

GREAT SOUTH



Southland Regional Development Agency

Statement of Intent

2025 - 2028



COMPANY DIRECTORY

**SOUTHLAND REGIONAL DEVELOPMENT AGENCY LIMITED
TRADING AS GREAT SOUTH**
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BANK
Westpac New Zealand

AUDITORS
KPMG (on behalf of the Office of the Auditor General)

SHAREHOLDERS

<i>Class A Shareholders</i>	<i>Class B Shareholders</i>
Invercargill City Council	Invercargill Licensing Trust
Southland District Council	Mataura Licensing Trust
Gore District Council	Southland Chamber of Commerce
Environment Southland	Southern Institute of Technology

MEMBERS
Community Trust South

LEGAL STATUS
Southland Regional Development Agency Limited (“SRDA”) was incorporated in New Zealand on 29 March 2019 under the Companies Act 1993 (NZBN 9429047359185).

COMPANIES OWNED BY THE SOUTHLAND REGIONAL DEVELOPMENT AGENCY LTD.
Space Operations New Zealand Limited – 100%
New Zealand Functional Foods Limited – 49%

PURPOSE OF THIS STATEMENT OF INTENT
In accordance with the requirements of Section 64(1) of the Local Government Act 2002, this Statement of Intent publicly states the planned activities, intentions and performance measures for Great South, Southland Regional Development Agency, for the next three years. It is written in response to the shareholders’ letter of expectation, received 13 December 2024.

Great South is tasked with leading the future growth aspirations of Southland on behalf of its shareholders, stakeholders and the wider Southland community.



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**Mātai ki te Tonga
Te māhirahira a Tamarereti
Whakawhiti Te Moana Tapokapoka a Tawhaki
Ara te Kurakura o Hinenui te pō
Whakahoki ma te hau nui a Rakamao
Ki te muramura a Rakitama
Whitianga Te Ara a Kiwa
Anei te mahi a Tuterakiwhanoa
Ki uta, ngā puna o Rākaihautū
Ki uta, ngā ngahere a Kahukura
Ki tai, ngā mahinga kai a Marokura
Te mana o Murihiku
Auē**

Gaze to the south
The curiosity of Tamarereti
Across the great southern ocean of Tawhaki
There are the quivering lights of the Aurora
Return on the great wind Rakamao
to the blushing isle of Rakiura
Cross the pathway of Kiwa
Here are the works of Tuterakiwhanoa
inland are the waters of Rākaihautū
the forests of Kahukura
Return to the bountiful foodbaskets of Marokura
Alas this is Murihiku

Foreword

It is my pleasure to present Great South's Statement of Intent for 2025-2028, a roadmap for Murihiku Southland's growth and resilience.

With clear priorities identified for the region, Great South continues to advocate strongly on behalf of Murihiku Southland to both local and central government. Certainty of funding from our councils has enabled us to focus on transformational projects, including aquaculture, tourism, and data-driven innovation, while ensuring we remain agile in a challenging economic environment.

The Government's recent focus on aquaculture has created exciting opportunities for our region. The establishment of five new Aquaculture Settlement Areas, spanning almost 9000 hectares, positions Southland at the forefront of this \$3 billion national growth sector. Further support, such as the \$2.2 million loan through the Regional Infrastructure Fund (RIF) to Ocean Beach, enhances Southland's role as a leader in sustainable seafood production.

Sustainability remains central to our mission. Recent changes to the Emissions Trading Scheme provide clarity for landowners, balancing forestry and agriculture to ensure both economic productivity and climate goals are met. Great South is also proud to have received recognition for leadership in sustainability, reflecting our commitment to creating a thriving, low-emissions future.

Our innovative initiatives, including Space Operations New Zealand Ltd (Space Ops NZ) and the Data and Insights Southland Hub (DISH), continue to position the region as a leader in technology and connectivity. These projects are creating high-value jobs, attracting investment, and showcasing Southland as a hub for cutting-edge innovation.

Guided by the Beyond 2025 Southland long-term strategy, we are advancing key opportunities that will shape Murihiku Southland's future. Initiatives such as the Te Taurapa o Te Waka – Motupōhue Visitor Experience highlight the transformative potential of tourism, while ongoing work in aquaculture and renewable energy strengthens our economic and environmental foundations.

Great South remains committed to driving sustainable growth and innovation while championing the interests of our community. Together, we are creating a resilient, forward-thinking region that offers opportunities for generations to come.



Ian Collier
Great South Board Chair



Our vision

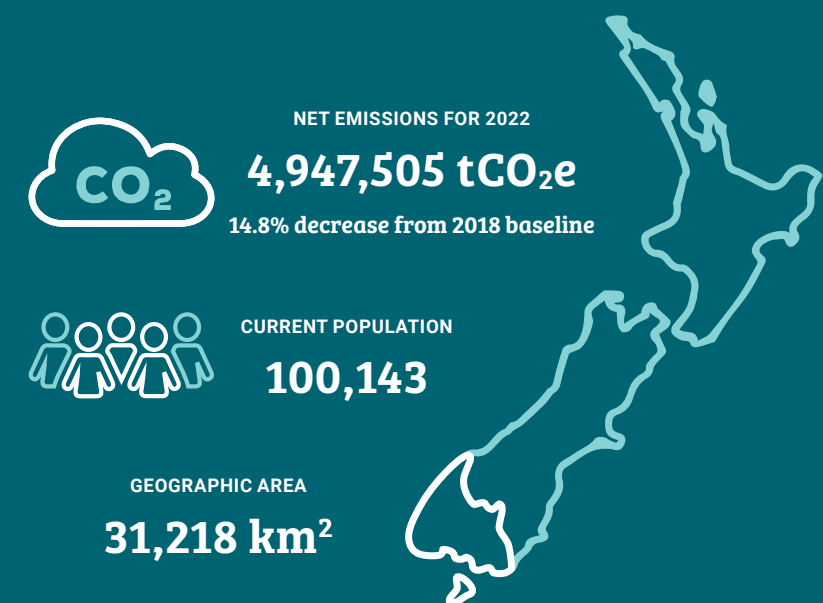
Even better lives through sustainable regional development

As Murihiku Southland's regional development agency, Great South is responsible for economic development and promotion of the region. Our vision of 'even better lives through sustainable regional development' frames all the work we do, ensuring Murihiku Southland is the best place to live, work and visit. We want our region to be the best place to start and sustain a business, the best place to travel in, to host an event or conference, to study, migrate to, or invest in. By creating a region that is the best place in New Zealand to live, visit and work, we create a platform for the region to prosper – economically and in terms of vibrancy and liveability.

New Zealand has seen a shift in government, which means there will be changes to government policies. This will likely provide opportunities for regional development which Great South will pursue on behalf of the region. However, major industry changes driven by climate effects will continue to force a shift in activity and taking a sustainable approach in its widest sense (environmental, economic and social), will continue to be critically important.



Southland snapshot



REGIONAL GDP

\$8.271b



AVERAGE HOUSEHOLD INCOME

\$97,382



UNEMPLOYMENT RATE

5.3%

MAIN INDUSTRIES BASED ON NUMBER OF EMPLOYEES



Agriculture



Retail



Health Care



Manufacturing



Construction

Figures sourced from MBIE, Infometrics & Statistics New Zealand

Advocate

We advocate on behalf of the region, sharing Murihiku Southland's point of view as members of various national and regional organisations and boards.

Facilitate

We work with various organisations on behalf of our shareholders and Murihiku Southland. This includes our work implementing key deliverables from the Beyond 2025 Southland Regional Long-term Plan, regional promotion activities and events, and leading carbon emissions reduction for the region.

Manage

We manage various programmes and services, sometimes as part of external contracts, or on behalf of the Government. This includes the Mayoral Task Force for Jobs contract with Southland District Council. We also manage the two regional tourism organisations within our area, for Fiordland and Southland and their associated digital channels and assets. Additionally, we manage the development of key strategies on behalf of the region, such as the Southland Murihiku Regional Energy Strategy and the Murihiku Southland Destination Strategy 2023 - 2029.

Own

We wholly-own Space Operations New Zealand Ltd and have a 49% share in NZ Functional Foods.

How we operate

Great South works for the benefit of the whole region, placing equal importance on Southland's people, place, environment and economy.

With the future of New Zealand's Aluminium Smelter at Tiwai Point now confirmed for the next 20 years, we understand this will be a time of unprecedented change for Southland and strong leadership is required.

ROLES OF GREAT SOUTH

Our role varies depending on the nature of the project or initiative we are involved with. We are always building on relationships with sector representatives and key Southland stakeholders, and now that we are more established as an organisation, increasingly our role is to lead.

Our roles may be:

Advocate Facilitate Manage Own

PARTNERING FOR SUCCESS

The future success of our region depends on partnerships. Great South works closely with stakeholders and the wider community and is committed to telling the shared stories of Murihiku Southland's people and place. Great South is committed to meeting its obligations under Te Tiriti o Waitangi and collaborates with the four Murihiku-based Rūnaka on numerous projects.

SUSTAINABLE FOCUS

Great South is a certified carbon conscious organisation and is taking positive action towards becoming carbon neutral and integrating sustainable considerations into all activities, including purchasing decisions and operational practises. We will set an example for the region including for businesses, stakeholders and communities we work with.

TE REO MĀORI

We will seek opportunities to support and raise the presence of Te Reo Māori through our activities and our day-to-day operations. This includes:

- A commitment to facilitating the upskilling of our team in both Te Reo and Tikanga Māori
- Introducing Te Reo into communications and marketing material where appropriate
- Incorporating Te Ao Māori into our business growth work as appropriate

PEOPLE AND CULTURE

The most valuable asset at Great South is our people. We are committed to creating a positive work environment and ensuring staff skills are relevant and up to date, allowing our people to thrive. A key focus will be to embed our internal organisation values:

- respect each other's contribution
- work together to achieve great things for our region
- care for each other and our place
- enjoy work and have fun

HEALTH AND SAFETY

Great South will take every practicable step to ensure the health and safety of our employees, contractors, visitors and attendees at events we manage.

OPERATIONAL EFFICIENCIES

In line with best management practice, we seek continuous improvement, improving processes and IT systems, to allow staff to operate in the most effective manner.

We continue to assess each purchasing decision and contract negotiation to ensure it can withstand a level of scrutiny as expected in the public sector.

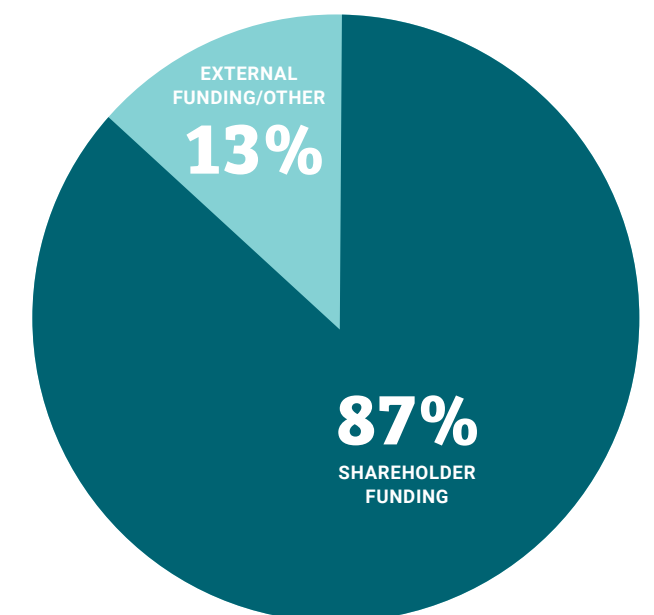
HOW WE ARE FUNDED

Great South receives its primary funding from its shareholding councils. It has also successfully secured funding from commercial and government partners. Examples of this include:

- MBIE and Callaghan Innovation for the Regional Business Partner Network (RBP).
- Commercial engagements

Great South also receives funding from Community Trust South to undertake impetus and investigation activities.

Our revenue sources for 2025-2026

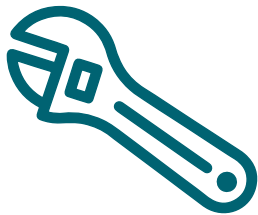


Our priorities



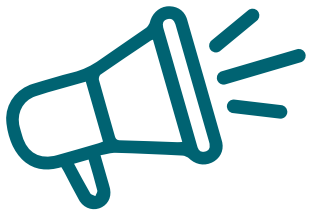
Regional development leadership

Great South provides leadership for the region by facilitating the implementation of the Beyond 2025 Southland Long Term Plan and through advocacy, writing submissions and representing Murihiku Southland nationally.



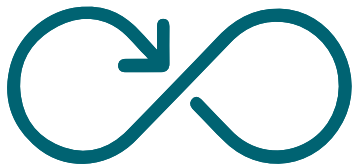
Business support and diversification

Great South supports the growth of the business sector in Murihiku Southland and investigates and aids opportunities to diversify the economy. We also support the attraction and retention of a skilled workforce to our region which will support new and existing industries.



Regional promotion

Great South promotes Murihiku Southland as a great place to live, work and visit. We prioritise destination management and work to develop our regional tourism sector in a way that brings benefit to our people and place. We also manage and support events that attract visitors to our region.



Net Zero Southland

Great South works with businesses across Murihiku Southland to address carbon emissions. Subject to external funding, we will facilitate and support businesses to make reductions, as the region heads towards being carbon neutral by 2050.

Regional development leadership



Regional strategic planning

Great South leads the implementation of the Beyond 2025 Southland Long-Term Plan, ensuring regional aspirations are backed by the infrastructure and policies needed to achieve them. By focusing on aquaculture, housing, and data, we unify regional efforts for a clear and consistent voice. Our work in developing strategies, feasibility studies, and plans ensures alignment with central and local government priorities, maximising positive outcomes for Murihiku Southland.



Advocacy

Great South ensures Murihiku Southland's needs and priorities are heard at the highest levels. By advocating with central government and by submitting on national consultation processes we will ensure that Murihiku Southland will achieve impactful outcomes in agriculture, housing, roading, forestry policy, and infrastructure investment. Regular engagement with central agencies and well-targeted submissions deliver tangible benefits that directly support the region's growth and success.



Data and insights

Great South is a trusted provider of critical data and insights that underpin effective regional planning and investment decisions. Through the Data and Insights Southland Hub (DISH), we deliver centralised, up-to-date dashboards and analysis to inform decision making. By continuously refining this resource and collaborating with central government, we address economic challenges and enable smart, data-driven decisions for Murihiku Southland



Murihiku Southland representation

Great South is a tireless advocate for Murihiku Southland, ensuring the region's strengths and opportunities are recognised on regional, national and international stages. Our active participation in forums, organisations, boards, conferences, and trade shows positions Murihiku Southland as a leader, building connections that drive growth and investment.

Performance measures

Regional development leadership performance measures

DESCRIPTION	KPI 2025-26	KPI 2026-27	KPI 2027-28
Data and Insights Provide up-to- date and accurate data and insights to inform decision making via development of a schedule of regular reports through Data Insights Southland Hub (DISH).	<ul style="list-style-type: none">Schedule of data reports are produced across three focus areas including; Housing, Economic and Tourism.Evaluate options for the storage & use of Geospatial Data and the use of AI data analysis tools.	<ul style="list-style-type: none">Schedule of data reports are produced across three focus areas including; Housing, Economic and Tourism.	<ul style="list-style-type: none">Schedule of data reports are produced across three focus areas including; Housing, Economic and Tourism.
Advocacy and Submission Advocate for and/or prepare submissions and funding applications for issues of importance to the region	<ul style="list-style-type: none">Prepare a minimum of two submissions on issues of regional significance.Advocate for increased mobile coverage and reliable terrestrial fiber optic cable services for all of the region.Support councils and stakeholders to apply for Government funds as applicable.	<ul style="list-style-type: none">Prepare a minimum of two submissions on issues of regional significance.Advocate for increased mobile coverage and reliable terrestrial fiber optic cable services for all of the regionSupport councils and stakeholders to apply for Government funds as applicable.	<ul style="list-style-type: none">Prepare a minimum of two submissions on issues of regional significance.Support councils and stakeholders to apply for Government funds as applicable.Support the development of reliable high capacity global connectivity.
Housing Facilitate regional coordination of housing and implement priorities from the Murihiku Southland Housing Action Plan	<ul style="list-style-type: none">Facilitate regional coordination of housing including delivery of two projects.Support individual Councils with their housing planning (including Spatial Planning) considering current and future community and industry needs.	<ul style="list-style-type: none">Review Murihiku Southland Housing Action Plan.Facilitate regional coordination of housing including delivery of two projects.Support individual Councils with their housing planning considering current and future community and industry needs.	<ul style="list-style-type: none">Facilitate regional coordination of housing including delivery of two projects.Support individual Councils with their housing planning considering current and future community and industry needs.
Aquaculture Facilitate and develop a regional approach to realise the benefits of Aquaculture as a diversification opportunity and implementation of The Regional Aquaculture Strategy/Plan.	<ul style="list-style-type: none">Implement agreed actions (max 2) from the Regional Aquaculture Strategy.Coordinate actions needed from councils and others to achieve aspirations as per the Regional Aquaculture Strategy.	<ul style="list-style-type: none">Implement agreed actions (max 2) from the Regional Aquaculture Strategy.Coordinate actions needed from councils and others to achieve aspirations as per the Regional Aquaculture Strategy	<ul style="list-style-type: none">Implement agreed actions (max 2) from the Regional Aquaculture Strategy.Coordinate actions needed from councils and others to achieve aspirations as per the Regional Aquaculture Strategy.

Regional promotion



Destination marketing

Great South is the driving force behind showcasing Southland and Fiordland as must-visit destinations. Through platforms such as southlandnz.com and fiordland.org.nz, along with targeted campaigns in domestic and international markets, we ensure the region's unique appeal is recognised. Collaborating with key partners such as Tourism NZ, Air New Zealand, and Invercargill Airport, we advocate for regional connectivity and investment. Southlandnz.com serves as a vital hub for local businesses and event organisers while providing practical travel information to visitors.



Tourism product and destination development

Great South is at the forefront of transforming Murihiku Southland into a premier tourism destination. Through the Murihiku Southland Destination Strategy 2023–2029, we are spearheading initiatives that highlight the region's unique strengths, such as establishing Southland as a food tourism hub, gaining International Dark Sky Sanctuary status for Fiordland National Park, promoting sustainable tourism, and advancing tourism development in Motupōhue Bluff. These projects are critical to ensuring Murihiku Southland stands out on the global tourism map.



Business events

Great South is unlocking the potential of business events to drive year-round visitation and economic growth for Murihiku Southland. As Business Events Southland, we have developed a dedicated strategy and will proactively seek national and international events. By establishing the region as a premier business events destination, we are creating new opportunities that benefit local businesses, accommodation providers, and the wider community.



Invercargill City Centre activation

A thriving Invercargill city centre is vital to the prosperity of Murihiku Southland, and Great South is proud to play a leading role in its revitalisation. In partnership with Invercargill City Council, we deliver events and activities that energise the CBD, attract visitors, and foster community engagement. We also support event organisers with design and promotion, ensuring these events reach wide audiences and bring tangible benefits to the city.

Performance measures

Regional promotion performance measures

DESCRIPTION	KPI 2025-26	KPI 2026-27	KPI 2027-28
Consumer Marketing Promote Murihiku Southland as a year- round destination for travellers from New Zealand, Australia and other key markets resulting in more visitors	• Ensure 85% of website traffic comes from key markets in NZ, Australia, North America, Europe, Asia with 2 partnered digital campaigns	• Ensure 85% of website traffic comes from key markets in NZ, Australia, North America, Europe, Asia with 2 partnered digital campaigns	• Ensure 85% of website traffic comes from key markets in NZ, Australia, North America, Europe, Asia with 2 partnered digital campaigns
Media Increase positive travel media coverage for Murihiku Southland, promoting the region's diverse activities and experiences and drive regional spread, growth and seasonality	• 3 media famils • 15 media results and where possible measurement of reach and equivalent advertising value (EAV)	• 3 media famils • 15 media results and where possible measurement of reach and equivalent advertising value (EAV)	• 3 media famils • 15 media results and where possible measurement of reach and equivalent advertising value (EAV)
Showcasing our region Trade Events, Trade Famils and TRENZ.	• Attend 5 trade shows. • Attend 2 partnered famils • 2 Murihiku itineraries in line with Milford Opportunities Project pillars supporting regional and seasonal spread	• Attend 5 trade shows. • Attend 2 partnered famils • 2 Murihiku itineraries in line with Milford Opportunities Project pillars supporting regional and seasonal spread	• Expand on trade presence to enable growth of seasonal and regional offers.
New Experiences	• Introduce1 new iwi partnered experience. • Establish local cruise network	• Further iwi partnered experience developed	• Identify gaps in regional experiences and build capability to fill these gaps
Business Events Develop Murihiku Southland as a Business Events destination in line with Business Events strategy	• Attend min 3 conference events • Events sales calls	• Attend min 3 conference events • Events sales calls	• Continue to solidify Invercargill's and the Murihiku regional Business events offer targeting seasonal gaps in capacity.
Regional Events Calendar Maintain southlandnz.com website calendar listings for regional events	• 10% increase on number of events listed • 10% increase on number of overall page views • 15% increase on number of overall page views from within Southland	• 10% increase on number of events listed • 10% increase on number of overall page views • 15% increase on number of overall page views from within Southland	• Developing and building awareness around regional events
Unmissable Regional Events	• Support delivery of Burt Munro Challenge (BMC) • Identify areas to develop capability of the BMC	• Support delivery of building capability for Burt Munro Challenge	• Continued support building awareness of major events in line with event and regional strategy including building visitation
Regional Marketing of events	• Six cluster events • Four seasonal campaigns • Marketing of unmissable events	• Six cluster events • Four seasonal campaigns • Marketing of unmissable events	• Six cluster events • Four seasonal campaigns • Marketing of unmissable events
Destination Development Progress projects from the Murihiku Southland Destination Strategy (MSDS)	• Progress 3 projects from the Murihiku Southland Destination Strategy (MSDS)	• Progress 3 projects from MSDS which includes delivering the Murihiku Southland Sustainable Tourism programme – identified with deliverable outcomes.	• Continue to implement MSDS aligning with areas where funding is available around community outcomes.

Business support and diversification



Business diversification

Great South is a catalyst for business growth and resilience in Murihiku Southland. We empower local businesses to explore diversification opportunities and develop actionable plans to bring these to life. Through targeted feasibility studies, we attract new and complementary businesses to the region, strengthening existing industries and driving innovation to support Murihiku Southland’s economic future.



Economic diversification

Great South drives innovation and growth by supporting key opportunities such as Space Operations New Zealand Limited, aquaculture, and data centres. Our efforts focus on attracting new investment to bolster both emerging and existing businesses, fostering a resilient and diversified economy for Murihiku Southland. Partnering with Councils, we are investigating the impacts of unrestricted forestry while conducting ongoing analysis of livestock numbers, forestry growth, and water allocation. Our efforts ensure the sector’s sustainability and long-term success.



Support the agriculture sector

As the backbone of Murihiku Southland’s economy, agriculture remains a key focus for Great South. We work closely with farmers to explore land-use change opportunities and support informed decision-making.



Southland Youth Futures and the Mayoral Taskforce for Jobs

Great South is committed to fostering youth employment and development in Murihiku Southland. Subject to funding, we plan to continue delivering the Southland Youth Futures Programme in 2025, connecting young people with the diverse job opportunities available in the region and helping employers build their future workforce.

Under the Mayors Taskforce for Jobs (MTFJ) contract with Southland District Council, we’ve supported young people under 25 into employment, education, and training. This initiative has created meaningful pathways for youth by working collaboratively with local employers and leveraging the nationwide MTFJ network. Our focus remains on empowering young people and building a skilled workforce that supports Murihiku Southland’s future.

Performance measures

Business support and diversification performance measures

DESCRIPTION	KPI 2025-26	KPI 2026-27	KPI 2027-28
Business in Southland - A regional guide Resource document that outlines useful information for new & potential businesses to the region.	• Maintain the regional guide to support new businesses to Southland.	• Review and change the regional guide as needed.	• Review and change the regional guide as needed.
Agriculture Support agricultural sector land- use and support farmer decision making	• Undertake analysis of relevant agricultural sector data to feed into the Regional Emissions Report for 2026. • Investigate opportunities for new high value crops and establish links into new and emerging industries. • Develop a Murihiku Southland Agriculture Strategy alongside key stakeholders which also looks at new farm revenue opportunities.	• Undertake analysis of relevant agricultural sector data to feed into the Regional Emissions Report for 2027. • Identify suitable locations for crop growing and establish the critical scale required to optimize opportunities.	• Undertake analysis of relevant agricultural sector data to feed into the Regional Emissions Report for 2028.
Forestry Support further investigation of the impacts and possible opportunities associated with unrestricted forestry	• Provide data and insights relating to changing land use and the impacts of carbon forestry. • Identify new opportunities to convert forestry waste low grade logs into biomass fuel supply. • Advocate for the establishment of a Regional Forestry plan and for value added wood processes.	• Provide data and insights relating to changing land use and the impacts of carbon forestry. • Continue to grow opportunities to convert forestry waste low grade logs into biomass fuel supply. • Undertake and complete a Murihiku Regional Forestry Strategy focused on high value products for domestic and export markets.	• Provide data and insights relating to changing land use and the impacts of carbon forestry. • Continue to grow opportunities to convert forestry waste into biomass fuel supply.

Net Zero Southland



Encourage low impact industry

Great South is driving Murihiku Southland’s transition to a low-emissions future. By providing robust data and insights, we enable informed decision-making that supports the region’s net zero emissions goals by 2050. We actively encourage the development of new industries that address climate change and emissions reduction targets, fostering sustainable growth for the region.



Monitor emissions

Since 2018, Great South has led the way in monitoring Murihiku Southland’s annual emissions, providing a crucial baseline for measuring progress toward a low-emissions future. We will continue to track and report on regional emissions, sharing insights with regional leaders and the public to drive informed action and accountability.



Sustainable tourism destination management

Sustainability is at the heart of the Murihiku Southland Destination Strategy, and Great South leads efforts to position the region as a model for sustainable tourism. We work with key partners to implement environmental stewardship projects, ensuring Murihiku Southland remains a thriving and responsible destination for years to come.



Energy planning

Great South is driving the implementation of the Southland Murihiku Regional Energy Strategy 2022–2050, ensuring the region transitions to a sustainable energy future. As part of this work, we will prepare reports on biogenic capture and use, as well as woody biomass availability, providing valuable insights to support informed energy planning and development.

Performance measures

Net Zero Southland performance measures

DESCRIPTION	KPI 2025-26	KPI 2026-27	KPI 2027-28
Monitor Emissions Complete annual regional emissions reporting as soon as national monitoring data becomes available	• Produce the Regional Emissions Report for 2024 as soon as national monitoring data becomes available	• Produce the Regional Emissions Report for 2025 as soon as national monitoring data becomes available	• Produce the Regional Emissions Report for 2026 as soon as national monitoring data becomes available
Net Zero Planning Implement the Net Zero Southland Plan and Emissions Reduction	• Evaluate the Southland Regional Emissions Reduction against the 1990 emissions and report on the findings by September 2025. • Seek public feedback on the revised Net Zero Southland Plan (2025) and publish the final report by March 2026.	• Implement Net Zero Southland Strategy and support regional climate change strategic planning.	• Implement Net Zero Southland Strategy and support regional climate change strategic planning and progress monitoring.
Implementation of the Regional Energy Strategy	• Support the Regional Energy Project Implementation including New Renewable energy projects, energy efficiency, wind, solar, biomass and methane recovery and use cases.	• Implement 2 actions from the reports.	• Implement 3 actions from the reports.

Space Operations New Zealand

Established by Great South in 2021, Space Operations New Zealand Limited (SpaceOps NZ) is a wholly owned subsidiary of Great South and a Council Controlled Trading Organisation (CCTO). As such, SpaceOps NZ presents its own Statement of Intent and associated financials to its shareholding councils. Its purpose is to meet the growing demand of the international small satellite (smallsat) community, positioning Murihiku Southland at the forefront of global space technology.

SpaceOps NZ owns and operates the Awarua Satellite Ground Station, Aotearoa New Zealand’s only commercial low Earth orbit satellite ground station. Hosting antennas for international customers, the station provides critical southern hemisphere ground segment support for space agencies and commercial satellite operators. The satellites supported by Awarua are utilised for a wide range of applications, including tracking shipping containers, measuring the atmosphere, imaging the Earth, calibrating satellite navigation systems, and delivering internet services.

Awarua plays a key role in supporting international launch companies, including Rocket Lab, founded by Invercargill’s Sir Peter Beck. As the first station with spacecraft visibility on the western Pacific Ocean, Awarua continues to attract global interest, with two international space businesses now based in Invercargill.

Recent developments have further cemented Awarua’s position as a leader in space operations. In collaboration with Lockheed Martin Australia, two new 11-metre antennas have been added as part of the Trans-Tasman SouthPAN (Southern Positioning Augmentation Network) project. This initiative will enable centimetre-level positioning accuracy across New Zealand and Australia, enhancing smartphone capabilities for both countries. The antennas are supported by a mission operations centre in Invercargill, reinforcing the region’s growing status as a space technology hub.

In July 2023, SpaceOps NZ expanded its operations by taking over Auckland University of Technology’s radio astronomy facilities at Spark’s Warkworth Satellite Earth Station. This acquisition includes two large antennas, measuring 12 metres and 30 metres in diameter. The 12-metre antenna is instrumental in pinpointing New Zealand’s location within a couple of millimetres by receiving radio waves from some of the universe’s most distant objects. Meanwhile, the 30-metre antenna extends SpaceOps NZ’s capabilities into radio astronomy and communications with deep space spacecraft.

While its core business has been providing telecommunications to spacecraft orbiting 400 to 600 kilometres above Earth, SpaceOps NZ is now poised to play a key role in interplanetary exploration. By supporting both commercial and scientific missions, the company is advancing New Zealand’s role in the global space industry, driving technological innovation, and creating high-value opportunities for the region.

Statement of comprehensive revenue and expense

For the 12 months to June

	2025/26 Budget	2026/27 Budget	2027/28 Budget
Revenue			
Shareholder Investment			
Core	2,066,182	2,138,498	2,213,346
Contract	1,641,527	1,641,527	1,641,527
Total	3,707,709	3,780,025	3,854,873
Other Revenue			
Service Revenue	1,118,818	621,438	272,898
Project Revenue	200,000	200,000	200,000
Total Other Revenue	1,318,818	821,438	472,898
Total Revenue	5,026,527	4,601,463	4,327,771
Expenditure			
Project and Service Expenditure			
Regional Economic Development	1,223,228	1,029,989	1,050,864
Business Support Services	508,343	279,664	82,375
Regional Tourism Development	738,947	755,791	767,521
Regional Event Delivery	494,341	490,067	362,709
Total Project Expenditure	2,964,859	2,555,512	2,263,468
Core expenditure			
Directors Fees	176,000	176,750	177,519
Employee Expense	1,121,105	1,107,086	1,134,763
Depreciation and Amortisation	55,000	50,000	50,000
Other Expenses	705,690	723,332	741,415
Total Core Expenditure	2,057,795	2,057,168	2,103,697
Total Expenditure	5,022,654	4,612,679	4,367,165
Net Surplus / (Deficit)	3,873	(11,216)	(39,394)
Taxation			
Net Surplus / (Deficit) After Taxation	3,873	(11,216)	(39,394)



Statement of financial position

As at 30 June

	2025/26 Budget	2026/27 Budget	2027/28 Budget
Assets			
Current Assets			
Cash and cash equivalents	1,180,762	1,122,852	964,991
Receivables and accruals	911,238	899,687	881,075
Prepayments	14,283	10,107	5,931
Total Current Assets	2,106,283	2,032,646	1,851,997
Non-current Assets			
Investments	1,072,589	1,072,589	1,072,589
Deferred Tax	31,071	31,071	31,071
Property, plant and equipment	162,480	127,480	92,480
Total Non-current Assets	1,266,140	1,231,140	1,196,140
Total Assets	3,372,423	3,263,786	3,048,137
Liabilities			
Current Liabilities			
Payables and accruals	166,757	168,939	162,706
Income tax payable	-	-	-
Income Received in Advance	426,356	331,147	158,484
Employee entitlements	292,674	299,991	307,491
Other current liabilities	77,533	65,822	60,962
Total Current Liabilities	963,320	865,899	689,643
Total Liabilities	963,320	865,899	689,643
Net Assets	2,409,104	2,397,888	2,358,494
Equity			
Contributed capital	1,338,421	1,338,421	1,338,421
Retained earnings	1,070,683	1,059,467	1,020,073
Total equity	2,409,104	2,397,888	2,358,494

Statement of cash flows

For the 12 months to June

	2025/26 Budget	2026/27 Budget	2027/28 Budget
Cash Flows from Operating Activities			
Receipts of Shareholder investment	3,707,709	3,780,025	3,854,873
Receipts from other operating activities	2,081,241	1,523,209	1,140,676
Income tax paid	-	-	-
Payments to employees	(3,506,664)	(3,008,394)	(2,806,006)
Payment to suppliers	(2,655,896)	(2,335,500)	(2,330,154)
Total cash flow from Operating Activities	(373,610)	(40,660)	(140,611)
Cash flow from Investing Activities			
Purchase of fixed assets and intangibles	(17,250)	(17,250)	(17,250)
Total cash flow from Investing Activities	(17,250)	(17,250)	(17,250)
Net Cash flows	(390,860)	(57,910)	(157,861)
Cash Balances			
Cash, cash equivalents and overdrafts at beginning of period	1,571,622	1,180,762	1,122,852
Cash, cash equivalents and overdrafts at end of period	1,180,762	1,122,852	964,991
Net change in cash for period	(390,860)	(57,910)	(157,861)



Accounting policies

REPORTING ENTITY

Southland Regional Development Agency Limited is a New Zealand registered company under the Companies Act 1993, and is deemed to be a Council Controlled Organisation under section 6 of the Local Government Act 2002.

Southland Regional Development Agency (trading as Great South) was established as Southland's regional development agency in March 2019. The registered office for Southland Regional Development Agency is 143 Spey Street, Invercargill.

Committed to driving economic, social and cultural growth, Southland Regional Development Agency has a clear mandate to leverage opportunities for Southland in the areas of economic and business development, tourism and events. This involves incorporating Southland's Regional Tourism Organisations, central government's Regional Business Partner (RBP) Network, delivering a range of events, regional initiatives, and government-funded contracts that pave the way for regional development.

BASIS OF PREPARATION

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the year.

STATEMENT OF COMPLIANCE

The financial statements have been prepared in accordance with the requirements of the Local Government Act 2002, the Companies Act 1993, and the Financial Reporting Act 2013. This includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime (RDR). Southland Regional Development Agency is eligible and has elected to report in accordance with Tier 2 PBE standards RDR on the basis the entity has no public accountability and has expenses > \$2m and < \$30m.

PRESENTATION CURRENCY AND ROUNDING

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of Southland Regional Development Agency is New Zealand dollars.

MEASUREMENT BASE

The financial statements have been prepared on an historical cost or fair value basis as per the following policies.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following particular accounting policies, which materially affect the measurement of the results and financial position, have been applied:

Revenue

Revenue is measured at the fair value of consideration received.

Where funding is not conditional and Southland Regional Development Agency has no obligation to deliver a specific event or service, the revenue will be recognised when receipted. Where the funding has conditions attached to it, the funding is recognised as revenue upon entitlement as conditions pertaining to eligible expenditure have been fulfilled. The funding is held as a liability until the specific conditions are met. In certain circumstances funding is not received until after the event, in which case the revenue will be accrued when it is highly probable the funding will be received.

Revenue from ticket sales is recognised upon receipt unless the terms and conditions for the ticket state that Southland Regional Development Agency is required to repay the customer if the event does not take place. Where the terms and conditions contain a refund clause, the revenue will be recognised upon completion of the event.

Revenue from the rendering of services is recognised by reference to the stage of completion at the balance sheet date, based on the actual service provided.

Products held for sale are recognised when a product is sold to the customer. Sales are usually in cash or by credit card. The recorded revenue is the gross amount of the sale, including credit card fees payable for the transaction. Such fees are included in other expenses.

Southland Regional Development Agency acts as an agent for third parties for some transactions. When incurring expenditure as an agent, this is accounted for via the Statement of Financial Position, and not as revenue and expenditure on the Statement of Comprehensive Revenue and Expense. Any revenue component within these transactions will be treated accordingly.

Interest revenue is recognised using the effective interest method.

Volunteer services received are not recognised as revenue or expenditure as Southland Regional Development Agency is unable to reliably measure the fair value of the services received.

Revenue in Advance

Revenue in advance is recognised where amounts received are in excess of the amounts recognised as revenue.

Expenditure

All expenditure is recognised as incurred unless the liability is known and can be reasonably estimated, in which case the expenditure is accrued.

Foreign Exchange Transactions

Foreign currency transactions are translated into NZ\$ (the functional currency) using the spot exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Goods and Services Tax (GST)

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position. The net GST paid to or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows.

Income Tax

Income tax expense in relation to the profit or loss for the period comprises current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using rates that have been enacted or substantively enacted by balance date.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, using tax rates that have been enacted or substantively enacted by balance date.

Current tax and deferred tax is charged or credited to the Statement of Comprehensive Revenue and Expense, except when it relates to items charged or credited directly to equity, in which case the tax is dealt with in equity.

Equity

Equity is the shareholders interest in Southland Regional Development Agency, as measured by total assets less total liabilities.

Cash and Cash Equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

Trade and Other Receivables

Trade and other receivables are initially measured at fair value and subsequently measured at cost, amortised where necessary, using the effective interest method, less any provision for impairment.

A receivable is considered impaired when there is evidence that Southland Regional Development Agency will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amounts expected to be collected.

Property, Plant and Equipment

Property, plant, and equipment consists of the following asset classes: buildings, furniture and fittings, IT equipment, ILT Kidzone equipment, vehicles, and land. All asset classes are measured at cost, less accumulated depreciation and impairment losses. Individual assets are capitalised if they meet the definition of an asset and the cost exceeds \$1,000.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to Southland Regional Development Agency and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained. Work in progress is recognised at cost less impairment and is not depreciated.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the Statement of Comprehensive Revenue and Expense.

Subsequent Costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Southland Regional Development Agency and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Buildings:	3% - 7%	14.3 - 33.3 years
Furniture & Fittings:	6% - 33%	3 - 16.7 years
IT Equipment:	17.5% - 67%	1.5 - 5.7 years
ILT Kidzone:	13.5% - 33%	3 - 7.5 years
Vehicles:	13.5%	7.5 years
Land:	0%	

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end. An annual review for impairment is also undertaken on all assets and any impairment loss is recognised in the Statement of Comprehensive Revenue and Expense.

Impairment of Property, Plant and Equipment

Property, plant and equipment held that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use. If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable service amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is recognised in the surplus or deficit.

Value in Use For Non-Cash Generating Assets

Value in use is the present value of the asset's remaining service potential. Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in Use For Cash Generating Assets

Southland Regional Development Agency does not hold any cash generating assets.

Intangible Assets

Goodwill

Goodwill on acquisition of businesses and subsidiaries is included in "intangible assets". Goodwill on acquisition of an associate is included in "investment in other entities" and impairment is considered as part of the overall investment balance.

Goodwill is allocated to cash-generating units for the purposes of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose.

Goodwill has been assessed to have an infinite useful life on the basis the business is ongoing. Goodwill is subject to annual impairment testing.

Impairment of Intangible Assets

Intangible assets that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment.

Joint Venture

The Company's 49% share of its associate NZ Functional Foods Limited is equity accounted for in the Companies financial statements.

A joint venture is an entity over which the Company has significant influence and that is neither a subsidiary nor an associate. The Company's investment is accounted for in the financial statements using the equity method. The investment in a joint venture is initially recognised at cost and the carrying amount in the financial statements is increased or decreased to recognise the Company's share of the surplus or deficit in the joint venture after the date of acquisition. Distributions received from a joint venture reduce the carrying amount of the investment in the financial statements.

If the share of deficits of a joint venture equals or exceeds its interest in the joint venture, the Company discontinues recognising its share of further deficits. After the Company's interest is reduced to zero, additional deficits are provided for, and a liability is recognised, only to the extent that the Company has incurred legal or constructive obligation or made payments on behalf of the joint venture. If the joint venture subsequently reports surpluses, the Company will resume recognising its share of those surpluses only after its share of the surpluses equals the share of deficits not recognised.

Leases

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and benefits incidental to ownership of an asset. Payments under these leases are recognised as expenses in the Statement of Comprehensive Revenue and Expense in periods in which they are incurred. Lease incentives received are recognised.

Finance Leases

A finance lease transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred. At the start of the lease term, finance leases are recognised as assets and liabilities in the Statement of Financial Position

at the lower of the fair value of the leased item and the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability. The amount recognised as an asset is depreciated over its useful life. If there is no reasonable certainty as to whether the Company will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Payables

Short-term payables are recorded at their fair value.

Financial Instruments

Southland Regional Development Agency is party to financial instruments as part of its normal operation. These financial instruments give rise to financial assets and liabilities and include cash and on-call deposits, accounts receivable, investments, and accounts payable, deposits held, other financial liabilities and financial guarantees. They also include equity interests in other entities.

All financial instruments are recognised in the Statement of Financial Position on the basis of Southland Regional Development Agency Limited’s general and, where applicable, particular accounting policies. All financial instruments disclosed in the Statement of Financial Position are recorded at fair value or amortised cost. Revenue and expenditure arising from these financial instruments is recognised in the Statement of Comprehensive Revenue and Expense.

Statement of Cash Flows

Cash includes cash and cash equivalents as defined above.

Operating activities include cash received from all revenue sources of Southland Regional Development Agency and cash payments made for the supply of goods and services. Investing activities are those activities relating to the acquisition and disposal of non-current assets. Financing activities comprise the change in equity and debt capital structure of Southland Regional Development Agency.

Personnel Costs

Salaries and Wages

Salaries and wages are recognised as an expense as employees provide services.

Defined Contribution Superannuation Schemes

Employer contributions to KiwiSaver, the Government Superannuation

Fund, and the State Sector Retirement Savings Scheme are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Employee Entitlements

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date. No liability is recognised for sick leave.

A liability and an expense are recognised for bonuses where Southland Regional Development Agency has a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Changes in Accounting Policies

There have been no changes in accounting policies during the financial year.

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing these financial statements, Southland Regional Development Agency has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities recognised in the financial statements are described in the notes to the financial statements.

Shareholder requirements

STATEMENT OF INTENT

By 1 December each year Great South will deliver a draft Statement of Intent to the joint shareholders as required by the Local Government Act. The Joint Shareholders will provide feedback to the Great South Board by 1 March each year, and the final document will be delivered by 30 June each year.

REPORTING

Half Yearly Reporting

By the end of February each year the board must deliver to the shareholders a report on the organisation’s operations during that half year. The report must include the information required to be included by the LGA 2002 and the Statement of Intent and any other information requested by the shareholders.

Annual Report

By the end of September each year, the board must deliver to the shareholders and make available to the public a report on the company’s operations during the year. This will include audited financial statements and the performance targets and other measures by which performance was judged in relation to the organisation’s objectives.

SHAREHOLDER MEETINGS

An annual general meeting will be held before the end of September each year to present the annual report. The notice of the Annual General Meeting (AGM) will be no less than 10 working days before the meeting, unless agreed by all shareholders who are entitled to attend and vote at the meeting.

SHAREHOLDER APPROVAL

Any subscription, purchase or acquisition by Great South of shares in a company or organisation require shareholder approval by special resolution as will the other matters outlined in Great South’s constitution.

DIVIDEND POLICY

The Great South Board is not authorised to approve any dividends.

COMPENSATION FROM LOCAL AUTHORITIES

The Directors do not envisage any circumstances arising that would give rise to any claim from any local authority during the year other than those already stated in the financial statements.

NO SURPRISES

Great South, through the Joint Shareholders Committee will work with the shareholders to develop trust and a common understanding on a “no surprises” basis. The board will be sensitive to the demands for accountability placed on the Councils from their respective ratepayers.

PUBLIC EXPECTATIONS

- Great South is very mindful of the public scrutiny that comes with being a CCO. Great South will:
- Build accountability and constructive working practices between their organisation and the shareholders.
 - Commit to transparency and accountability to the public. This includes fulfilling the planning, reporting and disclosure requirements of the Local Government Act 2002 as it applies to CCOs, and the requirements of the Local Government Official Information and Meetings Act 1987 as it applies to CCOs.
 - Ensure the organisation is fiscally disciplined with expenditure.
 - Embrace the Shareholder Councils’ strategic priorities as set out in their Long-term Plans 2018-2028 and any other relevant documents.

Great South is tasked with leading the future growth aspirations of Murihiku Southland on behalf of our shareholders, stakeholders and the wider Murihiku Southland community.



www.greatsouth.nz

Visit our website to find out more about us and sign up for our newsletters to receive regular updates