



AGENDA

Community Services Committee Meeting Tuesday, 14 November 2023

Date Tuesday, 14 November 2023

Time Following the Infrastructure Committee

Location Council Chamber
District Council Building
King George Place
Timaru

File Reference 1629500

Timaru District Council

Notice is hereby given that a meeting of the Community Services Committee will be held in the Council Chamber, District Council Building, King George Place, Timaru, on Tuesday 14 November 2023, at the conclusion of the Infrastructure Committee meeting.

Community Services Committee Members

Clr Stacey Scott (Chairperson), Clr Stu Piddington (Deputy Chairperson), Clr Gavin Oliver, Clr Peter Burt, Clr Allan Booth, Clr Owen Jackson, Clr Sally Parker, Clr Michelle Pye, Clr Scott Shannon and Mayor Nigel Bowen

Quorum – no less than 5 members

Local Authorities (Members' Interests) Act 1968

Committee members are reminded that if you have a pecuniary interest in any item on the agenda, then you must declare this interest and refrain from discussing or voting on this item, and are advised to withdraw from the meeting table.

Beth Stewart

Group Manager Community Services

Order Of Business

1	Apologies	5
2	Identification of Items of Urgent Business.....	5
3	Identification of Matters of a Minor Nature	5
4	Declaration of Conflicts of Interest	5
5	Chairperson’s Report.....	5
6	Confirmation of Minutes	6
6.1	Minutes of the Community Services Committee Meeting held on 5 September 2023.....	6
7	Reports	13
7.1	Actions Register Update.....	13
7.2	Donations and Loans Subcommittee - Recommendations for Funding	15
7.3	Request to access Museum bequest funds.....	19
7.4	Community Development Update	22
7.5	Timaru Theatre Royal and Heritage Facility – Draft Operational Plan 2024-2034, Governance Arrangement, and Business Model	27
7.6	Adoption of Age-Friendly Strategy 2022 - 2025.....	53
8	Consideration of Urgent Business Items.....	83
9	Consideration of Minor Nature Matters.....	83

- 1 Apologies**
- 2 Identification of Items of Urgent Business**
- 3 Identification of Matters of a Minor Nature**
- 4 Declaration of Conflicts of Interest**
- 5 Chairperson's Report**

6 Confirmation of Minutes

6.1 Minutes of the Community Services Committee Meeting held on 5 September 2023

Author: Rachel Scarlett, Governance Advisor

Recommendation

That the Minutes of the Community Services Committee Meeting held on 5 September 2023 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

Attachments

- 1. Minutes of the Community Services Committee Meeting held on 5 September 2023**



MINUTES

Community Services Committee Meeting Tuesday, 5 September 2023

Ref: 1629500

**Minutes of Timaru District Council
Community Services Committee Meeting
Held in the Council Chamber, District Council Building, King George Place, Timaru
on Tuesday, 5 September 2023 Following the Infrastructure Committee**

Present: Clr Stacey Scott (Chairperson), Clr Stu Piddington (Deputy Chairperson), Clr Gavin Oliver, Clr Peter Burt, Clr Allan Booth, Mayor Nigel Bowen, Clr Owen Jackson, Clr Sally Parker, Clr Michelle Pye, Clr Scott Shannon

In Attendance: **Community Board Members:** Jan Finlayson (Geraldine Community Board)

Officers: Bede Carran (Chief Executive), Trudie Hurst (Group Manager Commercial and Strategy), Nigel Ingram (Group Manager Recreation and Cultural Services), Paul Cooper (Group Manager Environmental Services), Nicole Timney (Manager of Property Services and Client Representative), Claire Barlow (Community Development Manager), Sam Esterhuyse (Continuous Improvement Business Partner), Nigel Howarth (Procurement Lead), Nick Houston (Water Services Project Team Leader), Andrea Rankin (Chief Financial Officer), Lee-ann Smart (Revenue Team Leader), Stephen Doran (Communications Manager), Sarang Phalke (Marketing Promotions Bookings Coordinator), Michelle Collins (Recreation Facilities Operations Coordinator), Jacky Clarke (Governance and Executive Support Manager), Jessica Kavanaugh (Corporate Planner), Alana Hobbs (Governance and Executive Support Administrator)

1 Apologies

No apologies were received.

2 Identification of Items of Urgent Business

No items of urgent business were received.

3 Identification of Matters of a Minor Nature

No matters of a minor nature were raised.

4 Declaration of Conflicts of Interest

No conflicts of interest were declared.

5 Chairperson's Report**5.1 Presentation of Chairperson's Report****Resolution 2023/20**

Moved: Clr Stacey Scott

Seconded: Mayor Nigel Bowen

The Chairperson has attended a number of meetings including: the Combined Community Board Information and Training Evening, Citytown Project Steering Group Meeting, Community Response Meeting with Mayor Nigel Bowen, Theatre Royal and Heritage Facility Governance Reference Group Meeting, Local User Group and Stakeholder Engagement Session, Timaru to St Andrews Road Proposal working group discussion, Tour of Ngā Puna Wai Sports Centre in Christchurch.

Carried

6 Confirmation of Minutes**6.1 Minutes of the Community Services Committee Meeting held on 25 July 2023****Resolution 2023/21**

Moved: Clr Michelle Pye

Seconded: Mayor Nigel Bowen

That the Minutes of the Community Services Committee Meeting held on 25 July 2023 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

Carried

7 Reports**7.1 Actions Register Update****Resolution 2023/22**

Moved: Clr Sally Parker

Seconded: Clr Scott Shannon

That the Community Services Committee receives and notes the updates to the Actions Register.

Carried

7.2 Community Development Update

The Community Development Manager spoke to the report to provide the Committee with an update on key activities and initiatives in the Community Development Unit.

A question was raised regarding an update on homelessness numbers in the district. Officers did not have this information and it will be provided to councillors in due course.

Resolution 2023/23

Moved: Clr Owen Jackson

Seconded: Clr Peter Burt

That the Community Development Update report is received and noted by the Community Service Committee.

Carried

7.3 Progress Report - Aigantighe Heritage House Gallery Seismic Strengthening and Refurbishment Project Update

The Manager of Property Services and Client Representative spoke to the report to update Council on the progress of the Aigantighe Heritage House Gallery Seismic Strengthening and Refurbishment Project.

It was noted that the Request For Proposal (RFP) has gone to the market and there are five local firms interested in completing the work. The RFP closes prior to 3 October 2023 and the final review will be on the 2 October 2023. There has been good progress and indications show the project is within budget.

Resolution 2023/24

Moved: Mayor Nigel Bowen

Seconded: Clr Peter Burt

That the Committee receive and note the Progress Report for the Aigantighe Heritage House Gallery Seismic Strengthening and Refurbishment Project Update.

Carried

7.4 Progress Report - Theatre Royal and Heritage Facility Project

The Manager of Property Services and Client Representative spoke to the report to update Council on the progress of the Theatre Royal and Heritage Facility Project.

Discussed that the developed design price estimate and lump sum price for the demolition and early works will come to council in November. A business operational plan will also come at this time.

A question was raised regarding the true costs of the Theatre Royal project and if the costs are over an 80 year term, what will the total cost be in 80 years' time. Officers noted this and will work

through the numbers. A further point was raised regarding the 80 year term and whether the loan should be paid back over 25-30 years.

Discussion took place to ensure the model allows for a flexible space and takes into account full use of conferencing to optimise revenue streams.

Resolution 2023/25

Moved: Mayor Nigel Bowen

Seconded: Clr Michelle Pye

That the Committee receive and note the Update Briefing Report for the Theatre Royal and Heritage Facility Project.

Carried

7.5 Request to Apply for External Funding for Water Skills for Life Program at Cbay for 2024

The Group Manager Environmental Services stood in for the Group Manager User Experience and Community Engagement, Acting Group Manager Recreational Services as she was on leave. The Group Manager Environmental Services spoke to the report to seek a resolution from the Community Services Committee that approves officer's application to Trust Aoraki Ltd for funding to deliver the Water Skills for Life and Introduction to Water Safety programs, at the Caroline Bay Trust Aoraki (CBay), and district pools.

The importance of obtaining funding to subsidise this program and giving all children across the district the opportunity to partake in the program was discussed.

Resolution 2023/26

Moved: Mayor Nigel Bowen

Seconded: Clr Scott Shannon

That the Community Services Committee approves officers submitting an application for funding to Trust Aoraki Ltd for the delivery of the *Water Skills for Life* and *Introduction to Water Safety* programs at the Caroline Bay Trust Aoraki Centre (CBay).

Carried

8 Consideration of Urgent Business Items

No items of urgent business were received.

9 Consideration of Minor Nature Matters

No matters of a minor nature were raised.

The Meeting closed at 12.30pm.

.....
Clr Stacey Scott
Chairperson

7 Reports

7.1 Actions Register Update

Author: Jessica Kavanaugh, Governance Advisor

Authoriser: Jacky Clarke, Governance and Executive Support Manager

Recommendation

That the Community Services Committee receives and notes the updates to the Actions Register.

Purpose of Report

- 1 The purpose of this report is to provide the Community Services Committee with an update on the status of the action requests raised by councillors at previous Community Services Committee meetings.

Assessment of Significance

- 2 This matter is assessed to be of low significance under the Council's Significance and Engagement Policy as there is no impact on the service provision, no decision to transfer ownership or control of a strategic asset to or from Council, and no deviation from the Long Term Plan.

Discussion

- 3 The Actions Register is a record of actions requested by councillors. It includes a status and comments section to update the Community Services Committee on the progress of each item.

Attachments

1. **Community Services Committee Actions Required**  

Information Requested from Councillors (Community Services Committee)

Information Requested	Regular report on the Aigantighe House Gallery Seismic Strengthening Project		
Date Raised:	25 July 2023	Status:	Completed
Issue Owner	Group Manager Recreation and Cultural Services	Completed Date:	25 August 2023
<p>Background: It was requested a regular monthly progress report to the Councillors regarding the Aigantighe House Gallery Seismic Strengthening Project</p> <p>Update: Regular reporting will now be provided to the Committee, for the current report refer item 7.3</p>			

7.2 Donations and Loans Subcommittee - Recommendations for Funding

Author: Naomi Scott, Community Development Officer

Authoriser: Beth Stewart, Group Manager Community Services

Recommendation

That the Community Services Committee approves the recommendations from the Donations and Loans Subcommittee as set out below:

#	Application	Amount Requested	Recommendation
General Donations - Events			
1	Geraldine District Promotions Association - Towards the Geraldine Matariki Motor Muster Car Show	\$5,000.00	Approve \$1,798.00
2	Geraldine District Projects Trust - Towards 2023 Lunar New Year Celebrations	\$1,900.00	Decline
3	Pleasant Point Christmas Procession Committee - Towards the 2023 Pleasant Point Christmas Procession	\$1,000.00	Approve \$1,000.00
4	South Canterbury Aviation Heritage Centre - Towards Display Hangar & Control Tower	\$5,000.00	Decline
5	South Canterbury RSA - Towards Annual Dawn Civic Service and Veterans Breakfast 2023	\$5,723.00	Approve \$3,823.00
6	Geraldine District Promotions Association - Towards Street Food @ Woodbury	\$1,500.00	Approve \$1,500.00
7	Timaru Christmas Parade Trust - Towards the 2023 Timaru Santa Parade	\$5,000.00	Approve \$5,000.00
8	Geraldine District Promotions Association Incorporated - Towards the Annual Geraldine Christmas Parade	\$2,000.00	Approve \$2,000.00
9	Temuka Promotions – Towards the 2023 Temuka Christmas Parade	\$2,000.00	Approve \$2,000

General Donations – Rural Halls			
10	Milford Community Hall - Towards Installation of AED (automated external defibrillator) at Milford Hall	\$3,506.99	Approve \$3,506.99
11	Otipua Hall - Towards Fixing Cladding Issues	\$9,733.55	Approve \$4,000.00
12	Pleasant Valley Hall - Towards Development of an overnight Parking Area	\$8,950.70	Approve \$4,000.00
13	Te Aitarakihi Society Incorporated - Towards Replacement/Additional Heat Pumps	\$6,820.00	Approve \$4,000.00
General Donations – Community Servies			
14	Senior Citizens – Age Concern - Towards Annual Venue Hire	\$5,869.57	Approve \$4,000.00
15	Alzheimers New Zealand South Canterbury - Towards Operational Costs	\$7,150.00	Approve \$4,000.00
16	CCS Disability Action - Towards Continuation of Support Services	\$2,000.00	Approve \$2,000.00
17	Citizens Advice Bureau South Canterbury Inc - Towards Operational Support	\$7,000.00	Approve \$4,000.00
18	Family Support (SC) Inc - Towards Painting of Exterior Windows and Doors at Premises	\$4,920.00	Decline
19	Geraldine District Promotions Association Incorporated - Towards the Geraldine Sculpture Trail	\$9,074.50	Approve \$2,000.00
20	Gloriavale Leavers Support Trust - Towards operating costs	\$5,000.00	Approve \$5,000.00
21	Good Bitches Trust - Towards running costs	\$1,800.00	Decline
22	Kiwi Family Trust - Towards Wool Purchase for Plunket & Community Project	\$4,500.00	Approve \$1,000.00
23	Geraldine District Projects Trust- Towards Tools for Waihi River Trails Group	\$2,370.44	Approve \$1,000.00

24	Life Church Timaru - Towards installation of fire alarm system	\$39,000.00	Approve \$5,000.00
25	Timaru Muslim Educational Trust - Towards the Muslim Funeral Service facility	\$12,051.98	Approve \$5,000.00
Substantial Donations			
26	Fraser Park Community Trust - Towards Fraser Park Redevelopment	\$95,000.00	Decline
27	Gleniti Playcentre – Towards Replacement of Slide and Slide Structure	\$10,000.00	Decline
28	Mōkihi Havora – Towards Renovations of new Property	\$200,000.00	Approve \$20,000.00
29	NZ Raptor Trust - Towards Levelling the Ground for the Falcon Capture Breeding Facility	\$28,494.90	Decline
30	South Canterbury Mountain Bike Club - Towards Pump Track at Centennial Park	\$40,000.00	Defer to Council meeting for consultation regarding contestable funding under Walking and Cycle Trails in the Long Term Plan
31	The Order of St John - Towards the “Think Safe Brain Campaign”	\$10,000.00	Decline
Loans			
32	Fraser Park Community Trust – LOAN Towards the Redevelopment of Fraser Park	\$750,000.00	Decline
33	Timaru Old Boys Sports Club - LOAN Towards Redevelopment of Changing Rooms	\$34,000.00	Approve

Purpose of Report

- 1 To present recommendations from the Donations and Loans Subcommittee Meeting held on 19 September 2023, for the Community Services Committee to consider.

Assessment of Significance

- 2 This matter is deemed to be of low significance under the Council’s Significance and Engagement Policy. It is the allocation of funds under an existing policy and funding allocation and does not affect strategic assets, levels of service or rates. Officers note the allocation of funds is important to the community groups and organisations making application.

Background

- 3 The Donations and Loans Subcommittee meeting was held on 19 September 2023 to consider funding request applications.
- 4 The total amount recommended to be approved is \$65,627.99 for the general donations funding and \$20,000.00 from substantial donations, and \$34,000.00 Loans.

Options and Preferred Option

- 5 The options are:
 - Option 1 - Approve the sub-committee recommendations. This is the preferred option.
 - Option 2 – Decline the recommendations and no donations paid.

Consultation

- 6 No consultation is required on this matter as it is the allocation of funds pursuant to Council policies based on applications from community groups and organisations.

Relevant Legislation, Council Policy and Plans

- 7 The Timaru District Councils' Donations and Loans Policy, and the Long Term Plan 2021-31.

Financial and Funding Implications

- 8 The funding is allocated in the Annual Plan and is within current budgets.

Other Considerations

- 9 There are no other considerations.

Attachments

Nil

7.3 Request to access Museum bequest funds

Author: Philip Howe, Museum Director

Authoriser: Beth Stewart, Group Manager Community Services

Recommendation

That the Timaru District Council designates the bequests from the estates of Claire I C Collett (\$601,967) and Betty C Jordan (\$244,686), totalling \$846,653 to supporting the South Canterbury Museum exhibition development in the new heritage facility on Stafford Street, Timaru.

Purpose of Report

- 1 To review and consider making available funding from two historic bequests made to the South Canterbury Museum to support major exhibition development in the new heritage facility planned for Stafford Street.

Assessment of Significance

- 2 The matter has been assessed as of low significance in terms of Council's Significance and Engagement Policy as it is an application for funds to be applied within the scope of their terms.

Background

- 3 As part of the planning for the new heritage facility, the South Canterbury Museum has funding in the 2021-31 Long Term Plan (LTP) to provide for the relocation and enhancement of long-term exhibitions from Perth Street into the new facility in the 2023-24 year. The total amount available was \$600,000, being \$100,000 in the 2022-23 financial year and \$500,000 in the current 2023-24 financial year. This amount is considered sufficient for the relocation of existing exhibitions from the current Museum, along with enhancements and adaptations to make use of the new spaces provided.
- 4 The creation of the new facility provides an opportunity to develop an entirely new high-quality exhibition experience that locals can repeatedly enjoy and that has the potential to make the new facility a destination of choice for locals and visitors alike.
- 5 The South Canterbury Museum team has worked with nationally-renowned exhibition design company, Workshop E to develop an exhibition concept plan for the proposed long-term exhibition area in the new heritage centre. A preliminary plan and budget indicates a cost of \$3 million, which will require considerable fundraising to augment the \$600,000 allocated in the LTP. The South Canterbury Museum Development Trust are working to assist with this. The Trust has previously provided over \$600,000 towards various Museum projects over the last 25 years.
- 6 Council has received two bequests specifically for the Museum over the last fourteen years. The bequests are general in their direction. In respect of the Claire I C Collett bequest records that a share of the estate is given to the South Canterbury museum, and does not specifically direct its use. Similarly, in respect of the Betty C Jordan bequest it records that a share is given 'to the TIMARU DISTRICT COUNCIL for the purposes of the SOUTH CANTERBURY MUSEUM for general purposes.' The nature of the bequests gives a measure of discretion to

the Committee, acting on behalf of Council, to apply the funds in a manner that it believes furthers the purposes of the South Canterbury Museum.

- 7 The total amount held is \$846,653, being made up of \$601,967 from the estate of Claire I C Collett (received over 2009-2013) and \$244,686 from the estate of Betty C Jordan (received 2018). Both bequests were received with conditions stating that they were to be used for the purposes of the South Canterbury Museum.

Discussion

- 8 It is likely that the project will attract significant funding from national agencies and other external sources if a major part of the total cost has already been raised or held in trust. To date the combined amounts from the Council and South Canterbury Museum Development Trust fundraising is \$1.2m towards the \$3 million goal. An application to the Lotteries Environment and Heritage Fund is planned for early 2024. This would be strongly supported by the amount that these bequests would add to the existing allocated funds either in the LTP or raised by the Trust.
- 9 The availability of these bequests would also be a major asset to boost the ongoing fundraising campaign to raise a total of \$3 million by January 2025. The bequests would continue to be held by the Council and indicated as committed to the project, along with the Museum's LTP funding. The South Canterbury Museum Development Trust would continue to fundraise and make its funds available to the Council for planned exhibition development costs. The Council would then carry out all expenditure. This would occur through the 2024-25 financial year, in preparation for the new facility to open in the 2025-26 financial year.

Options and Preferred Option

- 10 Option One, being the preferred option, is that Council designates the two bequests to supporting the South Canterbury Museum exhibition development in the new heritage facility on Stafford Street, Timaru.
- 11 Option two is that the two bequests be used by the Council for the purposes of the South Canterbury Museum for its general purposes.
- 12 Defer the decision to access the funds pending a final decision by the Council regarding the Museum/Theatre Heritage Hub project.

Consultation

- 13 Consultation is not required on this matter as it is for the Committee to determine whether the request fits with the terms of the bequest.

Relevant Legislation, Council Policy and Plans

- 14 No relevant legislation, Council Policy or Plans require consideration.

Financial and Funding Implications

- 15 These bequests have been kept in reserve for a number of years, awaiting a suitable application that will be for the benefit of the South Canterbury Museum.
- 16 The availability of these bequests will have a major effect on subsequent fundraising capability for this project by the Museum Development Trust and the Council through a Lotteries Environment and Heritage fund application.

Other Considerations

17 No other considerations have been identified.

Attachments

Nil

7.4 Community Development Update

Author: Claire Barlow, Community Development Manager

Authoriser: Beth Stewart, Group Manager Community Services

Recommendation

That the Community Development Update report is received and noted by the Community Services Committee.

Purpose of Report

- 1 To provide the Community Services Committee with an update on key activities and initiatives in the Community Development Unit.

Assessment of Significance

- 2 This matter is assessed as being of low significance under the Council's Significance and Engagement Policy, as it is reporting on community activities and does not propose any initiatives that influence levels of service, strategic assets, or rates.

Discussion

Safer Communities Update

Timaru District Safer Communities Strategy 2023

- 3 At the Safer Communities Subcommittee meeting on 21 September, the Safer Communities Strategy was adopted, subject to minor changes, which have been made. The final document is attached to this report. This document sets out the strategic direction for the Subcommittee and will inform the development of the subsequent Safer Communities Action Plan.

'Let's Connect' Temuka

- 4 Responding to requests from Temuka Community Board members and other stakeholders in the area, officers are planning a networking event on 21 November to provide an opportunity for service providers in the Temuka area to connect and share information with community stakeholders and interested residents. A flyer is attached to this report for your information.

Safer Communities Directory

- 5 The development of an online community services directory has been an ongoing task for the Community Development team however, earlier this year officers were made aware of an existing directory on the Ministry of Social Development (MSD) website.
- 6 Following further discussions with stakeholders it has been noted that the existing MSD directory is not as localised or user-friendly as hoped and that there is still considerable demand for a directory that has a clear focus on services available in our district, which is easy to navigate and can be shared in both print and digital formats.

Age-Friendly Strategy Update

- 7 The final Age-Friendly Strategy was endorsed by the Safer Communities Subcommittee on 21 September, and a recommendation that the Community Services Committee adopts this strategy is included in a separate report in this agenda.

Homelessness Update

- 8 At the Safer Communities Subcommittee meeting on 21 September, it was agreed that a working group be established to meet quarterly to share information and collaborate on solutions to this growing issue.
- 9 These meetings will be scheduled to coincide with the latest datasets from the Ministry of Social Development.

Welcoming Communities

- 10 The Connected Communities Coordinator (CCC) continues to socialise the Welcoming Communities programme across the region as well as strengthen relationships with coordinators in other parts of the country, to share knowledge and resources.
- 11 The CCC has been asked to present about Welcoming Communities at two local events: Master of Ceremonies and a guest speaker at the Diwali Festival on 4 November, and guest speaker at an upcoming Altrusa Timaru meeting.
- 12 Welcoming Week was held on 1-10 September 2023. A number of successful events were held by businesses, clubs and organisations, as well as by Timaru District Council. Several positive news stories were published in both the Timaru Herald and the Timaru Courier. The CCC was also interviewed for the Council Podcast, and for a segment on The Breeze radio station.
- 13 The CCC continues to work on a stocktake to identify what welcoming activities and initiatives are already happening in the region.
- 14 The Statement of Commitment certificate was signed by Mayor Nigel Bowen and Chief Executive Bede Carran on 17 October. This is the final step for Stage One Accreditation in the Welcoming Communities programme and an application is now being processed through the Ministry of Business, Innovation and Employment. The Statement of Commitment signals a commitment from Council to valuing and welcoming newcomers. It builds a competitive advantage to attract, support and retain newcomers and shows that our Council and community is part of an international welcoming network.

Youth Advisory

- 15 Following the initial Youth Advisory Hui on 30 August a meeting was held with representatives from The Y to discuss feedback from the hui along with next steps. It was agreed that, while there was good attendance at the hui, representation from more diverse groups would be desirable. With the impending end-of-year exams for students and a desire to increase the representation around the table, a further hui has been postponed until early in 2024.
- 16 Next steps include a report to the Community Services Committee seeking direction on what they envisage in relation to the establishment of a Youth Advisory and requesting guidance on appropriate funding to support this initiative.

Attachments

1. **Timaru District Safer Communities Strategy 2023**  
2. **Safer Communities 'Lets Connect' Flyer 2023**  



WHAKAKITENGA (VISION): Safe, resilient and connected communities in the Timaru District

KAUPAPA (MISSION): To collaborate and empower our communities safety and wellbeing

MATAPONO (PRINCIPLES): The following principles guide the implementation of this strategy:

COMMITMENT TO CONTRIBUTE	Facilitate an inclusive, empowering and progressive process of promoting safety and wellbeing in the Timaru District
COLLABORATION AND COORDINATION	To identify and record opportunities for a collaborative approach
SUPPORT	Provide information and advice required to secure funding, enable organisations with key stakeholders to deliver and evaluate best-practice activity relating to safety and wellbeing
PROACTIVE ACTION	Have the flexibility to respond to any new issues and opportunities that arise in the Timaru District
INTEGRITY	Treat each other with respect, honesty and fairness

WHĀINGA RAUTAKI (STRATEGIC PRIORITIES):

1. Empower a collaborative community that promotes wellbeing and social connectedness
2. Optimise pathways and opportunities for the community to thrive
3. Value, support and showcase diversity
4. Reduce social and family harm

TIMARU DISTRICT COUNCIL PRESENTS

WHO'S WHO IN TEMUKA

LET'S
CONNECT

TIMARU



DISTRICT COUNCIL

Te Kaunihera ā-Rohe
o Te Tihi o Maru

A Safer Communities
networking event designed to
match local service providers
with those wanting to make
Temuka a safe and vibrant
community.

NOVEMBER

21

10AM - 12PM

ST JOHN HALL

47 King Street
Temuka

REGISTRATIONS
ESSENTIAL!

To register please email:

naomi.scott@timdc.govt.nz

03 687 7200

7.5 Timaru Theatre Royal and Heritage Facility – Draft Operational Plan 2024-2034, Governance Arrangement, and Business Model

Author: Philip Howe, Museum Director
Beth Stewart, Group Manager Community Services

Authoriser: Bede Carran, Chief Executive

Recommendation

That the Community Services Committee:

- (i) Receives and notes the Timaru Theatre Royal and Heritage Facility Draft Operational Plan 2024-2034;
- (ii) Instructs officers to investigate engaging external support, following Council's procurement policy, to provide Council with advice and recommendations on the most effective governance arrangements and sustainable business model for the Theatre Royal and Heritage Facility.

Purpose of Report

- 1 To consider the Timaru Theatre Royal and Heritage Facility Draft Operational Plan 2024-2034, and options for managing and delivering the best possible governance arrangement and sustainable business model for the facility in the medium to long-term.

Assessment of Significance

- 2 This matter is assessed to be of low significance under the Council's Significance and Engagement Policy. It is an operational matter that does not impact on levels of service, strategic assets or rates.

Background

- 3 The Theatre Royal closed in November 2019, and since then Council has been working together with community stakeholders and representatives to ensure that Timaru continues to benefit from access to professional theatre. The business case for the Theatre Royal and Heritage Facility has been developed in consultation with the community, through the Long Term Plan (LTP) 2018-28 and LTP 2021-31 and in various consultation in the latter part of 2022.
- 4 The final shape of the operating model is being developed and will be confirmed once the facility is nearer completion. Council officers have developed a Draft Operational Plan for the Timaru Theatre Royal and Heritage Facility (Attachment 1) which explains the processes and procedures for managing and delivering the facility, assumptions on the number of shows/events, and includes ongoing operational and facility maintenance funding commitments over the 10-year period 2024-2034.
- 5 In respect of the operating costs as part of the LTP 2021-31 Council has budgeted Theatre Royal operating costs of an average of \$458,184 per annum in addition to the approximately \$1.45 million operating costs of the Museum which will also be used as part of the operating model for the facility. The estimate for the Theatre Royal was based on other theatres which Council believes are of a similar scale.

- 6 When the Theatre Royal and Heritage Facility opens in mid-2025 it will ensure the continued provision of performing arts and professional theatre, and the new Museum which will shift public exhibition, education and programme functions from the current South Canterbury Museum to the new purpose-built facility in Stafford Street. The redevelopment of the historic Theatre Royal, the development of a new adjacent museum exhibition facility and the redevelopment of the current Museum's Perth Street site will provide:
- a state-of-the-art theatre operation and experience inside an historic theatre building
 - a modern welcoming world-class museum experience
 - a range of spaces available for use by the community and for private or commercial hires
 - an accessible community facility
 - professionally managed heritage collections providing a resource for a wide range of museum-based activities, research, education, regional promotion and understanding
 - a committed and professional team of staff and volunteers who will enable the community, stakeholders and external parties to gain maximum benefit from all that the new facility and operation can offer.

Discussion

- 7 The Theatre Royal was a privately-owned business until 1962 when purchased by the former Timaru City Council and redeveloped. Prior to closing in 2019, the Theatre did not have any council staff directly employed in its operation. Theatre management and technical services were contracted out, and the Friends of the Theatre assisted with the running of shows and events. The new combined theatre and museum facility will have an established core audience and customer base which regularly engages with the facility through the annual programmes. With the new facility there are opportunities to expand our audiences into other markets including children and family events, comedy, live music, physical theatre, the corporate market and local events such as prize-giving and award shows, and conferences market.
- 8 A thriving performing arts scene drives employment and broader economic benefits, advances tourism and helps define and reflect the culture and identity of Timaru. Management and governance strategies for the Theatre Royal and Heritage Facility should be based on the real and tangible needs of the community, audiences and stakeholders. Audience development is linked to the creativity and output of the arts sector and requires professional management and marketing support.
- 9 Development of the Theatre Royal and Heritage Facility needs to be considered in the same strategic context as the development of the district's other cultural assets such as libraries, Aigantighe Art Gallery, Museum, and even CBay and the Southern Trust Events Centre.
- 10 According to Charcoalblue Pty Ltd, an award-winning International company which provides a full spectrum of consultancy services including theatre and venue design/operation, there are three basic governance models used by local government for Performing Arts Centres (they are also applicable to galleries and museums):
- (i) Council/Government operated – either as a Business Unit/Department or as a Trust or Board (in-house);
 - (ii) Outsourced to commercial operator (arms-length);
 - (iii) Outsourced to not-for-profit entity (arms-length)

They each have their merits and risks. Appendix 2 outlines the strengths and weaknesses of each governance strategy. Charcoalblue have worked with RDT Pacific in delivering the *Dunedin Performing Arts Feasibility Report* in January 2020 for the Dunedin City Council. Both companies are presently involved with the Waikato Regional Theatre Construction Project in Hamilton.

Options and Preferred Option

- 11 Option One, being the preferred option, is that Council engages a consultancy service to provide advice and recommendations on the most effective governance arrangement and sustainable business model for the Timaru Theatre Royal and Heritage Facility.
- 12 Option Two, is to stand-up an internal Working Group to further develop the Operational Plan 2024-2034 and report back to the Council on the most effective business model for the Timaru Theatre Royal and Heritage Facility.

Relevant Legislation, Council Policy and Plans

- 13 Council's Long Term Plan 2021-31 and procurement policy.

Financial and Funding Implications

- 14 Council officers can undertake initial work to identify the various models and their respective funding and financing requirements that are in use in other similar facilities around the country. Modelling this can then be supported by an external party to support officers with this work. The engagement of external support will be undertaken pursuant to Council's procurement policy. Costings on this will be brought back to the Tenders and Procurement Committee for approval once quantified. Officers have not yet fully scoped the work, and so the costings are high level estimates only, but expect to be less than \$30,000.

Attachments

1. **Timaru Theatre Royal and Heritage Facility, Draft Operational Plan 2024-2034** [↓](#) 
2. **Charcoalblue : Strengths and Weaknesses of the Governance Model** [↓](#) 



Timaru Theatre Royal and Heritage Facility

Operational Plan 2024 - 2034

November 2023

Version 1 – 3/11/23



A unique setting in the heart of Timaru

The Theatre Royal and Heritage Facility Redevelopment Project has been a key project involving relocation of the South Canterbury Museum to the site of the Timaru Theatre Royal (currently closed for the major upgrade). The Theatre Royal in Timaru is a Category B Heritage building and has been the premier venue for local and visiting cultural events and entertainment.

The Timaru Theatre Royal and Heritage Facility project includes an upgrade of the Theatre Royal together with the design and construction of a new Heritage Facility. This co-location will create a centre that provides opportunities for connections, multi-functional spaces and facilities between the Theatre Royal and the new Museum exhibition space.

After further discussions with the community during 2022/23 Council reconfirmed a full redevelopment of this facility at a cost of \$57.1 million. This includes central government grant funding. During the 2023/24 financial year the focus will be on finishing detailed design plans, and site preparation. Construction works will then be able to start in the following 2024/25 financial year.

The new facility, encompassing the Theatre Royal and South Canterbury Museum, plays a key role in the delivery of performing arts, cultural and heritage services to the community and enables us to continue to support Council's values and community wellbeing outcomes.

Contents

1. Introduction.....	4
2. About this Operational Plan	5
3. Background.....	5
3.1 History	5
3.2 South Canterbury Museum.....	6
3.3 Opportunity.....	6
3.4 What the new facility will provide.....	7
3.5 Strategy.....	7
4. Vision	8
5. Mission	8
6. Central Values	8
6.1 Community Engagement	8
6.2 Education and Learning	8
6.3 Cultural Respect	8
6.4 Inclusivity and Diversity	8
6.5 Integrity and Ethics	8
6.6 Innovation and Adaptability	9
6.7 Collaboration	9
6.8 Environmental Responsibility	9
6.9 Accessibility	9
6.10 Commercial Opportunity	9
6.11 Professional Standards	9
6.12 Artistic Excellence	9
7. Stakeholders	9
8. Prioritised Goals and Actions	10
9. Key Performance Indicators	13
10. Insurance	14
11. Staff Structure	15
12. Funding Impact Statement	19
13. Appendices	20

1. Introduction

This Operational Plan for the Timaru Theatre Royal and Heritage Facility sets the operating framework in the following areas:

- goals and key operational strategies
- venue management
- staffing
- ticketing and box office systems
- marketing and promotion
- facility maintenance
- health, safety and security
- financial management
- sustainability (e.g. implementing eco-friendly practices, reducing waste and energy consumption, and promoting sustainable initiatives)
- analysis of data to identify areas for improvement; and
- continuously adapting operational strategies based on feedback and performance.

The new Museum space will shift public exhibition, education and programme functions from the current South Canterbury Museum to new purpose-built facilities. This will include exhibition space which would be available for touring exhibitions and provide additional space for alternative touring shows for the Aigantighe Art Gallery and other partner organisations.

The Stafford Street site will be a vibrant centre that has a range of Museum spaces that can be used flexibly for heritage, performances, corporate and private event hires, community engagement and local use. It will be of an international standard, and attract visitors and new audiences to the region.

The Heritage Collection Centre at the Museum's current Perth Street site will provide a professional standard of care for the region's natural and cultural heritage collections and assets, enabling access for research, and use in exhibition, education programmes and public programmes.

The upgraded Theatre Royal will provide a fit for purpose facility for users and patrons. The facility will attract more local and touring productions to Timaru. The restoration and extension to the existing foyer will provide an area to incorporate further community/function spaces shared with the Heritage Facility. The fully reconstructed back of house will offer dressing room and backstage facilities of an exceptional standard that can accommodate large performance companies.

2. About this Operational Plan

This Operational Plan aims to explain the processes and procedures for managing the facility and delivering its services, as well as setting out facility infrastructure and operations. The Plan also demonstrates the understanding and commitment of the Timaru District Council to ensure the health, safety and wellbeing of those who are attending the facility, as well as those who are working (in a paid or voluntary capacity) to deliver shows, exhibitions and programmes at the facility.

It is important to ensure that all necessary operational and emergency information, policies and procedures regarding the overall management of the facility, are communicated to all relevant user, volunteers, staff, partners, stakeholders, external agencies and statutory authorities. It is through the effective dissemination of information that all aspects of the facility will be considered and the necessary safety measures implemented, including compliance with the requirements of any relevant legislation, thus ensuring, as far as is reasonably practicable, the safety of all those involved or affected by the facility.

The Operational Plan is a “living” document and should be continually monitored, evaluated, revised and updated as required. This is particularly important where different requirements may become apparent during the construction phases, or first-time events and shows.

3. Background

3.1 History

The Timaru Theatre is listed in the Operative District Plan. It is also listed by Heritage New Zealand Pouhere Taonga as a Category 2 Historic Place and has been the premier venue for local and visiting cultural events and entertainment. The present Theatre building was opened in 1912 and replaced earlier site buildings. In 1992-93, Henry Eli White’s façade and entry foyer was demolished and replaced by a new structure designed by Barrie Bracefield. The interiors to the Auditorium are in the style of Louis XV. This space was identified as a key element for retention. The desire to maintain the heritage fabric of the space has been carefully balanced with delivering an improved experience for theatre users and audiences.

The Theatre Royal was a privately-owned business until 1962 when purchased by the former Timaru City Council and redeveloped. Prior to closing in 2019, the Theatre did not have any council staff directly employed in its operation. Theatre management and technical services were contracted out, and the Friends of the Theatre assisted with the running of shows and events.

Timaru District Council has built on its existing relationship with mana whenua through cultural design engagement with local Rūnaka during development of this facility. The process included engagement with representatives of Te Rūnanga o Arowhenua during concept design phase, development and build.

The Timaru District Council Long-Term Plan 2021-31 sets the Council's vision for the future and the plan for the next 10 years to work towards achieving the vision. It outlines the work programme, how this will be paid for and when it will happen. The Long-Term Plan is reviewed every three years and at that time, Council looks for input from the community, mana whenua, and other stakeholders in the district. As part of the Long-Term Plan process, Council has made decisions on some exciting future upgrades and redevelopments (reflected in the Annual Plan 2023-24) to key facilities, and the regeneration of central Timaru, which includes the Theatre Royal and Heritage Facility Redevelopment.

3.2 South Canterbury Museum

South Canterbury Museum, to be relocated to the new facility, is a regional museum of nature, history and culture located in Timaru. It provides access to unique collections of local heritage items, images, archives and information, long term displays, a programme of short-term exhibitions, a variety of public programmes and services and heritage programmes for schools both at the museum and around the district (Government funded).

The Museum was established on the Perth Street site by the South Canterbury Historical Society, following a bequest of land and buildings from the estate of Thomas Burnett. The first museum opened in a house on the site in 1952, and was replaced by the large octagonal Pioneer Hall building in 1966. The full operation of the Museum was taken over by the Timaru District Council in 1988, and a rectangular three-level storage wing added in 2000.

The Museum has several full-time and part-time professional staff to carry out the required roles for collection care, exhibition, education and public programmes. A key focus for the Museum has always been to encourage people to explore our heritage. This will continue in the new facility and operation.

3.3 Opportunity

Cultural and artistic activities are part of the long-term community aspirations. Council is committed to delivering cultural and artistic platforms through advocacy, partnerships and as a provider. Enriching cultural life within our communities through the art, learning and cultural endeavours is a key role of Council. As a provider and partner in delivering this indicator the following outcomes will be achieved through the Operational Plan:

- our community is recognised for its innovation and creativity and there is increased participation in cultural and artistic activities
- showing the value the contribution of arts, heritage and culture has on our wellbeing, economy and in creating liveable, vibrant and diverse communities
- recognising the need for enhanced cultural precincts, venues and public art within our district.

3.4 What the new facility will provide

The redevelopment of the historic Theatre Royal, the development of a new adjacent museum exhibition facility and the redevelopment of the current Museum's Perth Street site will provide:

- a state-of-the-art theatre operation and experience inside an historic theatre building
- a modern welcoming world-class museum experience
- a range of spaces available for use by the community and for private or commercial hires
- an accessible community facility
- professionally-managed heritage collections providing a resource for a wide range of museum-based activities, research, education, regional promotion and understanding
- a committed and professional team of staff and volunteers who will enable the community, stakeholders and external parties to gain maximum benefit from all that the new facility and operation can offer.

3.5 Strategy

The new combined theatre and museum facility will have an established core audience and customer base which regularly engages with the facility through the annual programmes. This increasingly diverse audience, provides an excellent revenue base for the activities and offerings they deliver. There are, however, opportunities to expand our audiences into other markets including children and family events, comedy, live music, physical theatre, the corporate market and local events such as prize-giving and award shows, and conferences market.

Key objectives to develop include:

- increase the overall utilisation of the wider facility
- develop and increase attendance levels at all exhibitions, events, activities and performances
- develop and increase revenue from services offered including technical, ticketing and bar/kiosk
- develop approaches to engage direct community participation and benefit, such as potential apprenticeship programmes to upskill our community
- continue to develop, document, promote and provide access to the unique local heritage collections in the Museum's care.

The systematic development of additional and niche markets will provide the opportunity for the facility to expand its user base as well as its reputation across the Timaru District and New Zealand.

4. Vision

The new facility and the services it provides are a source of enjoyment and pride for our residents, and attract visitors to our region.

5. Mission

We provide excellent experiences to our audiences, visitors, performers, partners and collaborators, staff and volunteers by delivering a first-class, industry-standard, multi-functional facility that engages, listens and presents quality heritage experiences, entertainment and education for all. We preserve, present, and promote heritage that is accessible for everyone to explore, celebrate and enjoy our region's unique heritage: nature, history, and culture.

6. Central Values

We will be guided by a set of core values that define our identity and drive our actions. These values reflect our commitment to creating meaningful experiences for our audiences, fostering artistic excellence, and contributing positively to our community.

6.1 Community Engagement

We recognise the vital role we play in our local and national communities. Through partnerships and collaborative initiatives, we aim to enrich the cultural fabric and social well-being of our community.

6.2 Education and Learning

We are committed to providing experiences and opportunity for learning and understanding, creativity and nurturing the next generation of artists, creators, and enthusiasts. Our facility serves as a platform for learning, growth, and skill development, inspiring lifelong appreciation for the arts and heritage; growing understanding of who we are and where we are.

6.3 Cultural Respect

We respect our natural and cultural heritage, and endeavour to preserve, present and promote our region's heritage in our facilities and beyond. We recognise and engage with mana whenua. We welcome all communities and cultures as visitors, audiences, participants and potential collaborators.

6.4 Inclusivity and Diversity

We celebrate the uniqueness of every individual and embrace a diverse range of perspectives, backgrounds, and talents. Our facility is a space where all are welcomed, represented, and valued.

6.5 Integrity and Ethics

Transparency, honesty, and ethical conduct are the cornerstones of our operations. We uphold the highest standards of professionalism and safety in all interactions, ensuring the trust of our stakeholders, visitors, audiences and our community.

6.6 Innovation and Adaptability

We embrace change and innovation as catalysts for growth. By staying adaptable and open to new ideas, we evolve to meet the evolving needs of our audiences, visitors, programme users and our wider community.

6.7 Collaboration

We believe in the power of collaboration and teamwork. We foster an environment where staff and external partners work together cohesively to create exceptional productions, programmes, exhibitions and experiences. We participate with relevant sector networks and initiatives that enable us to further benefit our community and organisation.

6.8 Environmental Responsibility

As custodians of the arts and heritage, we are committed to minimising our ecological footprint. We implement sustainable practices and promote awareness of environmental issues through our work.

6.9 Accessibility

Access to the arts and heritage is a right, not a privilege. We strive to make our programmes, exhibitions, performances and spaces accessible to all, breaking down barriers and ensuring that everyone can engage with what we offer.

6.10 Commercial Opportunity

We are business-like and entrepreneurial in our approach to planning, activity management and collaborations. We will look for revenue-generating opportunities and demonstrate financial sustainability.

6.11 Professional Standards

We will endeavour to apply and maintain professional standards to all that we do, meeting recognised standards for museum collection care, theatre operations, exhibitions and programmes, and all other areas of our operations.

6.12 Artistic Excellence

We are dedicated to producing performances that exemplify the highest standards of creativity, skill, and innovation. We strive to push artistic boundaries and offer our audiences exceptional and memorable experiences.

Through these values, we aspire to be a beacon of creativity, inspiration, and cultural enrichment. Our new combined facility is more than a venue; it is a reflection of our shared values and the embodiment of artistic expression, history, and culture.

7. Stakeholders

Both the Theatre Royal and the South Canterbury Museum have recognised and engaged stakeholders. These parties have had some involvement or interest in the project's development, and will be key to ensuring successful community engagement and operational success moving forward.

The major stakeholders in the theatre are:

- audiences
- major hirers including community theatre groups, educational institutions, touring companies and promoters
- performers
- Timaru District Council employees and volunteers
- corporate users, suppliers and contractors
- Friends of the Theatre Royal

The major stakeholders in the museum are:

- visitors
- educational groups
- researchers and subject specialists
- project collaborators and special interest groups
- South Canterbury Museum Development Trust
- South Canterbury Historical Society
- Friends of the South Canterbury Museum

8. Prioritised Goals and Actions

The following goals and action plans are focussed on developing the facility's potential to carry out its mission and achieve the vision it aspires to.

GOAL 1

Engage the community in meaningful experiences through curatorial and programme choices.

ACTIONS	PRIORITY	TIMEFRAME
1. Develop diverse theatre programmes that include high profile performers, emerging artists, and a variety of disciplines.	High	Ongoing
2. Include programming with a focus on outreach and engagement with organisations and broad audience segments.	Medium	Ongoing
3. Develop a varied exhibition programme with related public and educational programmes.	High	Ongoing
4. Identify and engage with additional partner organisations in the community and at a regional and national level.	Medium	Medium term
5. Create effective relationships with touring bodies, producers, promoters and sector organisations.	Medium	Medium term

GOAL 2

Build and strengthen community relationships and support efforts to increase the capacity and growth of cultural resources within the Timaru District.

ACTIONS	PRIORITY	TIMEFRAME
1. Build on and expand existing relationships with community performance and cultural organisations/groups.	Medium	Ongoing
2. Support the role and membership of the Friends of the Theatre Royal and Friends of the Museum, and actively utilise their skills.	High	Short term
3. Identify cross-promotional and support opportunities based on planned programming initiatives among all community organisations.	Low	Medium term
4. Investigate opportunities to present programmes outside the facility if appropriate.	Low	Ongoing
5. Provide support to theatre and heritage professionals in the Timaru District.	Medium	Medium term
6. Seek and promote exhibitions and performances of interest for demographics that would not typically attend the venue. This includes engaging with industry professionals and New Zealand wide bodies.	Medium	Medium term
7. Survey residents regularly to ascertain their satisfaction with the range of performances at the Theatre Royal and displays and programmes at the Museum.	Medium	Medium term
8. Engage regularly with key users to ensure their needs are being met.	Low	Ongoing

GOAL 3

Develop diverse revenue streams and significantly increase the new facility's utilisation rate.

ACTIONS	PRIORITY	TIMEFRAME
1. Regularly review the items offered in the bar/kiosk to ensure that best value for money is being achieved.	High	Ongoing
2. Increase the level of activity to increase hire revenue, ticket revenue, and secondary revenue.	Medium	Medium term
3. Seek to develop partnerships that assist in the delivery of operations, events and activities.	Medium	Medium term
4. Deliver a diverse range of artistic products and seek opportunities that will extend the scope of offer to wider and niche markets.	Low	Medium term
5. Audiences will be surveyed to ascertain what types of performances they wish to attend, how much they are willing to pay and the frequency they would attend.	Low	Medium term
6. Work with major users of the theatre to minimise the number of dark nights required for rehearsal to allow other activities to occur.	Medium	Ongoing

ACTIONS	PRIORITY	TIMEFRAME
7. Develop maximum variety in performances and the demographics they reach, in particular children's programmes and performances which will encourage midweek attendance (e.g. jazz, rock, classical etc.).	Medium	Ongoing
8. Marketing opportunities will be developed to assist both hirers and Timaru District Council programmed performances.	Medium	Ongoing
9. Fit-out and promote each area of the facility to be compatible and versatile for hire to host a variety of different events.	High	Ongoing

GOAL 4

Strengthen internal and external communications

ACTIONS	PRIORITY	TIMEFRAME
1. Prepare marketing plans for each Timaru District Council presented performance and exhibition/event at the new facility.	Medium	Short term
2. Set growth targets for membership.	Medium	Short term
3. Actively engage at the manager level within Council to develop a greater understanding of the new facility with Groups and Council.	Low	Ongoing
4. Establish partnerships/connections with local businesses.	Medium	Medium term
5. Produce material to highlight the new facility's value within the community.	Medium	Short term

GOAL 5

Sustain and strengthen the organisational capacity, human resources and infrastructure of the new facility

ACTIONS	PRIORITY	TIMEFRAME
6. Review the staffing structure to better achieve objectives within current operational resources and market conditions.	High	Short term
7. Identify and take advantage of opportunities for professional development through relevant sector networks.	Low	Ongoing
8. Operate at the highest level of efficiency and effectiveness and build financial and organisational resources that promote adaptability and viability.	Medium	Ongoing
9. Develop volunteer programmes across the venue that assist in the delivery of operations.	Low	Long term
10. Develop budgets for approval and will be within guidelines set by Council with an emphasis on optimising the annual operating budget.	Medium	Ongoing

ACTIONS	PRIORITY	TIMEFRAME
11. Reporting mechanisms will be adopted which will provide costs versus income statements for all Theatre Royal presented performances highlighting a range of agreed key performance indicators (e.g. ticket sales, discretionary spending per audience member etc).	High	Short term
12. Review and identify any technical infrastructure and equipment upgrades required as per industry standards.	Medium	Medium term
13. Develop an apprenticeship programme to upskill our local community and or rangatahi youth.	Medium	Medium term

GOAL 6

The new facility will be embraced by all

ACTIONS	PRIORITY	TIMEFRAME
1. The new facility will meet the needs of hirers, audiences, visitors, Timaru District Council management and the community that supports it.	Low	Short term
2. The new facility will provide opportunities for additional hire of the venue and an increase in the per head spend of audiences attending performances.	Medium	Long term
3. Grant funds will be sought to finance performances, and exhibitions/events where required.	Low	Long term
4. Ongoing sponsorship arrangements will be utilised as a form of ongoing revenue stream.	High	Short term

9. Key Performance Indicators

It is important to note that metrics used to measure the impact of the arts and cultural experiences tend to focus on direct and immediate impacts, such as audience numbers and audience experience. However, the indirect or “social revenue” impact of the arts such as how much a critically thinking individual who engages in the arts can benefit their community should also be included.

The following key performance indicators will be used to assist the new facility to report tangible figures as well as develop a greater understanding of the overall impact of the facility on the Timaru District community.

GOAL

Track key performance indicators for short and long-term trends

FOCUS AREAS

1. Financial

- Financial results compared to adopted budget
- Ticket sales
- Bar/Kiosk sales / contract catering

- Length of hire
- Museum Shop / Merchandise Store
- Visitor/user donations

2. Utilisation

- Number of nights the facility is open and accessible to the public
- Hire regularity of the individual spaces

3. Attendance Figures

- Occupancy rate per performance, programme or exhibition

4. Performance Details

- Varieties of performance type
- Average ticket price per performance
- Community use/hire versus private/commercial use/hires
- Average spend per audience member per performance/corporate/conference event

5. Evaluation Process

- Develop an evaluation process to capture and measure economic, cultural and community impact and report the results annually
- Develop post show audience opinion surveys
- Customer satisfaction as measured through Council surveys
- Track hirer retention and satisfaction

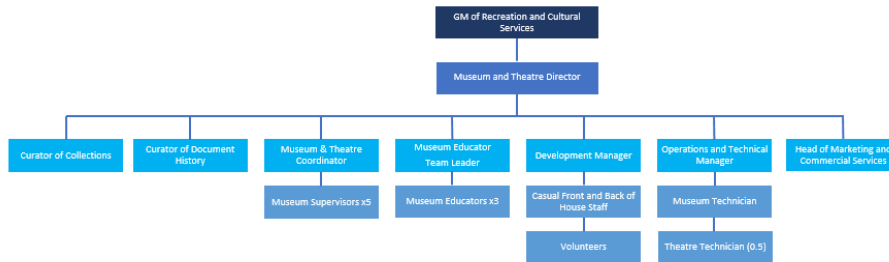
10. Insurance

To fulfil insurance obligations, the Timaru District Council will have arranged Material Damage, Business Interruption, and Public Liability insurance cover. In addition, all contractors, third-party suppliers and associated parties will be required to provide copies of their insurance policies for Public Liability to a minimum of \$5 million.

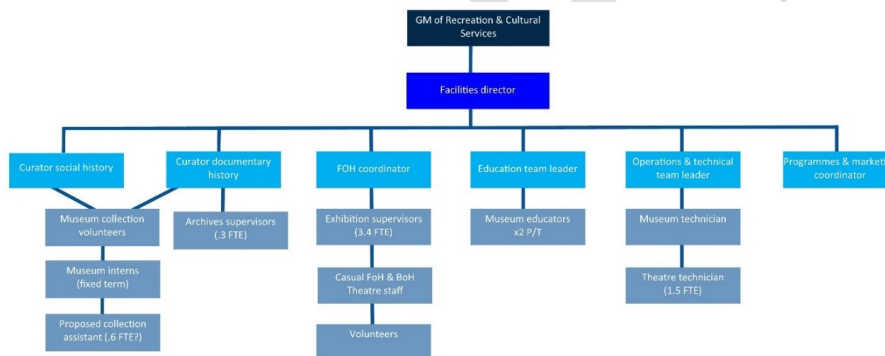
11. Staff Structure

The new facility may be operated by a mix of full-time, part-time staff along with volunteers, casual staff and selected external contractors when appropriate. Some staff may be based at or operate from the Perth Street Museum site.

Option 1



Option 2



Key positions and accountabilities for staff employed at the new facility are outlined below (new positions in red):

Museum and Theatre Director

Responsible for the management of the South Canterbury Museum and Theatre Royal ensuring the facilities operate effectively within the Timaru District Council organisational framework.

- Leadership
- Relationship development
- Work programme
- External communications
- Corporate and personal responsibilities
- Strategic partnerships

- Artistic/cultural direction
- Business sustainability
- Organisational development

Curator of Collections or Curator of Social History

- Social history collection management
- Exhibition planning and preparation
- Public programme delivery
- Written and digital communications
- Shared management of collection assistant, interns, volunteers

Curator of Document History

- Documentary history collection management
- Oversight of archives access
- Exhibition planning and preparation
- Public programme delivery
- Written and digital communications
- Shared management of collection assistant, interns, volunteers

Museum and Theatre [Front of House] Coordinator

- Museum gallery supervision, staffing and oversight
- Theatre staffing and co-ordination
- On-site retail and ticket sales
- Co-ordination of theatre and facility programme volunteers
- (Food and beverage services may also fall within this area depending on possible outsourcing arrangements)

Museum Educators

- On-site education programme co-ordination and delivery
- Off-site education programme co-ordination and delivery
- Holiday programme co-ordination and delivery
- Public programme participation

Museum Customer Service

- Assumes 3 x supervisory staff per 7-hour shift (includes 20 hours per week input from FOH Co-ordinator) x 7 days per week opening
- Opening and closing museum spaces
- Public reception, retail, day-time ticket sales
- Public supervision and display security
- Visitor hosting and guidance
- Support for public education programmes

Development Manager, or Programme and Development Co-ordinator - \$90 - \$100k
(This role could be combined with the Head of Marketing and Commercial Services)

- Execution of programming and audience development strategy (as per specific programming work streams)
- Event promotions and marketing services
- Ticketing and box-office
- Presenter (hirer) services and partnerships
- Community cultural partnerships
- Commissioning and production of specific works, festival and events
- Creative business incubation
- Industry partnerships, vocational training and career development
- Industry development related to projects and programme (e.g. seed funding, small grants and research)
- Commercial business development (this may include relationships with retail/specialist services tenancies, sponsorships, licensing, merchandise and food/beverage partnerships)

Operations and Technical Manager - \$70 - \$90k

- Technical production services (This will include responsibility for part-time Theatre Technician, possibly an apprentice from a local electrical business)
- Operations: Responsibility for services and activities of technical operations for theatre and museum
- Co-ordinating additional workforce and equipment as required (e.g. external service providers)
- Visitor services
- Facility management, maintenance, and development
- Health and Safety, and facilities security
- (Food and beverage services may also fall within this area depending on possible outsourcing arrangements)

Theatre Technician (1.5 part-time) - \$55 - \$65k pro-rata (x 1.5 = \$90k)

- Technical production services
- Technical support for performances and events both in the theatre and museum
- Audio: Digital and analogue desks, and sound systems
- Lighting: Rigging and operating theatre lighting including moving lights
- Staging: Theatrical rigging and staging techniques, including counterweight flying systems

Collection Assistant (0.6 part-time ~ full-time) - \$55 - \$65k pro-rata

- Oversight of natural history collections
- Heritage collection management assistance
- Exhibition development assistance
- Public programme assistance

Head of Marketing and Commercial Services - \$60 - \$75k
(This role could be combined with the Development Manager)

- Event promotions and marketing services
- Ticketing and box office
- Commercial business development (This may include relationships with retail/specialist services tenancies, sponsorships, licensing, merchandise and food/beverage partnerships)

Casual Front of House and Back of House Staff

Wage costs based on a forecast event by event, shift by shift basis derived on estimated casual labour needs, event complexity and in line with venue utilisation forecasts. Casual rates would be based on the Living Wage as well as experience and include say a 25% casual shift loading.

Volunteers

A cohort of volunteers developed and utilised for shows and events to assist with ushering and box office activities (e.g. through arrangements with the Friends of the Museum and Friends of the Theatre Royal).

Interns (dependent on external/internal project funding)

A combination of theatre and museum interns.



12. Funding Impact Statement

Theatre Royal & Heritage Facility | Total Expenditure OPEX and CAPEX 8 years (figures exclude Museum)

	Forecast Y1 2024/25	Forecast Y2 2025/26	Forecast Y3 2026/27	Forecast Y4 2027/28	Forecast Y5 2028/29	Forecast Y6 2029/30	Forecast Y7 2030/31	Forecast Y8 2031/32	Forecast Y9 2032/33	Forecast Y10 2033/34
Operating Funding										
Theatre hire		150,000	200,000	300,000	350,000	350,000	350,000	350,000	350,000	350,000
Conference & atrium hire		70,000	120,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Miscellaneous income (other spaces/sources)			15,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000
Ticketing revenue (direct sales & 3 rd party commissions)		20,000	40,000	55,000	75,000	75,000	75,000	75,000	75,000	75,000
Staffing cost recovery		20,000	30,000	40,000	60,000	60,000	60,000	60,000	60,000	60,000
Other rentals (Theatre foyer & Museum space hires)		20,000	40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other earned rental (catering fees – direct or 3 rd party)		50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
External operating grants & subsidies		25,000	30,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Other income (miscellaneous sales, donations)		10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Operating Funding		365,000	565,000	725,000	820,000	820,000	820,000	820,000	820,000	820,000
Earned Revenue		295,000	560,000	575,000	665,000	665,000	665,000	665,000	665,000	665,000
Rates Revenue	261,000	621,000	503,000	503,000	413,000	413,000	413,000	413,000	413,000	413,000
Expenditure										
Salaries and wages	200,000	500,000	550,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Vehicle expenses	20,000	15,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Staff training, conferences, travel	10,000	35,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Office administration expenses	5,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Marketing & promotion	60,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000



	Forecast Y1 2024/25	Forecast Y2 2025/26	Forecast Y3 2026/27	Forecast Y4 2027/28	Forecast Y5 2028/29	Forecast Y6 2029/30	Forecast Y7 2030/31	Forecast Y8 2031/32	Forecast Y9 2032/33	Forecast Y10 2033/34
Expenditure										
Office equipment & furniture	2,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Volunteer support		2,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Insurance		25,000	30,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Utilities		50,000	90,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Security		7,000	10,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Cleaning costs		25,000	35,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Community programmes		30,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Building maintenance		30,000	45,000	50,000	55,000	55,000	55,000	55,000	55,000	55,000
Plant & equipment maintenance		35,000	45,000	50,000	50,000	50,000	50,000	40,000	40,000	40,000
Depreciation		200,000	200,000	200,000	200,000	200,000	200,000	50,000	50,000	50,000
Corporate overhead	50,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total Expenditure	347,000	1,202,000	1,375,500	1,456,500	1,461,500	1,461,500	1,461,500	1,301,500	1,301,500	1,301,500
CAPITAL EXPENDITURE										
Capital repairs and equipment replacement		100,000	150,000	200,000	100,000	100,000	100,000	100,000	100,000	100,000
Theatre Royal & Heritage Facility Development	37,569,000	1,138,000	50,000	50,000	150,000	50,000	150,000	50,000	150,000	50,000
Total Capital Expenditure	37,569,000	1,238,000	200,000	250,000	250,000	150,000	250,000	150,000	250,000	150,000

N.B. 1. Straight line depreciable asset useful life is 50 years. Depreciation cost is included in operational expenditure.



13. Appendices *(to be developed)*

1. Health and Safety Manual
2. Contract Agreement
3. Hire Agreement
4. Technical Specifications
- 5.
6. Position Descriptions
7. Operational Management Plan

N.B. The Operational Management Plan will also include such areas as the following:

- Building Warrant of Fitness (e.g. BWoF Schedule; Service Agreement; Compliance Schedule; IQP Inspections and other Prescribed Maintenance Schedules)
- Venue Infrastructure
 - Access - e.g. vehicle and plant movement, parking
 - Security – e.g. search policy, drugs policy, CCTV
 - Power/Electricity
 - Lighting – e.g. show lighting, working lights
 - Sound – e.g. noise management
 - First Aid – e.g. first aid risk assessment, calling for external assistance, medical reporting on-site
 - Sanitation – e.g. drinking water, toilets, disabled toilets
 - On-Site Communication – e.g. radio channels, secure code words
 - Backstage Area
 - Fire Equipment
 - VIPs
 - Audience viewing areas
 - Waste management
 - Pack In and Pack Out
 - Public Access and Egress (e.g. timings, disabled access, audience profile, queuing system, security and front of house staff, crowd management etc)
 - Public car parking and transport
 - Fire and evacuation routes
 - Show stop and evacuation
 - Catering (e.g. catering agreement, guidelines for use of kitchen, bar etc)



- Ticketing (e.g. ticketing agreement, event ticketing management, event build, account management, online and box office sales)
- Settlement and Reconciliation (e.g. trust account)
- Health & Safety (e.g. risk assessment matrix, fact sheet, contractor/visitor register, on-site induction process, incident register, insurance documents, liquor licence, food control plan certificate, Sale and Supply of Alcohol Act, site plans etc)

DRAFT

APPENDIX A – STRENGTHS AND WEAKNESSES OF THE GOVERNANCE MODEL

The key strengths and weaknesses of each of the Governance Model in general, are:

Model	Strengths	Weaknesses
Council operated	<ul style="list-style-type: none"> - Direct Control and Accountability. - Makes use of existing Council administrative resources and potentially technical expertise (if Council already operates other relevant facilities). - Can be made to fit within an existing management structure. - Potentially overall lower cost to resource. - The Centre sits within Council's existing community cultural service framework such as Libraries and Sporting facilities. 	<ul style="list-style-type: none"> - Exposes Council directly to entrepreneurial risk – culturally a risk-averse enterprise operating in a commercial manner. - Hard to recruit top-flight staff / management who wish to work in an entrepreneurial performing arts focused culture rather than an administratively focussed government one. - Potential for programming and operations to become politicised. - No incentive to build up financial reserves. Any surplus returned to consolidated revenue and any deficit becomes a Council PR liability. - Difficult to fundraise privately. - Donors/sponsors wish to be able to have a direct connection to the purpose/outcome rather than being seen to be "propping up" Government.

Model	Strengths	Weaknesses
Outsourced to commercial operator (Arms-length)	<ul style="list-style-type: none"> - Direct Risk to Council defined and mitigated. - Accountabilities defined by contract. - Staffing risks and liabilities held by contractor. - Contractor draws on a larger pool of specialised expertise and skills. - Career pathways for Contractor's staff potentially available. - Contractor can bring existing venue business development networks and skills. - Contract can be set to provide profit incentives that can drive improved financial performance and reduce costs to Owner. - Most applicable to larger venues in CBD entertainment precincts with excellent line of supply and large markets i.e. a strong profit motive exists, and community focussed cultural development outcomes are not a priority. 	<ul style="list-style-type: none"> - No evidence in Australia that commercial outsourcing of cultural facilities by Local Government delivers greater measurable financial or cultural benefits compared to the other two models. - Very limited pool of potential suppliers in Australia and NZ thus limiting competitive tendering options. Market would need to be tested to determine if any suppliers would be willing to bid for a Dunedin Centre. - Contractors are risk averse and driven by receiving a fixed fee not activating Council owned resources. - Cultural KPI's difficult to codify to the extent that creates a genuine incentive to deliver improved arts and cultural outcomes. - There are significant costs in terms of administering both the tender process and managing the contract on an ongoing basis.

Model	Strengths	Weaknesses
Outsourced to NFP company/Trust (Arms-length – fingers touching)	<ul style="list-style-type: none"> - Direct Risk to Council defined and mitigated. - Accountabilities defined by the Articles/ Memorandum of the Company and multi-year lease and funding agreements. - Reporting is transparent. - Council owns the Company and Directors are appointed by it who are in return accountable to Council for the Company's performance (<i>Fingers touching</i>). - Directors appointed to meet a clear framework outlining skills, knowledge and experience needs. - Staffing risks and liabilities held by the Company. - Incentive to build up financial reserves to moderate market fluctuations across multiple periods and invest back into Centre improvements. - Access to GST Concessions possible. - Fundraising potential improved as donors/sponsors more likely to give to independent NFP body than Council. - Staff recruitment and motivation within an entrepreneurial, semi-independent arts focussed enterprise improved. 	<ul style="list-style-type: none"> - Costs involved with the establishment and on-going registration and reporting of a Company Limited by Guarantee. - Separate Administration staff and facilities required although making use of existing Council resources wherever possible can mitigate this. - Tensions can arise between NFP Company staff and other parts of Council's service delivery business units if differences in wages and conditions are too disparate (either way). - Requires a pool of willing, skilled and experienced potential Company Directors. - Council can experience a sense of loss of ownership over time for what in the end is a community owned asset. Challenge is to remain in touch and appropriately engaged.

7.6 Adoption of Age-Friendly Strategy 2022 - 2025

Author: Claire Barlow, Community Development Manager

Authoriser: Beth Stewart, Group Manager Community Services

Recommendation

That the Community Services Committee receives and adopts the Timaru District Age-Friendly Strategy 2022-2025.

Purpose of Report

- 1 To present the Community Services Committee with the Timaru District Age-Friendly Strategy 2022-2025 with a recommendation that it be adopted.

Assessment of Significance

- 2 This matter is assessed as being of low significance under the Council's Significance and Engagement Policy as it aligns with Council's existing work programme and does not propose any initiatives that have a major effect on levels of service, strategic assets, or rates.

Background

- 3 In 2021 the Timaru District Council and Venture Timaru established a multi-agency Age-Friendly Communities Steering Group (AFCSG).
- 4 Working collaboratively, and with a grant of \$15,000 from the Office for Seniors, AFCSG designed, developed, and undertook consultation with the community to hear directly from residents about the key issues facing our ageing population and to find out what could be done to improve the age-friendliness of the district.
- 5 The information was collected and compiled by an external contractor, and a draft strategy was submitted to officers in February 2023. This was then distributed to members of the AFSCG for comment.
- 6 At their meeting on 21 September 2023, the Safer Communities Subcommittee endorsed the Timaru District Age-Friendly Strategy 2022-2025, and recommended that it be adopted by the Community Services Committee.
- 7 The resolution follows:

6.4 Endorsement of Age-Friendly Strategy 2022-2025

The Community Development Manager spoke to the report to present the Timaru District Age-Friendly Strategy 2022-2025 to the Safer Communities Committee for endorsement and recommendation to the Community Services Committee for adoption.

Clr Sally Parker was part of the original Age-Friendly steering group and is proud of the document that has been presented, and discussed the engagement that was done with the community, and that Council and the community now has a document to work from and plan for our district.

Items discussed included:

- The Age-Friendly network, under the Ministry for Seniors, will be using the strategy as an exemplar for new councils joining the programme.
- The need to include a wider variety of ages in the next strategy document was discussed.
- Actions are high level so that agencies can work within them.

Resolution 2023/1

Moved: Member Mandy Herewini-Wills - Ministry of Justice

Seconded: Member Robin Peterson – Grey Power

That the Safer Communities Committee:

1. Receives and endorses the Timaru District Age-Friendly Strategy 2022-2025; and
2. Recommends that the Community Services Committee adopts the Timaru District Age-Friendly Strategy 2022-2025

Carried

Consultation

- 8 Working collaboratively, the AFCSG undertook consultation throughout the district. This included community workshops, a community survey, and discussions with a variety of agencies and organisations that provide support or services for older people in the Timaru District.

Relevant Legislation, Council Policy and Plans

- 9 This strategy aligns with three of the five Community Wellbeing Outcomes in the Timaru District Long Term Plan 2021 – 2031: Connected Citizens, Enhanced Lifestyle and Diverse Economy.

Financial and Funding Implications

- 10 There are no significant budget implications with this decision.

Other Considerations

- 11 If adopted by the Community Services Committee, it is expected that this strategy document will inform the Timaru District Long Term Plan 2024-2034.

Attachments

1. **Age Friendly Strategy - Attachment to report 1620001** [↓](#) 

Timaru District
Age-Friendly Strategy

2022 - 2025





“ Kaumatua and kuia are our living treasures and the gentle encouragement that they provide to all of us, is the source of a strong future. ”

Contents

Overview	4
Why does this matter?	5
National Context.....	6
International Context.....	6
Timaru's positive ageing vision	7
What you told us	8
1. Outdoor Spaces and Public Buildings.....	10
2. Transport and Mobility	12
3. Housing.....	14
5. Social Participation.....	16
4. Respect and Social Inclusion.....	18
6. Civic Participation and Employment.....	20
7. Communication and Information.....	22
8. Community Support and Health Services.....	24
Appendix 1 – Original Members of the Age-Friendly Timaru Steering Group.....	26

Overview

Timaru District's Population

Populations are ageing for the first time in human history. Although New Zealand's population is still growing, it is structurally ageing – it is becoming hyper-aged .

Fertility rates have dropped steadily, and people are living longer. Mathematically, this means the proportion of young people is shrinking, while the proportion of older people is growing.

This is happening in almost every community in the country including the Timaru District and our neighbouring regions.

In the Timaru District the total estimated 2023 population is 48,710 an increase of 14% since 2006. Department of Statistics project that the total population will increase by only 1% by 2048.

During these same two time periods the over 65 population increased by 45% and from 2006 - 2023 through to 2048 is projected to increase by a further 32%. The under 65 aged population is expected to peak in 2023 and then decline by 85% by 2048.

Timaru District Population Projections 2018 Base - 2048

	2006	2013	2018	2023	2028	2033	2038	2043	2048
Under 15 years	8253	7956	8289	8400	8000	7600	7300	7100	7000
15-29 years	6591	6864	7596	7340	7250	7230	7170	6780	6450
30-64 years	20178	20109	20280	21570	21200	20760	20450	20730	20860
65+	7845	9003	10128	11400	12900	14100	14900	15000	15000
Total	42867	43932	46293	48710	49350	49690	49820	49610	49310

Timaru District has a high proportion of older people and will experience an increasing proportion of older residents in future years.

Currently the 65+ age population is about 24% of the total population. The 80+ age population is 6.1%. By 2048 nearly one third of the population will be age 65 and over (80+ will be 12%).

By 2048 there will be 6,000 residents aged 80+, twice the current 80+ population.

As more baby-boomers reach 65 years of age through the next 15 years, this will place increasing demands on Council, health agencies, and social support resources.

Why does this matter?

The greater the number of older people in our community, the greater the need is for affordable and accessible housing, improved access to medical and health systems, and associated community and age-related services. Making the district as age-friendly as possible is becoming increasingly important.

Some communities are better set up to support their expanding ageing populations than others with facilities, accessible spaces and venues, and services that enable people to participate, contribute, and be valued as they age.

This ageing population presents a significant opportunity for businesses and service providers who are willing to innovate, enhance existing products and services, or develop new product lines suitable for the older consumer.

This Age-Friendly Strategy has been developed from community discussions where older people and stakeholders identified issues for improvement. It is expected

that this will lead the way to building liveable communities where people can 'age-in-place' and progress actions that will make the Timaru District a vibrant and age-friendly community. One where older people are engaged and connected to a community that values, respects and supports them and who have the best possible future with opportunities to achieve their full potential, regardless of their capacities, resources, lifestyles, or preferences.

Our community is already doing remarkable work, and this document seeks to reinforce and improve these efforts, as well as identify new opportunities to address any remaining gaps in services for older people in the Timaru District.



National Context

In 2019, the Office for Seniors published *Better Later Life, He Oranga Kaumātua*. This is a strategy that maps the way forward for senior care nationally through to 2034. The strategy identifies the following key areas for action:

- Achieving financial security and economic participation.
- Promoting healthy ageing and improving access to services.
- Creating diverse housing choices and options.
- Enhancing opportunities for participation and social connection.

These priorities set the national priorities and inform some of what Timaru needs to be thinking about in its strategy.

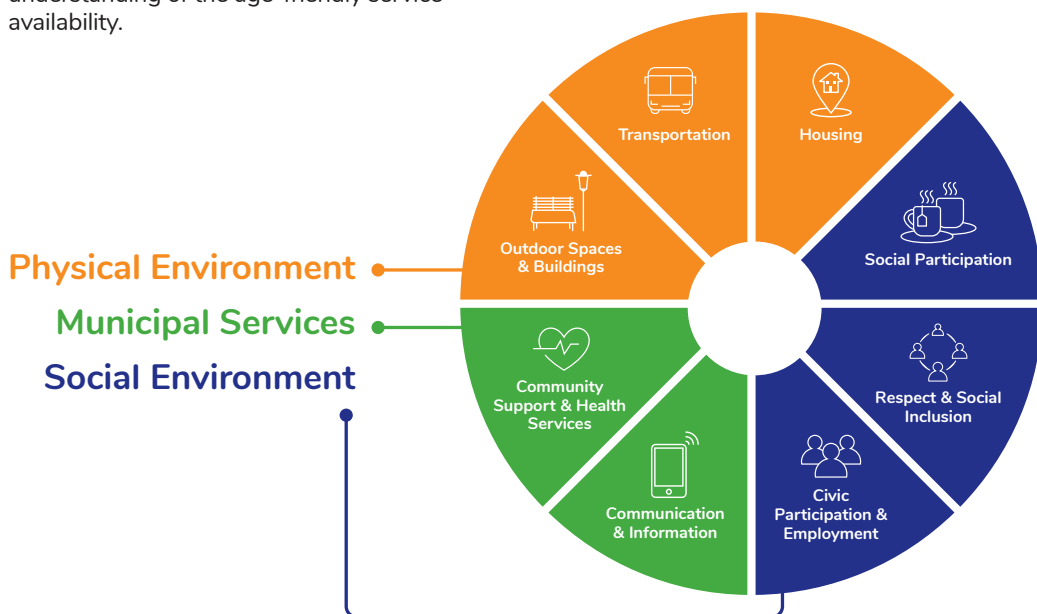
International Context

The WHO Global Age-Friendly Cities project provides criteria and checklists that can be used for the assessment of towns and cities regarding the current state of their age-friendly service provision capabilities and standards. It can also be used to map a path for progression toward age-friendly goals.

WHO recommends that for work to be most effective, older people should be involved as key participants as they have the greatest understanding of the age-friendly service availability.

The WHO Global Age-Friendly Cities project includes eight categories:

- Housing
- Social participation
- Transportation
- Outdoor spaces and buildings
- Community support and health services
- Communication and information
- Civic participation and employment
- Respect and social inclusion



Timaru's Positive Ageing Vision

What you told us

How the Age-Friendly Strategy was developed.

The Timaru District Council and Venture Timaru, established a multi-agency Age-Friendly Communities Steering Group (AFCSG).

Working collaboratively the steering group designed, developed and undertook consultation with the community throughout the Timaru District. Consultation included community workshops, a community survey, and discussions with a variety of agencies and organisations that provide support or services for older people in the Timaru District.

The purpose of the consultation was to hear directly from residents about the key issues facing older people in the Timaru District and find out what can be done to improve the age-friendliness of the city.

Vision

The Timaru District is the ideal place to grow older and lead valued, connected and fulfilling lives.

Goals

- Build liveable communities which respect, value, and support people to actively participate and contribute to community life as they age.
- Value the wisdom and experience of our older community members.
- Celebrate diversity and work to eliminate ageism and inequities.
- Appreciate and celebrate cultural and ethnic diversity.
- Be actively inclusive in how we deliver services and provide information.
- Support people to live independently in the community as they age.
- Provide appropriate and accessible public spaces and buildings.

Principles

- Focus on the needs and wellbeing of our older people.
- Build on what we already have in place.
- Encourage and empower local community action.
- Foster, celebrate, and promote opportunities for older people to contribute to business and the wider community.
- Work in partnership.
- Respect cultural differences and viewpoints.

What you told us



Outdoor Spaces and Buildings

Upgrades or new facilities should consider how older people will use them and should be designed in ways that are accessible to older people. Physical barriers will stop many from using them, along with real or perceived risks to safety.

Parks and recreation spaces must have good surface conditions with fully accessible pathways, walking tracks and cycling trails. They need large clear signage, good parking, including plenty of mobility parking and well designed, safe pedestrian crossings. Other features include good lighting, plenty of shade and seating, and clean toilets.



Respect and Social Inclusion

Many respondents felt that the community in general does not always show respect for older people and does not value their experience or recognise they are an important part of society.

This was across most age groups, ethnicities and locations and included:

- Planning of council amenities and events
- Communication and information (too much reliance on mobile phone and digital platforms).
- Employment (ageist attitudes from some employers are a barrier to employment) .
- There is a lack of respect for non-Euro-centric ethnicities – especially Māori, Pacific and Asian.



Transportation

The MyWay service rates very highly with those who live in the Timaru township however, those living in rural communities and satellite towns do not have the same access to public transport. This is considered a substantial barrier to those who may no longer have their licence and cannot afford some of the alternative services.



Housing

There is a high rate of home ownership amongst older people, but this is changing quickly as younger generations begin to move into retirement age. More older people will be renters, with less expendable incomes than generations before them and this will result in more older people requiring rental accommodation, social housing or other semi-communal alternatives including retirement villages.

As residents' housing needs change over time, it is important that a range of housing choices and support services continues to be provided throughout the Timaru District, to allow people to live independently and remain part of their communities as they age.

Some key challenges include:

- Housing modifications are not affordable.
- There are not enough smaller units.
- Affordable and social housing wait lists are long.
- Housing is not located near amenities (especially transport links), leading to social isolation and a loss of independence.



Social Participation

There are a range of community facilities and events in the Timaru District suitable for older people and which encourage social participation, but there is no central hub where older people can connect and meet others.

Many agencies in the Timaru District provide programmes that aim to increase social participation. However, most of these agencies operate on limited budgets, often with external funding which must be applied for annually.



Civic Participation and Employment

Respondents identified a lack of opportunity for ongoing education and suggested there could be more flexible approaches to employment.

Some respondents felt that community leaders and councillors do not listen to older people when planning council amenities and projects like new buildings, roading upgrades or footpath repairs.



Communication and Information

Many older people do not have access to a mobile phone or the internet, so their main source of information is newspaper and newsletters from community organisations or churches. It is important this is considered when planning distribution of information.



Community Support and Health Services

Many people consider our health and community support services to be adequate. However, there are a significant number of people who struggle to access information and some health services. This is more noticeable in smaller towns and rural areas.



Outdoor Spaces & Public Buildings

Context:

Outdoor spaces and public buildings are critical for older people as they provide opportunities for social interaction, physical activity, and access to essential services.

It is important that these spaces are designed with accessibility in mind. This includes having fully accessible pathways, walking tracks, and cycling trails, as well as clear signage and ample parking including designated mobility parking. Other essential features include well-lit areas, plenty of shade and seating, and clean restroom facilities.

The public spaces and recreational areas in Timaru District, particularly Caroline Bay, are cherished among older people.

Any upgrades or new developments must prioritise the accessibility and usability of these spaces so that older members of the community can continue to enjoy and benefit from them.

What older people told us about outdoor spaces and public buildings:

- Timaru District's outdoor parks and green spaces are enjoyed by many older people.
- Ensuring that footpaths are in good condition for pedestrians, wheelchair users, mobility scooters and for people with vision or mobility impairments is important.



Goal:

The community has places to enjoy and be part of outdoor activities that are accessible and where people feel safe.

Action Required	Status	Responsible Party
1.1 Greater consideration of accessibility and usability for older people in any upgrades or new developments in parks and open spaces.	Ongoing	<ul style="list-style-type: none">• Timaru District Council – Parks & Recreation Team
1.2 Mapping of Timaru District accessible public facilities including toilets, local walkways, parks and transport.	New	<ul style="list-style-type: none">• Venture Timaru• Timaru District Council
1.3 Develop a resting-place plan to provide more accessible outdoor seating across the Timaru District.	New	<ul style="list-style-type: none">• Age Concern• Community groups
1.4 Continue to improve footpaths, walkways and safety and security of public outdoor spaces – review surface conditions, increase widths and improve curb transitions	Ongoing	<ul style="list-style-type: none">• Timaru District Council



Transport & Mobility

Context:

Transport plays a crucial role in connecting older people to essential services, programmes, employment opportunities, and social engagements in our communities.

Public transport, active transport like walking and cycling, and mobility aids are crucial for the elderly. They are more likely to be users of public transport, and therefore, access to safe, reliable, and affordable public transport is particularly important.

The maintenance of footpaths, cycle paths, and cycleways is crucial for the safety of older people who use active transport.

Timaru is well served by the on-demand MyWay by Metro Service, with the SuperGold card providing free off-peak travel for older people.

Ensuring accessible and reliable transport systems is vital for the independence and quality of life of our older citizens.

What older people told us about transport and mobility:

- Uneven walkways caused by cobblestone and tree roots act as a barrier to walking and the safe use of mobility scooters, walkers, and wheelchairs.
- MyWay rates highly, there are suggested improvements relating to accessing the MyWay app, the need for an expanded service (hours and location) and the lack of a booking service.
- More thought should be given to public transport options for residents living in satellite towns and rural areas.



Goal:

Everyone's needs are considered in the planning and operation of transport infrastructure and public transport services.

Action Required	Status	Responsible Party
2.1 Continue to ensure that the public transport services are responsive to the needs of older people.	Ongoing	<ul style="list-style-type: none">• Environment Canterbury• Timaru District Council
2.2 Continue to provide driver refresher training for older people.	Ongoing	<ul style="list-style-type: none">• Age Concern• Waka Kotahi
2.3 All footpaths and crossings are designed, upgraded, and maintained to provide safe use by pedestrians especially older people	Ongoing	<ul style="list-style-type: none">• Timaru District Council
2.4 All walking and cycle paths are designed and maintained to provide safe use and meet the needs of older people	Ongoing	<ul style="list-style-type: none">• Timaru District Council• Waka Kotahi• Local Walking/Cycling Groups
2.5 Planning for e-bike and e-scooter use will consider the impact on older people	New	<ul style="list-style-type: none">• Walking and Cycling Groups
2.6 Information about public transportation is easy to understand and accessible.	Ongoing	<ul style="list-style-type: none">• Ecan• Community Groups
2.7 More disability carparks are provided in locations frequently used by older people and people with mobility impairments.	Ongoing	<ul style="list-style-type: none">• Community and Business Groups



Housing

Context:

Suitable housing is a vital indicator of wellbeing for older people, impacting their mental and physical health as well as their community connections. It plays a significant role in their quality of life and the ability to age in place within their communities.

There is a high rate of home ownership among older people in the Timaru District, but there is a shift towards more older people becoming renters with less expendable incomes, resulting in a greater need for rental accommodation, social housing and retirement villages.

It is essential to provide a range of housing choices and support services throughout the Timaru District to allow older people to live independently and remain part of their communities as they age.

What older people told us about housing:

- 78% of respondents own their homes.
- Social and community housing stock needs to increase, and be realistically priced.
- There are concerns around increasing housing costs, the affordability of housing and the lack of quality social housing.



Goal:

Older people have a choice of housing that is appropriate, accessible and affordable, with universal design.

Action Required	Status	Responsible Party
3.1 Ensure house planning and development considers the needs of older people.	Ongoing	<ul style="list-style-type: none">• TDC• MSD• Kainga Ora• Community groups
3.2 Ensure housing options are affordable, appropriate, safe, and accessible for older people	Ongoing	<ul style="list-style-type: none">• TDC• MSD• Kainga Ora• Te Whatu Ora• Community Groups
3.3 Develop additional age-friendly housing stock that meets the needs of the residents.	Ongoing	<ul style="list-style-type: none">• Community Groups• Private Landlords and Developers• TDC
3.4 Support (services and funding) for affordable maintenance and modifications to home.	Ongoing	<ul style="list-style-type: none">• Kainga Ora• MSD• Age Concern• Church Groups• Community Organisations



Social Participation

Context:

Social participation is crucial for older people's health and well-being. Opportunities for social engagement and support should be accessible to all older people, and agencies should continue to provide programmes that encourage participation in social, recreational, cultural, and spiritual activities.

By doing so, we can ensure that older people maintain their skills and knowledge, and form respectful and supportive relationships within their communities.

There are a range of community facilities and events in the Timaru District suitable for older people and which encourage social participation.

What older people told us about Social Participation:

- Local fitness facilities and walking and cycle paths are well utilised by older people
- A lack of public transport, especially in rural areas, is considered a barrier to participating in the number of social, spiritual and cultural activities available in the region
- Further advertising of events is recommended so older people are aware of what is happening in the district



Goal:

Older people can connect with family and friends and also with people in the wider community in which they live.

Action Required	Status	Responsible Party
4.1 Support community organisations and community support networks to hold a range of programmes and activities suitable for older people.	Ongoing	<ul style="list-style-type: none">• Age Concern• MSD• Church Groups• Funding Groups• Social Sector Forum• Ministry for Seniors
4.2 Evaluate the feasibility of establishing a community centre/senior hub for older people in Timaru (and other locations).	Ongoing	<ul style="list-style-type: none">• Social Sector Forum• Community Organisations
4.3 Support the development of intergenerational and multicultural activities and events.	Ongoing	<ul style="list-style-type: none">• Multicultural Aoraki• YMCA• Ara• Schools• Churches• Age Concern• Presbyterian Support SC• Community Organisations



Respect and Social Inclusion

Context:

Respect and social inclusion plays an integral role in creating a community that values and celebrates older people.

By creating age-inclusive places, spaces, and events, we can promote the wellbeing and happiness of all members of the community, creating a positive environment that celebrates diversity and promotes social inclusion.

Older people's contributions as storytellers, mentors, and teachers of valuable life skills brings impactful value to our communities. By recognising and celebrating their knowledge and contributions, we can reduce isolation and improve the wellbeing of everyone, encouraging full participation in community life.

Partner agencies play a crucial role in ongoing advocacy for older people, fostering awareness of their needs and contributions to the community.

What older people told us about respect and social inclusion:

- Work is needed to remind other age groups of the strength and value of older people.
- Greater opportunities for intergenerational connections of benefit to both older and younger people would be appreciated



Goal:

Older people are included, valued and appreciated by our communities.

Action Required	Status	Responsible Party
5.1 Incorporate positive images of older people in the community where appropriate	Ongoing	<ul style="list-style-type: none">• Venture Timaru• Chamber of Commerce• Community groups• Organisations and Government Agencies• Age Concern
5.2 Communicate age-related issues in relevant publications/websites.	Ongoing	<ul style="list-style-type: none">• Government agencies,• Community Organisations,• TDC• Media
5.3 Promote intergenerational programmes, events, and activities.	Ongoing	<ul style="list-style-type: none">• Community groups,• Organisations and Government Agencies• Age Concern
5.4 Promote awareness of the value, needs and preferences of older residents to the local business community, to improve service delivery and employment opportunities.	Ongoing	<ul style="list-style-type: none">• Age Concern• Social Sector Forum• Venture Timaru• Chamber of Commerce• Te Whatu Ora• Government Agencies



Civic Participation and Employment

Context:

New Zealand has a high labour force participation rate for those over 65 years, and it is expected that an increasing number of healthy and active older people will remain in the workforce well past the retirement age.

This presents a unique opportunity to harness the knowledge, experience and skills of older people in both paid and voluntary work.

We need to foster, celebrate and promote local businesses who have established innovative age-friendly employment practices so other employers can learn and implement similar practices. There is also a need to encourage workforce policies which include proactive approaches to up-skilling, retraining, recruitment, and succession & transition planning for older employees.

The challenge for employers is to be able to cater for the needs of such an ageing workforce, remove barriers and at the same time find suitable transitions into retirement. This may involve flexible working conditions or responsibilities over time while allowing older people to continue to make a meaningful contribution to the workforce.

Older people are also significant contributors as volunteers for many organisations and the capacity of many non profit and community agencies will continue to rely on the active engagement of older people as volunteers.

Older people in the Timaru District are generally well represented in civic matters. They vote in high numbers and are prepared to be involved in civic processes at both local and central government level. However, as technology changes, a challenge is to ensure there are equitable opportunities for older people to remain involved in civic life.

What older people told us about civic participation:

- More needs to be done to provide ongoing education options for older people
- There is support for the establishment of a Seniors Advisory Group to ensure that older people are consulted in decision-making.



Goal:

Older people are considered productive in the workplace, and are actively involved in the community through volunteering, supporting local events and taking part in local politics.

Action Required	Status	Responsible Party
6.1 Encourage businesses to support older employees to prepare and move into retirement, and to engage in volunteering activities.	Ongoing	<ul style="list-style-type: none">• Venture Timaru• Chamber of Commerce• Age Concern• Social Sector Forum
6.2 Encourage businesses to realise the economic opportunities created by an ageing workforce through the promotion of age-friendly practices.	Ongoing	<ul style="list-style-type: none">• Venture Timaru• Chamber of Commerce• Government Agencies• TDC• Community Organisations
6.3 Ensure community consultation is representative and older people are included.	Ongoing	<ul style="list-style-type: none">• TDC• Government Agencies• Community Groups
6.4 Promote mentoring roles in the community and encourage more people to become volunteers.	Ongoing	<ul style="list-style-type: none">• Volunteering South Canterbury• Age Concern• Community Organisations



Communication and Information

Context:

Access to information is an important part of building an age-friendly society. The availability of age-friendly services and facilities relies on the distribution of clear and relevant information to people of all ages and abilities. This information is essential for maintaining the health, quality of life and community connections of our residents.

Through effective communication of programmes, services and opportunities, older residents can maintain their independence and participate fully in community life.

Older people have a diverse range of needs and skills – from those that are reliant on written information and different languages, through to those who are increasingly using online and social media platforms.

We have several free publications that serve older people, and several agencies provide training and support for older people to gain skills and confidence around finding information online.

Keeping up with technological advancements is important, and agencies must be supported to adapt to these changes over time.

What older people told us about communication and information:

- More needs to be done to improve communications so that people know what services are available.
- Older people gather information from a variety of sources including from friends and family, Internet or social media and local newspapers.



Goal:

Communication and information about events and important services is inclusive and easy for older people to access.

Action Required	Status	Responsible Party
7.1 Develop a portal for information relevant to the needs of older people and their families	Ongoing	<ul style="list-style-type: none">• Social Sector Forum• Te Whatu Ora• Community Organisations• Government Agencies
7.2 Improve digital literacy and provide assistance and support to older people to access new technologies	Ongoing	<ul style="list-style-type: none">• Office for Seniors• Age Concern• Community Organisations
7.3 Encourage businesses to adopt processes that make documents easy to access and read for older people.	Ongoing	<ul style="list-style-type: none">• Government Agencies• Venture Timaru• Community Organisations
7.4 Ensure there is a range of lifelong, affordable, and accessible learning opportunities available to older people.	Ongoing	<ul style="list-style-type: none">• Library• Schools• Ara• Community Organisations



Community Support and Health Services

Context:

Promoting physical and mental wellbeing in the Timaru District requires appropriate community services that enable residents to remain independent and healthy for longer.

There are a variety of health and community services available in the district, provided or funded by the public and private sector or by not-for-profit organisations. There is a need for improvements in coordination and financial support, particularly for smaller not-for-profit organisations.

Addressing these issues will ensure that all residents, regardless of their health or income, can access the services and activities they need to maintain their wellbeing.

The COVID-19 pandemic has particularly impacted older people, who were required to self-isolate earlier and for longer than others.

Many residents must travel outside Timaru for health care, and there are long waiting lists for specialist care and some home support services. Additionally, there is a shortage of aged care facilities, especially rest home and dementia beds, which can negatively impact the wellbeing of older residents.

What older people told us about community support and health services:

- Many residents are happy with the standard of health care provided in the Timaru District, however lack of access and a shortage of GPs was a significant issue, particularly for rural residents.
- More needs to be done to support older people living on their own.
- The costs of medical care creates barriers for older people.



Goal:

Accessible, affordable and flexible health and social services are available for older people to support their wellbeing.

Action Required	Status	Responsible Party
8.1 Improve health literacy – continue to offer education and information for older people or their families to navigate their way through health and social services.	Ongoing	<ul style="list-style-type: none">• Te Whatu Ora• Community Organisations
8.2 Continue to provide age-appropriate aquatic services and hydrotherapy at Timaru District Pools.	Ongoing	<ul style="list-style-type: none">• TDC• Community Organisations• Service Clubs• Business sponsors
8.3 Continue, and enhance, programmes that support older people with fitness and coordination.	Short to Medium	<ul style="list-style-type: none">• Age-Friendly Steering Group members• ACC• Te Whatu Ora
8.4 Improve funding opportunities for community organisations providing support to older people	Short to Medium	<ul style="list-style-type: none">• TDC• Community Organisations
8.5 Promote the Age-Friendly Strategy with primary health care providers and seek opportunities for partnership.	Ongoing	<ul style="list-style-type: none">• TDC• Te Whatu Ora• Aged Care Association• Rest Homes• Community Organisations

Appendix 1

Original Members of the Age-Friendly Timaru Steering Group

- **Sally Parker** – Timaru District Councillor and Te Whatu Ora
- **Lee Cordell-Smith** – Te Whatu Ora
- **Nigel Bowen** – Timaru District Mayor
- **Symon Leggett** – Timaru District Council
- **Katrina Symons** – Timaru District Council
- **Chris Thomas** – Age Concern South Canterbury (previously Timaru Senior Citizens)
- **Katy Houstoun** – Multicultural Aoraki
- **Airini Knight** – Alzheimer’s South Canterbury
- **Lizzie McIvor** – Presbyterian Support South Canterbury
- **Maria Parish** – Arowhenua Whanau Services
- **Nigel Davenport** – Venture Timaru
- **Abi Goodhew** – Venture Timaru
- **Michelle Robertson** – Timaru District Council
- **Robyn Baldwin** – Retired
- **Carolyn Cooper** – Presbyterian Support South Canterbury





8 Consideration of Urgent Business Items

9 Consideration of Minor Nature Matters