



SHARED SERVICES

Southland & Beyond

Southern Rural Fire Authority - WasteNet Southland - Information Technology
Libraries & Archives Southlib Consortia - Civil Defence
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Regional Emergency Management
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Dog Pound

Southern Councils Working Together

The councils in southern New Zealand are working together in many ways under the umbrella of a joint committee called Shared Services. This committee has been meeting regularly since it was formed in 2000 and has achieved several successes for all of the partner councils.

The committee considers what councils are tasked with doing and whether any of these jobs or projects can be jointly managed to improve efficiencies. The committee is made up of elected members of Clutha District Council, Environment Southland, Gore District Council, Invercargill City Council, Southland District Council, and the independent chair Jeff Grant.

Some of the benefits of this shared service model include greater efficiencies and effectiveness, cost savings in operating and capital costs, improved levels of customer service and improved professionalism of staff including training, recruitment and retention.

More than 50 inter-council collaboration projects have been worked on during the past 14 years and the most effective and successful to date would be:

- the regional landfill and joining of solid waste services (WasteNet Southland)
- the formation of Emergency Management Southland to manage region-wide civil defence emergencies.
- Venture Southland, which promotes and manages tourism, economic development and events throughout Southland.

While most of the projects undertaken involve all of the five councils, in some instances the shared service involves other councils outside of the Southland regional boundary, and partnerships involving government departments and private organisations.

The following is a summary of the shared service initiatives being undertaken by Southland local authorities and what is being planned for the future:



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WasteNet Southland

WasteNet Southland is a joint committee of the Gore District Council, Invercargill City Council, and Southland District Council. Its mission is to provide the shared service for the coordinated delivery of waste management and minimisation for the WasteNet councils.

WasteNet was originally established as a joint working group between the three local authorities during the procurement of the regional landfill in 2000. While this was the main focus of the working group, the group continued its collaborative approach and went on to adopt the Joint Southland Waste Management Plan 2004, and several regional projects including waste education, marketing and implementation of the waste plan.

Ten years later, the WasteNet councils have strengthened their commitment to the shared service by changing its status from a working group to a joint committee under the Local Government Act 2002. The WasteNet Southland Joint Waste Management Agreement sets out the arrangements between the WasteNet councils as to their joint participation and obligations in the regional landfill contract, recyclables acceptance contract, collection and transfer stations services contract and establishes the joint venture known as WasteNet Southland.

WasteNet's revenue is generated from a landfill disposal administration fee charged on every tonne of waste disposed of to the regional landfill.

WasteNet Southland's functions include:

- To contract and manage regional solid waste services (with support from the applicable WasteNet councils).
- To project and manage regional activities (e.g. implementation of the Southland Waste Management and Minimisation Plan 2012-2018).
- To identify waste management and minimisation opportunities for the region.
- To provide advice and guidance to organisations as they develop and implement waste management and minimisation initiatives.
- To facilitate as far as practicable the local reuse, recovery, recycling and composting where appropriate and reduction in use of materials.
- To carry out data gathering and reporting responsibilities of the WasteNet councils.



Benefits to the Southern Region

- A regional and collaborative approach to waste management and minimisation.
- Consistent levels of service across the three territorial authorities.
- Coordinated delivery of the Waste Plan.
- Cost savings:
 - one waste management and minimisation plan.
 - one landfill contract.
 - one recycling contract.
 - one collection and transfer station contract.
- Greater efficiencies and effectiveness.
- Cost savings in operating and capital cost.
- Improved levels of customer service.
- Improved professionalism of staff, including training, recruitment and retention.
- Operational savings \$524,000 pa.
- Capital savings \$730,000.

Regional Emergency Management

In 2009 all local authorities in Southland (Environment Southland, Gore District Council, Invercargill City Council and Southland District Council) formed a combined regional emergency management organisation to deal with the requirements of the Civil Defence Emergency Management Act 2002.

This involved the pooling of existing resources, the development of one plan, the establishment of a new staffing structure and the acquisition of a new stand alone emergency operations centre as a one stop shop for any emergency event in Southland.

There are three layers of governance:

1. The Civil Defence Emergency Management Group – a Joint Committee of the Mayors and Chairperson of the four participating councils.
2. The Co-ordinating Executive Group – comprising the chief executives of the participating councils and the respective regional heads of the District Health Board, the New Zealand Fire Service and New Zealand Police.

3. The Operations Sub Committee – Senior Managers of the participating councils.

The Emergency Operations Centre is located at Environment Southland and that organisation employs the staff.

Annual costs are split – 40% Environment Southland, 25% each Invercargill City Council and Southland District Council and 10% Gore District Council.

Benefits to the Southern Region

- Streamlined decision making.
- Faster response times.
- Greater efficiencies and effectiveness.
- Cost savings in operating and capital cost.
- Improved levels of customer service.
- Improved professionalism of staff, including training, recruitment and retention.
- Operational savings \$83,000 pa.

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Under the umbrella of Emergency Management Southland, another multi-council group has been set up – the Public Information Managers' Group - made up of communications staff from Invercargill City Council, Southland and Gore District councils, and Environment Southland.

In an emergency, communications staff from councils switch to being public information staff, in charge of managing the media, they also brief VIPs, monitor social media and the media, disseminate information out to all parties and manage the website. Southern councils communications staff have met regularly for several years to discuss issues and keep up-to-date with changes and technology. The meetings are called by the Public Information Manager, who is one of the communications managers from the councils. They are held at least twice a year, if not more frequently.

Benefits and Opportunities:

The benefits of this group are:

- The communications staff from the councils know each other, so in an emergency they can work well together.
- Everyone is kept up-to-date with information and technology, and findings from other emergencies around the country, such as the Christchurch earthquakes.
- Members of the group can be called on to help out in other emergencies and have done so, including the Christchurch earthquakes.
- Any member of the group can be called on when the Emergency Operations Centre is mobilised.
- The group has led to a large group being formed – Communications Southland – where communications/public relations managers from other organisations such as Tiwai, Venture Southland and SBS attend meetings as well. This broadens the base for people who can assist in the EOC in an emergency.

Venture Southland

Thirteen years ago the tourism, economic development and event resources of the three Territorial Local Authorities in Southland (Gore District Council, Invercargill City Council and Southland District Council) combined to form Venture Southland. Venture now undertakes those activities on a regional basis, with a budget in excess of \$3.5 million a year.

Venture Southland is a Joint Committee of the three participating councils, and involves outside appointees including Iwi representation for their particular expertise. The Joint Committee provides a monitoring and liaison role for the participating councils and also hears submissions from the public on the annual business plan.

It has a separate Board of Directors, operating in a similar fashion to a Council Controlled Organisation (CCO), that is responsible for the delivery of outcomes.

Venture Southland endeavours to provide the most appropriate delivery mechanism to ensure value for money in the delivery of public services, and that these services are most cost effective and efficient to the regions households and businesses.



Currently for every dollar invested by the three Council stakeholders and funders, approximately an additional thirty per cent of the organisations funding is attracted from outside Councils contribution to Venture Southland through community sponsorship, commissioned work, training and development work, and consultancy opportunities.

All additional income sourced through external consultation with the local authorities is returned to Venture Southland for the benefit of households and businesses in the region. Having one agency responsible for economic and community development initiatives throughout the region provides the most cost effective and efficient delivery of option throughout the region.

Benefits to the Southern Region

- A coordinated approach to marketing Southland.
- Ability to attract funding from local and central government sources because of a regional focus.
- Greater efficiencies and effectiveness
- Cost savings in operational and capital costs.
- Improved levels of customer service
- Improved professionalism of staff, including training, recruitment, and retention.
- Strategic planning for long term growth opportunities
- Operational savings \$417,990 pa.
- External funding attracted \$3,000,000.

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One key project that began before Venture Southland was started is the Southern Scenic Route, a tourism product development opportunity and marketing alliance involving regional tourism organisations and local communities. The route packages various unique points of difference in the lower South Island to create a visitor and destination marketing product which can be marketed to NZ domestic visitors and the international visitor market. It was started 25 years ago and Venture Southland has taken over the administration function of the Route Committee, made up of representatives from Venture, Destination Fiordland, Destination Queenstown, Tourism Dunedin, Clutha Development Trust and the Department of Conservation.

Achievements to date have developed a collaborative approach to delivering public services to local business and to the householders in Southland promoting the benefits of an integrated approach, and community organisations working together and leveraging support and resources.

Individually the three territorial local authorities could not financially provide the services that are being delivered throughout the region nor the outcomes being achieved in the interest of the district.

Venture Southland exhibits a sense of social and environmental responsibility by having regard to the interests in the community in which it operates in, and endeavouring to accommodate or encourage these when able to do so in the interest of the district and in the most cost effective and effective approach.



Benefits and Opportunities:

- Coordinated approach for business, tourism and community development across the region.
- Consistent delivery of services that focuses not only on local but national issues that is more cost effective and efficient to all territorial local authorities.
- Venture Southland conducts a number of research projects which are commercially sensitive on behalf of private paying companies.
- Individual councils often cannot afford a large team in certain very specialist areas such as business, tourism and community development.
- Smart buying processes for innovative business opportunities.

Southern Rural Fire Authority

Recovery - Readiness - Reduction - Response

The Southern Rural Fire Authority is an amalgamation of all authorities involved in rural fire – Gore District Council, Invercargill City Council, Southland District Council, the Department of Conservation and forestry companies. It provides a one-stop-shop for rural fire readiness, reduction, response and recovery.

Prior to 2003, the three authorities each had their own patch to look after, with resulting duplication in staff as well as fire equipment. Each had to produce fire plans to carry out training and have people on standby for fire call outs. Equipment had to be prepared and held in readiness but only received spasmodic use. Discussions began in 2000 to work out how to better provide the service and in 2003, amalgamation took place.

A chief executive has been appointed to cover the whole authority and two permanent staff members to assist in this role.

A funding formula was established based upon historic cost and is governed by a board with representatives from all participating stakeholders and one independent expert.



Benefits to the Southern Region

- Greater efficiencies and effectiveness.
- Cost savings in operating and capital cost.
- Improved levels of customer service.
- Improved professionalism of staff, including training, recruitment and retention.
- Operational savings \$45,000 pa.
- Capital savings \$44,000.

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Libraries & Archives Southlib Consortia

A library consortium, called SouthLib, has been formally in place in the Otago/Southland region since 2009.

It comprises of eight councils: the Central Otago District Council, Clutha District Council, Dunedin City Council, Gore District Council, Invercargill City Council, Queenstown Lakes District Council, Southland District Council, and Waitaki District Council.

Southlib was initially formed in response to the requirement for Dunedin and Invercargill cities to replace their Library Management Systems (LMS). It was recognised at the time that by joining together, the two councils could leverage a better deal from the supplier. It was also apparent that other councils in the region would need to replace systems in the near future so a wider consortium was established.

Southlib is a partnership between the eight councils based on a Memorandum of Understanding signed by the Mayors and Chief Executives of each council. It is governed by a board with representation from all participating councils that meets on a bi-monthly basis.

Since implementation, a number of other opportunities are at various stages of implementation. These include:

- Reciprocal registration.
- Bibliographic and database subscriptions such as those for eBooks and eAudio.
- Leveraged procurement of books and other supplies.
- Leveraging activities required to get books "shelf ready".

There are a number of future plans which may include but are not limited to:

- One library card.
- Issue anywhere, return anywhere.
- Standardised circulation policies.

The initial purchase and implementation costs were shared by Dunedin City Council and Invercargill City Council on a 70:30 split with the software supplier, providing a deal allowing the smaller councils to join as they replaced their Library Management Software, which also reduced the ongoing operational costs. These ongoing operational costs are split on a population basis.

Invercargill City Council and Southland District Council also provide assistance in kind through the hosting of servers for production in the Library SIX Room and disaster recovery environments and the provision of support for operational backup and recovery processes.

Benefits to the Southern Region

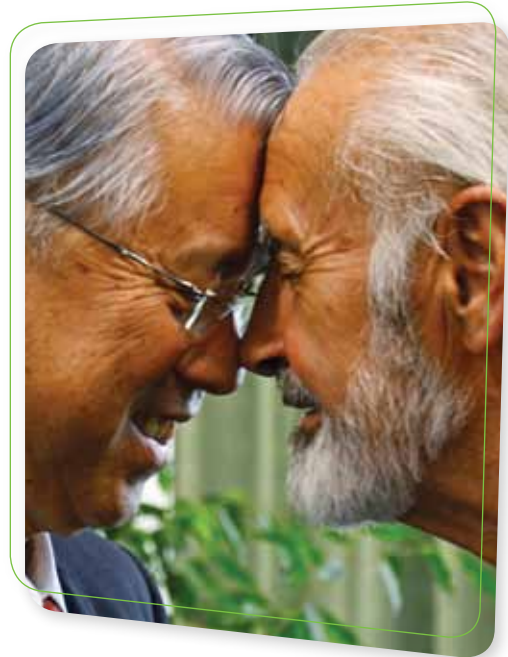
- The expected savings are \$90,000 a year. The upfront savings in software and infrastructure capital costs were substantial across the five councils.
- Greater efficiencies and effectiveness.
- Cost savings in operating and capital cost.
- Improved levels of customer service.
- Improved professionalism of staff, including training, recruitment and retention.
- **Operational savings \$90,000 pa.**
- **Capital savings \$160,000.**

Relationship with Ngai Tahu

The four Southland local authorities have a shared service agreement with Ngai Tahu based upon a charter of understanding.

The purpose of the charter is to develop a relationship of mutual benefit between the councils and the Mana Whenua of Murihiku and Te Runanga O Ngai Tahu. The charter establishes and provides for a clear understanding of the basis and ongoing conduct of the relationship between the councils and the Tangata Whenua in the context of both:

- The Resource Management Act 1991, and
- The Local Government Act 2002, in relation to consultation, shared decision making, shared initiatives and capacity building.



The charter is held up nationally as best practice.

To facilitate Tangata Whenua participation in these matters, Te Ao Marama Inc is financially resourced by the four councils on an annual basis (currently a total of \$133,000). Since 2003 Queenstown Lakes District Council and the Clutha District Council have joined the charter and discussions continue with the Otago Regional Council.



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District Plans & Southland Regional Policy Statement

The Resource Management Act requires that District Plans be reviewed at least every ten years.

Environment Southland's Regional Policy Statement (RPS), and Southland District Council's District Plan were required to be reviewed at about the same time, so it was decided that a joint process that set the higher level direction in the RPS could help in aligning the two documents from the start.

Communities are asked to comment and make submissions on a large number of documents. Working together on plans can make it easier for submitters because both plans for the greater part cover the same issues in varying levels of detail. The RPS is expected to set the higher level direction for the region to ensure consistency across the territorial authorities within its area and the territorial authorities then provide the detail in terms of how that is to be applied across the District or in the relevant parts of it.

The process was primarily driven by staff from Environment Southland and Southland District Council, but since then the process has widened to Invercargill City Council and Gore District Council.

Benefits and Opportunities:

- With greater alignment and collaboration there are fewer areas of differences between the councils than there otherwise might have been. This means less time will be spent resolving differences through hearings and appeal processes than is often the case around the country.
- The opportunity is to develop this approach further so that issues collaboration increases integration of the plans and reduces further the potential for unnecessary duplication.

Road Safety Southland



Road Safety Southland was officially registered in 1995 by Invercargill City, Southland District, and Gore District councils, Southland Police, Public Health and the NZ Royal Plunket Society.

At the time, these organisations formed the Governance committee for the now deregistered Road Safety Southland Charitable Trust. Owing to changes in the way Road Safety Southland was funded by NZTA the Road Safety Southland Charitable Trust was deregistered in 2012.

The scope of Road Safety Southland covers all communities and roads in the Southland region. Road Safety Southland is a tri-councils initiative held up by NZTA as best-practice. Every three years, Road Safety Southland develops a new road user safety programme called a road safety action plan (RSAP).

The initiative is managed by Southland District Council strategic transport manager Joe Bourque, who acts on behalf of the Invercargill City and Gore District councils. Road Safety Southland governance meetings are held quarterly.



Southland Regional Advisory Group for roading

The Southland Regional Advisory Group (RAG) is made up with representatives from the Gore District Council, Invercargill City Council, Southland District Council, Environment Southland and the New Zealand Transport Agency. The group identifies areas of alignment and points of difference between the national and regional roading classification systems and resulting strategic route classifications, as well as overseeing regional long term plans, regional "r" funds, Regional Transport Strategy (RTS) and regional safety.

Benefits to the Southern Region

- The funding that is provided by NZTA is 63% of the cost of most of the programmes. The remainder is provided by the community organisations Community Trust of Southland, ACC, Police, Plunket and Cycling Southland to name a few. All operational costs are shared by Invercargill City 50%, Southland District 33% and Gore District Council 17% contributions.
- The consistent one-voice road safety messages and programmes provided by the three local authorities working together.
- Operational savings \$81,000 pa.

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Our Way Southland



Our Way Southland is a regional outcomes project jointly established in 2003 by Environment Southland, Invercargill City Council, Southland District Council and Gore District Council.

The costs of the single regional coordination position were shared proportionately by each council, thereby avoiding duplication of work and resources between councils.

The Community Outcomes Regional Coordinator, is tasked to work across Southland to provide an effective local government interface between communities and locally-based central government, business and community agencies. Our Way Southland's consultation and research work also provides unique insights into the current well-being and needs of Southland's communities, this promotes collaborative approaches between the public, private and community sectors, to deliver efficient solutions to key community issues and thereby improve community social, economic, environmental and cultural well-being.

Our Way Southland reports to the Shared Services Forum, a collaborative political arm of Southland's four local authorities. On June 30, 2013, Invercargill City Council withdrew from the project.

Benefits and Opportunities:

- Economies of scale, especially in respect of:
 - Regional research and monitoring.
 - Regional consultation.
 - Community outreach.

Key projects:

- Community-based projects.
- Liaison and collaboration.
- Coordinated whole-of-community responses to identified key community issues which:
 - Have a regional perspective.
 - Recognise specific circumstances within each council area.
 - Are evidence-based by means of consultation and research.

Information Technology



In 2012, the Shared Services Forum engaged Effectus Limited (Effectus) to develop an Information Technology Shared Services Strategy. Effectus assisted the Shared Services Forum identify the possible options for shared resources and knowledge in delivering shared Information Technology (IT) services.

The IT Shared Services Strategy lays the foundations for a resilient and managed delivery of IT. It allows the southern councils to focus on the IT services that provide enhanced service delivery in a much more effective and efficient manner. It is a long term initiative with benefits being realised from the greater alignment of IT and the business over the next five years and beyond.

The Clutha District Council, Environment Southland, Invercargill City Council and Southland District Council have formed an officer subcommittee to investigate and implement these initiatives.

The first objective of this group was to implement a common communications backbone across all council sites that will enable the councils to “talk” to each other and share resources. A fibre optic link has been established and this means future shared services can occur more easily.

The next project that is being undertaken is the implementation of a shared service desk across all the four councils. This will enable the information technology staff at all councils to support each other and means that a support call from a Clutha District Council employee may be answered by an information technology staff member at Environment Southland and then get referred on to an Invercargill City Council staff member who specialises in that area.

Another area being investigated is the implementation of a data centre that will host all of our collective systems on site. There are a number of options available throughout New Zealand through the All of Government shared services initiative. This would mean that we would have no servers/systems based in Southland and also have full disaster recovery procedures in place that currently no council has.



It is intended that in the future wherever practicable, common software programmes will be installed across participating councils, including, but not limited to:

- Geographic Information Systems (GIS).
- Electronic document storage and retrieval.
- Rating.
- Accounting.
- Debtors/creditors.
- Electronic building consent lodgement and processing.
- Payroll.
- Elections.
- Communications/landline/video conferencing.



Benefits to the Southern Region

- Risk minimisation/business continuity.
- Greater efficiencies and effectiveness.
- Cost savings in operating and capital cost.
- Improved levels of customer service.
- Improved professionalism of staff, including training, recruitment and retention.

Building Consent Authorities Working Collaboratively

The four Building Control Authorities – Clutha District Council, Gore District Council, Invercargill City Council and Southland District Council – are collaborating on development of shared forms, quality assurance and process manuals, a shared fee structure and inspection processes across boundaries.

This will be a process of evolution within existing staff resources in consultation with BCA technical expertise where required. A shared funding model will be used across the councils when consultant or other costs are incurred.

The governance and operational structure is made up of an Executive Group for project management, the Building Control Managers, who manage the project work streams and the BCA Consultant for legislative advice and quality assurance.

Benefits and Opportunities:

- Seamless workforce, working across boundaries (already largely happening, but formalised further).
- The same approach to fees.
- Forms in alignment (some work already done e.g. common application forms).
- Processes in alignment/uniformity of inspection processes.
- Quality assurance documentation aligned.
- Common approach to earthquake prone building assessments and common policy.
- Development of specialisation areas within staff (e.g. fire safety assessment, multi-storey commercial etc).

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Southland Regional Heritage Committee

Gore District Council, Invercargill City Council and Southland District Council created the Southland Regional Heritage Committee to look after regional heritage in the province and manage the distribution of funding.

Some of its responsibilities include to...

- Preserve key heritage collections of regional significance.
- Develop collections to portray and promote Southland's heritage in the context of the "Story of Southland".
- Ensure recognition of heritage.
- Establish a fund for new initiatives relating to regional heritage and museums.



Benefits and Opportunities:

- Alignment of approach to heritage related opportunities from a regional perspective and ability to leverage funding.

Sale & Supply of Alcohol

The three Territorial Local Authorities in Southland (Gore District Council, Invercargill City Council and Southland District Council) have combined to produce a Joint Local Alcohol Policy on a regional basis to meet the new requirements of the Sale and Supply of Alcohol Act 2012.

A Joint Committee will also be established to hear and determine applications made under the Act, with one representative from each council; the Chairperson being determined by the district any application is from.

As the Invercargill City and Southland District councils share the same computer system, common practices and procedures will be adopted for all applications and how they are monitored.



Benefits to the Southern Region

- Co-ordinated and consistent decision-making.
- Inter-council staff back-up and support.
- Capital savings \$80,000.



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Combined Dog Control Facility

The Invercargill City Council and Southland District Council have combined to share a new dog control facility that meets the Animal Welfare Advisory Committee's standards for kennels.

The new shared facility opened on 18 July 2012. It houses dog kennels, a drive in garage, office, storeroom and treatment room. Four of the kennels are heated for puppies or whelping bitches.

Cost Sharing

The total capital cost of the new facility was \$670,000 and provides for a total of 28 kennels, five of which are dedicated for use by Southland District. As well as providing \$115,000 toward its capital cost, the Southland District Council also contributes 17% of the annual operating costs. An Animal Control Officer from either council is able to administer the admission, care, release and disposal of dogs from the pound.



Benefits to the Southern Region

- By combining resources, the estimated savings in the capital costs are \$150,000 and operational savings of \$40,000 a year.
- A pound that meets the latest animal welfare standards.
- Opportunities in the future include the possibility of Vet Nursing students from SIT using the treatment room for de-sexing dogs as part of their course requirements.
- Operational savings \$53,000 pa.
- Capital savings \$120,000.

Environmental Health Services

The Gore District Council contracts Southland District Council to provide environmental health services, mainly inspections of registered premises and hazardous substance advice. Some environmental health related services such as liquor licensing and after-hours noise response are provided internally.

This service has been provided for about 10 years and runs on a three-year service contract between the two members, expiring 30 June 2015.

Benefits and Opportunities:

- Income for the business unit.
- Sharing of knowledge.
- Staff development.
- Cross boundary consistency.

Freedom Camping Service

In response to concerns regarding freedom camping in Te Anau and Manapouri, Southland District Council entered into a shared service with the Department of Conservation (DOC), to appoint a ranger, whose duties were to regulate freedom camping in the Te Anau Basin. DOC has managed the ranger since the inception of the service in 2011, with council and the Te Anau Community Board contributing towards the cost of the service.

The pilot programme was successful in greatly reducing the incidence of illegal freedom camping in Te Anau in particular. Council is leading the implementation of the freedom camping shared service for the upcoming 2013/14 season.

Benefits and Opportunities:

- Economy of scale.
- Sharing of knowledge.
- Cross boundary consistency.

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Combined Approach to Biodiversity Protection

Environment Southland and Southland District Council, along with Landcare Research, contribute funding towards the employment of a Biodiversity Southland Coordinator. The co-ordinator works with individuals and communities to raise awareness of indigenous biodiversity on private land, and to encourage owners to protect these biodiversity values, such as via protective covenants and / or riparian fencing.

The Biodiversity Southland Coordinator also assists with provision of advice on matters such as weed and pest control and with accessing national funding for biodiversity protection.

Both councils have statutory responsibilities for the “protection of significant indigenous vegetation and significant habitats of indigenous fauna” under Section 6 (c) of the Resource Management Act 1991. Hence, the Biodiversity Southland Coordinator is a non-regulatory approach to achieve positive ecological gains in this area and fulfil this statutory responsibility.

Environment Southland and Southland District Council are also jointly funding the High Value Areas programme in Southland, which aims to identify by ecological survey the high value ecosystems in Southland, and to encourage private landowners to protect these areas.

Invercargill City Council, Environment Southland and Southland District Council have also contributed to a joint publication raising awareness of the importance of the remaining wetlands in Southland and encouraging their protection.



Benefits and Opportunities:

- By taking a joint approach to these issues, the councils can achieve positive gains in protection of Southland’s limited remaining indigenous biodiversity, via non-regulatory means. This also ensures that the contributing agencies are on the same page regarding priorities for protection.
- Showing that often the non-regulatory approach can achieve as much if not more than the regulatory approach in some situations. This also reduces time and money spent on formal enforcement action against owners (e.g. for unauthorised clearances) and associated litigation.

Southland Coastal Heritage Inventory Project

The Southland Coastal Heritage Inventory Programme (SCHIP) was initiated to address the information deficit faced by resource management agencies in respect of archaeological sites and historic places in the Southland coastal environment and because of concern about rapid erosion observed at a number of important sites.

An archaeological survey of the Southland Coastline from Waiparu Head in the east to the Rowallan Burn in the west was carried out between 2004 and 2006. During this survey, previously recorded archaeological sites were searched for and newly discovered sites recorded. The information on the sites was captured along with an assessment of the risk posed by a variety of threats and recommendations for mitigating these threats were also made.

The project partners are Invercargill City Council, Southland District Council, Environment Southland, Te Ao Marama Incorporated, the New Zealand Historic Places Trust and the Department of Conservation. They meet on a monthly basis to progress prioritised tasks as outlined in the Action Plan.



SCHIP is funded through councils' Long Term Plans, grants from Te Ao Marama Incorporated, the Department of Conservation and the New Zealand Historic Places Trust.

The partners are planning to undertake an archaeological survey of Stewart Island in 2014 as little information is known about significant sites and potential threats to these sites on the island.

Benefits to the Southern Region

- Collaborative management of the coastal heritage.
- Information sharing for different management/protection measures and initiatives.

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Rakiura Integrated Planning Group



The Rakiura Integrated Planning Group is a combined initiative from Environment Southland, the Department of Conservation and Southland District Council. This group meets regularly to discuss collaborative approaches to planning/resource management issues on Stewart Island/Rakiura.

With Stewart Island/ Rakiura being over 80% DOC estate, it is very important that the agencies with statutory planning roles under the Resource Management Act and Conservation Act are working together collaboratively to achieve agreed outcomes.

Benefits to the Southern Region

- Agencies are aware of key projects that each agency is proposing for the future, so as to avoid duplication and inconsistent approaches.
- The exchange of ideas around planning approaches, so that the respective agencies are generally consistent in the provisions of their planning documents and generally working towards common goals in the future planning of Stewart Island/ Rakiura.

Stock Effluent Working Group

The Stock Effluent Working Group has been recently re-established after a 'light bulb' moment from the Transport Planner at Environment Southland. Following a survey undertaken by Venture Southland of transport operators, it was found that stock movements have changed. Stock is not now moved around Southland as much as it is moved out of Southland for wintering. Following a conversation with the Otago Regional Council, it was decided to look at the combined requirements over both regions. The group is made up of Environment Southland, Southland District Council, Gore District Council, Otago Regional Council and various roading and farming agencies.



Benefits to the Southern Region

- The Group will get together to investigate the requirements and potential locations of effluent dump sites that best fit the stock movements between the regions. Where Southland may have needed a site at Five Rivers, and Otago may have needed one at Kingston, now the two regions will come together, with the NZTA, Police and DairyNZ, to look at a suitable site in between.

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Contamination Land Information Management Protocol

Information on potentially contaminated land and sites associated with hazardous substances may have been hard to come by, or outdated as each council held their own records of hazardous activities around Southland.

Local authorities hold land use information that may have adverse effects on environmental or human health and this information is available to the public through a LIM report or a request to Environment Southland.

Environment Southland manages a register of Sites Associated with Hazardous Substances (called the SAHS database) which includes sites on the Hazardous Activities or Industries List (HAIL).

To gather all the relevant land use information into one place, a contaminated land information management protocol between councils has been developed as a way of providing better information to the public.

The protocol members are:

Environment Southland
Southland District Council
Gore District Council
Invercargill City Council

Benefits to the Southern Region

- Up to date information to the public on historic and current land use and potentially contaminated sites in Southland will be easier and more accurate with Environment Southland and the three territorial authorities formally agreeing to share information.
- Environment Southland's SAHS database holds records of hazardous substances on a site. Councils are able to access that information and can decide if further investigation is needed. Regular reporting and sharing of this information will ensure each council has the most up-to-date information for the public.

Southland Heritage Building & Preservation Trust

Historic cottages on Invercargill's Leet Street and a miner's cottage in Nightcaps are among the buildings that have benefited from restoration with help from a unique Southland Trust.

The Southland Heritage Building and Preservation Trust (NZHB&PT) was formed to encourage the retention, preservation and maintenance of historic registered buildings through low-interest loans. Since 1996 the Trust has assisted owners in preservation of significant early buildings throughout Southland.

The set-up of the Trust was unique, combining members of the NZHB&PT with support and committee members coming from the four Southland councils; Environment Southland, Invercargill City Council, Gore District Council and Southland District Council.



Photo courtesy of the New Zealand Historic Places Trust Pouhere Taonga.

Benefits to the Southern Region

- The Trust has the ability to own properties, as is the case with Kohi Kohi cottage in Riverton, which was purchased in 2006. The cottage is the oldest registered wooden cottage in Southland and was built for the founder of Riverton, Captain John Howell, whose wife was Kohi Kohi. It is thought to be the oldest whaler's cottage in the country.
- Loans in recent years have helped with the replacement of windows and roofing on a number of heritage buildings.
- The Trust encourages owners of historic registered buildings or those listed on District Plans who need help to manage, maintain or preserve their buildings to apply for a low-interest loan.

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Southland & Beyond

Cost Savings

For one or more participating councils

	Operational \$ p.a	Capital or one off \$
WasteNet Southland	524,000	730,000
Regional Emergency Management	83,000	-
* Venture Southland - Operational	417,990	-
- External Funding	3,000,000	
Southern Rural Fire Authority	45,000	44,000
Libraries & Archives	90,000	160,000
Road Safety Southland	81,000	-
Sale & Supply of Alcohol	-	80,000
Dog Control Facility	53,000	120,000
Total Cost Savings	\$4,293,990	\$1,134,000

Cost Savings	Operational	Capital One off
Venture Southland	\$417,990	

* External Funding attracted \$1.5 million in research and development for the region. \$1.5 million national project funding for the region.

*Venture Southland has “shared” management support costs for the three contributing councils for its activities. These costs include Management Oversight, Planning, accounting, admin, communication etc.

If both main Councils were undertaking these functions in house their costs for these functions would not be double those of Venture – there is an estimate that there would be duplication of about 1/3 (based on the changes made on the initial setup of Venture).

The quantum of the “operational saving” on this assumption is \$417,990 per annum.

(\$1266,638 x 1.33 = \$1,684,628 for this function in both Councils.

Saving = \$1,684,628 - \$1,266,638 = \$417,990)

Councils are facing increasing costs and growing expectations from ratepayers – alongside sharp cuts in public funding and local funding.

Having one agency responsible for economic and community development initiatives throughout the region provides the most cost effective and efficient delivery of option throughout the region.

All additional income is returned to Venture Southland for the benefit of households and businesses in the Southland region.

Currently for every dollar invested by the three Council stakeholders and funders, approximately an additional thirty per cent of the organisations funding is attracted from outside Councils contribution to Ven-

ture Southland through community sponsorship, commissioned work, training and development work, and consultancy opportunities.

Individually the three territorial local authorities could not financially provide the services that are being delivered throughout the region nor the outcomes being achieved in the interest of the district.

The collaborative model of Venture Southland is seen as a preferred model for economic development across many other territorial authorities and central government.

Council’s ability to instigate or respond to change is enhanced through a specialised organisation such as Venture Southland.

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The background features a soft, light green gradient with a bright, circular glow in the center. On the right side, there are several overlapping, curved bands of varying shades of green, ranging from light to dark, creating a sense of movement and depth. A dotted white line curves along the bottom right edge.

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