be accessed from Victoria Avenue and include appropriate traffic safety measures if reverse manoeuvring/turning is proposed within a public realm.

The primary heavy vehicle loading dock is required to service the loading of travelling exhibition objects and Museum collection items from the off-site Storage and Research Facility in Tisbury. The loading area is required to protect staff, vehicle loading doors and exhibition material from the weather during the unloading process. Once unloaded, these items will be processed in the Registration Workshop. The loading dock should have insulated roller door, sized to allow the B-Train with a shipping

container unloaded directly into an internal goods receiving area.

If the loading dock is located at a lower level than the key BOH/Community spaces, an appropriate platform lift should be provided to accommodate large objects.

Both loading areas will need to be accessed after hours and independently.

Innovative waste solutions are to be considered for the facility adjacent to this area.

8.19 Registration Workshop

All incoming and outgoing exhibition material will be processed in Registration Workshop where they will be packed/ unpacked and logged into the system.

This space receives crates, boxes items from the loading area. Work Assist Vehicles will operate in this space. The design team must consider appropriate turn radius for these vehicles (loaded), including the movement of large/long items.

8.20 Material Storage

The Material Storage should be in close vicinity to the Registration Workshop and will store any conservation and packing material.

8.21 Exhibition Installation Workshop

The Museums primary workshop activities will be undertaken at the off-site storage facility.

The onsite workshop and associated materials and equipment store is an exhibition preparation space, where light repair and assembly of display cases and exhibition equipment will occur.

Work Assist Vehicles may operate in this space. The design team must consider appropriate turn radius for these vehicles (loaded), including the movement of large/long items.

Wide, high doors are required - double leafed, with a minimal opening size of 2400w x 3000h are required, BOH circulation routes to be a minimum of 2.2m wide.

Provision for flexible Industrial steel racking shelving system within the Materials/Equipment Store is required.

Air extraction/mitigation is required for the off gassing of products used in the workshop, including sawdust.

8.22 Exhibition Staging and Storage

The Exhibition Staging and Storage is a flexible space.

Work Assist Vehicles may operate in this space. The design team must consider appropriate turn radius for these vehicles (loaded), including the movement of large/long items.

Circulation routes to be a minimum of 2.2m wide.

Provision for flexible industrial steel racking shelving system in the exhibition furniture and item storage areas.

Air extraction/mitigation is required for the off gassing of products used in the workshop, including sawdust.

The Exhibition Staging and Storage requires climate controlled, Temp 20° ±1, Relative Humidity 50% ± 5.

8.23 Building Operations

This component contains the spaces which support the operation of the Museum. This includes areas associated with the building's plant and the reticulated building services including risers, distribution boards, sprinkler systems and communications cupboards.

A Plant Room has been allocated to the minimum area requirement. As the design develops, if a larger area allocation is required, an increased volume should be configured, if the below criteria is met:

- Design and location of the main plant must not compromise the architectural form
- The Plant Room and external plant (such as chillers, aerials, vents, mechanical

services ducts) must be out of key sightlines to the museum
- The Plant Room should be easily accessible for specialist servicing personal and equipment, with separate 24-hour access outside the secure FOH and BOH zone
- Access via vertical ladders and/or the requirement for Working at Heights Accreditation is not acceptable
- The reticulation of services must allow for ongoing maintenance and upgrades with plant kit being able to move up and down stairs
- Is a fully bunded space to contain leaks
- Where possible consolidate all building services into one coordinated space
- Is plywood lined from wall to ceiling
- It should be an acoustically isolated space

A general storage and cleaning cupboard space for cleaners to store materials. Cleaners will access this area from the Service Entrance.

8.24 Service Entrance

The Service Entrance for staff and trade should be combined with the Courier delivery area accessed via Victoria Avenue. This entrance should be weather protected with a security door. The lobby should have space for a notice board and staff check in.

8.25 Staff Parking

There shall be a provisional area for up to 8 onsite staff car parking to be incorporated in the BOH service yard.

9 SCHEDULE OF SPACES

The ICC has indicated a range for the facility 3550 – 4100 m²

The schedule of spaces below is an indicative collection of spaces and areas to meet the broader outcomes of the brief.

SPACE	GROSS AREA (incl. structure m^2)	% OF TOTAL AREA
Entry and Foyer		
Wind Lobbies	20	
Foyer (including Site Connection)	340	
Reception (including coat check) within Foyer	10	
Total	**370**	**9.60%**
Multi-Use Space/ Education Space		
Multi-use and Education Space (including bag area)	150	
Chair and Table Storage	25	
Total	**175**	**4.55%**
Public Toilets, Changing Rooms & Lockers		
Public Toilets	60	
Volunteer Changing Rooms	10	
Total	**70**	**1.80%**
Café		
Café Indoor Space	130	
Café Kitchen	45	
Café Outdoor Space	To be confirmed	
Total	**175**	**4.55%**
Retail		
Retail	100	
Retail Storage	20	
Total	**120**	**3.10%**
Exhibition Spaces		
Permanent Exhibition Gallery	1100	

Art Exhibition Gallery	300	
Temporary Exhibition Gallery	400	
Special/Travelling Exhibition Gallery	350	
Tuatara Enclosure and Exhibition	30	
Rūnaka Exhibition Space	30	
Total	**2210**	**57.40%**

Staff / Administration Facilities		
Manager/ Director Office	10	
Meeting Room	15	
Open Plan Office	150	
Staff - Kitchen / Lunch Table	10	
Toilets & Shower	25	
Circulation/ Stairs	20	
Total	**230**	**6.0%**

Functional - Back of House		
Shipping / Receiving Space and Moving Equipment	60	
Receiving Area (Couriers and Small Delivery)	5	
Packing Area and Registration Area	20	
Installation Workshop	90	
Material Storage	20	
Exhibition Staging	50	
Exhibition / Display Items Storage	25	
Exhibition Furniture Storage	25	
Circulation	80	
Total	**375**	**9.70%**

Building Operations		
Plant Room	90	
General Storage	10	
Cleaning and Storage	10	
Circulation	15	
Total	**125**	**3.20%**

Total: Building Interior Gross Floor Area	**3,850m2**	**100%**
Total: FOH Interior Gross Floor Area	**3120**	**81%**
Total: BOH Interior Gross Floor Area	**730**	**19%**

10 TECHNICAL DESIGN REQUIREMENTS

10.1 Sub-Consultants

It is expected that the following consultants will be required as part of the design team and will be a subconsultant to the Architect:

- Structural Engineer
- Mechanical Engineer
- Hydraulic Engineer
- Electrical Engineer
- Fire Engineer
- Fire Sprinkler Design
- Acoustic Engineer
- Civil Engineer
- Landscape Design
- Façade Engineer
- Geo-technical Engineer

The following will be provided by the Client:

- Quantity Surveyor
- Land Survey
- Geo-technical report
- Traffic (parking) report
- And any others required

10.2 Structural

Consideration of Structural Systems

The consultant shall consider where possible alternative materials along with more conventional steel/concrete for both the gravity structure (floors, beams, columns) and the seismic system (frames, walls etc). A discussion shall be provided with their submission, highlighting the reasons for selection and advantages and disadvantages of the structure and materials considered.

Floor and Ceiling Loadings, Walls to Exhibition Spaces

Exhibition Floors:

Live loads and SDL for overlay surfaces: Suspended floors (including plant decks) shall be capable of supporting live loads (Q) of 5.0kPa uniformly distributed and 4.5kN concentrated. A superimposed dead load (G) of 0.5kPa shall be applied to all noted areas to allow for a timber overlay floor. Ground floor areas subject to wheeled vehicles shall be capable of supporting live loads (Q) of 5.0kPa uniformly distributed and 31kN concentrated.

Exhibition Walls:

In addition to normal design loads, walls used for exhibition purposes, Lobby/Foyer shall be designed for strength and deflection to support artwork, or exhibition objects of 1kPa over an area of 1x1m at a distance of 500mm from the wall surface, and support for fixings shall be provided at no greater spacing than 400mm horizontally and vertically. For seismic loading on exhibition walls assume a uniformly distributed dead load (G) of 0.5kPa over the full height of sides of the wall where artwork may be present.

Exhibition Ceiling, Lobby/Foyer:

Areas over exhibition spaces shall be capable of supporting a grid with a live load of 2.8kPa (or hanging points shall be provided that can support a live load of 20kN at 2.65m centres each way).

Building Importance Level

An importance level (IL3) for seismic load should be adopted for this project. Due consideration should be made for the implications of the recent changes (September 2022) to the National Seismic Hazard Model (NSHM).

Resilience in Design

Background

Public buildings such as museums are expected to have a higher level of quality and robustness.

With regards to earthquake loads, due consideration should be given to the buildings performance under both Serviceability Limit State (SLS) and Ultimate Limit State (ULS) to reduce damage and the time required to repair it. Designers should focus on the post-event performance of the building, and carefully

consider the influence that inter-storey drift, and floor accelerations of the primary structure might have on secondary and non-structural items such as building contents (including artwork and exhibits), architectural facades, partitions, piping, ductwork, ceilings, building equipment and lifts. Seismic floor accelerations shall be advised for each floor level including the roof.

To ensure post-event occupancy, an intermediate SLS2 performance level (where the structure maintains operational continuity after SLS2 EQ with an annual probability of exceedance of 1/250) has been chosen for this building.

Desired Resilience Criteria

The minimum resilience criteria for the building are those requirements stated in the Building Code and Structural design actions standards including AS/NZS1170.0, 1, 2, 3, 5.

The principles of resilience in design are a key aspect of the structural and geotechnical seismic design of this project to ensure the asset and its contents are adequately protected. Reference should be made to the “Earthquake Design for Uncertainty” Advisory report jointly prepared by NZSEE, SESOC and NZGS (dated August 2022).

Resilient seismic design principles desired that are above the minimum criteria include:

a. Capacity Design: Capacity Design principles are to be followed regardless of the ductility of the structure (superstructure and substructure) and avoid the use of upper limit actions. Inelastic deformation should be limited to clearly identified and appropriately detailed regions.

b. Redundancy of load paths: Redundancy in the main lateral seismic resisting system is required. For example, more than one bracing element is required in locations where the failure of one element would result in a disproportionate risk of collapse.

c. Self-restoring: An element of self-restoring is to be provided by the lateral seismic system for the Ultimate Limit State event, such that no more than minimal permanent residual drift is predicted following a ULS event.

f. Soil/Structure interaction: Manage or avoid the consequences of the ground changing during and after shaking.

g. Collapse prevention at MCE needs to be demonstrated.

If the seismic system requires the use of fluid viscous dampers, base-isolation, or PRESSS systems, then the consultant shall be experienced in the design and construction of such systems and shall demonstrate their experience in the use of low-damage design principles.

Floor Vibrations

Floor vibration design shall be specifically considered in the design of this building. For the superstructure, guidance documents are to be SCI P354, Design of Floors for Vibration. Analysis for the floor vibration is to be verified using an analysis programme that can calculate the effective modal mass to determine the floor response accurately. The floor vibration outputs for all floors are to be advised for acceptance based on a limiting response factor, R = 6 and calculated in accordance with SCI P354.

10.3 Environmental Control (HVAC)

The consultant will participate in end-user briefing sessions with the museum curator to establish the temperature and humidity range suitable for the collections displayed. The consultant must demonstrate how the proposed temperature and humidity control strategy minimises energy use.

All spaces shall have appropriate climate control to meet best practice international Museum standards

Bench marking standards for climate control for the building are:

- 50% RH with a fluctuation of no more than 5% above or below
- 20 °C with a fluctuation of no more than 1% above or below

The Consultant is required to:

- Design to an emphasis on reducing fluctuation rather than achieving a particular value, therefore seasonal adjustments could be made to reduce the need to treat air in the air conditioning system.
- Mechanical systems design creating a positive pressure regime within areas containing sensitive collections especially in Exhibition Galleries.
- Implement ambient noise control strategies integrated with the Acoustic Engineers requirements.
- Consider the location of the plant to and minimise noise transfer and out of key visual sightlines
- Integrate the Building Management Systems with the ICC infrastructure
- Provide report to ICC independent energy audit to be completed on proposed design. This will include running costs- quality equipment, insulation, remedy infiltration, good controls, quality oversized filters etc
- Air handling separation is required to the Tuatara Enclosure

10.4 Power & Data

An existing Transformer exists on the site and will require upgrading. A new location and capacity will be determined by the electrical engineer during the design process.

Discrete power and data reticulation within the Exhibition Spaces is required and should be accessible for exhibition change over and reconfigurable for future installations. This includes power and data reticulation within walls (at 2m centres), grid ceilings power Mono Points (2.65m centres) and floor access hatches (2.65m centres).

An UPS for continuity is required for all site essential services, egress doors, security, and emergency lighting.

Separate Wifi should be available for the public and staff and should be accessible at all public areas and staff facilities.

10.5 Artificial and Natural Lighting

The Architectural design team is to develop a control plan for the house lighting system. Automated systems such as Dynalite or the BMS are required. The lighting system control approach should aim to provide the simplest integrated outcome consistent for the whole facility that is easily comprehensible by users, even if a hybrid of control approaches is used for different lighting types.

Gallery spaces will have tightly controlled lighting conditions, and may often be quite dark, broken by light sources on objects or large projections/screens. Transitions between light and darkness should be smooth throughout the spaces, allowing people to have a sense of the space and to feel comfortable.

House lighting is included in the base build. Lighting design in general is a major consideration. Issues will include:

- General ambience requirements, natural light, components, target illumination intensities, colour temperature and the ‘mix’ of light types
- The purpose, placement, and control of working lights or ‘House Lights’

The Architectural Design Team is to coordinate strategies with the Experience Team in mediating exhibition spaces if natural light is introduced.

Artificial Lighting

- Lighting to exhibition halls and galleries shall generally be with suspended track lighting, hung from base build hanging points, connected to 3 circuit Mono Points. The Mono Points will be arranged in a min 2.650 x 2.650m grid
- House (exhibition setup) lighting will be integrated into ceiling as separate to the Mono Point system
- All lighting shall have the capacity to be dimmed
- Lighting to other public areas including cafe and retail shop will be designed to provide aesthetically suitable lighting for the location
- Emergency lighting will be provided in all areas - this will be installed to operate on

power failure to the local lighting supply circuit only
- Energy efficient lights and control systems

Natural Lighting

Natural lighting is welcomed in public spaces. The design team is to consider glare and sun control, building orientation, and glass specification. The performance of natural lighting options shall be demonstrated using building simulation tools and presented to the curator and the project team for review.

10.6 Environmentally Sustainable Design (ESD)

The targets of the Central Government for reduced emissions in 2050 have been supposed by *Great South*, Southland's regional development agency. Great South's vision for a sustainable future is outlined in the "Beyond 2025 Southland Plan". With this front and centre, Project 1225 presents an opportunity to lean into these aspirations, making sustainability an important principle by using the NZGBC's (New Zealand Green Building Council) Green Star NZ Design and As Built rating tool. The building will be required to obtain a 5-star certification rating. An early Green Star assessment will be carried out followed by feedback by ICC.

10.7 Fire Protection

The fire protection in the building should meet current New Zealand Building Code requirements.

Considerations within the design shall be given to:

- Verification that a Type 7 sprinkler and smoke detector system is required throughout the Museum. Widely used sprinkler systems include a wet pipe and pre-action dry pipe sprinkler systems.
- Smoke extract systems are required for any atrium areas, as well as smoke control in air handling systems. Caution is also required in the types of smoke detection systems installed in gallery facilities. Aspirated systems, MASDS or VESDA, provide very early alarm on smoke however can be very susceptible to activation by vehicle fumes, dust, and construction activity. Conventional detectors are less sensitive. In some instances, combinations of both type of detectors are recommended.
- Considerations for a fire service integration with the air conditioning/ mechanical ventilation system for smoke exhaust in fire mode, and with the access control security system to effect safe, unobstructed egress paths under evacuation alarms.
- Emergency lighting in exit ways and public areas
- Fire hydrant in stairs
- Evacuation alarm systems with voice capability (EWIS installations) can also be used as public address systems.

10.8 Security

Security design will be undertaken by the Electrical Engineer sub-consultant. They are required to consult with the ICC Property team and any ICC third party security provider during all design and documentation stages of the building. The Museum security should provide protective services and loss control to safeguard the Museum's staff, members of the public, visitors, contractors, and the collection itself. It should demonstrate appropriate stewardship especially in the ability to attract and safeguard travelling exhibitions.

Considerations and requirements:

- Take into consideration loss prevention strategies during both normal and after hour functions and events.
- During the design process, to take into consideration efficient access control in the spatial planning where possible to minimize initial and ongoing expenditure in excessive security equipment. This includes attempting to consolidate public, private, and restricted spaces; minimize the number of control points; and rationalize vertical and lateral circulation with aims of separating the various circulation movement (public, staff, collections, supplies and waste).

- Detailed design and placement of toilet facilities, the security control room and outlying security positions, reception and customer service desks, cloak and bag storage, and the design of doors and windows.
- Alarm security will be monitored at all building exits and entries

10.9 Acoustics

An acoustic engineer shall be engaged during the design and documentation stages to identify areas requiring specific acoustic input and propose options for acoustic treatment. The selected architect shall work with the acoustic engineer and selected Experience Design Team to determine the most suitable acoustic system for the various museum environments which may require varying degrees of acoustic treatment.

Acoustic considerations shall be made around (and not limited to):

- Foyer and public spaces may be more vibrant
- Gallery spaces may vary between interactive and noisy, and some more quiet
- The changing of programs within one space such as lectures or events held inside gallery spaces
- Suitability of spaces adjacent to each other
- Background noise levels from HVAC and other services
- The selection of acoustic systems and its compatibility to the Architectural and Experience design

10.10 Geotech

ICC will provide a geo-tech report. Designers are expected to adopt the report and re-engage Geotech Engineer as required during the design process.

10.11 Signage & Wayfinding

General way-fining should be intuitive. Building compliance and information signage shall be fully integrated and complementary to the architectural design. Bilingual signage should be used throughout the facility.

10.12 Accessibility through Universal Design

The design team is required to utilise a universal design approach to accessibility, creating a positive experience for all building users.

The diverse needs of the disability community must be considered through a comprehensive and inclusive design process.

The specific requirements of those with differing impairments such as neurodivergence, mobility, visual and hearing and how they interact with the environment are required to be considered.

It is a requirement for the design team to engage with CCC Disability Action Invercargill during the design process.

10.13 Future Proofing & Durability

The design team is required to consider opportunities for this building to be enduring beyond New Zealand Build Code requirements.

The Design team shall consider:

- Flexibility in building function, how spaces could be adapted in the future
- The selection of materials based on optimum life cycle considerations
- Construction techniques of the Museum should consider systems that prolong the building life to 100 Years+
- Full and clear maintenance access must be provided to the perimeter of the building.

A Safety in Design report should be provided to ICC at each significant milestone. This is to be developed and updated throughout the design phases, with a final report submitted to the client at the completion of Detailed Design. The report shall cover (not limited to):

- Day-day light maintenance (interior and exterior)
- Façade cleaning and maintenance strategies
- Indicate where Working at Heights Accreditation specialists such as fall arrest systems will be required
- Indicate strategies for roof maintenance access to roof plant equipment, gutter/drains
- Indicate the Maintenance strategies that have low operational costs for the Museum
- During cleaning/maintenance operations, indicate how impediment to the Museum operation has been reduced
- Vandalism mitigation strategies

11 APPENDIX

11.1 Certificate of Titles

11.2 C1186 - Te Unua Re-imagining Report

11.3 2013 Town Belt Management Plan Otepuni Gardens, Gala Street, Elles Road/ Queens Drive, Appleby Park

11.4 2011 Queens Park Management Plan

11.5 2021 Museum Area Trees and Specialist Garden Areas Plan

11.6 Tuatara Captive Management Plan and Husbandry Manual

11.7 C1186 – 1225 Parking survey and demand assessment

PROJECT 1225

VISITOR EXPERIENCE DESIGN BRIEF

24 March 2023

Gibson Group Limited in consultation with Invercargill City Council

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1. INTRODUCTION

1.1 Purpose of this document

The purpose of this document is to provide the scope and deliverables for provision of the Visitor Experience Design for the new Southland Museum - as part of Project 1225.

This document also provides relevant background and insights so respondents can effectively understand the:

- Intent and objectives for the visitor experience
- Client resources available to designers
- Collection and audience information
- Operational considerations
- Stakeholder engagement throughout the design process

This brief must be read in conjunction with Project 1225 - Architectural Brief, as they were developed in unison and the architectural brief is referred to for content directly related to visitor experience design.

1.2 Background of the Southland Museum & Art Gallery

Before its closure in 2018 The Southland Museum and Art Gallery (SMAG) was a popular cultural institution for the city of Invercargill - Waihōpai, and the wider region of Southland - Murihiku. The rebuild and reopening is highly anticipated, and Project 1225 is founded on deeply held community aspirations for this region.

As section 1.3 of the Architectural Brief indicates, there have been many discussions and working groups, reports, studies, and decision points building toward Invercargill City Council (ICC) committing to the redevelopment in June 2022. The council and public now wish to see action that is timely and decisive, toward the opening of this vital new piece of cultural infrastructure.

The development includes:

- A new, bespoke cultural facility on the existing museum site in Queen's Park
- A new off-site storage and collection research facility in Tisbury
- A new, purpose-built home for the Tuatara programme, in Queen's Park

- An overall project budget of $65M

Key success factors for the redeveloped facility are summarised in the 2021 Museum Governance Group (MGG) 'Reimagining Phase' report as:

- Enhancing community identity and pride
- Boosting the visitor and retail economy
- Improving the liveability and attractiveness of the city and region

1.3 Scope

The project is a turn-key contract where the Visitor Experience design team will provide a full complement of design staff to be responsible for the full experience design, specification, and supervision of production and installation. This will include the conservation of display objects, mount-making and any engineering services required for the visitor experience and exhibition fitout.

The successful team will be directly responsible for the visitor experience elements within the facility and provide information and support in the development of additional elements outside the museum walls, for Pre-Visit and Post-Visit experiences.

Deliverables will cover the full range of exhibition design services, from the development of the overarching narrative through to the delivery of content across spatial, digital, and interactive mediums.

Experiences will be high-quality, both in terms of their content and delivery. These experiences will also include impactful moments that will make use of scale to provide 'wow' factor, alongside those that are detailed and focused.

The successful respondent will work in conjunction with the architectural team, to develop the visitor experience elements on arrival/exit in the new building, and independently develop the experience within the exhibition galleries. They will also need to work with the architectural team on optimising the visitor flow between gallery spaces, and connection to the public spaces.

The overarching narrative will be The Southland Story. Once developed, it will touch and unify all parts of the experience.

The exhibition galleries and spaces within scope are as follows;

- Foyer experience - 340 m^2

- Children's activity area – 100 m^2
- Education and multi-use space - 150 m^2
- Dedicated Rūnaka/Iwi Exhibition Space - 30 m^2
- Tuatara focused exhibition – 100 m^2
- The main, permanent gallery - which is reflects collections from Murihiku; Te Rua o te Moko; and the Sub-Antarctic Islands – 1100 m^2
- Temporary and Travelling Exhibition Gallery - 600 m^2

Please refer to Section 8.9 of the Architectural Brief for more about functional detail. Please note the Art Gallery has been removed with the expectation that art will be present in the main, permanent gallery. Also, dimensions have changed since publication of the Architectural Brief and the above dimensions supersedes.

Close attention will be paid to creating natural gathering points around key objects, focused areas for school groups and curriculum-linked content. Consideration should be given to multi-modal learning, as well as necessary consideration around accessibility and visitor comfort.

For further details on the spaces and the fittings and fixtures included, please refer to section 1.6 and 8.9 - 8.15 of the Architectural Brief.

Pre + Post-Visit experience elements are broadly identified as Brand and Website, with Public Programming. These are the direct responsibility of ICC (Comms) and museum staff (yet to be appointed) and are out of scope. However, the Visitor Experience Design Team will be cognisant of connections with these pre and post-visit touch points as part of holistic experience design that informs the Brand and Website, and Public Programming workstreams.

Client-side resourcing is limited, and several Arts, Culture and Heritage museum staff roles are yet to be filled (see 4.3 for current staff structure).

If respondents believe that roles not provided in the (proposed) operational staff structure are necessary to complete design and installation work, they should be included as a recommendation and separate costing to the design fee.

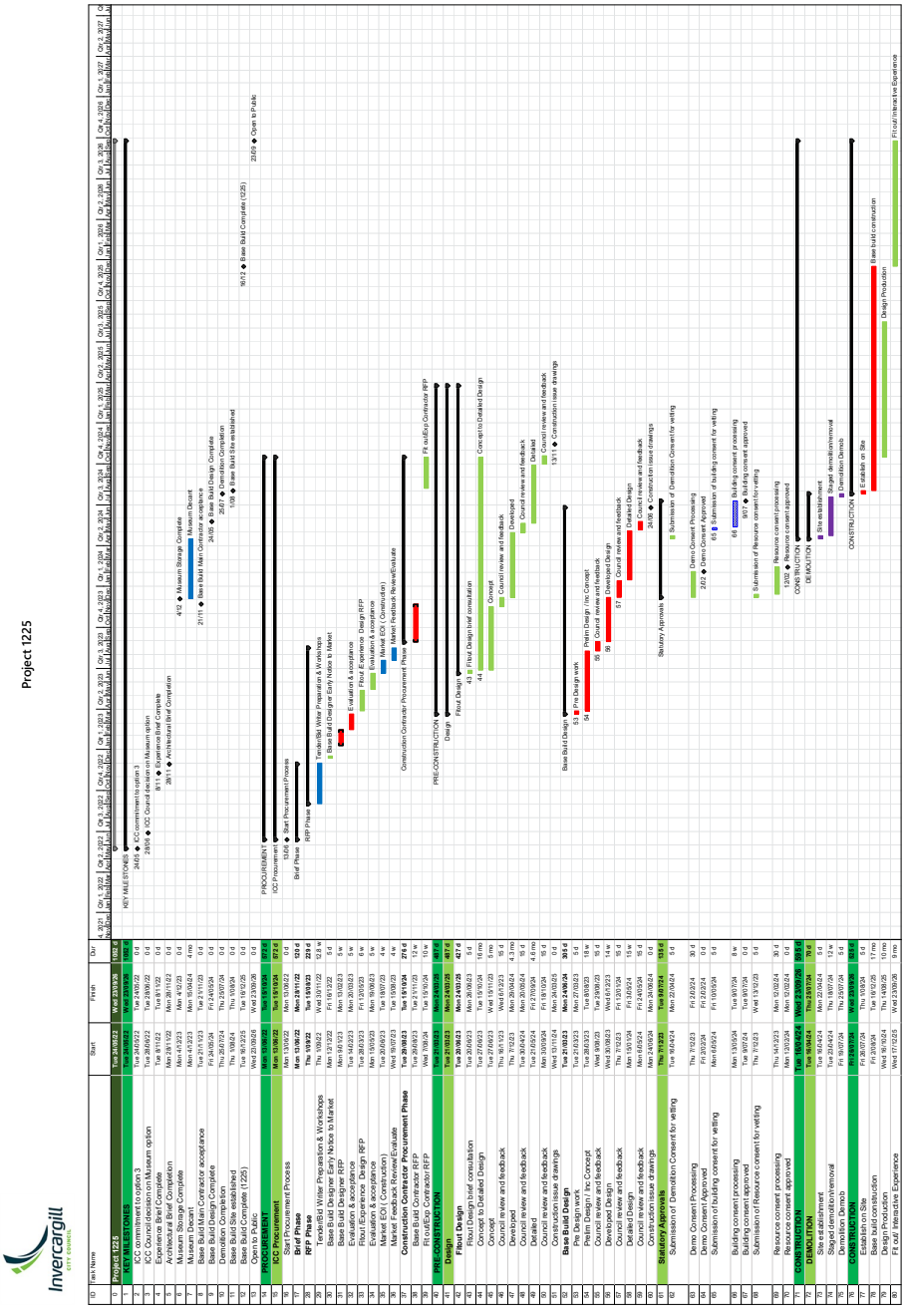
1.4 Budget Range

The budget allocated for the design, production and installation of the visitor experience fit-out is NZD$13,000,000 - $13,200,000.

1.5 Timeline

The Visitor Experience Design Team is expected to complete all design stages under this RFP, through to detailed design, within a 16-month period. The respondent will describe, in detail, a methodology to manage and meet the deliverable requirements on time. This will include integration with the architectural design workstream and timelines.

The below timeline is attached as Appendix H – Project 1225 Master Programme.

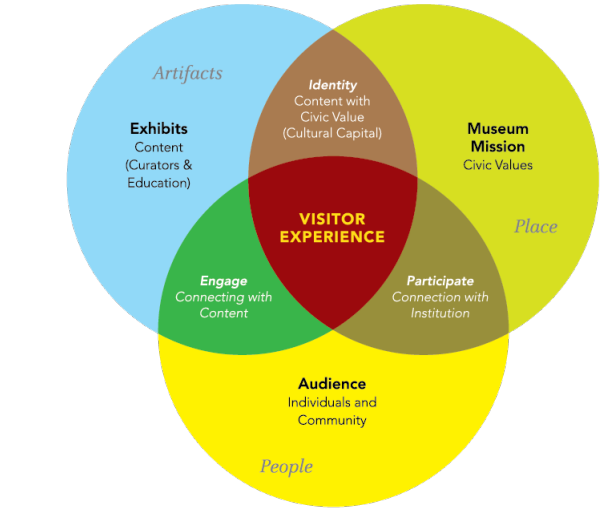


2. Visitor experience objectives

2.1 Vision

Visitor experience sits at the intersection of audience, place and content. It includes identity, engagement and participation.

Throughout development phases the Visitor Experience Design Team will need to consider all sensory and information-bearing touchpoints to create an engaging, progressive visitor experience that uses the collection to explore rich and unique stories, attracts diverse communities and brings people together, and creates a new institution of constant activity and civic pride.



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Designers must understand the elemental strengths of 'people, land and culture' that will shape the visitor experience and celebrate the vital relationships between the physical, emotional, and spiritual worlds which exist within the unique environments and histories of the wider Southland community.

Respondents should be familiar with best-practice methodologies for engaging multi-generational audiences in the modern framing of a 'museum' experience, as being a vibrant aggregator of culture and experiences that extends well beyond the building.

2.2 Experience Objectives

Through discussion with museum staff and council stakeholders, it is important for the new facility to be more than a copy of experiences from other regional and national museum and exhibition spaces. It should be that this experience challenges established conventions and projects a future-focused museum.

Providing a different experience from that available in Dunedin will be important, although haptic learning experiences from the Otago Museum's science centre are commonly mentioned as a favourite exemplar. The design will need to consider how the Southland story can create unique, memorable, and playful learning experiences that does not replicate Otago, but engage all age groups, from the younger members of the community right through to their caregivers and grandparents in similar ways.

It is a common theme that the experience should engage the senses; touch, hearing, sight and even smell. Delivery of these should form part of an unforgettable visitor experience that creates larger than life moments.

Digital technology should be thought of and used to expand the experience and provide additional information and perspectives to enhance the audiences understanding and appreciation. It's important that designers keep in mind that experiences need to be accessible for all communities.

The visitor experience aims to be:

- Audience-centred, inclusive and accessible
- An active and engaging experience not just a passive one
- Include plurality of voice
- Accessible and flexible, rather than restrictive and 'buttoned-up'
- Community-focussed as a leisure and learning experience
- Be a cutting-edge example of a progressive museum
- Have a strong digital presence being 70% of the overall experience
- Connected to other museums, galleries and waahi tipuna/heritage sites in the region

A successful design will see the experience:

- Connecting with Murihiku, Fiordland and the Sub-Antarctic, the land, sea and sky
- Involving the people through diversity and inclusion
- Inspiring with stories shaped by the people, the land, and the waters
- Aspiring to bring change and understanding
- Showcasing taoka (treasures) for future generations
- Engaging with the past, the present, and the future

- Be robust and future-proofed
- Balancing cost with quality and delivering value

'Whet the community's appetite to understand the richness and layers of history and explore their own region and other museums within it.' Wayne Marriott, ICC Manger - Museum and Heritage Services

2.3 Founding Statement

The 2021 reimagining phase provides an important conceptual foundation for Project 1225. The name 'Te Unua' was used to define the visioning stage of the project, partly to move discourse away from the dusty (old) concept visitors might have of a traditional 'museum' and reframe the vision toward community learning and experiences.

Te Unua refers to a double-hulled, deep-sea, voyaging canoe. Waka unua sailed through Polynesia and across the oceans, bringing Pacific voyagers to Te Waipounamu and into Murihiku and its coastal and ocean reaches, including the sub-Antarctic, long before the first contact with European arrivals in 1773.

As a verb, Unua is to bind or lash together. Each of the waka hulls has integrity, but neither can move forward without a strong connection between them. As a metaphor for cohesive partnerships, it acknowledges the influence of ocean currents and pathways across the seas. It also speaks to mutuality and reciprocity in connections between;

- Museum and the community
- Takata Whenua and Takata Tiriti
- Parents/caregivers and children
- City and the region
- People and the land
- Different cultural knowledge and value systems

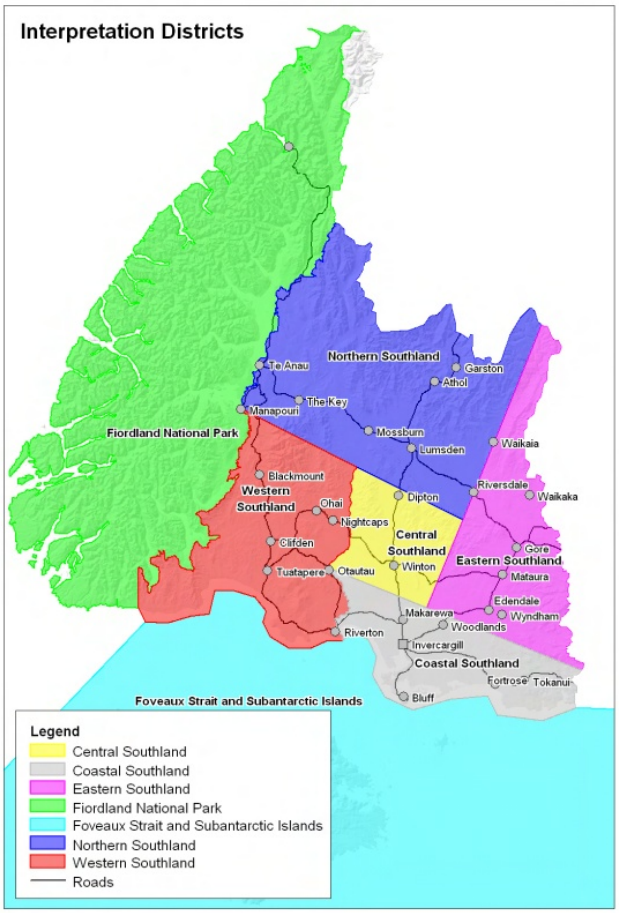
As a core principle, Project 1225 should elevate and balance the visibility of all communities and their knowledge from Waihōpai - Invercargill and Murihiku - Southland.

2.4 Narrative Objectives

In consultation with the museum staff and subject experts, respondents are required to develop and define the 'Story of Southland' into an overarching narrative. The redevelopment should celebrate the vital relationships - physical, emotional and spiritual - that local communities have with their unique environments and histories.
The geographical forming and history of the region shouldn't be overlooked either as the beginning of this story.

The self-identification of Southlanders is built on the rugged character of the region and its people - the reactions to extremes of weather and wild spaces, with the practicality and pragmatism embedded in the Southern ethos. Visitor experience designers may develop an approach that does not shy away from difficult topics like violence, hardship and slavery. However, the new experience will celebrate the unique aspects of Southland's rich history and a progressive future, through an inclusive narrative that all local audiences are proud of.

As well as a dedicated Rūnaka space, designers may also consider how dual knowledge systems are represented through interwoven aspects of their narratives.



2.5 Learning Objectives

There are over 90 schools in the region, ranging from early childhood education to tertiary, including kura kaupapa Māori. The VE design should consider this key audience segment as well as how they apply to other learners using the facility;

- The Aotearoa NZ Histories curriculum is now being designed and promoted by the Ministry of Education, including Te Tiriti
- Curriculum areas in Art and Art history, including Toi Māori and design specialities
- Te Reo Māori and Te Ao Māori
- STEAM (Science, Technology, Engineering, Arts and Maths), both as general Science up to year 10, and in NCEA level 1 subject groups;
    - Chemistry & Biology
    - Physics, Earth & Space
    - Agricultural & Horticultural

Design for school visits would consider how:

Digital technology can be used to deliver learning and curriculum-based outcomes.
Group gathering points can be created before the experience, as well as throughout the galleries

- Curriculum-linked content may be grouped and displayed accordingly
- Accessibility and neurodivergent learning needs can be catered for
- Practical on-hand storage for school bags and teaching supplies/aids can be incorporated along(?) with fold-away seating and nearby storage (presumably around the classroom space)

Engagement with these stakeholder groups during the design phases should include user testing.

The Project 1225 facility will be an advocate of, and platform for, lifelong learning experiences. The learning objectives for pre-schoolers, adult, whānau and community cohorts will need to be defined during the design process, in consultation with museum education staff (yet to be appointed).

2.6 Operational Objectives

There is a high expectation that the exhibition spaces and their technical infrastructure are designed with flexibility, changeability and sustainability in mind. The goal is to ensure they are future proofed for changeover, to reduce the requirement for major deconstruction and capital or operational expenditure.
The Architectural Design Brief 8.9-8.15 provides further direction on the intention for each space.

Flexibility: Exhibition spaces can be configured into multiple formats to support different types and scale of content, activities and experiences. This is especially true for the Art Exhibition Gallery, Temporary Exhibition Gallery & Special/Travelling Exhibition Gallery, which can be physically sub-divided or joined together (in part). Visitor experience design will consider how those temporary exhibition areas connect to the Permanent Gallery - The Southland Story, especially how visitor flow may change when the Special and Temporary spaces have restricted access during a ticketed exhibition.

Changeability: Alongside the changing content within galleries specifically designed to do that, it is envisaged that the Permanent Gallery - Southland Story displays can accommodate change as well. This could mean display cases housing different objects, for either conservation or content reasons. Or digital content can be updated, increased or swapped out.

Sustainability: Sustainable practice shall be considered for all stages of the design, production and installation and strive to meet best-practice standards. Gallery fitout should be durable and easy to maintain, and be optimised in efficiency of ongoing costs, reducing load on the present and future environment.

Display and exhibition elements will be constructed with long-lasting materials with eco-friendly finishes, where possible. Sustainable practices such as re-purpose and reuse should be considered. Operational sustainability, meaning staffing and overheads should also be kept front of mind throughout development.

Respondents will consider the longevity and replaceability of technology specifying for long operational life (7 years+ where possible), as well as access to replacement parts and spares. They must also consider the ability for the operational team, once the facility is opened, to easily maintain and manage the experience in normal BAU operations.

2.7 Operating Hours

The museum will be a seven-day operation, open every day except Christmas Day. Public holidays are traditionally popular times.

Winter public opening hours will likely be 9am-5pm. Summer evenings run long in Murihiku, and many people visit Queen's Park Summer hours from Thursday to Sunday will likely be extended from 9am-8pm.

The hire and delivery of private functions to operate within the building can be expected to occur both within and outside normal operating times.

3. Insights

3.1 Collection Strengths and Opportunities

Staff have identified strong Southern collections in a number of areas. These include Taoka Māori, Sealing and Whaling, Immigration, Art, Natural History and the Sub-Antarctic.

Human material culture from the 11th century onwards will sit alongside stories of settlement, new arrivals and how the landscape shaped human habitation. These will include the stories of Kāi Tahu, Kati Mamoe, Waitaha; as well as the legacy of the sealers, whalers, Chinese miners at Round Hill; the Sub-Antarctic settlements and 'Coastwatchers'.

Specifically:
Taoka Kāi Tahu - The collection has physical pieces of Kāi Tahu, Kāti Māmoe, Waitaha art, tools and designs. There are a number of notable taoka, such as the Serpentine Whale tooth pendant; Moa imitation whales-tooth pendant which travelled with Te Māori; as well as the Tauihu (Rakuira). The new facility may also be the home of Te Mauri o Te Māori, which travelled with Te Māori Te Hokinga Mai, and is the current repository of Ngāi Tahu's Shortland Pounamu Collection.

Victoriana / settler history – the museum has a strong collection of 19th century design pieces, some of which are very important. Here, there is an opportunity to interpret these objects in a contemporary and thought-provoking way, while avoiding the cliches of traditional period displays.

Art – Historically, art has played an integral role in the telling of Southland stories. In the 19th century, Samuel Moreton's landscapes revealed Fiordland. J W Barnicoat and J T Thomson documented the changing landscape and settlement as traditional communities faced the challenges of new arrivals. The formation of the Southland Art Foundation in 1980 led to the mixing of art and interpretation between SMAG, SAF and DOC in Art of the Sub-Antarctic.

SMAG continues to develop its art collection with a notable focus on Southland artists or subjects, including Janice Gill, Molly Macalister and with works connected to early Māori /Non-Māori contact periods. Of note is William Hodges 'A Maori before a waterfall', executed as part of Cook's second voyage to New Zealand.

Wāhine - there are many strong female characters in regional history, and exhibition designers should use this opportunity to promote the vital importance and agency of women in the Southland narrative.

3.2 Collection Objects

As they are being packed and moved into storage, collection items are catalogued into a Vernon content management system (CMS). Other collection item information is held as physical documentation (registers and gift receipt books).

Around 33,000 items have been photographed and digitised so far - this resource will be available to designers.

Some objects highlighted by current staff include:

- A straitjacket taken to Antarctica, during to US expedition by Richard Byrd
- A one-piece fishhook found on Enderby Island, the southern-most point known for Polynesian exploration
- Goat skin purse with a Napoleonic period naval button found on Solander Island
- A rail from the (ill-fated) wooden railway tracks of 1863, planned from the port in Bluff to north of Invercargill
- William Hodges, 'A Maori before a waterfall' (sic), c. 1773
- A terracotta plate, from the Endeavour in Dusky Sound, 1795, speaks to a wider story of shipwrecks and stowaways, shipwrights and international settlement, of Captain Raven building a vessel on NZ soil to avoid paying tax to the British East India Company, and trading in illegal cargoes

For an expanded list of key objects already identified, please see Appendix 1 Collection Objects List. From stakeholders, popular highlights of the old museum include:

- Tuatara
- Rory the Seal - an animatronic seal head, Rory used to pop up and… roar (or technically, bark) at startled visitors. A very well-remembered character, especially among children
- The haptic experiences of steering with the ship's wheel, and ringing the old tram bell, are fond memories for many
- The sub-Antarctic theatre, although essentially a slideshow, was the closest that most people could get to iconic islands of the Southern Ocean

Objects List

The Manager, Museum and Heritage Services, lists an eclectic group of key collection items, that speak to different themes:

- Inventor Ernest Godward's hairpin
- Instant coffee was invented and patented David Strang, who owned a coffee and spice works factory in Invercargill and in 1889 applied for a patent for his "soluble coffee powder"
- Works from the Sub-Antarctic Collection including Geerda Leenards, Chester Nealie and Shaun Burdon
- An outsize serpentine pendant, from near Fortrose in Southland, which is a 20-centimetre imitation whale tooth that weighs nearly two kilograms
- Contemporary works of Dusky Sound and Rakuira, including Marilynn Webb, Jo Ogier, Janet de Wagt
- A rare karetao (keretao), a wooden 'jumping jack' figurine with articulated arms,
- A cannon bought by chief Tūhawaiki from one of his visits to Sydney, and installed on Ruapuke island
- The bayonet and pounamu belonging to Tūhawaiki
- William Hodges, 'A Maori before a Waterfall', oil on board (details above)
- Railway artefacts, such as the first railway iron in Southland, and a wooden railway track
- A reference collection of types of pounamu including precious takiwai from Piopiotahi, that speaks not only to te ao Māori but to the extreme geological forces still shaping the land
- Ans Westra's documentary photographs of Tiwai Point
- Artefacts from one of the last operating whaling boats, the Chance, broken up at Bluff Harbour in 1903
- Rudy Heuting's atmospheric artistic soundscape Subantarctica from 1992
- Material relating to George Thompson, founder of the Crystal Springs Water bottling plant
- The John Turnbull Thomson collection
- 19th Century works by Dutch painter Jozef Israëls from Buchenwald Concentration Camp survivor Ethel Roger's Collection.
- Lloyds Medal
- Resolution and Adventure medal
- Takiwai kuru from the construction of the Invercargill to Bluff Railway
- Campbell Studios collection

Other items and themes often mentioned are the depiction of a young female living at Tuturau in the 1850's drawn by John Turnbull Thompson in 1856, artefacts of Owen McShane's distilled spirits 'Chained Lightning', the short-lived settlement of Jamestown on Lake McKerrow in Fiordland, and Joseph Hatch's penguin-oil business. It is a broad range!

3.3 The Visitors

The Invercargill City Council area has a population of ~57,0000, inside a regional population of ~102,000.

The first duty of Project 1225 is to provide access to the stories and collections for the Southern regional communities, our diaspora and visitors to our community.

Certain city demographics - described as 'time poor & budget poor' - are traditionally hard to attract. Breaking down barriers to create meaningful engagement is an opportunity for the new facility to focus on newer migrants, people with health conditions or impairments, and other underserved communities.

The dominant segment for domestic visitors is among families who are 'visiting friends and relatives' (VFR). For tourists, the focus on authenticity will connect them with the Southland brand story of a strong community created by whole-hearted people, in a spectacular natural setting.

For further information about the Visitor Count and Stay Time, please refer to Section 7 of the Architectural Brief.

3.4 AUDIENCE RESEARCH

3.4.1 ADULT AUDIENCES

An audience survey of 510 respondents from a 2019 strategic review identified seven content areas as being most important to residents (quoted):

- Story of Southland – This received a lot more than any other exhibition theme - usually mentioned in addition to existing exhibitions such as Natural History, Māori, Subantarctic etc.
- Māori history was the second most mentioned area after the Southland Story, of which it is also part
- History - war history and 'war stuff' got several mentions from children – and this could have been because they liked the WWI exhibition so much
- Science - Including a technology museum and innovation hub. Interactive, fun science – similar to Science Alive at the Dunedin Museum
- Roaring 40s/Subantarctic – the seal was a big favourite as was the Subantarctic area general. This was seen as an opportunity for big scale digital presentation

- Natural History - Fossils and dinosaurs and real dinosaur bones (very strong interest). Other requests included Southland's conservation history up to present conservation work and the environment, including Ulva Island and Fiordland biodiversity
- Industry/Maritime – Shipwrecks, including the rocking boat; sailing and migration, maritime history including Stewart Island, whaling, transport, coal mining and gold mining
- Plus: art, 'multicultural', astronomy, the collections and a range of other topics.

3.4.2 YOUNG AUDIENCES

In recent workshops (2022) Invercargill children wanted an eclectic set of experiences, from tactile and recreated experiences from the past, to exciting 3D and digital 'wow' experiences from modern day. Asked to imagine their own most important possessions, children almost universally prioritised items that carry personal memories - favourite childhood toys, family photos, family recipes.

Asked to suggest Icons of Invercargill, children almost often mentioned sites of outdoor experience, including Queen's Park, Anderson's Park, Bluff Hill, Ruapuke Island and Te Puka o Takitimu (Monkey Island). Henry the (oldest) Tuatara, and Burt Munro / Fastest Indian were also top of mind for the children.

3.4.3 ANECDOTAL INSIGHTS

Many visitors never have the opportunity to step deep into Fiordland or visit sanctuaries like Whenua Hou (Codfish Island), or land in the sub-Antarctic on Campbell or Enderby Islands. Many want the unique character of Southland landscapes to be incorporated and celebrated, and this extends to the connection with Queen's Park and vistas around the new building.

Integral to Southland are stories of arrival and opportunity: from adventurous Polynesian and Māori explorers to annual cultural harvests by iwi, from the hardy sealers and traders of all nations to the skilled migrants who continue to reshape the region. The city has a Scots name and some very British aspects, but Norwegians, Huguenots, Dutch, Spanish and German settlers sought opportunities in the region. Round Hill (Orepuki) was once one of the largest single populations of Chinese in New Zealand.
Many stories will reach out to attractions in the wider region where visitors can expand their experience. Regional examples include, but not limited to: Te Hikoi - Southern Journeys Museum and visitor centre in Riverton, Hokonui Moonshine Museum, Eastern Southland Gallery in Gore, Flax Mill in Thornbury, Rakuira Museum, Bluff Maritime Museum.

4. Design Process

4.1 Design Partnerships

Architectural Design, which includes base-build supervision, is procured separately to the Visitor Experience Design, which includes exhibition production and installation.

The client expects that both work streams will operate in partnership to identify and self-manage interdependencies.

MEP and other subcontractors required by either design team will be shared but cost for specific requirements of experience fitout not specified as base-build will need to come from the Visitor Experience fit-out budget.

4.2 Deliverables

The Visitor Experience design team will have a key role in describing a cohesive narrative arc for the visitor journey in the new facility. This is the underlying 'Story of Southland' that is embodied in all parts of the experience; architecture, landscaping and exhibitions.

Project 1225 phases are:

- Concept Design
- Developed Design
- Detailed Design
- Management of Production, Installation & Commissioning

Respondents will be required to supply in their response:

- Full team, including details of their background and specialisations
- Complete methodology from Concept Design through to final commissioning
- Pricing of complete methodology from Concept Design through to final commissioning.

Some additional information on several of the design phases follows.

Concept Design

Once the Concept Design Report has been accepted by the client, the design team will meet to allocate task responsibilities, so the Project Management Office, the Architectural and base-build team, and the Visitor Experience team, are clear about the responsibilities and targets of each workstream.

Developed Design

Following the completion of the Developed Design stage, a full review of the work to date and associated costs will take place to ensure that the brief is being fulfilled and any budget overruns are identified and mitigated.

Detailed Design

Detailed Design moves towards final documentation for procurement, construction, fabrication and production. All exhibition zones and public areas (internal and external) are advanced to detailed drawings and specifications, along with final content development for objects, graphics, interactive and multimedia.

At each stage, the designers will need to allow for consultation, collaboration and integration with the architecture, MEP and base-build contract, and for stakeholder consultation and reporting milestones with the ICC project management team.

4.3 Anticipated Milestones

The following table outlines the key project milestones. As the project progresses, these may change and will be negotiated between project partners in due course.

MILESTONE	DATE
Award of the Experience Design Team	19/06/2023
Concept Design	15/11/2023
Council Review and Feedback	6/12/2023
Developed Design	29/04/2024
Council Review and Feedback	20/05/2024
Detailed Design	27/09/2024
Council Review and Feedback	18/10/2024
Construction Issue Drawings	24/03/2025
Base Build Awarded	21/11/2023
Experience Production Awarded	15/10/2024
Base Build Establish Onsite	26/07/2024
Base Build Complete	16/12/2025
Experience Fitout & Commissioning Onsite	17/12/2025
Experience Fitout Complete	23/09/2026

4.4 Stakeholder Engagement

Mana Whenua

Please refer to Section 2 of the Architectural Brief for further detail.

Client and Stakeholder Structure

Please refer to Section 1.4 of the Architectural Brief for further detail.

Stakeholder Structure

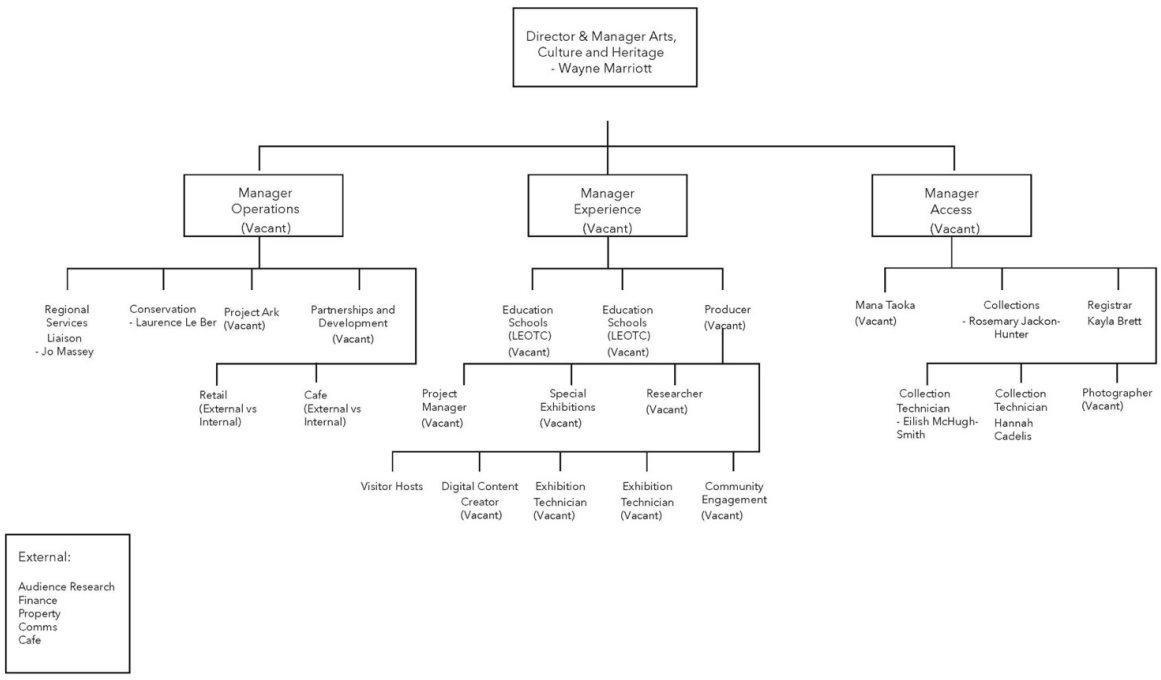
From section 1.4 of the Architectural Brief

Staffing

A draft staff structure for ~28 EFTs for staff, in various roles is detailed below.

Many roles remain vacant, and the Manager, Museum and Heritage Services is currently the only senior staff member available for curatorial and content engagement.

4.4 Organisation Structure



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Te Unua – Museum of Southland

Council Meeting slides 30 July 2024


Southern Approach








Foyer looking towards Museum Experience entrance

Option A Rev 1 summary – Deliver Te Unua – Museum of Southland

Deliver Te Unua – Museum of Southland to the full design packs and full bids (Building) and cost estimates (Experience)

- Fully aligned with the MGG Critical success factors.
- Deivers a unique experience designed to be very immersive.
- A once-in-a-lifetime opportunity to re-imagine museums in New Zealand
- Provides a future-focused solution that will stand the test of time.
- A building with a number of “wow” factors that connect well with Park.
- Provides opportunities for travelling or special events and experiences.
- A solution that provides exceptional programming opportunities for events, education, and experiences that extend beyond the physical building.

Option A Rev 1 in numbers – Deliver Te Unua – Museum of Southland

Deliver Te Unua – Museum of Southland to the full design packs and full bid (Building) and cost estimates (Experience)

Size 3727m2

	Budget Available	Bids and Estimate	Shortfall	Totals
Balance after completion all other P1225 projects	**$63,942,565**			
Pricing for this option		**$76,820,985**	**$12,878,419**	
Funding shortfall for this option			**$6,600,000**	
Maximum Budget shortfall				**$19,478,419**

Option A Rev 2 summary – Deliver Te Unua – Museum of Southland

Deliver Te Unua – Museum of Southland to a reduced scope and revised bid (Building) and reduced cost estimate (Experience)

- Removed the Greenstar accreditation (value engineering)
- Removed the proposed car parking area (value engineering)
- Removed or reduced large screen (value engineering)
- Reduce the Experience elements slightly and add more non-digital aspects (value engineering)
- Reduce the ICC direct cost activities (direct cost reduction)
- Additional discounts provided by the main contractor (direct cost reduction)

Option A Rev 2 in numbers – Deliver Te Unua – Museum of Southland

Deliver Te Unua – Museum of Southland to a reduced scope and revised bid (Building) and reduced cost estimate (Experience)

Size 3727m2

	Budget Available	Bids and Estimate	Shortfall	Totals
Balance after completion all other P1225 projects	**$63,942,565**			
Pricing for this option		**$71,839,238**	**$7,896,673**	
Funding shortfall for this option			**$6,600,000**	
Maximum Budget shortfall				**$14,496,673**

Option B summary – Pause the Te Unua - Museum of Southland project

Re-visit the Scope/Brief of the project to fit within the "working budget"

- Pause all current design work and halt consenting for foundations
- Re-visit all brief and MGG critical success factors
- Reduce the building size (below 3500m2)
- The building will be smaller than the old Museum
- Reduce the building to a single-story
- Delay the opening of the facility (9 months – 12 months)
- Cost uncertainty for labour and materials over time (further inflation)

Option B in numbers – Pause the Te Unua - Museum of Southland project.

Re-visit the Scope/Brief of the project to fit within the "working budget"

Size TBC m2

	Budget Available	Bids and Estimate	Shortfall	Totals
Balance after completion all other P1225 projects	**$63,942,565**			
Pricing for this option		**TBC**	**TBC**	
Funding shortfall for this option			**$6,600,000**	
Maximum Budget shortfall				**$6,600,000**

Options – Key Drivers

	Time	Cost	Quality/Scope
A R1	*		
A R2	*	**	**
B	*	**	**

* Subject to the Decision on Consultation

** Subject Change of Scope/Brief