



Notice is hereby given that a Meeting of the Community and Policy Committee will be held on:

Date: **Wednesday, 13 February 2019**
Time: **1pm**
Meeting Room: **Council Chamber**
Venue: **15 Forth Street, Invercargill**

Community and Policy Committee Agenda OPEN

MEMBERSHIP

Chairperson	Julie Keast
Councillors	Mayor Gary Tong
	Stuart Baird
	Brian Dillon
	John Douglas
	Paul Duffy
	Bruce Ford
	Darren Frazer
	George Harpur
	Ebel Kremer
	Gavin Macpherson
	Neil Paterson
	Nick Perham

IN ATTENDANCE

Group Manager - Community and Futures	Rex Capil
Committee Advisor	Alyson Hamilton

Contact Telephone: 0800 732 732
Postal Address: PO Box 903, Invercargill 9840
Email: emailsdc@southlanddc.govt.nz
Website: www.southlanddc.govt.nz

Full agendas are available on Council's Website
www.southlanddc.govt.nz

Terms of Reference – Community and Policy Committee

The Community and Policy Committee is responsible for:

- Assessing and providing advice to Council on:
 - Key strategic issues affecting the District and Council;
 - Community development issues affecting the District and Council;
 - The service needs of the District's communities and how these needs might best be met;
 - Resource allocation and prioritisation processes and decisions.
- Developing and recommending strategies, plans and policies to the Council that advance the Council's vision and goals, and comply with the purpose of the Local Government Act.
- Monitoring the implementation and effectiveness of strategies, plans and policies.
- Developing and approving submissions to government, local authorities and other organisations.
- Advocating Council's position on particular policy issues to other organisations, as appropriate.
- Considering recommendations from Council's Subcommittees and make decisions where it has authority from Council to do so, or recommendations to Council where a Council decision is required.

The Community and Policy Committee is also responsible for community partnerships and engagement. This includes:

- Monitoring the progress, implementation and effectiveness work undertaken by Venture Southland in line with the Venture Southland Heads of Agreement and specific Service Level Agreement between Southland District Council and Venture Southland.
- Allocations of grants, loans, scholarships and bursaries in accordance with Southland District Council policy.
- International relations.
- Developing and overseeing the implementation of Council's community engagement and consultation policies and processes.

The Community and Policy Committee shall have the following delegated powers and be accountable to Council for the exercising of these powers:

- (a) Approving all submissions made by Southland District Council to other councils, central government and other bodies.
- (b) To approve scholarships, bursaries, grants and loans within Council policy and annual budgets.
- (c) Monitor the performance of Venture Southland in the delivery against its Business Plan and Council's letter of expectation.

The Community and Policy Committee has authority to consider and make recommendations to Council regarding strategies, policies and plans.

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1 Apologies

At the close of the agenda no apologies had been received.

2 Leave of absence

At the close of the agenda no requests for leave of absence had been received.

3 Conflict of Interest

Committee Members are reminded of the need to be vigilant to stand aside from decision-making when a conflict arises between their role as a member and any private or other external interest they might have.

4 Public Forum

Notification to speak is required by 5pm at least two days before the meeting. Further information is available on www.southlanddc.govt.nz or phoning 0800 732 732.

5 Extraordinary/Urgent Items

To consider, and if thought fit, to pass a resolution to permit the committee to consider any further items which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded.

Such resolution is required to be made pursuant to Section 46A(7) of the Local Government Official Information and Meetings Act 1987, and the Chairperson must advise:

- (i) the reason why the item was not on the Agenda, and
- (ii) the reason why the discussion of this item cannot be delayed until a subsequent meeting.

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"Where an item is not on the agenda for a meeting,-

- (a) that item may be discussed at that meeting if-
 - (i) that item is a minor matter relating to the general business of the local authority; and
 - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
- (b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."

6 Confirmation of Minutes

6.1 Meeting minutes of Community and Policy Committee, 29 November 2018

Community and Policy Committee

OPEN MINUTES

Minutes of a meeting of Community and Policy Committee held in the Council Chambers, 15 Forth Street, Invercargill on Thursday, 29 November 2018 at 1.05pm (1.05pm - 3pm, 3.10pm - 4pm).

PRESENT

Chairperson	Julie Keast	
	Mayor Gary Tong	(1pm - 2.02pm, 2.09pm - 4pm)
Councillors	Stuart Baird	
	Brian Dillon	
	John Douglas	
	Paul Duffy	
	Bruce Ford	(1pm - 4pm)
	Darren Frazer	
	George Harpur	
	Ebel Kremer	(3.56pm - 4pm)
	Gavin Macpherson	
	Neil Paterson	
	Nick Perham	

IN ATTENDANCE

Chief Executive	Steve Ruru
Group Manager, Community and Futures	Rex Capil
Group Manager, Services and Assets	Matt Russell
Communications Manager	Louise Pagan
Governance and Democracy Manager	Clare Sullivan
Committee Advisor	Alyson Hamilton

1 Apologies

There were no apologies.

2 Leave of absence

There were no requests for leave of absence.

3 Conflict of Interest

Councillor Duffy declared an interest on the following funding applications and took no part in discussion or voting on these items:

Item 7.2 in regards the Waikawa Museum and Wyndham & Districts Historical Society
Item 7.3 in regards South Catlins Charitable Trust

4 Public Forum

There was no public forum.

5 Extraordinary/Urgent Items

There were no Extraordinary/Urgent items.

6 Confirmation of Minutes

Resolution

Moved Cr Ford, seconded Cr Macpherson **and resolved:**

That the minutes of Community and Policy Committee meeting held on 5 September 2018 be confirmed as a true and correct record of that meeting.

Reports for Resolution

7.1 Sport NZ Rural Travel Fund Financial Report and Application Summary - September 2018

Record No: R/18/10/24937

Venture Southland, Administration Manager – Bronwyn Affleck and Communications Manager, Louise Pagan were in attendance for this item.

Mrs Affleck advised the purpose of the Sport NZ Rural Travel fund is to assist with transport costs associated with participating in regular local competitions. Sports clubs and school based clubs with young people aged between 5 – 19 years are eligible to apply.

The Committee noted \$13,000 is available for distribution per annum.

The Committee sought clarification on Item 4 application from Stewart Island Winter Sports Club in regards to the travel amount claimed being an actual expense. Staff to action and respond to the Committee via email.

Resolution

Moved Cr Perham, seconded Cr Dillon **and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled "Sport NZ Rural Travel Fund Financial Report and Application Summary - September 2018" dated 19 November 2018.**
- b) **Approves the allocation of funds for the Sport NZ Rural Travel Fund as follows subject to receiving clarification to Item 4 Stewart Island Winter Sports Club:**

1	Fiordland Athletics Club	\$500
2	Fiordland College - Volleyball	\$500
3	Fiordland Swimming Club	\$500
4	Stewart Island Winter Sports Club	\$2,000
5	Winton Cricket Club.	\$1,000

7.2 District Heritage Fund Financial Report to 30 September 2018 and Application Summary

Record No: R/18/10/24964

Venture Southland, Administration Manager – Bronwyn Affleck was in attendance for this item.

Mrs Affleck advised the purpose of the Southland District Council Heritage Fund is to support the conservation of heritage collections and encourage the development and application of professional museum standards to heritage collections. Mrs Affleck added the Fund is available to assist with the day-to-day running of local museums, heritage centres or similar type organisations within the Southland District Council boundaries.

The Committee noted \$39,811 is available for distribution.

Councillor Duffy declared an interest on the application relating to Waikawa Museum and Wyndham & Districts Historical Society and took no part in discussion or voting on these items.

Resolution

Moved Cr Ford, seconded Cr Frazer **and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled "District Heritage Fund Financial Report to 30 September 2018 and Application Summary" dated 19 November 2018.**
- b) **Approve the allocation of funds for the District Heritage Fund as follows:**

1	Switzers Museum (Waikaia) Inc	\$7,400
2	Thornbury Vintage Tractor Club	\$3,000
3	Waikawa Museum	\$8,000
4	Wyndham & Districts Historical Society	\$2,000
5	Riverton Heritage & Tourist Centre Trust – Te Hikoi	\$19,000
6	Switzers Museum (Waikaia) Inc	\$7,400

7.3 Community Initiative Fund Financial Report and Application Summary

Record No: R/18/11/25444

Venture Southland, Administration Manager – Bronwyn Affleck was in attendance for this item.

Mrs Affleck advised the Southland District Council Community Initiatives Fund is available for the development of community facilities and amenities including: community centres / halls, War Memorials, local reserves and picnic areas, walkways and tracks, sports fields, swimming pools and changing room facilities. Sport and recreational opportunities, community programmes, activities or events.

The Committee noted \$68,329 is available for distribution.

Councillor Duffy declared an interest on the application relating to the South Catlins Charitable Trust and took no part in discussions or voting on this item.

Resolution

Moved Cr Kremer, seconded Cr Frazer **recommendation a with changes to b (as indicated with ~~strikethrough~~ and underlining) and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled "Community Initiative Fund Financial Report and Application Summary" dated 19 November 2018.**

- b) Approve the allocation of funds for the Community Initiative Fund with amendments to item 2 Artist of Southland Group, item 8 Edendale Primary School (to be considered under the Fonterra Contribution contained in the Financial and Reserve Contribution Fund), item 10 Fiordland Trails Trust, item 28 Tuatapere Community Board:

1	Alex McKenzie Memorial Arboretum Charitable Trust	\$1,000
2	'Artist of Southland' Group	\$500 \$868
3	Athol CDA	\$2,500
4	Central Southland Gun Club	\$2,000
5	Central Southland Senior Citizens	\$2,500
6	Central Southland Vintage Machinery Club	\$750
7	Drummond Primary School	\$3,000
8	Edendale Primary School	\$3,000 nil
9	Fiordland Community Swimming Pool Assn Inc	\$2,000
10	Fiordland Trails Trust	\$3,000 \$4,000
11	Garston CDA	\$1,000
12	Gorge Road CDA	\$1,000
13a	Lumsden CDA	\$500
13b	Lumsden CDA	\$1,500
14	Makarewa Squash Club	\$750
15	Mokotua Public Hall Society	\$300
16	Northern Southland Community Resource Centre Charitable Trust	\$1,500
17	Otara Community Charitable Trust	\$2,500
18	Otautau Promotions	\$1,000
19	Quarry Hills Cemetery Trust	\$1,200
20	Rakiura Hummingbirds	\$1,200
21	South Catlins Charitable Trust	\$2,000
22	South Coast Environment Society	\$3,000
23a	Swimming Southland	Nil
23b	Swimming Southland	Nil
24	Takitimu Swimming Club	\$1,200
25	Te Anau Golf Club	\$2,000
26	Te Anau Waitangi Day 2019	\$1,500
27	Templeton Flax Milling Heritage Trust	\$2,000
28	Tuatapere Community Board	\$500 Nil
29	Venture Southland – 2019 Southland Arts Festival	\$3,000
30	Wild Bush / Waipango WWI Relocation & Restoration Committee.	\$1,000
31	Wendon Hall Committee	\$3,000
32	Winton Central Bowling Club	\$1,000
33	Wyndham Edendale Community Health Trust	\$1,200
34	Venture Southland – Water Treatment Course	Up to \$3,500

Reports

8.1 Financial and Reserve Contribution Fund Financial Report to 30 September 2018

Record No: R/18/11/25991

Venture Southland, Administration Manager, – Bronwyn Affleck was in attendance for this item.

The Committee requested the application for \$3,000 received from the Edendale Primary School tennis court resurfacing project be transferred from the Community Initiatives Fund and be considered under the Fonterra Contribution Reserve which is contained in the Financial and Reserve Contribution Fund and support the full amount of \$30,000 be approved for the project.

Resolution

Moved Cr Duffy, seconded Cr Kremer **recommendation a with a new b (as indicated with an underline) and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled “Financial and Reserve Contribution Fund Financial Report to 30 September 2018” dated 19 November 2018.**
- b) **Agrees that the application for \$3,000 received from the Edendale Primary School tennis court resurfacing project be transferred from the Community Initiatives Fund and be considered under the Fonterra Contribution Reserve which is contained in the Financial and Reserve Contribution Fund and support the full amount of \$30,000 be approved for the project.**

8.2 Creative New Zealand Creative Communities Scheme Financial Report to 30 September 2018 and Schedule of Grants Awarded October 2018

Record No: R/18/11/25941

Venture Southland, Administration Manager – Bronwyn Affleck was in attendance for this item.

Resolution

Moved Cr Douglas, seconded Cr Paterson **and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled “Creative New Zealand Creative Communities Scheme Financial Report to 30 September 2018 and Schedule of Grants Awarded October 2018” dated 19 November 2018.**

8.3 Annual Plan 2019/2020 - Project Plan

Record No: R/18/11/25777

Corporate Performance Leader – Chantelle Subritzky was in attendance for this item. Miss Subritzky advised that the purpose of the report was to seek the support of the Community and Policy Committee in a recommendation to Council for the approval of the Annual Plan 2019/2020 project plan.

(Mayor Gary Tong left the meeting at 2.02pm)

(Mayor Gary Tong returned to the meeting at 2.09pm)

Resolution

Moved Cr Duffy, seconded Cr Perham **and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled “Annual Plan 2019/2020 - Project Plan” dated 20 November 2018.**
- b) **Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) **Recommends to Council that it approves the attached project plan for the Annual Plan 2019/2020.**
- e) **Notes the staff recommendation that formal consultation with the community may not be required for the Annual Plan 2019/2020, and that informal engagement be undertaken throughout 2019 to inform the public of recent council decisions.**

8.4 Long Term Plan 2031 - Project Plan

Record No: R/18/11/25774

Corporate Performance Leader – Chantelle Subritzky was in attendance for this item.

Miss Subritzky advised that the purpose of the report was to seek the support of the Community and Policy Committee in a recommendation to Council for the approval of the Long Term Plan 2031 project plan.

Resolution

Moved Cr Perham, seconded Cr Macpherson **and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled “Long Term Plan 2031 - Project Plan” dated 21 November 2018.**

- b) **Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) **Recommends to Council that it approves the attached project plan for the Southland District Council Long Term Plan 2031**

8.5 Community Futures - Research and Analysis Work Programme Update

Record No: R/18/11/25956

Strategy and Policy Manager – Michelle Stevenson was in attendance for this item.

Ms Stevenson advised that the purpose of the report was to provide an update to the Committee on the Community Futures – Research and Analysis Work Programme and to provide updated project plans for each of the identified work streams.

Resolution

Moved Cr Frazer, seconded Cr Kremer **and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled “Community Futures - Research and Analysis Work Programme Update” dated 22 November 2018.**
- b) **Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) **Endorses the advancement of the Community Futures – Research and Analysis Work Programme approach.**
- e) **Receives the updated project plans for the identified work streams to inform the development of the LTP 2021-2031.**
- f) **Supports the approach to incorporate the community facilities hierarchy framework to be led through the Services and Assets team, and to undertake this by 2023, following the completion of the asset management and information gap analysis, levels of service work, and the open space strategy.**

- g) **Notes that each of the project plans in the overall work programme will report to the Committee to update on progress by June 2019.**
- h) **Notes the Executive Leadership Team is to continue monitoring the overall work programme and report back to this Committee on its progress in March 2019.**

8.6 Representation Review and 2019 Elections and Community Governance Implementation Project Plan and Status Update

Record No: R/18/10/24984

Governance and Democracy Manager – Clare Sullivan was in attendance for this item.

Ms Sullivan advised that the purpose of the report is to provide an update on the Representation Review and 2019 Elections and Community Governance Implementation Project Plan.

Resolution

Moved Cr Paterson, seconded Cr Frazer **and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled “Representation Review and 2019 Elections and Community Governance Implementation Project Plan and Status Update” dated 20 November 2018.**
- b) **Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**

8.7 Community Organisation & Volunteer Shared Services Pilot Update

Record No: R/18/11/26444

Community Partnership Leader – Kelly Tagg was in attendance for this item.

Mrs Tagg advised that the purpose of the report was to update the Committee on the pilot project being undertaken as part of the letter of expectation between Southland District Council and Venture Southland.

Resolution

Moved Cr Duffy, seconded Cr Dillon **and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled “Community Organisation & Volunteer Shared Services Pilot Update” dated 20 November 2018.**

8.8 Venture Southland Quarter One Report 2018/2019

Record No: R/18/11/26046

Venture Southland, Group Manager for Community, Tourism and Events, Bobbi Brown and Venture Southland Strategic Projects Manager, Rhiannon Suter were in attendance for this item.

Ms Brown advised the purpose of the report is to provide a quarterly update on the performance measures and activities carried out by Venture Southland as identified in its work programme.

Resolution

Moved Cr Macpherson, seconded Cr Ford **and resolved:**

That the Community and Policy Committee:

- a) **Receives the report titled “Venture Southland Quarter One Report 2018/2019” dated 20 November 2018.**

The meeting adjourned at 3pm for afternoon tea and reconvened at 3.10pm.

Mayor Tong, Councillors Baird, Dillon, Douglas, Duffy, Ford, Frazer, Harpur, Keast, Kremer, Macpherson, Paterson and Perham were present when the meeting reconvened.

Public Excluded

Exclusion of the Public: Local Government Official Information and Meetings Act 1987

Resolution

Moved Mayor Tong, seconded Cr Dillon **and resolved:**

That the public be excluded from the following part(s) of the proceedings of this meeting.

C9.1 Community Led Development Implementation Approach

C9.2 Representative Leadership Model Implementation Approach

C9.3 Update - Milford Opportunities Project and Community Facilities

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Community Led Development Implementation Approach	s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists.
Representative Leadership Model Implementation Approach	s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists.
Update - Milford Opportunities Project and Community Facilities	s7(2)(c)(ii) - The withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to damage the public interest.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists.

That the Chief Executive, Group Manager Services and Assets, Group Manager, Community and Futures, Governance and Democracy Manager, Communications Manager and Committee Advisor be permitted to remain at this meeting, after the public has been excluded, because of their knowledge of the items C9.1 Community Led Development Implementation Approach, C9.2 Representative Leadership Model Implementation Approach and C9.3 Update - Milford Opportunities Project and Community Facilities. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because of their knowledge on the issues discussed and meeting procedure.

That the Community Partnership Leader – Simon Moran be permitted to remain at this meeting, after the public has been excluded, because of his knowledge of the item C9.3 Update - Milford Opportunities Project and Community Facilities. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because of his knowledge on the issues discussed.

The public were excluded at 3.10pm.

Resolutions in relation to the confidential items are recorded in the confidential section of these minutes and are not publicly available unless released here.

The meeting concluded at 4pm.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A
MEETING OF THE COMMUNITY AND POLICY
COMMITTEE HELD ON THURSDAY, 29 NOVEMBER
2018.

DATE:.....

CHAIRPERSON:.....

BERL Helping to shape positive community futures - stage 3 report

Record No: R/18/12/28881
Author: Rex Capil, Group Manager Community and Futures
Approved by: Steve Ruru, Chief Executive

☒ Decision

☒ Recommendation

☐ Information

Purpose

- 1 The purpose of this report is to present to the Community and Policy Committee the stage 3 and final report from the BERL Southland Community Futures project. The stage 3 report is attached.

Executive Summary

- 2 Council identified as part of its Long Term Plan 2018-2028, to advance as one of the three key issues, the need to invest in community future planning.
- 3 As a result of this, Council has invested in developing a District-wide community future planning model that has identified the need to take account of changing settlement patterns, population, demographics, socio-economic conditions and other contributors to societal change in the future.
- 4 There have been various points of discussion on challenges and opportunities facing community futures between Council and communities and stakeholders.
- 5 A foundation piece of work has been undertaken by BERL involving three distinct stages to provide some baseline information and future direction for decisionmaking by Council and its communities.
- 6 Stage 1 of the work involved identifying 'where are we now?' and stage 2 looked at 'where are we heading?'
- 7 This report is stage 3 and the final stage which aims to identify what actions may be necessary to ensure that communities in the District are sustainable, affordable to live in, and deliver an appropriate and acceptable level of service from a quality of life perspective.
- 8 The work will also assist and support the complementary planning approach related to Council's LTP 2031, the Southland Regional Development Agency establishment and other multi agency partners of Council and the district communities.

Recommendation

That the Community and Policy Committee:

- a) Receives the report titled “BERL Helping to shape positive community futures - stage 3 report” dated 22 January 2019.**
- b) Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) Endorses the report titled “BERL Helping to Shape Positive Community Futures – stage 3 report.”**
- e) Considers the results of the Southland Community Futures Stage 3 report and provides feedback.**
- f) Notes staff will undertake appropriate analysis and incorporate opportunities and options into planning processes and associated work programme development.**

Background

- 9 The Community and Policy Committee at its 17 May 2017 meeting resolved to undertake the ‘big picture research and analytics’ work to inform the associated work programme as part of the 2018-2028 LTP consultation process.
- 10 As a result, Council officers worked alongside BERL to further develop the overall project scope. BERL prepared a proposal “How BERL can help shape positive community futures” in June 2017.
- 11 This project was identified as a foundation piece of work to be used to provide some baseline information and future direction for decisionmaking by Council and its communities.
- 12 The Community and Policy Committee at its 9 August 2017 meeting resolved to endorse BERL completing stage 1 ‘where are we now?’ and stage 2 ‘where are we heading?’
- 13 At its 8 February 2018 meeting the Community and Policy Committee received the stage 1 report and it then received the stage 2 report at its 26 July 2018 meeting. Also at the 26 July 2018 meeting the Committee resolved to engage BERL to complete stage 3 – where do we actually want to be? The stage 3 report is attached.
- 14 In evaluating the outputs from this work it is important that Council considers and aligns this BERL work to future planning and prioritisation of work programmes in the future.
- 15 It is intended that actions and associated priorities will be incorporated into the Long Term Plan 2031 development process and be considered by Council, the Executive Leadership Team and Activity Managers in developing Council’s strategic framework, strategies, activity management plans and community board plans.
- 16 It is also recognised that the actions and associated priorities will be considered as the Southland Regional Development Agency development process is finalised and support the approach of Council as a ‘smart purchaser’ of services from the agency.
- 17 The report identifies a number of actions that align with the cultural, economic, environmental and social outcomes for communities – the four well-beings. This supports the complementary planning approach related to Council’s LTP 2031, the Southland Regional Development Agency establishment and other multi agency partners of Council and the district communities.
- 18 The findings also support the community leadership function of Council and the community led development approach in supporting future sustainability, affordability and support for delivering an appropriate and acceptable level of service from a quality of life perspective.

Issues

- 19 Council has endorsed and invested in the BERL work to support and inform its planning and prioritisation of work programmes in the future.
- 20 In consideration of this, it is necessary to ensure the findings and associated priorities are considered and where appropriate included in future planning processes.
- 21 It is important Council staff utilise the information and it is communicated and incorporated in strategy development and planning processes as required and appropriate.

- 22 This will require a planned and well thought through internal engagement approach so staff recognise the alignment to Council's vision, community outcomes and strategic priorities. It will allow the prioritisation process and decisionmaking requirements to be considered and embedded into work programmes as required.

Factors to Consider

Legal and Statutory Requirements

- 23 There are no legal or statutory requirements for Council to advance or consider the work undertaken by BERL further.
- 24 It is, however, responsible and prudent for Council to consider the key findings and outcomes as it progresses the Long Term Plan 2031 project to assist in informing decisions that will be considered as part of that planning process – which is a legal and statutory requirement for Council.

Community Views

- 25 Council has regularly incorporated into its communications and engagement approach over the past two years key messages related to its commitment to investing in its community future planning.
- 26 Investing in community future planning was identified as one of the key issues identified in the Council's Long Term Plan Consultation Document 2018-2028 – We're just getting started.
- 27 This included identifying the need for Council and communities to understand research and data on the demographic, social and economic changes that are happening in communities today and the changes that can be expected in the future.
- 28 The common messages and associated themes have formed a significant part of Council's conversations with communities, stakeholders and residents.
- 29 Community views were considered important in undertaking this piece of work and BERL undertook a series of specific and targeted interviews with key informants as part of this stage 3 project. A list of those involved in these interviews is included in the attached report.

Costs and Funding

- 30 The completion of this stage 3 work was undertaken and completed from existing approved operational budgets for the 2018-2019 financial year. The project was completed within budget as per the approved BERL proposal.

Policy Implications

- 31 Any associated policy implications relating to this work and proposed actions and subsequent decisions will be considered as required and predominantly as part of the Long Term Plan 2031 policy review work to be completed.

Analysis

Options Considered

- 32 There are two options available for consideration:

Option 1 – endorses the findings of the Southland Community Futures stage 3 report and notes staff will undertake appropriate analysis and incorporate opportunities and options into planning processes and associated work programme development.

Option 2 – does not endorse the findings of the Southland Community Futures stage 3 report and requests staff do not consider these findings as part of future planning and prioritisation processes.

Analysis of Options

Option 1 – Endorses the findings of the Southland Community Futures stage 3 report and notes staff will undertake appropriate analysis and incorporate opportunities and options into planning processes and associated work programme development.

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Supports the approach of investing in research and analysis to assist with future decisionmaking and prioritisation work required by Council.• Supports the next stages of the Long Term Plan 2031 processes – specifically relating to the strategic framework vision, community outcomes and strategic priorities.• Assists in informing the Council’s ‘smart purchaser’ of services approach during the establishment phase of the Southland Regional Development Agency.• Assists in providing consistent themes and messages in developing an overall organisation wide approach to supporting the long term planning requirements for Council in the future.• Provides a strong and clear message to residents and stakeholders that Council is taking seriously the need to plan and consider future options and opportunities to support the sustainability and a desirable quality of life in its communities.• Reinforces the view that Council requires good data and information to assist it in making informed decisions for the future well-being of the district.	<ul style="list-style-type: none">• There are no disadvantages based on the previous support and endorsement provided by Council in support of this work being a priority to assist in future planning and decisionmaking processes.

Option 2 – Does not endorse the findings of the Southland Community Futures stage 3 report and requests staff do not consider these findings as part of future planning and prioritisation processes.

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• There are no advantages when considering this work in the context of Council's planning processes to be undertaken.	<ul style="list-style-type: none">• Does not support the requirement to deliver the Council's Long Term Plan 2018-2028 which identified investing in community future planning as a key issue to be undertaken and agreed by Council.

Assessment of Significance

- 33 Consideration of the Southland Community Futures stage 3 report and associated actions from it is not considered significant in relation to Council's Significance and Engagement Policy.

Recommended Option

- 34 It is recommended the Community and Policy Committee endorse the findings of the Southland Community Futures stage 3 report and notes staff will undertake appropriate analysis and incorporate opportunities and options into planning processes and associated work programme development.

Next Steps

- 35 If endorsed by the Committee, staff will undertake appropriate analysis and incorporate opportunities and options into planning processes and associated work programme development.

Attachments

- A BERL Southland Community Futures Final Stage 3 report [↓](#)



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Southland Community Futures

Stage 3 Final Report
December 2018

Author: Hillmarè Schulze, Mark Cox an Sam Green

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December 2018

Southland Community Futures – Stage 3 draft report
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Executive Summary

This report is from the third stage of a project, by BERL for Southland District Council, to identify what actions may be necessary to ensure that communities in the District are sustainable, affordable to live in, and deliver an appropriate and acceptable level of service from a quality of life perspective.

It is partly based on the findings from a series of interviews with key informants, focussing on what they saw as the main problems negatively affecting community wellbeing; and on the opportunities they saw to improve wellbeing. It is also based on our own analysis of the driving forces that are likely to affect communities.

The report suggests a number of thematic actions that respond to the problems, opportunities and driving forces. The interaction between the actions, and how they will each contribute to the Four Wellbeings that are likely to be reinstated into the Local Government Act, is illustrated in the diagram below.



The possible actions we suggest have the potential to respond to more than one type of problem or opportunity. And they have the potential to contribute to more than one of the Four Wellbeings. For example, the action we suggest to provide *More and improved housing* is likely to lead to *Faster population growth*. Action to provide *More and improved housing* is also likely to contribute to greater social and economic wellbeing.

The possible actions we suggest are intended to complement, rather than duplicate or conflict with, actions already, or likely to be, included in other strategies; in particular the Southland Regional Development Strategy and the forthcoming Southland Murihiku Destination Strategy.

At this stage, we present the suggested actions for discussion. We are conscious that some will need to be refined or specified in greater detail, once they have been considered by the Council. We are also aware that some of the actions will necessitate further actions, once the initial action has been taken.

In the report, we comment on whether each of the suggested actions meet the criteria of being SMART, i.e. Specific, Measurable, Achievable, Responsible and Time bound.



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In summary, the suggested actions are:

More and improved housing

Action: Develop a District Housing Strategy

Faster population growth

Action: Ensure that employers' views about what is needed to attract and retain New Zealand and international migrants are known

More sustainable agriculture

Action: Encourage the development of additional on-farm income streams

Action: Make representations to enable migrant farm workers to gain residency.

A stronger tourism industry

Action: Examine the business case to establish scheduled air services at Te Anau airport

Action: Promote the development of walking and tramping in southern Fiordland and neighbouring areas.

Action: Make cycling tracks and driving routes more attractive to visitors

Better health services

Action: Attempt to ensure that there is continuous representation from Southland District on the Southern District Health Board and the Community Health Council

Greater community capability

Action: The Council should consider how the new Community Board system in the District could be used to assist the achievement of the Four Wellbeings likely to be reinstated into the Local Government Act.

Most of the actions proposed in this report are likely to affect and benefit communities in Southland District in general. However, the tourism-related actions would tend to have a more localised effect. In particular, the action focussing on Te Anau Airport is likely to affect Fiordland most. The action focussing on promoting walking and tramping is likely to benefit Tuatapere in the Waiau Aparima community, if the town can establish itself as a gateway to the southern Fiords. The action related to cycling tracks and driving routes might benefit several communities, but we believe that it could especially benefit the Catlins area of Waihopai Toetoes.



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Acknowledgements

BERL would like to thank the following for giving their time to participate in the discussions that provided the basis for this report.

Cr Stuart Baird, Waiau Aparima Ward, Southland District Council
 Andre Bekhuis, Chair, Otautau Community Board
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 Damon Campbell, Chief Information Officer, Southland District Council
 Rachel Cockburn, Chair, Te Anau Community Board
 Andrew Cowie, Chair, Nightcaps Young Farmers
 Cameron Davis, Principal, Aparima College
 Grant Dick, Principal, Central Southland College
 Cr Brian Dillon, Mararoa Waimea Ward, Southland District Council
 Cr John Douglas, Mararoa Waimea Ward, Southland District Council
 Cr Paul Duffy, Waihopa Toetoes Ward, Southland District Council
 Janet Ellis, Group Manager – People and Capability, Southland District Council
 Cr Bruce Ford, Stewart Island Rakiura Ward, Southland District Council
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 Lesley Gray, Southland Community Health Council
 Bruce Halligan, Group Manager – Environmental Services, Southland District Council
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 Anne Robson, Chief Financial Officer, Southland District Council
 Steve Ruru, Chief Executive, Southland District Council
 Matt Russell, Group Manager – Services and Assets, Southland District Council
 Frank Shearing, Deputy Chair, Wallacetown Community Board
 Penny Simmonds, Chief Executive, Southern Institute of Technology
 Brian Somerville, Chair, Winton Community Board
 Blair Stewart, Chair, Riverton Aparima Community Board
 Margaret Thomas, Chair, Tuatapere Community Board
 Geoff Thomson, Chief Executive Officer, Distinction Hotels
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 Pam York, Chair, Edendale-Wyndham Community Board

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 Kate McIntosh – Northern Southland College
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1 Introduction

1.1 Background

This is the third in a series of reports, resulting from a project by Business and Economic Research Limited (BERL) for Southland District Council (the Council).

The project arose from a Council research paper titled “*Towards the 2021 LTP – with view towards our Community Futures 2040*”. The paper acknowledged the Council’s responsibility to take make decisions to ensure that the District’s communities are sustainable, affordable to live in, and deliver an appropriate and acceptable level of service from a quality of life perspective. Building on the paper, the Council specified that the current project should identify actions that could be incorporated into the Council’s 2021 Long term Plan.

BERL’s approach to the project was based on the proposition that the Council could either passively accept the future that fate would deliver for the District and its communities, or work strategically to shape the future it wants to achieve.

Following this proposition, the first stage of the project was essentially about answering the question: *Where are we now?* This entailed developing profiles to show the current state of wellbeing in the District as a whole, and each of seven defined communities. Wellbeing was measured using a dashboard of indicators based on Census data.

The second stage was designed to answer the question: *Where are we heading?* This entailed projecting what will happen to labour supply and demand in the District and its communities, based on a business-as-usual economic development scenario (i.e. adopting the passive acceptance approach, with no strategic efforts to change future outcomes for the District and its communities).

The third stage, culminating in this report, is about considering: *Where do we want to be?* It has revolved around identifying problems that need to be addressed and opportunities that need to be seized in order to secure good community outcomes in the longer term.

The District has numerous distinct settlements, many of which are small, in terms of population size. However, for the purposes of the project, seven communities were defined. These were Stewart Island Rakiura, Waiau Aparima, Waihopai Toetoes, Winton Wallacetown, North Eastern, Northern and Fiordland. The first four in this list are electoral wards of the District, and the latter three are sub-divisions of the geographically very large Mararoa Waimea ward.

The Census-derived wellbeing indicators referred to above encompass such things as income, employment, education, home ownership and engagement in voluntary activities outside the home.

1.2 Key finding from the previous stages

1.2.1 Stage 1

For ease of reference, the Executive Summary from the report on this stage is reproduced in Appendix A, but, in summary, the report found that:

- Wellbeing in Southland District, relative to nationally, is high, although it has declined in terms of two of the key indicators.

It also found that, relative to the high levels of wellbeing in Southland District:

- Wellbeing in the Waihopai Toetoes and Winton Wallacetown communities is high;



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- Wellbeing in the Fiordland, North-Eastern, Northern and Stewart Island Rakiura communities is moderate; and
- Wellbeing in Waiau Aparima is low.

1.2.2 Stage 2

The Executive Summary from the report on this stage is reproduced in Appendix B, but the report found that:

- In Southland District as a whole, there is projected to be a significant tightening of the labour market between 2018 and 2033, to a point where demand for labour exceeds the entire population aged from 15 to 64 years old.
- In four communities, labour demand is projected to exceed labour supply. The communities are Fiordland, Stewart Island Rakiura, Waihopai Toetoes and Winton Wallacetown.
- In the remaining three communities, the labour market will tighten, though local labour supply is projected to remain greater than local demand.
- The implication of this is that labour supply problems, associated with slow population growth, could stifle economic development.
- Across various communities, there are a number of requirements to ensure that the labour demand requirements are met. Some of the required steps include:
 - Encouraging young people to stay in Southland or return after completing qualifications
 - Attracting labour from outside the district
 - Attracting international migration
 - Encouraging more labour participation

1.3 Objectives of the current stage

The overall purpose of the current stage was to identify, assess and prioritise actions, to be incorporated into the Council's 2021 Long Term Plan, to promote the wellbeing of communities in Southland. The actions would not necessarily be confined to those intended encourage business and economic development; and nor would they necessarily be actions that would be the sole responsibility of the Council. Rather, the actions could be intended to promote any aspect of community wellbeing, including: social; economic; environmental; and cultural¹. Likewise, the actions might be taken by the Council in partnership with other agencies, such as Venture Southland (or the soon-to-be-established Southland Regional Development Agency (SRDA))²; or they might be driven from grass-roots, by communities themselves.

1.4 Approach and methodology

The platform for this stage was a set of structured discussions with 38 key informants in the District. The informants (37 individuals and one group) are listed in the Acknowledgements at the start of this report.

The discussions were facilitated by a briefing note that was sent to the informants beforehand. The briefing note summarised the stage 1 and stage 2 findings; and it outlined a set of questions for discussion. The briefing note is reproduced in Appendix C.

¹ The relevance of these four aspects of community wellbeing is considered in Section 3 of this report.

² Throughout this report, any reference to Venture Southland should also be taken as referring to the Southland Regional Development Agency.



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Notes from the discussions were collated to identify the most frequently mentioned:

- i) key aspects of community wellbeing;
- ii) problems and issues to be addressed; and
- iii) opportunities to promote community wellbeing

The collated notes were also used to define possible actions to promote community wellbeing, distinguishing between actions that are general to all communities in Southland, and actions that are specific to particular communities in the District.

BERL also undertook its own assessment of the factors that are likely to affect how the Council needs to address community wellbeing.

The feasibility of the possible actions were then assessed using SMART criteria, where SMART is an acronym for:

- Specific – i.e. well-defined and focused
- Measurable – i.e. with quantifiable targets and / or progress indicators
- Achievable – i.e. ambitious, but realistic
- Responsible – i.e. assignable to a particular agency or partnership of agencies
- Time bound – i.e. with a specific end date.

1.5 Structure of the report

Section 2 of this report provides a summary of, and commentary on, the findings from discussions with the key informants, focussing on how they viewed the most important aspects of community wellbeing, the problems and issues they perceived to be affecting community wellbeing, and the opportunities they envisaged to promote wellbeing.

Section 3 comprises a review of the factors that BERL believes will, or should, affect how the Council needs to take account of community wellbeing.

Section 4 outlines potential actions to improve the wellbeing of communities in general in Southland, and it indicates the extent to which each one satisfies the SMART criteria listed above.

Lastly, Section 5 draws some conclusions.



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2 Overview of findings from discussions

2.1 Key aspects of community wellbeing

A high level of wellbeing means that, in some sense, the individual's or group's condition is positive. Wellbeing has a wide range of aspects, although it is difficult to measure, as such.

Table 2-1 shows the aspects of community wellbeing that were mentioned most frequently in the discussions with the key informants. The table excludes those aspects that were mentioned only once, but these are shown in Appendix D.

The most commonly mentioned aspect makes clear that a community is not just a geographical entity where a group of people live. Rather a community comprises people sharing or having certain attitudes and interests in common. A community has a life and a spirit of its own.

When the key informants mentioned good access to services, they were often referring to both public and private services, delivered locally. Private services included mobile phone and internet services in particular. Mobile phone coverage in the District is poor in some places, and internet access can be difficult.

When they were talking about health services more generally, several of the informants emphasised the importance of good mental health and access to mental health services. Those who highlighted mental health indicated that it had become a major issue for Southland.

Likewise, good water quality, especially in rivers and streams, was an important aspect of a good environment. And, again, it tended to be noted that this had become an important issue for Southland in the past decade, or so.

Table 2-1 Aspects of community wellbeing highlighted by the key informants

Aspect	No. of mentions
Community cohesion / engaged residents / pride / sense of belonging	10
Good access to services	9
Health, incl Mental health	5
Good environment, incl water quality	4
Affordable and good housing quality	3
Ability to be future focused / acceptance of change	3
Quality of life	3
Resilience to adverse events	3
Recreation facilities / open spaces	3
Good infrastructure	2
Financial security	2

The fact that acceptance of change and resilience to adverse events were both mentioned several times implies a consciousness that some communities in the District are struggling to adapt. The adverse events alluded to were economic, as well as natural.



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As will be seen in section 2.2, the importance of affordable and good quality housing was noted as a problem or issue for the District.

2.2 Problems and issues to be addressed

A poor and worsening housing stock stood out as an issue for the District, as Table 2-2 shows. Houses in Southland were frequently described as shabby, and a lack of insulation was also highlighted by several of the informants. It will also be noted, later in the table, that a shortage of housing was mentioned three times. Two of the informants specified that different types of housing were in short supply, including: emergency housing; affordable rentals; houses for key workers; and executive housing.

Housing was also a factor in the recruitment difficulties highlighted. More than one of the businesses involved in the discussions reported that potential recruits from outside Southland had declined offers of employment because they couldn't find suitable housing. Similarly, some employers suffered from a high turnover of externally recruited staff because of housing issues. The housing quality and availability issues were associated especially with the Winton Wallacetown and Waihopai Toetoes communities.

The next two issues in the table ("Decline in small communities ... / Council contracting processes ...") are also linked to an extent. Owing to technological and regulatory change, it has become uneconomic or administratively difficult to provide certain public and private services in some communities³. Private service delivery (e.g. post shops, banking, retailing etc.) has become uneconomic because of the spread of the internet. Public service delivery (e.g. for grass cutting and cleaning public facilities) by local people has become difficult because small local businesses struggle to comply with the requirements of Health and Safety legislation.

One consequence of declining private and public service delivery in smaller communities is that the former service providers often have to relocate, with their families, to larger communities in the search for new or different opportunities. This reinforces the tendency for service delivery to be uneconomic; and, so, a spiral of decline can set in.

Table 2-2 Problems and issues identified by the key informants

Problem/issue	No. of mentions
Housing stock low quality / deteriorating	9
Recruitment difficult	6
Decline in small communities, growth in larger communities	6
Council contracting processes make it difficult for small local businesses to win contracts	5
Community organisations struggling because of changing work, leisure / recreation patterns / ageing communities	5
Communities being hollowed-out	4
Difficult to get people to put themselves forward for election as Councillors/Board members	4
Farmers losing esteem of the population / not seen as good career for young people	4

/ continued

³ In practice, some, but not all, of the services often continue to be available, albeit using different delivery mechanisms, e.g. the internet.



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Table 2.2 (continued)

Social isolation	4
Population small / dispersed / not growing quickly enough	4
Local bodies and Council don't work together / think differently	4
Community organisations do not work together in small communities – counterproductive / Conflicts of interest about future direction	4
Drug and alcohol abuse	4
Skill and labour shortages	4
Ageing population	4
Need to look after local people	4
Poor quality local roads	3
Lack of activities for young people	3
Uneven/poor access to health services	3
Patchy internet / mobile phone services and access	3
Housing shortages	3
Councils and central Govt agencies don't work together closely enough	3
Water pollution	2
Urban / rural divide	2
Social deterioration/dislocation	2
Changing profile of the workforce	2
Lack of certainty for migrant workers	2
Remediation of earthquake prone buildings not financially feasible	2
People / communities resistant / find it difficult to change	2
Lack of strategy to develop tourism	2
Lack of leadership in tourism	2
Parochialism in some communities	2
Power has been taken away from Community Boards / local voice not heard	2
Investment properties	2
Narrow economic base	2
No cohesive Southland Story	2

Concern about the lack, or loss, of services expressed itself in other ways, as other entries in the table hint. Whilst recognising that visitors need to be well provided for, several of the informants argued that local people were not well looked after. Several also mentioned a lack of activities for young people, several expressed concern about uneven or poor access to health services (including maternity services), and several complained of patchy internet and mobile phone coverage.

An ageing population was recognised as an issue for Southland District as a whole, but it was highlighted as a particular issue for Stewart Island and parts of Waiau Aparima.



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In relation to the issue of communities being hollowed out, several of the informants commented that there was a tendency for homes to remain empty and rents to decline when businesses and key workers leave. In some cases problematic individuals and families move in to take advantage of lower housing costs; and the result is socio-economic decline. In addition, the in-comers do not have the same stake in the community as the people who leave; and this reinforces the decline.

Another consequence of the spread of the internet is that people are less likely to participate in community activities, including membership of clubs and societies, and participation in volunteering.

It was also observed that it has become more difficult to find people who are willing and able to put themselves forward for election or co-option to representative bodies. People have less time, the workload can be onerous, and the remuneration is poor.

Several of the informants commented on the fact that farmers seem to have lost some of the high esteem in which they used to be held by the general population, and this was linked to farming's lack of appeal to young people.

Social isolation and the small dispersed population, both of which were mentioned four times, are probably linked. It is also possible that both these factors are associated with the drug and alcohol abuse that was mentioned four times. There two problems might also be linked to the skills and labour shortages that were highlighted.

Similarly, local bodies (mainly Community Boards) not working well with the Council, and local bodies not working well with one another, were both mentioned four times. It is possible that this may resolve itself when the proposed new representative structures are put in place. However, there was also some concern the Councils and Central Government Agencies don't work closely enough together.

A range of other issues were mentioned twice each. Notably, a perceived lack of strategy for tourism and a lack of leadership in tourism were both in this group. It is possible, though, that the full implementation of the Milford Opportunities project and the development of a Southland Destination strategy will address these concerns in due course.

2.3 Opportunities to promote community wellbeing

As Table 2-3 implies, most of the informants mentioned Tourism development as an opportunity for community development, although the opportunities they suggested ranged from the undefined to the specific. Eight of those who mentioned tourism development as an opportunity suggested making it easier for visitors to stay in Southland. More specifically, they suggested improved accommodation options, ranging from managed freedom camping in the southern part of the District, to more homestays and farmstays in the Catlins, and hotels and motels in Te Anau.

There was also widespread recognition that, although the District is the location of one of the country's foremost visitor drawcards (i.e. Milford Sound), visitors can go there without spending any money in the District's economy. A number of the informants mentioned the Milford Opportunities project as having potential, although there was a lack of detail about how it might benefit communities in the District. However, in relation to Milford Sound and the Fiords more generally, several of the informants talked about the economic benefits that would be associated with the development of regular air services into Te Anau airport. Similarly, a number of the informants talked in general terms about the benefits that would accrue, if it were possible to divert visitors from the overcrowding at Queenstown to the quieter and more peaceful environment in Southland.



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A number of niche market opportunities were also identified. These included development of tracks and related infrastructure for walking and tramping in the southern part of Fiordland, the development of amenities in the Catlins for cycling (especially e-biking) and greater focus on the development of well-signposted driving tours.

Table 2-3 Opportunities identified by the key informants

Opportunity	No. of mentions
Promote tourism / make it easier for Tourists to stay in Southland by providing better facilities (public and private) / Broaden the tourism offering / increase attractions	23
Increase sustainability of farms / add value to primary produce to overcome disadvantage of distance / diversify farm enterprises	10
Investigate / support entirely new industries / be more future focused	5
Promote the Southland offering/story	5
Promote community activities/organisations	4
Make more of the natural environment	4
Reduce size of Council to make it possible to pay Councillors better and attract more/better candidates	4
Make immigrants and in-comers from NZ more welcome	4
Promote change in communities by showing what can be achieved to turn them around	3
Make it easier for immigrant workers to stay long-term	2
Develop retirement villages	2
Promote arts/crafts/artisan communities	2
Work more closely with Iwi / Ngai Tahu	2
Better infrastructure	2
Amalgamate Councils in the region	2
Make more use of people's ingenuity and young leaders	2
Plentiful land	2
Tap into gov't programmes / funding	2
Promote Rakiura (Stewart Island) as dark skies location	2
Improve the housing stock	2
Provide more / better population services	2

The informants who talked about increasing the sustainability of farms were not necessarily all talking about the same thing. Some had environmental sustainability in mind, while others had economic sustainability, although these two things are, ultimately, about enabling farm businesses to continue providing livelihoods. The informants who were thinking about environmental sustainability were interested in voluntary, pre-emptive actions to ensure that farms in the District were not vulnerable to stricter controls on emissions and pollutants. Those who were thinking about economic sustainability were interested in what might be done to diversify farm businesses to reduce their dependent on narrow income streams in volatile markets. The latter group tended to talk about additional crops or livestock types, adding value on-farm to farm produce, or developing on-farm experiences and facilities to attract tourists.



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Two of the informants who mentioned the opportunity to develop entirely new industries for Southland referred to the potential for silica mining, while others were less specific but suggested that improvements in telecommunications and faster internet services created the potential for information-based or customer-service activities to start-up or locate in the District.

Five of the informants felt more could be done to promote the Southland story or offering, and it is likely that the four who suggested more could be made of the natural environment had broadly the same thing in mind. Those who suggested promoting community activities and organisations were mainly concerned about declining community cohesiveness as a result of increasing use of the internet.

The four informants who suggested reducing the size of the Council in order to make it possible to pay Councillors more, and attract more or better candidates for office, were conscious that the workload was heavy and it was difficult for people who were not self-employed or retired to fulfil the Council meeting schedule. It was particularly difficult for younger people to put themselves forward. The same applied to a lesser extent to Community Board representatives.

Four of the informants believed that more could be done to make immigrants and people from elsewhere in New Zealand welcome in Southland. We are aware that Southland District Council participates in Immigration New Zealand's Welcoming Communities programme, so this is perhaps something that could be driven by the communities themselves, rather than the Council. However, the Council could respond to the idea that communities should be helped to change by showing them what had been achieved elsewhere, in terms of turning around their conditions.

The table also notes that 12 opportunities or ideas were mentioned twice each by the informants, while Appendix D lists 19 opportunities or ideas mentioned once each.



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3 How the Council needs to address community wellbeing

In this section we briefly review some of the driving forces we believe will influence how the Council needs to act, either by itself or in partnership with other agencies, to maintain and improve community wellbeing.

3.1 Legislative change

A Bill, currently at Select Committee stage in Parliament, is likely to influence the way Councils perform their functions if, as seems probable, it is enacted.

At present, the Local Government Act 2002 (as amended in 2012) provides for local authorities to play a broad role in meeting the current and future needs of their communities for good-quality local infrastructure, local public services, and performance of regulatory functions. This has led Southland District Council to taking what one of the key informants described as a 'Three Rs' (Rates, Roads, Rubbish) approach.

The Local Government (Community Well-being) Amendment Bill would restore the purpose of local government to be: to promote the social, economic, environmental and cultural well-being of communities. These are often referred to as the 'Four Wellbeings'.

Different observers might have different views on whether the Council actually has a Three Rs approach, or whether it does play a broader role in fulfilling its functions but, at minimum, the enactment of the Bill would require the Council to account for how it is pursuing the Four Wellbeings.

3.2 Population growth

The Stage 2 report, summarised in the Introduction, found that, even if the population of Southland District grows at the rate implied by Stats NZ's high growth projection over the next 20 years:

- In four communities, labour demand is likely to exceed labour supply. The communities are Fiordland, Stewart Island Rakiura, Waihopai Toetoes and Winton Wallacetown.
- In the remaining three communities, the labour market will tighten, though local labour supply is likely to remain greater than local demand.

However, the latest population estimates from Statistics New Zealand indicate that the population of the communities is not growing in line with the high projections. This implies that labour shortages will be worse than anticipated, and the consequence of this is that economic growth in the District will be held back.

Table 3-1 shows, for each of the communities, Statistics New Zealand's high population projection for mid-2018. It also shows Statistics New Zealand's population estimates for the same point in time. The projections were released in February 2017, and the estimates were published in October 2018. The table indicates that, in all but one of the communities (North Eastern), the total population has been growing more slowly than the Statistics New Zealand high projection. It also indicates that, in all but one community (Waiau Aparima), the working age population has been growing more slowly than the Statistics New Zealand high projection.



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Table 3-1 Estimated and projected population for June 2018

	Fiordland	Northern	North-Eastern	Waihopa-Toetoes	Stewart Island	Waiau-Aparima	Winton-Wallacetown
Estimated:							
Total population	3,718	1,997	2,082	6,483	430	7,873	8,819
Population aged 15-64	2,414	1,256	1,286	4,238	260	4,946	5,532
Projected:							
Total population	3,765	2,015	2,077	6,710	440	7,944	9,093
Population aged 15-64	2,433	1,257	1,307	4,268	270	4,866	5,722
% difference							
Total population	-1.2%	-0.9%	0.3%	-3.4%	-2.3%	-0.9%	-3.0%
Population aged 15-64	-0.8%	0.0%	-1.6%	-0.7%	-3.7%	1.6%	-3.3%

Source: Statistics New Zealand

We believe that, if the District is to avoid labour shortages, and the possibility that economic growth will be stifled, the population will need to grow more rapidly than the rate implied by Statistics New Zealand's high projection.

In this context, we note that the Southland Regional Development Strategy (SoRDS) Action Plan 2017 specifies a goal of having 10,000 more people in Southland Region by 2025. This would necessitate more rapid growth than is implied by the high population projection for the region. It is too early to know whether this is likely to be achieved but, nonetheless, we believe that population growth needs to be a very high priority in any Action Plan for the Communities of Southland District. We also believe that a Southland District Action Plan that focuses on population growth should be more specific and detailed than the SoRDS about exactly how population growth is to be achieved.

3.3 Growth of tourism

Measured at national level, the annual percentage growth rate in international visitor numbers reached double digits in 2016. The growth rate has slowed down during the past two years, but it is still around 4 percent. Over the longer term, i.e. since the year 2000, the growth rate has averaged 5 percent a year, which implies that a doubling of international visitor numbers every 15 years.

In order to share in the benefits from the growth in tourism, the District will need to continually develop its visitor infrastructure and the range of attractions it has to offer. The Council needs a clear idea of how to attract and provide for more visitors, and this implies a requirement to have good understanding of the market (numbers, origins, ages, interests of visitors), and what the District can offer. The Southland Murihiku Destination Strategy, the development of which is being led by Venture Southland, will be important in this respect, and Southland District Council will participate in its development and implementation.

What is particularly striking is that the District is the location of one of the county's most important attractions, although it is possible for people to visit Milford Sound without spending any money in the local economy. A top priority of the Council should be to address this issue, not only for the benefit of the Fiordland community, but for the benefit of all communities in the District.

The importance of Chinese visitors to New Zealand is well known, but it is less well understood that the number of visitors from other countries in south and east Asia is growing very quickly. The rapidly growing markets include India, Indonesia, Malaysia, Thailand and the Philippines. Tourism operators have adapted well to Chinese visitors, but it will also be necessary for the operators to have some understanding of the different cultures and customs of visitors from the other Asian markets.



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3.4 Pressures on agriculture

We estimate that 18.3 percent of total employment (measured in Full-time Equivalents) in the District is in Dairy Farming. This compares to 1.7 percent nationally; and only three other Districts (South Taranaki at 21.6 percent, Otorohanga at 21.3 percent and Waimate at 20.3 percent) have higher shares.

Some communities in the District are likely to be almost entirely dependent economically on Dairy Farming, and this makes them vulnerable to a significant decline in global dairy prices or a livestock disease outbreak that is worse than M Bovis. The Council needs to consider what its role would be in mitigating the effects of these events, or the introduction of environmental regulations that would jeopardise the economic viability of current farming systems.

Reflecting what was stated in section 2, it seems desirable to encourage farm diversification, in order to promote economic and environmental sustainability, and to support growth of tourism.

3.5 Housing

The cost, availability and quality of housing have come to the forefront in the public arena in NZ in the last few years; and it is notable that the housing stock was mentioned frequently as an issue in Southland. Housing was blamed by several employers for their inability to attract and retain key staff.

The Council needs to consider if it is doing enough to ensure that there is sufficient land in the right places for the population it wants to achieve. Southland District's pro rata share of the 10,000 additional population by 2025 targeted in the SoRDS would be around 3,200.

With an average of 2.6 people per household in the District, this implies a need for roughly 1,230 new homes, or nearly 140 a year between 2017 and 2025. However, Statistics New Zealand data on consents for new residential buildings in the District reveal an average of only 84 a year in the five year period between 2013 and 2017. The number of consents was on an upward trend during that period, but it reached a high of only 101 in 2017. In the year to September 2018, consents were granted for a total of 76 new residential buildings, which equates to just over 100 on an annualised basis.

3.6 Health

As in many other parts of the country, the population of Southland is ageing. Statistics New Zealand indicates that the share of the total population in the District accounted for by people aged 65 years and older will increase from 15.4 percent in 2018, to 20.2 percent in 2028, and 23.4 percent in 2038.

One of the greatest effects of an ageing population is an increased need for health services. The delivery of health services is not a responsibility of the Council, but a significantly ageing population has implications for the vitality of communities and the way in which Council services are delivered.

The proportion of old people will vary from place to place, and it is possible that some communities will find it more and more difficult to remain sustainable. Under these circumstances, the Council would be well advised to consider what it might need to do to support them.

Another important aspect of health that is relevant to people of all ages is mental health; and it is notable that this was highlighted as a serious concern by several of the key informants. A paradox is that social media make people increasingly connected, although they feel increasingly isolated at the same time. Problems in this regard are often compounded when geographical isolation is coupled with social isolation.

Undoubtedly, efforts to maintain and improve mental health in the District will need to be prominent in any actions by the Council.



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3.7 Community capability

Whilst many of the communities in the District are vibrant, a number of them appear, at least from an outsider's perspective, to be moribund. Their important employers and service providers have declined or closed down, their populations have shrunk and aged, and their social institutions have withered. Many of the residents of these communities are dispirited, unable to contribute to community life, or are content to live on the social margins. A number of these communities are in Waiau Aparima.

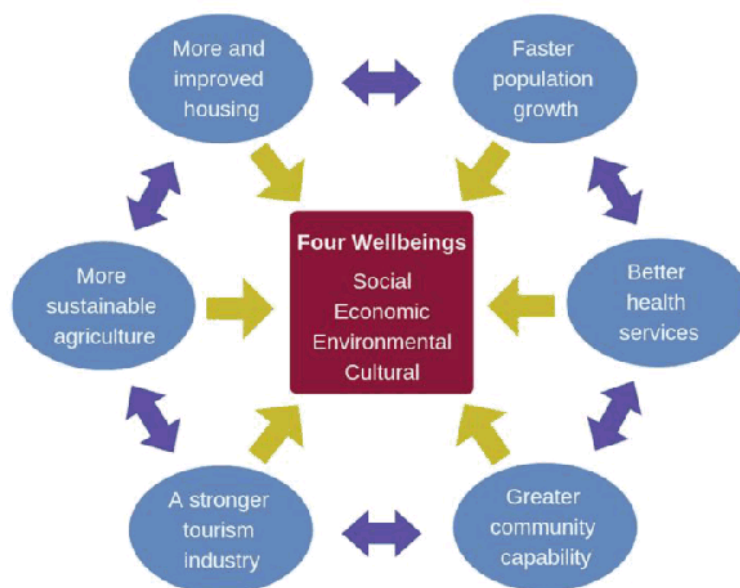
Assuming the Council is not prepared to leave these communities to die, it will be necessary to reinvigorate them; and the proposed Community Board Structure provides an opportunity to work towards this goal. More specifically, it may be necessary to strengthen community leadership by remunerating representatives better, in order to make it easier for candidates to put themselves forward for election; and by judicious use of appointees to work alongside elected representatives. We also believe that it is worth considering devolving more responsibilities and budgetary powers to the Community Boards, so that they can make their own decisions about spending and local service delivery.

3.8 Interdependence of the driving forces and community wellbeing

As Figure 3-1 indicates, the driving forces outlined above are interdependent, to a greater or lesser extent. For example, faster population growth will necessitate more and improved housing; and more and improved housing will enable faster population growth. Likewise, faster population growth and better health services are mutual influences.

Figure 3-1 also implies that the driving forces all affect the different aspects of community wellbeing. For example: a stronger tourism industry is likely to contribute towards greater economic and social wellbeing; more sustainable agriculture is also likely to contribute towards greater economic wellbeing, but it will also contribute towards greater environmental wellbeing; and so on.

Figure 3-1 Relationships between the driving forces and community wellbeing



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4 Potential actions to increase community wellbeing in Southland District

In this section, we outline potential actions to promote the different aspects of wellbeing that are identified in the Local Government (Community Well-being) Amendment Bill. The potential actions respond to the problems and opportunities identified in Section 2, and they are presented in six groups that correspond to the driving forces explored in section 3 and represented diagrammatically in Figure 3-1.

Some of the actions are expressed in specific terms, but others are less precise. This is because we are conscious that any actions the Council takes should, ideally, be aligned with what may emerge from other strategy development work, such as the Murihiku Southland Destination Strategy or future iterations of the SoRDS.

We are also conscious that results from the 2018 Census⁴ will be important in illuminating how the wellbeing of the different communities has changed since the previous Census in March 2013. It will be especially important to take full account of population and demographic changes before defining actions that might be targeted on particular communities.

Most of the potential actions are general to all communities in the District, although we highlight the instances where the actions are especially relevant to particular communities.

In outlining the various potential actions, we also indicate whether, and to what extent, they satisfy the SMART criteria. The order in which they are presented does not imply an order of priority.

4.1 More and improved housing

In light of the fact that the key informants we met often spoke about housing as an issue, it is surprising that it hardly features in the latest SoRDS Action Plan. Our view is that action on housing will be vital for future community wellbeing in the District.

We noted in Section 2.2 that there are concerns about the availability and quality of housing in the District. We also noted in Section 3.5 that the rate of new residential development in the District during the past few years has been too slow to enable the District to provide its share of the new homes that are consistent with the SoRDS objective of growing Southland Region's population by 10,000 by 2025.

4.1.1 Action: Develop a District Housing Strategy

The response to the housing issues outlined earlier will need to be multi-faceted, which is why we have suggested the development of a Housing Strategy, with its own set of actions.

The Strategy development should have the aim of making housing development quicker and easier, but it would need to start with a precise definition of the problem. Ideally, this would wait until the results of the 2018 Census become available. This is because it will be important to proceed on the basis of a good understanding of:

- the population changes that have contributed to the housing pressures;
- the extent of, and changes in, housing condition issues;
- the communities within the District where problems and issues are most acute.

⁴ It was originally planned that the results would start to be released towards the end of 2018, but the target release date has been put back several times. At the time of writing, the target date is August 2019, but this cannot be guaranteed.



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Alongside the analysis of Census data, it would also be necessary to distinguish between different populations groups and their particular needs. As was noted in Section 2.2, there is perceived to be a shortage of four types of housing: emergency housing; affordable rentals; houses for key workers; and executive housing

Once a good problem definition has been obtained, it will then be possible to:

- specify actions that respond to different aspects of the problem;
- identify the policy levers and resources that will be needed to give effect to the actions;
- develop action partnerships and assign responsibilities; and
- define an action programme, including timescales and monitoring and evaluation arrangements.

The partnerships mentioned above might involve different collaboration with the new Ministry of Housing and Urban Development, key employers, Iwi, and Housing New Zealand. Ultimately, it might be appropriate for the Council to create its own Housing Development Authority to give effect to the suggested Strategy. The Authority might have a range of powers and duties to accelerate residential building, and to manage the houses once they are built.

The capability of the residential building sector in Southland to build more houses more quickly, would also need to be assessed in the Strategy development process. Questions to be addressed as part of this capability assessment are likely to include whether local builders have sufficient scale for the task, and whether the Southland Institute of Technology is training enough building and construction workers in the correct trades.

Is this Action SMART?

The development of a District Housing Strategy, itself, is certainly SMART (Specific, Measurable, Achievable, Responsible and Time bound), but it goes almost without saying that any actions proposed for incorporation into the Strategy would, themselves, need to be assessed using SMART criteria.

4.2 Faster population growth

We believe that successful implementation of a District Housing Strategy, as proposed above, will make an important contribution towards this goal.

Beyond this, we note that the Council is a co-sponsor of the SoRDS, and this means it is already committed to working with the other co-sponsors (including Invercargill City Council, Gore District Council and Venture Southland) to increase the Region's population by 10,000 between 2017 and 2025. However, our concern about the SoRDS is that its Action Plan appears to focus largely on attracting international students to the Southern Institute of Technology and exploring the impact that expanding student numbers would have on job opportunities and population growth. A key component will be assisting the students with the pathway into employment and assisting with settling and becoming a part of the community.

Another theme of the SoRDS Action Plan is Inclusive Communities, which is about supporting the successful integration of new migrants into the regional community. An Action Team is examining how new residents access language resources, education, sports and recreation, pastoral care and medical needs. It is also exploring the impact that an increase in Southland's population would have on existing community resources and how any pressures could be mitigated. Another strand of its work is to look at programmes that enable broader community participation in regional development strategies.

We are also aware that the Council is a co-sponsor of the Southland Murihiku Welcoming Plan 2018-2020, which aims to make it easier for international migrants to settle in Southland Region. The Welcoming Plan has a broadly



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similar focus to that of the SoRDS Inclusive Communities work, although it has progressed further in defining what needs to be done.

We believe, however, that there is a strong case for specific action over and above what is called for in the SoRDS and the Welcoming Plan. Neither appears to focus on what is needed to attract and retain migrants from the rest of New Zealand; and neither appears to focus on what support employers might need to attract and retain key workers, both from overseas and elsewhere in the country.

4.2.1 Action: Ensure that employers' views about what is needed to attract and retain New Zealand and international migrants are known

Undoubtedly, Council Members and Officials regularly engage with employers about the issues that affect their businesses, but we believe that it is important to closely monitor the migrant related issues, in order enable the Council to take the necessary actions, and make the appropriate representations.

We suggest that information from employers about their experiences of recruiting migrants from the rest of New Zealand and overseas should be collected on a systematic basis and reported regularly to the Council. This need not be an onerous task because the necessary information could be collected by means of a simple telephone survey of a panel of key businesses and employer groups.

Depending on what the information collection from employers reveals, further actions to alleviate problems may be necessary.

This action could be extended to include collecting employers' views on skills supply issues more generally. Several of the employers we met expressed concern that the mix of provision at the Southern Institute of Technology was not sufficiently geared towards meeting the skills needs of the Southland economy.

Is this Action SMART?

The responsibility for this action could be assigned to the Council Community and Policy Committee. The Action would not necessarily be Time bound, because it would need to continue for as long as problems persist. However, the Action is SMART in other respects.

4.3 More sustainable agriculture

The two previous sections of this report noted the importance of promoting the economic and environmental sustainability of agriculture in the District.

We note that the Business Extension SoRDS Action Team has the objective of harnessing the potential for existing businesses in the primary sector to grow sustainably and increase productivity and performance. The Team's work includes investigating the growth potential in dairy, sheep and beef, cropping and forestry—and these industries' downstream derivatives. The team is also examining how extending these industries would impact on Southland's population, as well as identifying processes that would support their growth. Another part of this work is examining how to attract young Southlanders into a career in the primary sector as this would have a positive impact on population growth. The desired outcome is that Southland's traditional industries increase their productivity and performance and that there is better recognition of the complementary nature of sustainability and growth.

Undoubtedly, Southland District Council will want to support the work of the Business Extension Action Team. However, we believe there are two further actions the Council could take to complement the SoRDS-related work to promote sustainable agriculture.



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The first would be to promote farm diversification, as well as the development of downstream derivatives of farming. The second would be to work to make it easier for migrant agricultural workers to put down permanent roots in the District.

4.3.1 Action: Encourage the development of additional on-farm income streams

Many farms already provide visitor accommodation, and some also operate farm- and countryside-related activities for visitors. We suggest that a theme of the Council's work to strengthen tourism in the District (see Section 4.4) should be support for the provision of more visitor accommodation and farm experiences.

We are conscious that there are already channels to promote awareness of the potential to add value to farm produce *in situ*, but we also suggest that the Council should investigate whether it has a role to play in this respect.

Is this Action SMART?

We believe that action to promote the provision of more visitor accommodation and farm experiences is SMART, within the context of broader work to strengthen tourism.

However, we are unsure at this stage whether the Council has a role to play in promoting awareness of the potential to add value to farm produce in situ. Nonetheless, there is no reason why the possibility should not be investigated in a way that satisfies the SMART criteria.

4.3.2 Action: Make representations to enable migrant farm workers to gain residency.

During our meetings with the key informants, we were struck by how highly migrant farm workers were regarded, not only as providers of labour and skills, but also as members of the community. We believe that it would support the sustainability of farms and wider communities, if it were easier or, indeed, possible for migrants to work towards residency.

This would necessitate changes to New Zealand's immigration settings, and we believe that the Council should ally with local MPs and employer groups to lobby for the changes.

Is this Action SMART?

This Action could not necessarily be achieved within a set time period, but we believe that it is SMART in other respects.

4.4 A stronger tourism industry

Tourism is widely regarded, correctly in our opinion, as key to the economic future of Southland District and to the viability of many of its communities.

We are aware that there is a Tourism Action Team as part of the SoRDS, although Southland District Council is not represented on the Team. We are also aware that Venture Southland is working, in partnership with Southland District and the other Councils, on the Southland Murihiku Destination Strategy.

Naturally, it is hoped that anything Southland District Council does to promote tourism is consistent with the two strategic initiatives above, but there are several actions we suggest the Council take, regardless of what emerges from other strategies. One relates to encouraging the use of Te Anau airport for scheduled air services. Another relates to supporting the development of walking and tramping in southern Fiordland and neighbouring areas. And a third relates to the promotion of cycling trails and scenic driving routes in the District.



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4.4.1 Action: Examine the business case to establish scheduled air services at Te Anau airport

We believe that the establishment of scheduled air services into Te Anau airport would generate a transformational change in the Fiordland economy, to the benefit of the District as a whole. It would stimulate airport and tourist-related business development in Manapouri, Te Anau itself and in other communities.

As we noted in Section 3, it is particularly striking is that the District is the location of has one of the county's most important attractions, although it is possible for people to visit Milford Sound without spending any money in the local economy. Many international visitors fly into Queenstown and take long bus journeys to and from Milford Sound, without necessarily setting foot elsewhere in the District. The establishment of scheduled air services at Te Anau airport would have the dual benefit of promoting the Southland District economy and easing the visitor overcrowding Queenstown.

Te Anau airport is owned by the Council, and its runway is long enough to land and take off turbo-prop aircraft from and to, say, Christchurch and Wellington. We also believe that the market is large enough to support the services, or soon will be. What is not known, however, is what investment the airport might need and how it might be funded, which airline or airlines might be interested in establishing services, and what incentives the airlines might need to be offered. For these reasons we suggest that there should be an examination of the business case, the results of which could imply more specific actions.

Is this Action SMART?

The Treasury has an established methodology for undertaking business case assessments, and this is now widely used to potential investments related to tourism. A business case assessment is certainly SMART, although other action imperatives might flow from the findings.

4.4.2 Action: Promote the development of walking and tramping in southern Fiordland and neighbouring areas.

We understand that the Hump Ridge Track has been suggested for inclusion in the list of New Zealand's Great Walks, although there are concerns about whether the track-related infrastructure is sufficiently good. We also understand that DoC's resources are too thinly stretched to enable the Department to promote Southern Fiordland as a destination as actively as it would like.

We believe that the Council should seek to work with DoC to promote the area as a walking and tramping destination, especially if this sort of activity does not feature in the other tourism-related strategy work noted above.

Is this Action SMART?

The action we have suggested would need to be more specific before it could be considered SMART, or even potentially SMART.

4.4.3 Action: Make cycling tracks and driving routes more attractive to visitors

We understand that there are good on- and off-road cycling tracks in the District, but that they tend to lack rest and other facilities en-route. Our own experience also showed us that there are some very scenically appealing driving routes, but that they too lack the necessary infrastructure to make them more attractive to visitors.

The facilities and infrastructure shortcomings include, in to a varying degree and in different places, no toilets for long distances, no places of refreshment, no overnight stopping places, and patchy or absent mobile phone services.



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The action we suggest would entail prioritising infrastructure and service improvements along specified track and routes, and then promoting them to visitors.

Is this Action SMART?

This action is potentially SMART, although it would need to be researched and planned in detail in order for it to satisfy the criteria. One complication is that the infrastructure and service improvements would be the responsibility of different providers. It might be difficult, therefore, to co-ordinate the various improvements.

4.5 Better health services

The delivery of health services is the responsibility of the Southern DHB, but the Council has a role to play in ensuring that the services are delivered in such a way as to support the viability of communities. As we noted earlier, a number of the communities in the District are ageing significantly, and this has the potential to undermine their ability to sustain themselves.

We also noted that mental health in rural communities was a particular concern for a number of the key informants we met.

4.5.1 Action: Attempt to ensure that there is continuous representation from Southland District on the Southern District Health Board and the Community Health Council

Although two of the members of the DHB are based in Southland District, all of the members of the Community Health Council (CHC) appear to be based elsewhere. The lack of members from the District on the CHC is a potential concern, given that its role is to make sure that communities, whānau and patients have a strong voice in planning, designing and delivering services across the Southern Health System.

Southland District Council could work to ensure continuous representation from the District on both the DHB and the CHC relatively easily by raising awareness of DHB and CHC elections, and by encouraging Council Members and other individuals from the District to put themselves forward.

Is this Action SMART?

It would be fairly straightforward for this Action to satisfy the SMART criteria, although it would not necessarily be time bound.

4.6 Greater community capability

Our frank assessment earlier was that some communities in the District appear to be moribund. There is no easy way to turn communities around, but the implementation of the findings of the Representation Review provide the opportunity to attempt to re-energise the communities and build their capabilities.

We also suggested earlier that it may be necessary to strengthen community leadership by remunerating representatives better, in order to make it easier for candidates to put themselves forward for election; and by judicious use of appointees to work alongside elected representatives. In addition, we suggested that it is worth considering devolving more responsibilities and budgetary powers to the Community Boards, so that they can make their own decisions about spending and local service delivery.

However, we recognise that changes of the sort we have hinted at have the potential for undesirable outcomes. Consequently the suggested changes will need careful deliberation.



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Our proposed action is, therefore, relatively cautious.

4.6.1 Action: The Council should consider how the new Community Board system could be used to assist the achievement of the Four Wellbeings.

Is this Action SMART?

This is another Action which is SMART in itself, but which is likely to give rise to further actions. Any further actions will need to be appraised individually.

4.7 Which actions would benefit particular Southland communities?

Most of the Actions proposed in this section are likely to affect and benefit communities in Southland District in general. However, the tourism-related Actions would tend to have a more localised effect. In particular, the Action focussing on Te Anau Airport is likely to affect Fiordland most. The Action focussing on promoting walking and tramping is likely to benefit Tuatapere in the Waiau Aparima community, if the town can establish itself as a gateway to the southern Fiords. The Action related to cycling tracks and driving routes might benefit several communities, but we believe that it could especially benefit the Catlins area of Waihopai Toetoes.



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5 Conclusions

We believe that the actions we have suggested collectively have the potential to make a significant contribution to wellbeing in communities across Southland District. However, the report is submitted for discussion by the Council. We recognise that the actions we have suggested may need to be refined, if they are to be adopted. Some of the actions might not have wellbeing outcomes of their own, because they are likely to necessitate further actions to secure the outcomes.

We believe that the actions we have suggested are all feasible, in the sense that they satisfy, or mostly satisfy, SMART criteria. Where they do not satisfy all the criteria it is mainly because they cannot necessarily be completed within a set time frame.

We have also been careful to suggest actions that are intended to complement, rather than duplicate or conflict with, actions that are already, or are likely to be, included in other strategies that apply to the District. In particular, we have noted what is in the Southland Regional Development Strategy, and what we anticipate will be in the forthcoming Southland Murihiku Destination Strategy.

We also believe that most of the actions we have suggested are likely to affect and benefit communities in Southland District in general. However, we noted, at the end of Section 4, which actions we believe have a more localised effect.



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Appendix A Executive Summary from Stage 1 report

This report is about the wellbeing of communities in Southland District.

Wellbeing is often measured in terms of one or two narrow indicators, such as GDP, but here we take a broad view, using a range of diverse indicators.

Four of the communities we examine are virtually identical, in terms of their geographical boundaries, to their respective electoral wards. These wards are:

- Stewart Island/Rakiura;
- Waiau-Aparima;
- Waihapai/Toetoes; and
- Winton/Wallacetown.

In consultation with Council staff, we also identified three other communities, based on sub-dividing the large and diverse electoral ward of Mararoa/Waimea. We have called these communities:

- Fiordland;
- Northern; and
- North-Eastern.

Up-to-date statistics for indicators that relate to wellbeing at below the level of Territorial Local Authority are scarce. Accordingly, we made use of 2013 Census data which, although it is now four years old, is a rich source of data for small geographical areas. We also used some of our own data to supplement the Census data.

For each community, we provide a snapshot view of wellbeing and then show how wellbeing has changed over time. The indicators we use include:

- The size and age breakdown of the population;
- The educational qualifications of adults;
- Employment, unemployment and labour force participation rates;
- The breakdown of employment by industry and occupation;
- Personal incomes;
- Reliance on benefits;
- The share of different industries in GDP;
- The average size of businesses;
- The importance of tourism;
- The rate of home-ownerships; and
- Engagement in volunteering and other unpaid work.

To aid interpretation of the findings at community level, we start by comparing Southland District with New Zealand on the basis of the indicators listed above. Each of the communities is then compared with Southland District.

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The table on the next page presents the findings in colour-coded “at-a-glance” format. It is based on a selection of the wellbeing indicators; and, for each indicator, it shows whether Southland District performs better than, about the same as, or worse than New Zealand and the Southland Region. In the same way, it shows how each of the communities performs relative to the District.

In summary, the table implies that:

- Wellbeing in Southland District, relative to nationally, is high, although it has declined in terms of two of the key indicators.

It also implies that, relative to the high levels of wellbeing in Southland District:

- Wellbeing in Waihopa-Toetoes and Winton-Wallacetown is high;
- Wellbeing in Fiordland, North-Eastern, Northern and Steward Island/ Rakiura is moderate; and
- Wellbeing in Waiau-Aparima is low.

In the next stage of work for the Council, we will develop “business-as-usual” scenarios for each of the communities, to show how their well-being is likely to change, if current trends continue and no special efforts are made to change their destiny.

A possible third stage will examine what initiatives might be taken to ensure that each community is enabled to improve its wellbeing through initiatives of various kinds that can be incorporated into the District’s next Long-Term Plan.

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	Southland District relative to NZ	Southland District relative to Region	Communities relative to Southland District:							
			Fiordland	North-Eastern	Northern	Stewart Island	Waiau-Aparima	Waihopai-Toetoes	Winton-Wallacetown	
Latest position:										
Median age of population										
Adult population with no qualifications										
Unemployment rate										
Median income										
Home ownership rate										
% of adult population volunteering										
Change over time:										
International migration										
Median age										
Adult population with no qualifications										
Personal income growth										
GDP growth										
Home ownership										
	Number better	7	5	4	4	4	5	1	5	5
	Number about the same	2	7	3	4	4	1	4	5	6
	Number worse	3	0	5	4	4	6	7	2	1

Legend	
Better	
About the same	
Worse	

Legend	
Better	
About the same	
Worse	



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Appendix A Executive Summary from Stage 1 report

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Appendix B Executive Summary from Stage 2 report

This report presents business as usual projections for the Labour market of Southland District and its seven communities.

The report is part two of a series on shaping community futures in Southland District.

Across Southland District, there is projected to be a significant tightening of the labour market, to a point where demand for labour exceeds the entire population aged from 15 to 64 years old.

Across various communities, there are a number of requirements to ensure that the labour demand requirements are met. Some of the required steps include:

- Encouraging young people to stay in Southland or return after completing qualifications
- Attracting labour from outside the district
- Attracting international migration
- Encouraging more labour participation

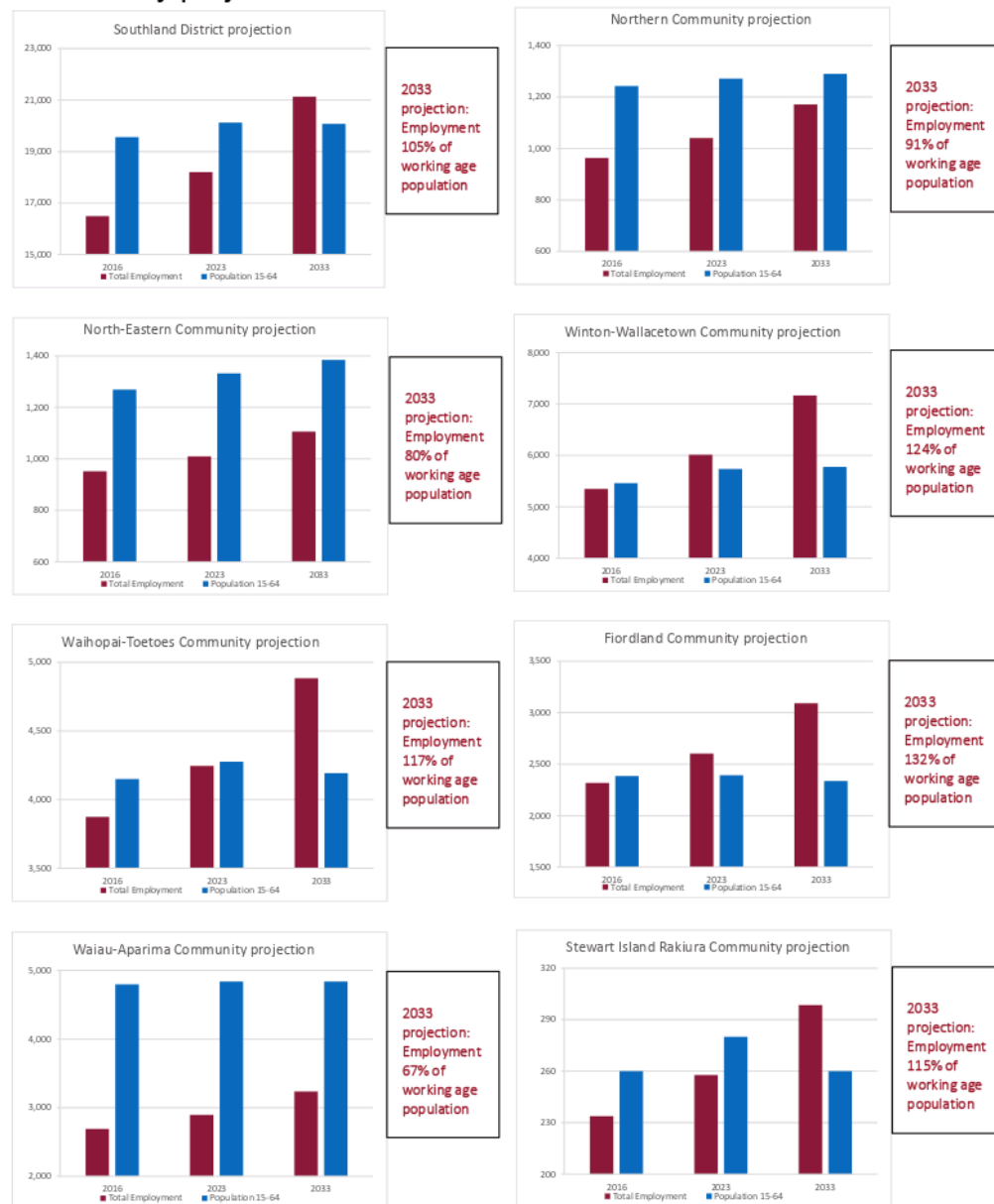
A summary of projections for each of the communities can be found on the following page; these figures show that the Southland District labour market, and the labour market of the seven communities are projected to tighten significantly.

- In four communities, labour demand is projected to exceed labour supply
- In the remaining three communities, the labour market will tighten, though local labour supply is projected to remain greater than local demand.

The proposed stage three, we will build on the information presented in stage one and two and explore options available in each community, to overcome each community's unique challenges and the tightening labour markets to shape positive future for each community.

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Community projections



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Appendix B Executive Summary from Stage 2 report

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Appendix C Briefing note for the discussions

The note that follows was intended for key informants who had a District-wide remit.

Community-specific briefing notes were sent to informants who had a remit for a particular community.

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Working Towards Positive Southland Community Futures

Background

Business and Economic Research Limited (BERL) was commissioned by Southland District Council to undertake research to assist with the development of the District's 2021-2031 Long Term Plan.

The research is based on the idea that *the District can passively accept the future that fate will provide for its communities, or work strategically to shape the future it wants to achieve.*

The research is in three stages, each of which is designed to answer a specific question:

- Stage 1 asked *"Where we are now?"* This involved collecting and analysing data to show the state of wellbeing in the District as a whole and in seven defined Communities. This stage has been completed.
- Stage 2 asked *"Where we are heading?"* This involved some forecasting to examine how the population and the level of employment in the District and each of the Communities would change, if past trends were left to continue. This stage has also been completed.
- The current stage, Stage 3, is about asking the question *"Where we actually want to be?"* Its aim is to define a set of actions that will help to shape positive futures for each of the main Communities in the District

The Council and BERL both believe that actions will work best if they are identified and driven by the communities themselves; through their residents, businesses and the range of other organisations that give communities their strength.

What Stages 1 and 2 found

In summary, Stage 1 of the research found that, compared to New Zealand as a whole, wellbeing in Southland District was high. Southland District was better particularly in terms of: employment and unemployment rates; incomes; home ownership; and community connectedness. But it was worse in terms of the qualifications of the workforce and economic diversity. It also found that, in the recent past, incomes in Southland District had grown more rapidly than nationally. However, the District had attracted relatively few migrants, and home ownership in the District had fallen more rapidly than nationally.

Looking ahead, Stage 2 indicated that the District's working age population is likely to increase slightly over the next ten years, but that it is likely to decrease fractionally during the following decade. Meanwhile, if the District's economy continues to grow at the same rate, relative to the national economy, as it has in the recent past, the demand for labour will grow. This means that, because the District's unemployment rate is already low, there is a real possibility of large and growing labour shortages. The likelihood is that, unless the District can attract more migrants, incentivise its young people to stay, and encourage older workers to stay in the labour force, economic growth could be stifled.



Appendix C Briefing note for the discussions

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Southland Community Futures – Stage 3 draft report
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Discussion points for Stage 3

The specific purpose of Stage 3 of the project (the final stage) is to engage with individuals, organisations, and businesses in the District to pinpoint what needs to be done to ensure that the District and its Communities maintain and increase their levels of wellbeing. It is about identifying practical actions that will enable opportunities to be realised, and problems to be eased. Ultimately, Stage 3 will help to inform the District Council about what it can do itself to increase wellbeing, and how best it can work with its communities and other agencies to achieve the same goal.

We would like to find out what you think needs to be done to ensure that Southland District maintains and builds on its current position as a place where wellbeing is at a high level – a place in which it is good to live and work.

With this in mind, we would like to discuss the following with you, although we would welcome a free-ranging discussion.

- *Do you agree that the summary above provides a reasonable picture of wellbeing in Southland District?*
- *If not, what's wrong / missing?*
- *Looking at the District, what problems / issues need to be fixed / focused on to improve general wellbeing?*
- *Similarly, what do you see as the opportunities to promote wellbeing?*
- *Thinking about the problems / issues you have described, which do you think should have the highest priority, and who / which organisation do you think should take the lead in addressing them?*
- *And thinking about the opportunities you have described, which do you think would contribute most to wellbeing, and who / which organisation do you think should take the lead in pursuing them?*

And just to be clear – we are interested in discussing any matters that affect wellbeing in Southland District. Economic and business development is not our only concern - it will be good to talk about other activities and services where the Council has a role, either by itself or in partnership with individuals, businesses, community organisations and other agencies. Amongst other things, matters for discussion might also include:

- | | | | |
|---|----------------------------------|------------------------------------|---------------------------------|
| • Roading, footpaths & other infrastructure | • Planning & regulatory services | • Fresh & waste water, storm water | • Community assistance |
| • Libraries & other community facilities | • Solid waste & recycling | • Open spaces & recreation | • Population retention & growth |



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Appendix C Briefing note for the discussions

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Southland Community Futures – Stage 3 draft report
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Appendix D Wellbeing aspects, problems and issues, and opportunities mentioned once only by the key informants

Aspects of community wellbeing

- Cultural strength
- Family ties
- Good work ethic
- Presence of a school
- Service delivery by local providers

Problems and issues

- M Bovis causing a lot of stress/problems
- Large income disparities
- Too many community halls
- Many jobs seasonal or part-time
- Shortage of skills for tourism businesses
- Lack of high end tourism accommodation
- Too many Councils / conflicting priorities
- Lack of DoC resources
- Sheep and beef farmers ageing
- Pre-schools and primary school in Te Anau are full

Opportunities

- Transfer high school to Otautau – more central
- Develop a milk drying plant in Otautau
- Develop camping ground in Otautau
- Make more use of community based contractors
- Making it attractive for young people to develop into leaders of community boards and community organisations
- Attracting people to come and settle in District
- Better working relationship between industries and SIT
- Promote participation in billion trees programme
- Improve water quality / reduce pollution, run-off
- Under-used infrastructure – could support larger population
- Use AI for skills development and overcoming skills shortages
- Create one stop shop for businesses
- Embrace findings of the representation review
- Promote cycling and walking in Southern Fiordland and Catlins
- Promote / develop driving tours / routes
- Exploit large private wealth in Southland
- Development of industries well suited to the District such as bio-mass
- Attract / develop multi-business call centres



Southland Community Futures – Stage 3 draft report
November 2018



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Aspects, problems and issues, and opportunities mentioned once only by the key informants

31

Southland Housing Assessment

Record No: R/19/1/148

Author: Rex Capil, Group Manager Community and Futures

Approved by: Steve Ruru, Chief Executive

☐ Decision

☐ Recommendation

☒ Information

Purpose

- 1 The purpose of this report is to provide the Southland District Council Community and Policy Committee with an update on the recent activity related to the Southland housing assessment for the Southland housing action forum, and related activity with the Ministry of Housing and Urban Development.

Background

- 2 Over recent times there has been much publicity (nationally and regionally) regarding the housing situation and associated challenges.
- 3 As some context, the following is a timeline for the Invercargill/Southland work undertaken on this subject over recent years:

June 2014	Southland Labour Market Strategy
July 2016	Invercargill Social Housing Forum
May 2017	Southland Community Housing Strategy Report https://icc.govt.nz/wp-content/uploads/2017/10/Housing-Strategy-2017.pdf
June 2017	Southland Community Housing Group
July 2018	Southland Housing Action forum initiated
September 2018	Southland Housing Situational Analysis
November 2018	Southland Housing Assessment

- 4 The momentum on the housing assessment issue gained momentum in July 2018 with the establishment of a 'Housing in Southland' taskforce to evaluate the current state of housing in the region and to ensure the Southland housing stock is of a quality and quantity to meet the current and future needs of the region.
- 5 Venture Southland completed a baseline position statement in September 2018 relating to the current housing stock in Southland. Following this, Venture Southland undertook an assessment of the Southland housing needs, focussing on the social sector, real estate, and business sectors.
- 6 As part of the recent assessment, a total of 180 organisations participated. This provided feedback on changes observed in the rental and housing markets in Southland over the past 12 months, as well as factors that drive demand for housing and where shortages are. In addition, social service providers, property managers, real estate agencies and building/construction businesses answered specific questions regarding housing needs.
- 7 Other regions have also been grappling with this issue for a number of years and there has been much regional and national interest in the housing situation.
- 8 Examples of the type of work other regions have undertaken include:

Greater Christchurch

<http://www.greaterchristchurch.org.nz/assets/Documents/greaterchristchurch/Our-Space-consultation/Draft-Our-Space-2018-2048.pdf>

Western Bay of Plenty

https://www.smartgrowthbop.org.nz/media/1980/fact-sheets_a4_housing-demand-and-need.pdf

<https://www.smartgrowthbop.org.nz/media/2029/fact-sheet-a4--housing-print.pdf>

Dunedin

<https://www.odt.co.nz/news/dunedin/council-may-need-help-fund-social-housing>

Queenstown

<https://www.qldc.govt.nz/assets/Uploads/Council-Documents/Mayoral-Housing-Affordability-Taskforce/3.-Mayoral-Housing-Affordability-Taskforce-Report-October-2017.pdf>

Wellington

<https://wellington.govt.nz/~media/your-council/news/files/2017/mayors-housing-taskforce-report.pdf>

Findings

- 9 A key findings report from the Southland Housing Assessment work undertaken by Venture Southland was provided to the Venture Southland Joint Committee meeting on 19 December 2018. This report is attached.
- 10 Also attached is the Southland Housing Assessment for the Southland Housing Action Forum prepared by Venture Southland in November 2018.
- 11 The report and the presentation provide an overview of the issues covered and raised by the Southland Housing Action Forum.

Southland District Council points for consideration

- 12 As a result of the report and presentation being prepared and presented to external agencies, it is considered important that the Community and Policy Committee is informed of the recent activity related to the Southland housing assessment for the Southland housing action forum and related activity with the Ministry of Housing and Urban Development.
- 13 The findings and feedback received provide an opportunity for the Southland District Council to consider the issues specific to the district and also in the context of the bigger regional picture.
- 14 Representatives from the Ministry of Housing and Urban Development are scheduled to visit Invercargill on 31 January 2019 and will meet with Southland District Council representatives – specifically relating to consents, zoning and intensification.
- 15 In terms of the Ministry of Housing and Urban Development officials meeting, it is an opportunity for Council staff to meet and hear first-hand from Housing and Urban Development officials, the central government position and approach being developed. It will also be an opportunity to gain an understanding of what is being requested and sought from a Council

related perspective. This will provide a greater understanding of expectations and Council will also have an idea of implications and community impact and engagement required.

- 16 In relation to the powerpoint presentation, it is important for Council to gain a better understanding of the specific detail related to some of the data and insights provided. Key questions Council should consider and source answers on include:
- a) P4 *“Our housing stock is overfull” – population growth is driving increased demand for housing in all sectors* – specifically Council needs to understand where this is occurring in the district and the scale or extent in such locations
 - b) P4 *“There is market failure” – in social and emergency housing a minimum of 142 houses needed now* – again Council needs to understand where and what quantum at identified locations.
 - c) P6 *“As at Nov 2018 – 82 applicants for state housing in Southland”* – it is important for Council to know what localities specifically.
 - d) P8 *“144 houses will be built in the next 12 months – 22 in Riverton/Western Southland, 9 Te Anau/Fiordland, 16 Stewart Island”* is this consistent with consent data and related enquiries per se?
 - e) P9 *“Policy, regulatory and planning setting need alignment – as far as barriers for meeting demand for house building - 75% say caused by delays in building consent processes, 31% due to delays in land consent processes, and 44% say it is because of availability of consented land.”* – based on these responses to the housing assessment undertaken, each of the local authorities involved could consider these claims against the consenting processes and meeting of key performance indicators to assist with validating this data.
 - f) P11 *“In 2019 142 social/emergency housing (incl refugees) are claimed to be needed”* - Council needs to understand where and a breakdown of what quantum at identified locations.
 - g) P11 *“In 2019 2,800 new homes are required”* – Council needs to understand how this is practically and physically able to be achieved; what is the impact on consenting requirements, workloads and current Council work programmes? Where is the construction industry in driving the delivery of this identified need/demand? What is the impact and what are the implications (actual and compounding) if this claim of 2,800 new homes required is not achieved?

Council should consider requesting the Southland Housing Action Forum to measure the actual new build achieved in 2019 against this forecasted requirement – so to test the reality of this situation by year end 2019. Monitoring and analysis is important to be undertaken (by the Southland Housing Action Forum) for the region to stay ahead of this situation moving forward.

Ministry of Housing and Urban Development

- 17 The Ministry of Housing and Urban Development (HUD) is a new ministry set up on 1 October 2018 as the government's lead advisor on housing and urban development.
- 18 HUD is to deliver the government's housing and urban development programme to address homelessness, increase public and private housing supply, make existing homes warmer and healthier, make housing affordable for people to rent and buy, and lead quality urban development strategies to create thriving communities.
- 19 HUD will build partnerships with Maori and work directly with central and local government, the housing, urban development and social sectors, iwi and communities.

- 20 On 15 November 2018 the Southland Housing Action Forum chaired by Shaun Drylie and including Mayor Gary Tong met with Minister Phil Twyford and government officials to discuss Southland's housing needs and how the taskforce could work with Government to develop an integrated solution to the challenge related to the housing situation in Southland.
- 21 As a response to the Southland delegation visit to Wellington, a commitment was made for government officials to visit Southland and discuss opportunities and challenges with relevant stakeholders.
- 22 As noted previously, representatives from the Ministry of Housing and Urban Development are scheduled to visit Invercargill on 31 January 2019 and will meet with Southland District Council representatives – specifically relating to consents, zoning and intensification.

Where to from here?

- 23 As has previously been identified the housing situation and associated challenges have been front of mind over the past 36 months both regionally and nationally.
- 24 From a Southland District Council perspective it is important Council continues to be involved and proactively contribute to the regional and national discussions and participate in the Southland Housing Action Forum.
- 25 It should also be noted in the BERL Southland Community Futures stage 3 report (considered at this meeting also) one of the potential actions to increase community wellbeing in the Southland District is related to housing.
- 26 Specifically the BERL report highlights there are concerns about the availability and quality of housing in the district and that action on housing will be vital for future community wellbeing in the district.
- 27 The BERL report suggests the development of a District Housing Strategy, with its own set of actions. This will complement the work already undertaken by the Southland Housing Action Forum, will assist in informing priority areas of focus for the to be newly established Southland Regional Development Agency, and will complement the community futures research and analysis work being undertaken to inform the Southland District Council LTP 2031.
- 28 In considering the development of a District Housing Strategy and to get alignment and understanding of impacts and implications across other areas of community well-being, some key conversations are required as part of the process including but not limited to:
- WHAT – is the purpose of what is trying to be achieved?
 - WHAT – will success look like?
 - WHY – has this situation occurred and what are the determining factors so these can be mitigated in the future?
 - WHERE – are the priority SDC locations and on what basis has this been forecast and in what areas of house type shortage is there?
 - WHO – is responsible for what to deal with this?
 - WHO – from a multi-agency perspective, needs to be around the table from the start and what do they need to bring to the table when setting the common agenda?

- WHERE - does this fit as a project and a wider community impact issue as far as a community and council priority goes?
- WHEN – is a realistic timeframe to deliver if identified as a priority for community and council?
- HOW – will multi agency involvement occur, roles and responsibilities be defined, accountabilities be determined and structure be confirmed?

29 The opportunity exists for the Community and Policy Committee to consider this housing assessment report and associated challenges and opportunities and provide feedback to be considered as part of the next steps in relation to other initiatives, priorities and partner agency roles and responsibilities on this subject.

Recommendation

That the Community and Policy Committee:

- a) **Receives the report titled “Southland Housing Assessment” dated 1 February 2019.**

Attachments

- A Report to Venture Southland Joint Committee for meeting on 19 December 2018 - Southland Housing Assessment [↓](#)
- B Southland Housing Action Forum Report Nov 2018 [↓](#)



To: Venture Southland Joint Committee

Date: 19 December 2018

Subject: Southland Housing Assessment

Author: Adina McDowell, Business Projects Coordinator

Approved: Stephen Canny, GM Business and Strategic Projects

SUMMARY

This report provides a summary of the housing situation in Southland.

RECOMMENDATION

THAT THE VENTURE SOUTHLAND JOINT COMMITTEE RECEIVE THE REPORT.

COMPLIANCE STATEMENT

This recommendation is consistent with the Venture Southland Business Plan 2018/2019, which has been adopted following public consultation.

REPORT**Background**

Southland businesses, community groups and Local and Central Government have become aware that there is a housing shortage caused by the growth in Southland's population. In July 2018, a 'Housing in Southland' Taskforce was set up to evaluate the current state of housing in the region and to ensure that Southland will have the right amount/type of housing to meet the current and future needs of the community.

A baseline position statement has been completed by Venture Southland in September 2018, relating to the current state of housing throughout the Southland region. Following this, Venture Southland undertook an assessment of the Southland housing needs, focusing on the social sector, real estate and business sectors. This assessment builds on the 2017 Southland Community Housing Strategy, commissioned by Invercargill City Council.

A total of 180 organisations participated in the most recent assessment. The respondents provided feedback on the changes they have observed in the rental and housing markets in Southland over the last 12 months, as well as the factors that drive demand for housing and where the shortages are. In addition, social service providers, property managers, real estate agencies and building/construction businesses answered specific questions regarding their clients' housing needs.

Findings**Social & emergency housing**

There is a market failure in social and emergency housing. The assessment showed that a minimum of 102 houses are need now – this includes both social and emergency housing.

The refugee resettlement programme will require additional housing. If the Southland resettlement was proportional to the national quota increase, we will need approximately 77 houses in the next 3 years.

Rental market

Southland's population is estimated by MBIE to have reached 98,400 (as at 6 September 2017), up from 93,339 at the 2013 Census. This increase in the resident population has placed pressure on the housing stock and this assessment has been able to define the pressure points in our region.

Lack of rentals (including affordable rentals) is an issues throughout the region, however it is acute in Te Anau/Fiordland with 96% saying it is worse than 12 months ago, compared to 85% for the whole Southland, and 84% in Invercargill.

Seasonal worker accommodation is also an issue throughout Southland, however it is acute in Te Anau/Fiordland. 91% said availability of housing for seasonal/temporary workers is worse now, compared to 63% for the whole Southland and 53% in Invercargill.

Impact of Airbnb

Airbnb is significantly impacting on the availability of rental housing. It is estimated that it removed 289 homes from the rental pool in the last 4 years (Venture Southland & Infometrics – Airbnb Report 2017).

The assessment showed that across Southland, 38% believe the use of housing stock for Airbnb is worse than 12 months ago. In Te Anau/Fiordland, this reaches 67%.

Landlords selling housing stock

New government regulations are placing pressures on landlords who are now choosing to sell their properties, therefore removing a significant proportion from the rental housing stock, particularly in Invercargill. Overall, 70% indicated that landlords selling to avoid compliance costs is causing pressure on the rental housing market. In Invercargill, this reached 74%. In some cases however, these sales are providing first homes or affordable homes for purchase.

First home buyers

First home buyers are experiencing problems finding suitable/affordable homes. Overall, 77% of respondents indicated that availability of affordable homes has worsened over the last 12 months.

While incentives are in place to help them, first home buyers continue to struggle to find suitable and affordable homes, given their budgets (\$230,000-\$300,000) and the current average house values. They compete for properties in this price range with singles, property investors, but also with families or people looking to retire, who have lower budgets.

- Median house price for October 2018 was \$255,000 (up 8.5% from Oct 2017). Median house price in August was \$240,000 and \$249,000 in June.
- Largest Increase in Sales Volume - Southland was one of the regions with largest increase in sales volume in Oct 2018: +32.9% compared to October 2017 (from 146 to 194 – an additional 48 houses).
- Southland continued to have the biggest fall in inventory (-25.0% from 612 to 459 – 153 fewer properties compared to October last year).
- Southland had the lowest median days to sell of just 24 – down from 28 in October last year. Source ([REINZ Residential Property Data](#) – November 2018)
- Houses sold at prices significantly above the capital value rate: Southland District +31%, Invercargill City +12%, Gore District +13% (Source: [Residential House Prices – QV](#))

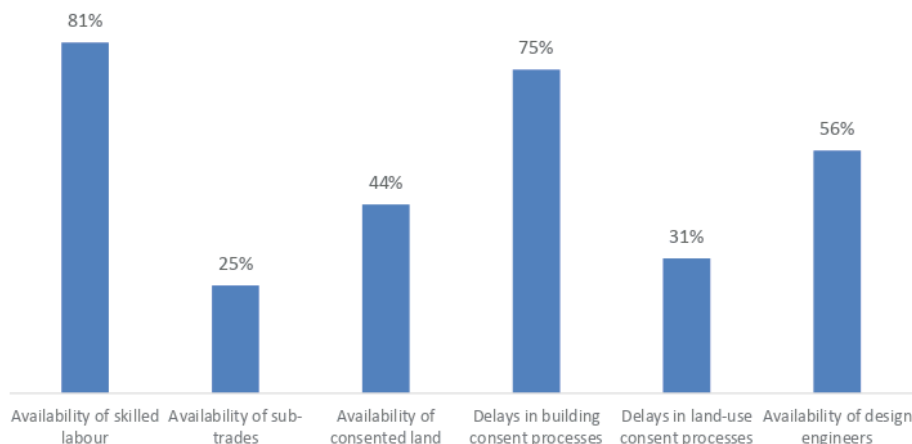
Aging population's housing needs

Baby boomers and the aging population's housing needs are influencing demand for housing in the region particularly in Invercargill and Te Anau/Fiordland. Across Southland, 69% said that the aging population's housing needs is driving demand for housing in Southland, 76% in Invercargill and 67% in Te Anau/Fiordland.

They face similar issues to first home buyers: lack of affordable houses for sale (as well as new houses) and lack of executive/higher value housing. The assessment showed that 7% of home buyers are retired or considering retiring, with budgets of \$300,000-\$700,000 (similar to that of families, however families represent 27% of all home buyers). Only 23% of listings are \$300,000+, of which 12% \$500,000 and over.

Residential sections and labour

While demand for house building is currently high, common barriers to meeting the demand include availability of skilled labour (81%) and availability of consented land (44%).



Housing impact on business

29% said that the housing situation is affecting their ability to recruit staff and 17% said it affects their ability to retain staff. 27% said that while housing does not impact on their business at present, they believe it may do so in the future.

50% plan to increase their staff in the next year (Southland Business Survey 2018). That amounts to approximately 7010 jobs where 33% of the new staff come from outside of Southland, therefore 2313 new houses are required. Currently, there are new construction projects to the value of \$500m requiring up to 2500 workers.

43% of businesses said they are aware of their staff experiencing difficulties accessing rental accommodation and 54% are aware of their staff experiencing difficulties buying a home.

Type	Number of houses needed
Rentals (residential homes)	352
Social/emergency housing (incl refugees)	179* ¹
New employees from outside Southland	2,313* ²
Total	2,844 new homes required in 2019
Population growth	486 p.a.* ³ (additional)

*¹ the refugee houses will be required over 3 years subject to the confirmation of the resettlement programme.

*² projected work demand and tourism demand - 50% of business are recruiting 7010 jobs with 33% of employees new to the region (Southland Business Survey 2018). It is likely that the proportion of workers from outside the region will be greater than that.

*³ 486 p.a. until 2025 to service population targeted growth

Next steps

We expect the 2018 Census results to be released in March 2019. The results will be used to confirm the population growth pressures and the likely housing implications across the each of the Council areas.

CONCLUSION

Housing needs have out-stripped the available housing stock and demand for social and emergency housing is acute. A total of 2,844 houses are needed in the next year, and almost 500 houses per year for at least 5 years, to serve the expected population growth.

On 15 November, Venture Southland along with other Southland representatives have met with Hon Phil Twyford to discuss Southland's housing needs and how the taskforce could work with Government to find an integrated solution to the challenge of servicing the region's growing and aging population.

As a result of the meetings which involved representatives from the recently announced Ministry of Housing and Urban Development, Housing NZ, KiwiBuild and MSD. As a consequence of the meeting, the Ministry of Housing and Urban Development and Housing NZ representatives agreed to come to Southland to discuss possible options to accelerate new build options.

Attached is a copy of the presentation to Minister Twyford and officials.



Southland Housing Assessment For The Southland Housing Action Forum

Supply and Demand

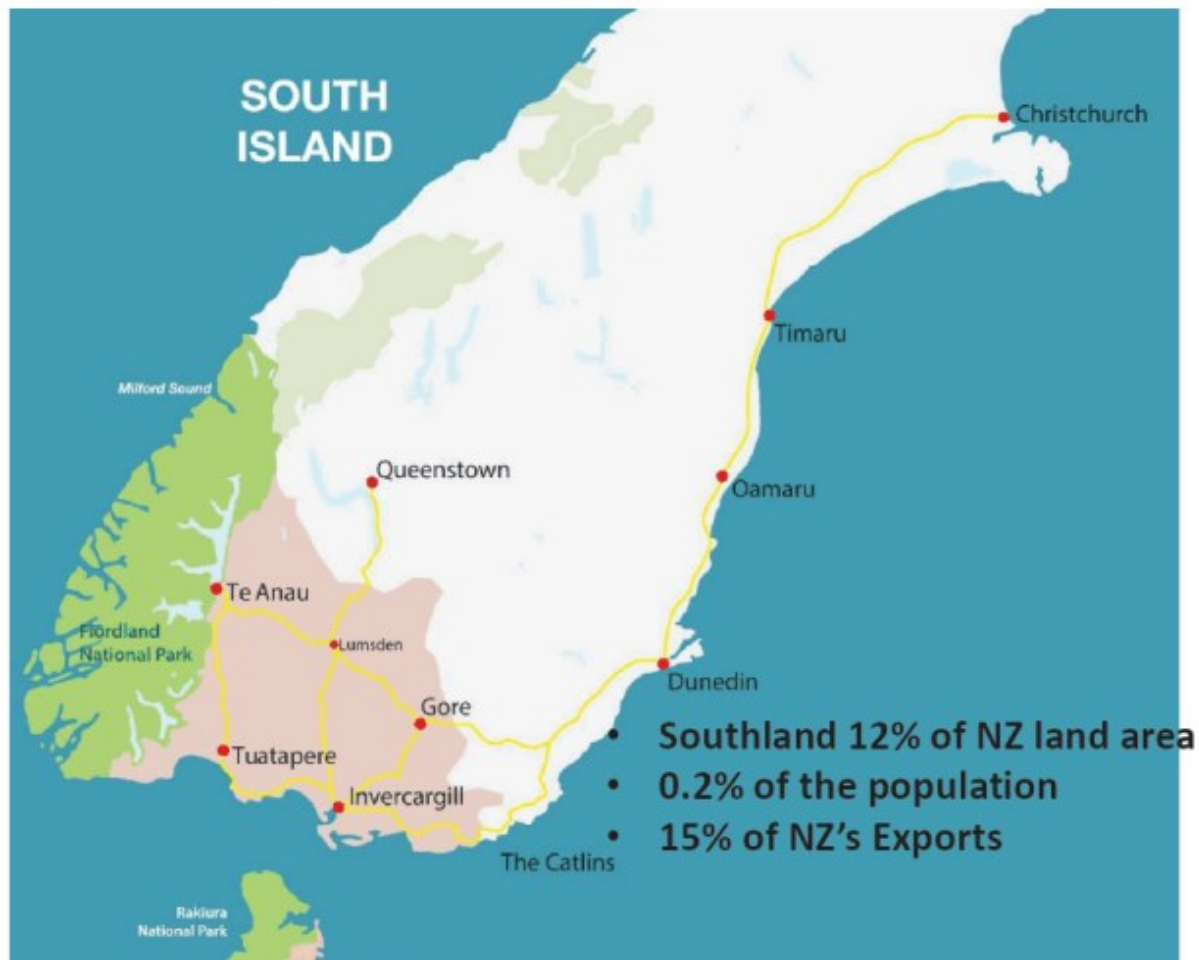
15 November 2018

Presentation by Steve Canny
Venture Southland GM Business and
Strategic Projects

Background - Southland Housing Action Forum

- June 2014 Southland Labour Market Strategy
- July 2016 Invercargill Social Housing Forum
- May 2017 Southland Community Housing Strategy Report
- June 2017 onwards - Southland Community Housing Group – facilitation of report recommendations
- July 2018 Southland Housing Action forum initiated
- September 2018 Southland Housing situational Analysis
- Nov 2018 Southland Housing Assessment

Southland's Contribution to the National Economy



Population 93,400 2013
Population 98,400 2018 (MBIE)

Key Research Findings - Summary

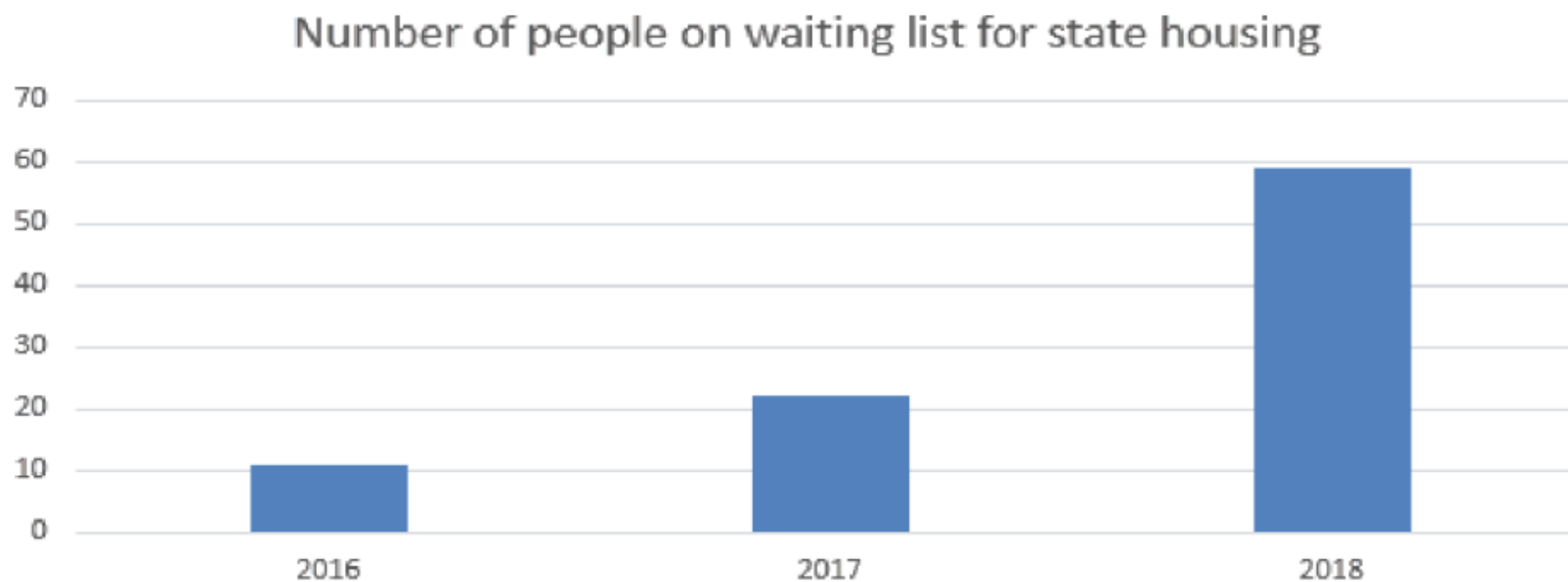
- **“Our housing stock is overfull”** - Population growth is driving increased demand for housing in all sectors 1.1% CAG
- **“There is Market Failure”**- in Social and emergency housing a minimum of 142 houses need now
- **Refugee resettlement requires additional housing** 77 houses in the next 3 years
- **That the rapid growth in Airbnb** is significantly impacting on the availability of rental housing 553 houses converted to AirBNB estimated **400 removed from the rental pool**
- **Landlords of rental accommodation are selling down rental stocks** to avoid compliance costs
- **First home buyers are experiencing problems finding homes** or suitable and affordable homes
- **There is a lack of suitable consented residential property available for new builds**
- **‘Baby Boomers’**- The aging population is driving a demand for newer, smaller, warmer, accessible housing
- **Business growth and planned construction** projects are placing pressure on permanent, seasonal and temporary housing and commercial accommodation - **7000 new jobs, 2500 new construction Jobs**
- **There is a local lack of builders and sub trades**

Market Changes Oct 2017 to Oct 2018

DEMAND/CONSTRAINT INDICATORS

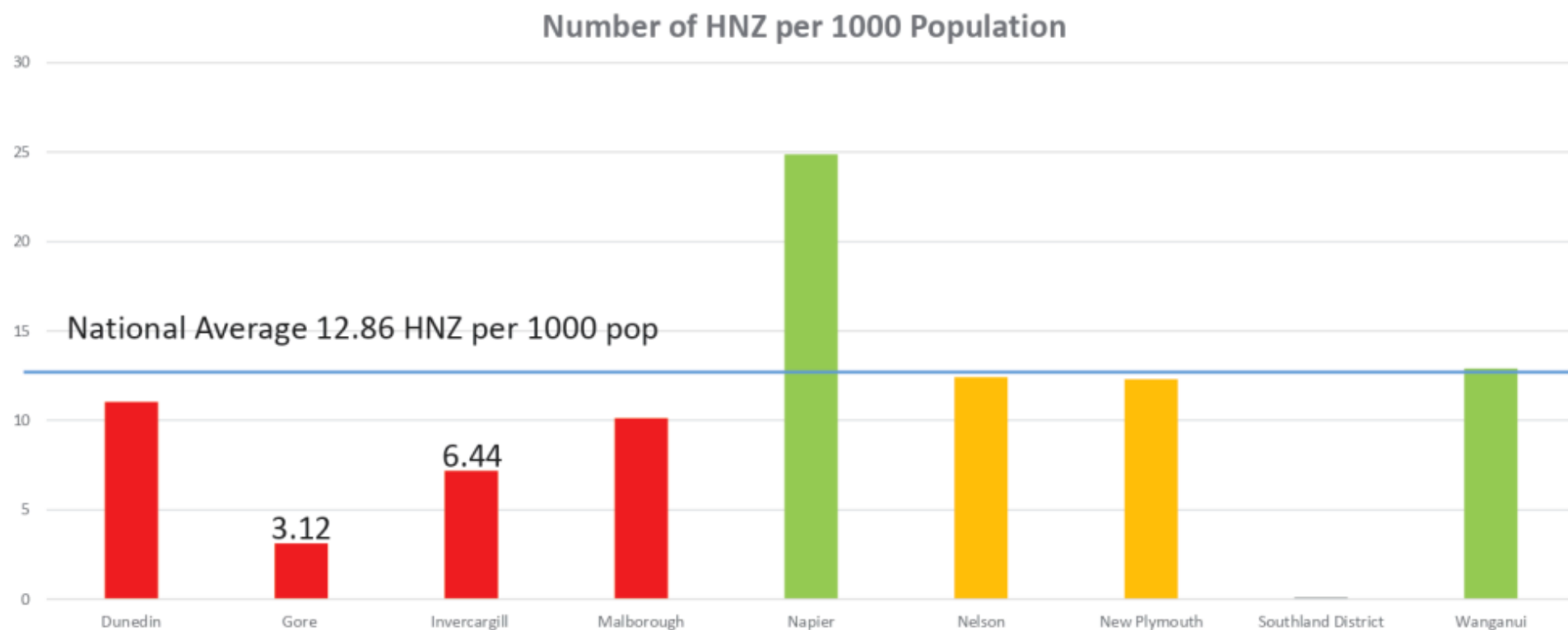
- **“We are Full!”** - Research shows that the housing demand significantly exceeds existing housing stock
- **8.5% Increase in median house** price for October 2018 was \$255,000 up from \$240,000 in August, \$249,000 in June, and up 8.5% from this time last year.
- **Largest Increase in Sales Volume** - Southland was one of the regions with largest increase in sales volume: +32.9% (from 146 to 194 – an additional 48 houses).
- **Southland continued to have the biggest fall in inventory** (-25.0% from 612 to 459 – 153 fewer properties).
- **Southland had the lowest median days to sell of just 24** – down from 28 in October last year. Source ([REINZ Residential Property Data](#) – November 2018)

Increasing Demand for State Housing



As at Nov 2018 - 82 Applicants in Southland

Level of Housing Investment



New Homes

PROJECTED BUILDS

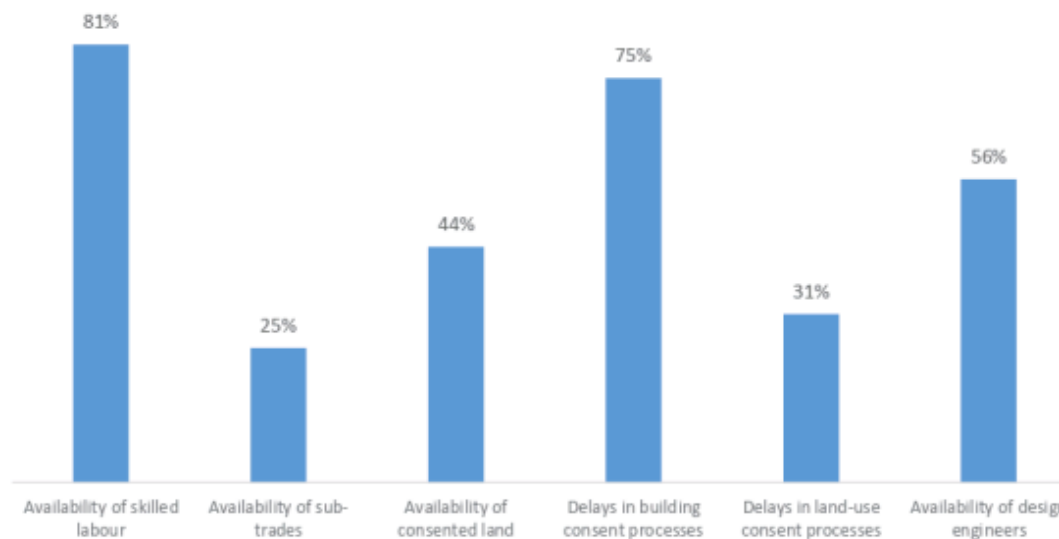
- 144 houses will be built in the next 12 months
- 225 sections across Southland are expected to get consent in the next 12 months

	Invercargill City	Bluff	Gore/ Eastern Southland	Winton/ Central Southland	Riverton/ Western Southland	Te Anau/ Fiordland	Lumsden/ Northern Southland	The Catlins	Stewart Island
Houses to be built in next 12 months	71		26		22	9			16
Sections to be consented in next 12 months	72	18	16	14	25	43	16	11	11

New Homes

SUPPLY

- **Lack of Builders and Sub-Trades** - While demand for house building is currently high, most common barriers to meeting the demand is the availability of skilled labour for 81%, closely followed by delays in planning building consent processes for 75%.
- **Policy, regulatory and planning setting need alignment**



Housing impact on business

- Southland produces and processes **15% of all of New Zealand's Tradable Exports**
- 43% of businesses said there are aware of their staff experiencing difficulties accessing rental accommodation
- 54% are aware of their staff experiencing difficulties buying a home
- **50% plan to increase their staff in the next year.*- a minimum of 7010 Jobs estimate that 33% new to the region**
- Assumption – 33% of the new staff are from outside of Southland, therefore **2313 new houses are required.**
- Currently there are new construction projects to the value of **\$500m requiring up to 2500 workers**
- **There is a significant shortage** of builders and sub-trades
- Rapid Tourism growth is creating **worker accommodation shortage in Te Anau and the Fiordland Basin as well as locations such as Rakiura Stewart Island**

**Southland Business Survey 2018*

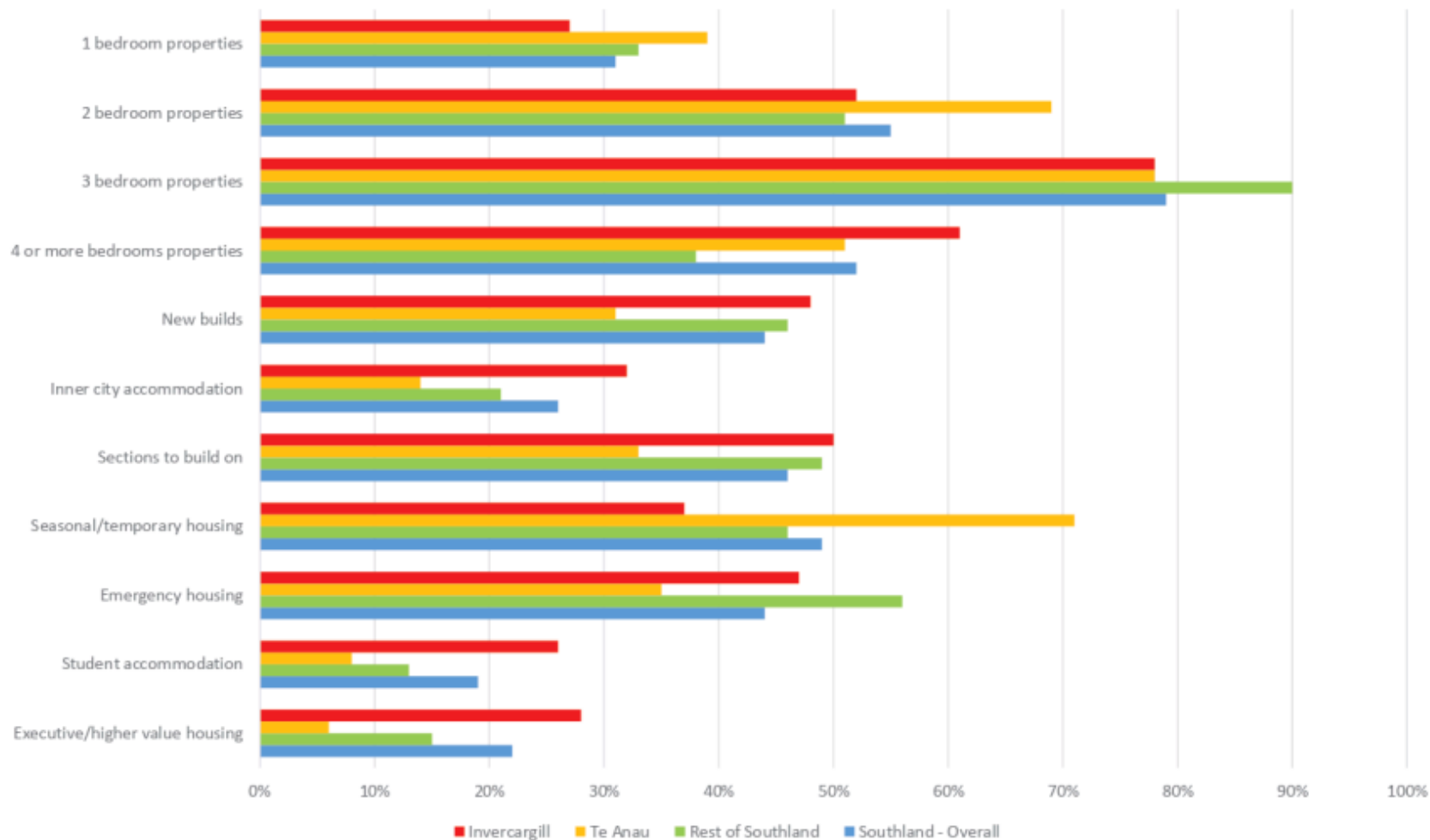
How many houses do we need?

Type	Number of houses needed
Rentals (residential homes)	352
Social/emergency housing (incl refugees)	142
New employees from outside Southland	2,300*1
Population growth	486 p.a. *2
Total	2,800 new homes required in 2019

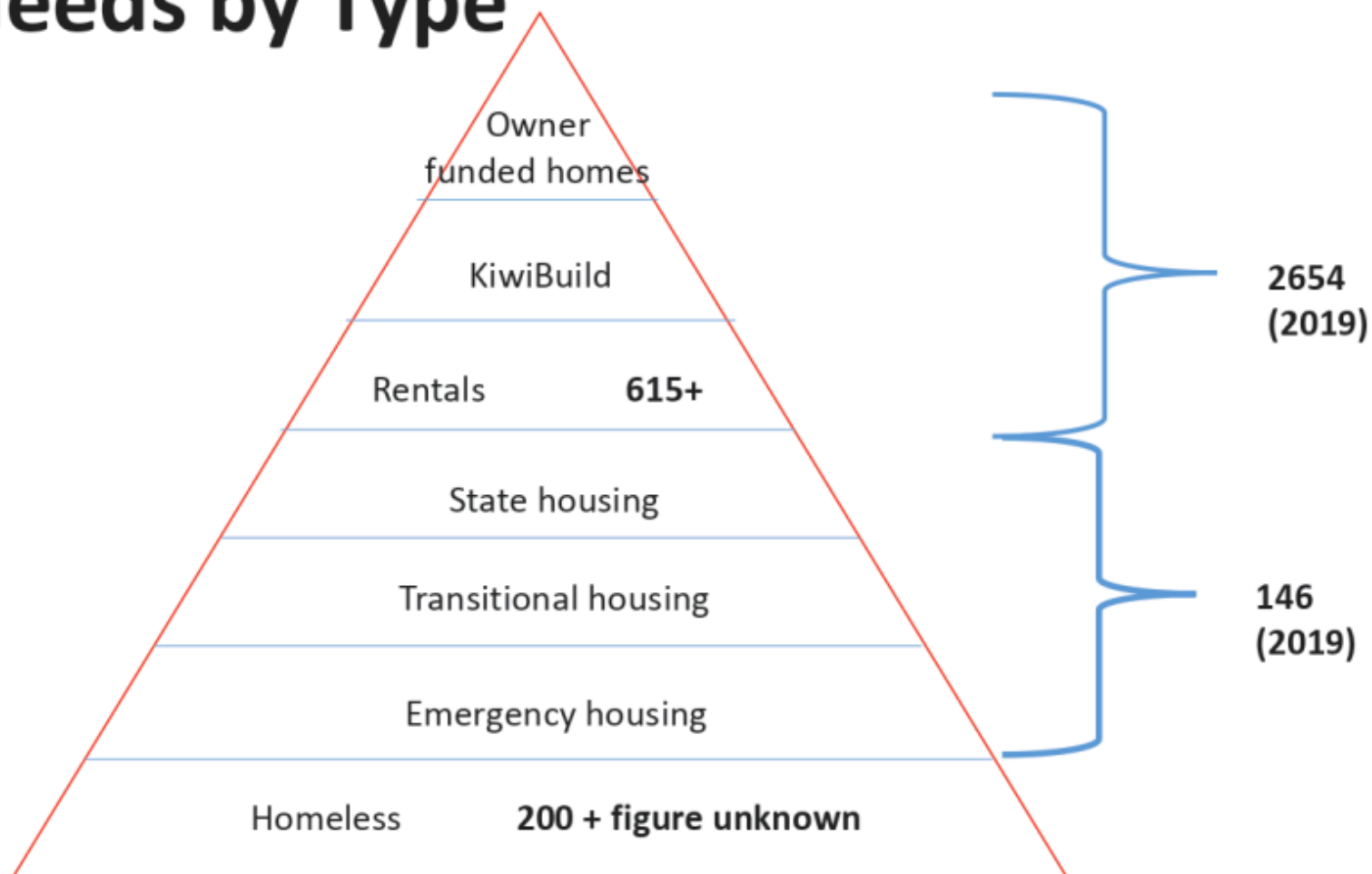
*1 projected work demand and tourism demand - 50% of Business are recruiting 7000 jobs 33% of employees new to the region (Southland Business Survey 2018)

*2 486 p.a. until 2025 to service population targeted growth

Types of Houses Required By Location



Housing Needs by Type



Southland Housing Challenge - Summary

- **Housing needs have out-stripped available Housing**
- **Social and Emergency housing is an acute issue** with waiting lists that are growing rapidly year on year
- **We have a need to build 2,800 homes within the next year and almost 500 houses per year for at least the next 5 years**
- We are impacted by **lack of Social and Emergency housing** investment by previous governments means that we have **an immediate need for at least 140 houses Social and Emergency houses**
- **Southland Invercargill have far fewer Housing NZ Homes/Social Housing homes by comparison to other similar Cities** and Regions 6.44 houses per 1000 population which is half the national average at 12.86 houses per 1000 pop
- **We need all state sector agencies to work with us to find a solution** to our challenges and
- **‘Front Load’ The Government’s to build 40 new homes to allow these to be built in the coming year* but we need at least 100 additional homes**

Where to from here?

- **We want to discuss solutions! - We would like Government to work with us to find an integrated solution to the challenge of servicing our growing and aging population**

(*Gov't Public Housing Plan 2018-2022 p43)

Chao Shan General Association of New Zealand - Update

Record No: R/19/1/616

Author: Gary Tong, Mayor

Approved by: Gary Tong, Mayor

☐ Decision

☐ Recommendation

☒ Information

Purpose

- 1 The purpose of this report is to update Councillors and management around the relationship between the Chao Shan Association of New Zealand and the Mayor.

Executive Summary

- 2 Since 2016 the Mayor has been involved in a number of formal and informal meetings with the Chairman of the Chao Shan Association of New Zealand, Mr Yukon Zhang. These meetings have been arranged by Mr Zhang and the Mayor in an effort to promote a friendship between the Southland District and the Chao Shan Association of New Zealand.
- 3 The Chao Shan Association of New Zealand represents Chinese immigrants who have settled in New Zealand and obtained residency and are in business in various regions of New Zealand.
- 4 The Chao Shan Association is worldwide and supports many Chinese in various countries.
- 5 The Chao Shan Association encourages continued communication and cooperation between New Zealand and China in economic and cultural activities with support from the New Zealand Government.
- 6 Mr Zhang has recognised the number of Chinese nationals and Chinese New Zealanders visiting and living in Southland and has determined there could be more done to support Southland.
- 7 Mr Zhang's vision is to promote Southland to South China as:
 - 1) a place to visit while on holiday
 - 2) a place to educate their children while promoting Southland amongst the Chao Shan Association of New Zealand as
 - a. a place for expansion of business
 - b. a place to form export relationships around primary industry, in particular, aquaculture.
- 8 To date no formal arrangements have been made however the Mayor did connect Mr Zhang with an aquaculture supplier here in Southland to provide seafood to an Auckland Restaurant.
- 9 There has been a considerable amount of media focus on Mr Zhang during an allegation made by National Member of Parliament Mr Jami Lee Ross regarding an allegation of a donation to the National Party. The Mayor does not wish to comment on that matter other than to say it has drawn negative criticism on Mr Zhang, the Mayor and other supporters of Mr Zhang.

- 10 The Mayor has made two visits to China, both funded by the Chao Shan Association of New Zealand, where the Mayor experienced the culture of China – both past and present, the friendship of the people, the focus on the clean-up of the environment, the focus on child welfare and health but more importantly the support the Chao Shan Association have for those that have settled in other parts of the world.
- 11 The Mayor has met and spoken with and presented many local and central government officials as well as members of the Chao Shan Association.
- 12 Included in these discussions were meetings with representatives of the Shantou City, South China local politicians.
- 13 The purpose of the two meetings were to discuss the possibility of further friendship based on the Sister City relationship.
- 14 To date these have not progressed as the next approach will come from Shantou City post discussions in early 2019 at a Council level. The Mayor is expecting communication back from Shantou early this year.
- 15 The Chao Shan Association of New Zealand will be hosting the 20th Convention of the Teochew International Federation in Auckland in September 2019 where the Mayor will be invited to attend. This convention is supported by the New Zealand Government as many people from around the world gather.
- 16 The Mayor is supportive of the Chao Shan Association of New Zealand and expects to continue the relationship with Mr Zhang and the Association while investigating the possibility of further friendship with Shantou City, South China.

Recommendation

That the Community and Policy Committee:

- a) **Receives the report titled “Chao Shan General Association of New Zealand - Update” dated 1 February 2019.**
- b) **Determines that this matter or decision be recognised significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**

Background

- 17 The background is contained within the Executive Summary.

Issues

- 18 It is important to provide a context and background to ensure Council is aware of this situation and associated positive relationships formed by the Mayor.
- 19 There are people in New Zealand who are uncomfortable with relationships being formed with China. Sister City relationships by other councils support the fact that these relationships are far from being uncomfortable.
- 20 Local government and businesses across New Zealand understand that New Zealand's relationship with the Asia Pacific region, particularly China, is becoming increasingly important at a local level.
- 21 Simon Draper from the Asia NZ Foundation recently identified that since 2000, 29% of exports from South Island ports have gone to Asia with an equivalent value of \$6,960 per capita. Four Asian airlines now fly direct to Christchurch Airport, accounting for an 11% growth in one year.
- 22 The challenges identified in preparing for relationships with Chinese partners are complex. Primarily challenges are identified include:
 - Cultural understanding – the differences and similarities between China and New Zealand change between provinces and even cities and requires an acknowledgment and understanding of such differences by councils.
 - Competition – in a global environment sees the need for councils to be well connected.
 - Capability – acknowledging the need to build strong capability to achieve a clearly defined value proposition ahead of any investment opportunities.
 - Complexity – China does not separate cultural, economic, strategic and political relationships. They are closely intertwined and hence the importance and value placed by the Chinese on New Zealand local government involvement in international relations and connecting with Iwi, business and central government.
- 23 The relationship formed between Chao Shan General Association of New Zealand and the Mayor assists in preparing Southland District Council, and more importantly the community we serve, in fostering future dealings and opportunities derived from working with Chinese partners.

Factors to Consider

Legal and Statutory Requirements

- 24 Council has an International Relationships Policy which clearly outlines the requirements of any formal relationships. <https://www.southlanddc.govt.nz/assets/International-Relations-Policy.pdf>
The policy is attached to this report.
- 25 Southland District Council's involvement in establishing and maintaining international relationships should contribute to:
 - a. Extend the hand of friendship nationally and internationally on a person-to-person and/or community-to-community basis, utilising the tools of local government.

- b. Perpetuating an understanding between people at all levels and of different countries and cultures.
- c. Bringing together like interest groups in each district or region.
- d. Providing a forum of exchange of experiences.
- e. Promoting the sharing of knowledge and understanding and extend the level of contacts throughout all sectors of the community.
- f. Developing economic, trade, cultural, educational, sporting and other beneficial exchanges.

- 26 To date the Mayor has been involved in developing an international relationship via the Chairman of the Chao Shan Association of New Zealand and Shantou City, South China in accordance with the International Relationships Policy.

Community Views

- 27 Community views have not been specifically sought on this matter to date.

Costs and Funding

- 28 Costs and funding have been in line with the International Relationships Policy – China travel, accommodation funded by Chao Shan Association of New Zealand while food and beverage provided by the various groups we met along the way.

Policy Implications

- 29 There appears to be no policy implications. The International Relationships Policy is very clear and all of the discussions and involvement to date are within policy.

Analysis

Options Considered

- 30 The report is for information purposes and the option is for the Committee to receive the report or not.

Assessment of Significance

- 31 This matter is not considered significant in relation to Council's Significance and Engagement Policy.

Recommended Option

- 32 It is recommended the Committee receive the report.

Next Steps

- 33 The Mayor will continue to liaise with the Chao Shan General Association of New Zealand and update the Councillors accordingly.

Attachments

A International Relations Policy [↓](#)



International Relations Policy

Group Responsible:	Chief Executive
Date Approved:	4 June 2014
Date Amended:	28 January 2019 (updated to new styles)
File No:	100/45/1/3 and 240/10/5/11

1. Purpose

The purpose of Southland District Council's International Relations Policy is to bring the world to Southland and Southland to the world, through cultural, educational, knowledge-sharing and people-to-people links, as well as economic ties.

2. Priorities

Southland District Council's involvement in establishing and maintaining international relationships should contribute to:

- a. Extending the hand of friendship nationally and internationally on a person-to-person and/or community-to-community basis, utilising the tools of local government.
- b. Perpetuating an understanding between people at all levels and of different countries and cultures.
- c. Bringing together like interest groups in each district or region.
- d. Providing a forum of exchange of experiences.
- e. Promoting the sharing of knowledge and understanding and extend the level of contacts throughout all sectors of the community.
- f. Developing economic, trade, cultural, educational, sporting and other beneficial exchanges.

3. Principles

Any relationship Southland District Council enters into will be well researched to ensure that generally:

- a. There exists significant historical, cultural, social, economic or geographic similarities between Southland District and the prospective international relationship.
- b. The prospective community is, or is moving towards, express good governance and rule of law values in a democratic fashion.
- c. The prospective district or region is, or is moving towards, a reasonable human rights record.



- d. The establishment of the proposed relationship will provide specific and demonstrable benefits to strategic, national and/or district interests.
- e. There exists demonstrable community support for the proposed relationship.
- f. There is funding available for the relationship.

4. Policy Outline

- 4.1 Southland District Council will pursue a range of relationships to ensure opportunities are maximised. The range of relationships will be determined by the type, location, and purpose of the relationship.

- 4.2 Four different types of relationship (outlined in Appendix 1) have been identified that allow for different outcomes, management processes, resource commitments, and review processes, and helps clarify expectations.

Council notes that it should only have a role in international relations where Council's input can encourage cultural, educational and person-to-person links. Council recognises that while economic development is the role of commerce and industry and not of local government, where international relationships between Southland District and other cities/regions can produce a by-product of economic development for Southland, Council will support links between businesses and industry to encourage any international economic benefit to the region.

Council recognises that cultural, educational, knowledge-sharing, and people-to-people and/or community-to-community links underpin all of Council's international relationships, and must be established before other aspects of the relationship can be put in place. Cultural, educational, knowledge-sharing and people-to-people links remain at the forefront of the International Relations Policy and at the heart of all of Council's international relationships.

- 4.3 Council will provide guidance regarding the nature, type, purpose and location of international relationships. Council will also lead any relationship on behalf of the District.

Council's International Relations Committee will establish the necessary foundations through friendship, and continue to promote cultural and public diplomacy aspects of Council's international relationships.

Venture Southland will be called upon to assist Council in the delivery of any relationship, and attend meetings of the International Relations Committee. This approach allows for the incorporation of the Tourism, Community, Events, and Economic Development teams' input into maximising the benefit to Southland from the relationship, where necessary.

Similarly, a member of the Southland District Council Strategy and Policy Team will also attend meetings of the International Relations Committee, and further the delivery of any relationship.

- 4.4 Council will ensure that any ratepayer funds spent on international relationships are used in the most responsible, prudent and effective way to benefit Southland.

- 4.5 When Council is hosting international delegations, Council will work with local communities, industry, volunteer groups, not-for-profit groups, government and iwi to ensure formal delegations



receive the best possible understanding of Southland and New Zealand's unique cultural dimensions.

- 4.6 Council will look at opportunities to leverage off other international relationships to deliver its strategic international goals as well as participating with organisations with aligned objectives such as Sister Cities New Zealand.
- 4.7 Council, through its Human Resources Department, will encourage staff exchanges where they can be justified as part of professional or organisational development. Preference will be given to those exchanges that are reciprocal in nature. Any exchange recipient will report to the Committee within three months of their return.
- 4.8 Any delegation sent or received by the Southland District Council, will have local member(s) of equivalent status to those of the complementing international delegation.

5. Monitoring and Review

- 5.1 Review periods will be incorporated into all agreements governing international relationships, with an opportunity to re-classify or exit the relationship should it no longer meet its objectives.
- 5.2 Monitoring will include:
 - A report in an appropriate publication aimed at Southland residents, about the actions of the International Relations Committee over the previous 12 months.
- 5.3 This policy to be reviewed again no later than three years after Council agrees to it.



Appendix 1 – Types of Relationships

TYPE OF RELATIONSHIP	PURPOSE AND NATURE	TIMEFRAME	ACTION POINTS
FORMAL RELATIONSHIPS			
STRATEGIC RELATIONSHIP	<ul style="list-style-type: none"> City/region will share some sort of similarity, be it community, locality, geographic composition, etc. Based on an overarching joint task, such as education. Relationship must have actual or potential local community interest and support. Opportunities for partnering with the private sector will be identified and encouraged. 	<ul style="list-style-type: none"> Long-term. Can become ongoing for sectoral knowledge-sharing. Assessed annually. 	
FRIENDSHIP RELATIONSHIP	<ul style="list-style-type: none"> City/region will share some sort of similarity, be it community, locality, geographic composition, etc. Relationship must have actual or potential local community interest and support. Based on friendship due to the ethnic and cultural links between Southland and this community (eg, where large migrant communities have originated). 	<ul style="list-style-type: none"> Medium/Long-term. Assessed annually. 	<ul style="list-style-type: none"> Facilitate cultural understanding Facilitate people-to-people links. Focus on migrant sector.
FOSTERING RELATIONSHIPS	<ul style="list-style-type: none"> City/region will share some sort of similarity, be it 	<ul style="list-style-type: none"> Medium-term for duration of 	



TYPE OF RELATIONSHIP	PURPOSE AND NATURE	TIMEFRAME	ACTION POINTS
	community, locality, geographic composition, etc. <ul style="list-style-type: none"> Relationship is based on a niche link, particularly for knowledge-sharing in a specific area or sector. Likely to benefit both partners involved. 	project/sectoral interest.	
AD-HOC VISITS/DELEGATIONS			
ONE-OFF CO-HOSTING	<ul style="list-style-type: none"> Visiting groups request a civic reception of some kind. Basis of visit could be technical, commercial, educational, social. Because of the need to keep within budget constraints, requests may be declined or charges applied. 	<ul style="list-style-type: none"> Short-term. Can be connected to other regions' hosting. 	

Community Assistance Grant and Funding Approach Review Update

Record No: R/18/10/23461

Author: Michelle Stevenson, Strategy and Policy Manager

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

Purpose

- 1 The purpose of this report is to update the Community and Policy Committee on the review and development of Council's approach to Council managed community funding schemes and associated funding support to community organisations.

Executive Summary

- 2 The purpose of this project is to review and develop Council's approach to Council managed funding schemes and associated funding support to community organisations that will suit Southland District communities and Council into the future.
- 3 Council supports a number of community initiatives through grant funding, and also gives grants through the Community Initiatives Fund, various scholarships and sponsorships.
- 4 The current grants and funding activity also includes funding for regional development (Venture Southland), emergency management, the Southland Regional Heritage Committee, Stewart Island Visitor Levy and a number of external grants that Council administer on behalf; all of which will be outside the scope of this review.
- 5 The grant amounts allocated to varying funds (with the exception of the Stewart Island Visitor Levy, which is determined by the number of visitors to the island in any given year), have not changed for some years, and with the proposed changes to Councils governance structure and impetus towards greater community leadership, it is appropriate to review Council's approach to community funding at this time.
- 6 This review will investigate alternate methods to the current system, and provide options to the way in which Council administers, allocates and accounts for community funding and funding assistance.
- 7 The review will also include investigation into the role of the proposed new community boards under the representation review, and the existing role of Council as decision makers for all community funding assistance within the district.
- 8 Throughout April, May and August 2018, the Governance and Democracy Manager, Communications Manager, Strategy and Policy Manager and Cr Julie Keast as Chair of the Community and Policy Committee visited with neighbouring councils to discuss the current funding and grant structures they operate. Staff and Cr Keast spent time with Gore District Council, Clutha District Council, Otago Regional Council, Dunedin City Council, Central Otago District Council, Queenstown Lakes District Council and Invercargill City Council.
- 9 Throughout these visits, there were significant differences in the approach to community funding and grants, and varying reasoning behind the decisions individual councils had made for the

approach they have taken. Information and lessons learned, gleaned throughout our talks with neighbouring councils, will be used to inform the grant and funding review.

- 10 An issues and options paper will be prepared for consideration by the executive leadership team in March 2019, whereby the development of councils community funding and community organisation support will be discussed. A subsequent findings report will be submitted to the Community and Policy Committee by May 2019.
- 11 Following this, the development of the Council Community Funding and Community Organisation support model will be submitted to Council for consideration and adoption in June 2019, for implementation July 2021.

Recommendation

That the Community and Policy Committee:

- a) **Receives the report titled “Community Assistance Grant and Funding Approach Review Update” dated 30 January 2019.**
- b) **Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) **Endorses the continuation of the community assistance and grant funding review, and the investigation of varying methods to the current system that will provide an alternative option to the way in which Council administers community funding and funding assistance.**
- e) **Notes that this review will assess the current schemes, associated criteria, administration and allocation method of community funding and grants, and consider alternative approaches to this process. Any changes in approach will be included as part of the LTP 2031 development and associated consultation requirements.**
- f) **Notes that the review will suggest if the current schemes, criteria and allocations are continued or disestablished, and what they might be replaced with.**
- g) **Notes that this review will include consideration of the role of community boards in the future of community funding and grants.**

Background

- 12 Council supports a number of community initiatives through grant funding, which is on a three-year cycle linked into the long term plan process. Council also gives grants through the Community Initiatives Fund, various scholarships and sponsorships.
- 13 The purpose of the community assistance activity is to contribute to Council's community outcome of 'proud, connected communities that have an attractive and affordable lifestyle' by enabling Southland's communities to be desirable places to live, grow up, work, run a business, raise a family and enjoy a safe and satisfying life. Through providing financial assistance the activity contributes to this outcome by empowering community groups and individuals to undertake their activities.
- 14 The primary objective of the community assistance activity is to provide assistance to a range of organisations for projects and activities which promote community wellbeing. A full schedule of the grants and donations is included in this report as attachment A
- 15 The current grants and funding activity also includes funding for regional development (Venture Southland), emergency management, the Southland Regional Heritage Committee, Stewart Island Visitor Levy and a number of smaller external grants that Council administer on behalf of other groups and organisations; all of which will be outside the scope of this review. These include Creative Communities, Sport NZ, Ohai Railway Fund, Northern Southland Development Fund, and John Beange.
- 16 In 2018/19, Southland District Council allocated from district rates, \$609,754 in discretionary community and organisation grants and donations, and in 2019/20 Council has proposed to budget for allocation \$622,388. These amounts exclude those grants and donations outside the scope of this review as detailed above. Non-discretionary grants and donations total for 2018/19 \$2,903,181 and \$2,348,376 for 2019/20.
- 17 The grant allocations of discretionary funds have not changed for some years, and with the proposed changes to Councils governance structure and impetus towards greater community leadership, it is appropriate to review Council's approach to community funding at this time.
- 18 In 2017/18 Council determined it appropriate to initiate a review of the way in which it approaches grants and funding within communities of Southland.
- 19 In addition to this, the Council's representation review which has proposed a new local governance model, is instrumental in moving Council and its communities to a place of greater interdependence, and building greater capacity in community leadership.
- 20 The concept of Council making an annual grant to community boards for distribution to local groups and local projects was raised with elected representatives as a possibility through the Community Governance Reference Document discussions, a document endorsed by Council at its 20 April 2018 meeting. This concept was also linked to a more streamlined approach whereby Council had a consistent level of service rated for across the District, and greater decision making at community board level for local projects to be progressed through grants and allocations.
- 21 Throughout April, May and August 2018, the Governance and Democracy Manager, Communications Manager, Strategy and Policy Manager and Cr Julie Keast as Chair of the Community and Policy Committee have visited and spent time with neighbouring Councils to discuss the current funding and grant structures they operate. These included Gore District Council, Clutha District Council, Otago Regional Council, Dunedin City Council, Central Otago

District Council, Queenstown Lakes District Council and Invercargill City Council. The populations of these councils ranged from the smallest being 12,500 through to 127,000 people.

- 22 Throughout these visits, there were a wide range of community funding models and approaches being utilised, and varying reasoning behind the decisions individual councils had made for the approach they have taken.
- 23 Council currently supports a number of groups and services through annual grants, which are detailed in the Council's Long Term Plan (LTP).

Issues

- 24 The current Grant and Donations Policy is due for review, and is attached to this report. The policy was adopted in 2015, and was expected to be reviewed within three years. It is appropriate with the Council's intention to move to a way of working that better supports community leadership and community wellbeing, to conduct a full review of the way in which Council approaches community assistance through grants and funding.
- 25 Through the Community Initiatives Fund allocation rounds there have been increasing queries around the eligibility and criteria of the fund. This is especially in relation to ensuring that funds are being allocated to appropriate applicants, and that the appropriate processes have been followed. In addition, the issue of community boards and community development area subcommittees applying to this fund for small amounts of funding when they hold, in some cases, extensive reserves has come into question, although both are currently eligible under the current policy. This review will seek to determine if there is an approach to supporting community initiatives through a funding model that may allow for greater transparency for community outcomes.
- 26 Council's proposed new governance structure will play a significant part in the review around a contestable community fund. The review will explore how the community assistance activity could be utilised in an approach by the proposed community boards to support community initiatives at a local level, and with minimal Council intervention. This could enable the proposed community boards to administer local funding and grants for local events and projects that focused on the overall wellbeing, leadership and sustainability of southland communities. This may also assist in advancing community plans and community board plan outcomes.
- 27 In discussing grant and funding approaches with our neighbouring Council's, it was apparent that the approach taken to the allocation of funding varied greatly, and no two council's operated in the same way. Approaches to the allocation of contestable community funds (the equivalent of SDC's community initiatives fund) varied greatly, with examples listed below:
- all allocation of community discretionary funds allocated by community boards
 - partial allocation between community boards and council's community development staff
 - grants subcommittees and advisory groups that included a collaborative of councillors and community members (community members advertised for widely), and for major events ensuring expert knowledge bought in to advise groups
 - no appetite to administer or allocate a contestable fund as administration costs deemed too high for the small amounts of funding being allocated, and community groups directed to

external stakeholders and agencies for funding – for example, internal affairs (lotteries, COGS), Invercargill Licencing Trust, Maitaia Licencing Trust, Community Trusts etc

- through to our own model of having a full committee of Council allocate all funds.

- 28 The review of Council's approach to grant and funding will include exploration into all of the above approaches, and determine options for Council to consider for the future community assistance to Southland communities.
- 29 The criteria surrounding community grants and funding also varied greatly between the councils with a number including:
- funding of salaries
 - funding social service sector groups
 - providing umbrella funding to known and accountable community groups
 - funding non-legal entities as well as those with a legal status
- 30 In addition, some surrounding council's also required that all grants allocated by Council be correlated back to a strategic document (economic development strategy, community development strategy, environmental strategy, community wellbeing strategy, connecting community's strategy etc).
- 31 Strategy and Policy staff have identified a gap in the provision of Council's strategic documents similar to that above, and have prioritise this as a work stream for the next 3-5 years.
- 32 Where Council administers funding such for Sport NZ, Creative Communities, and the Stewart Island Visitor Levy, the focus of the review will lay primarily with the uptake of applications, and ensuring that the grants are well known, criteria clearly communicated, and administration functions determined.
- 33 The review of the community assistance activity will suggest the activity be viewed in the overall prioritisation of Council's core business, and recommend making decisions on the collective allocation of this activity in the best interests of the districts future.

Factors to Consider

Legal and Statutory Requirements

- 34 There are no legal or statutory requirements identified to be considered at this time.

Community Views

- 35 At this stage in the review, no community views have been specifically sought in relation to this project.
- 36 Early 2019, prior to the discussion through an issues and options paper with the committee, staff will conduct focus groups with organisations and groups that currently receive allocations and grants through Council, and those sectors of the community not currently eligible to receive

grants, to better determine how community grants and allocations could best benefit community groups.

- 37 The purpose of the focus groups would be to gather information around the way in which our communities perceive the best use of Council's community assistance, and how Council can assist communities to better support themselves and their wellbeing for the future development of the district.
- 38 Council's community development staff will also hold significant knowledge and expertise in this area, and it is intended to ensure that there is a staff focus group established to feed into the thinking and process of any proposed model of community assistance in grants and funding.
- 39 The timeframe for sourcing and analysing these community views is prior to May 2019.

Costs and Funding

- 40 The costs of this project have, to date, been supported through existing budgets. It is not anticipated that any unbudgeted expenditure will be required for the completion of this project.

Policy Implications

- 41 Council currently has a Community Assistance Grants and Donations Policy, operational from August 2015. It is anticipated that there will be changes needed to the policy as it currently exists once direction is provided from Council, and decisions made around the future approach to the Community Assistance activity.
- 42 In the following stages of this review, if there are changes recommended to the current structure and allocation of community grants and funding, there will also be changes required to the delegations within Council, its subcommittees and community boards.
- 43 In addition, if a preferred model is adopted by Council that determines current funding mechanisms are not appropriate, there may be proposed changes to the Revenue and Financing Policy in relation to local rating. This has the potential to specifically relate to community facilities and local rating of halls and pools.

Analysis

Options Considered

- 44 There are two options to be considered in this report:
- option 1: endorse the project to review and develop Council's approach to community funding schemes and associated funding support to community organisations
 - option 2: maintain the existing community funding schemes and associated funding support to community organisations without review

Analysis of Options

Option 1 – endorse the project to review and develop Council's approach to community funding schemes and associated funding support to community organisations

<i>Advantages</i>	<i>Disadvantages</i>
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<ul style="list-style-type: none"> • ensures Council is providing assistance in a considered and prudent manner to ensure an efficient and effective outcome for the communities it supports • many of the grants that support community initiatives have not been reviewed for some time and will identify if the needs of recipients and applicants have changed • reviewing Council's grant and funding approach is consistent with the impetus to move towards greater community leadership and resilience 	<ul style="list-style-type: none"> • there may be a feeling of uncertainty with those groups that currently receive funding and grant assistance that a review may impact their on-going funding from Council
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Option 2 – maintain the existing community funding schemes and associated funding support to community organisations without review

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"> • current recipients of the Council's approach to grants and funding may perceive a greater sense of certainty if a review is not undertaken • the current level of service in community assistance through funding and grants would likely be maintained 	<ul style="list-style-type: none"> • many of the grants that support community initiatives have not been reviewed for some time and will identify if the needs of recipients and applicants have changed • work towards the Council's representation review has considered the future of community boards to provide funding to their communities directly, and may not be considered under the current approach

Assessment of Significance

- 45 Staff have assessed reviewing the community funding and grant process currently utilised by Council as not being a significant matter in accordance with the Local Government Act and Council's Significance and Engagement Policy.
- 46 It should be noted however, that any significant deviation from the criteria for eligibility and amounts available for community grants and funding is likely to impact/have consequences for a large number of people across the district. It would be appropriate to determine that there may be a lot of public interest in this matter, and if significant deviations from the current eligibility funding amounts were assessed, the significance of this issue would increase.

Recommended Option

- 47 It is recommended that Council proceed with option 1, to endorse the review and development of Council's approach to community funding schemes and associated funding support to community organisations.

Next Steps

- 48 An issues and options paper will be prepared for consideration by the executive leadership team March 2019, whereby the development of Councils community funding and community organisation support will be discussed. A subsequent findings report will be submitted to the Community and Policy Committee by May 2019.
- 49 Following this, the development of the Council Community Funding and Community Organisation support model will be submitted to Council for consideration and adoption in June 2019, for implementation July 2021.

Attachments

- A FINAL Community Assistance Policy - Grants and Donations [↓](#)
- B 2019-2020 Grants and Donations Schedule [↓](#)

SOUTHLAND DISTRICT COUNCIL COMMUNITY ASSISTANCE - GRANTS AND DONATIONS POLICY

This policy applies to: SDC/Venture Southland employees and elected members involved in making decisions about grants.

DOCUMENT CONTROL

Policy owner: Communications and Governance Manager	TRIM reference number: r/15/3/5387	Effective date: 5 August 2015
Approved by: Council	Date approved: 5 August 2015	Next review date: 5 August 2018

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COMMUNITY ASSISTANCE POLICY

1. PURPOSE

This policy has been developed to provide clarity regarding grants and donations allocated by Southland District Council on an annual basis.

2. BACKGROUND

Southland District Council provides financial assistance to community organisations and individuals through a variety of mechanisms including, but not limited to, one-off grants, scholarships, bursaries, ongoing grants, discretionary grants and donations.

A large majority of this is managed by Venture Southland on behalf of Council, and allocations of funding decided on twice-yearly by the Allocations Committee. This Committee also manages funding from Creative New Zealand and Sport NZ, on behalf of Council.

This policy also covers the grants and donations made by Council and includes one-off grants that Council may decide on through the Long Term Plan/Annual Plan process.

It also includes grants to community groups which Council believes provide a social benefit and assist in the purpose of local government in terms of public good.

The policy was approved by Council on 5 August 2015 and is scheduled to be reviewed again in 2018. Council may decide to review the policy at any time before then.

3. POLICY DETAILS

Southland District Council will provide funding to a Community Grants pool and the level of funding each year will be subject to the consultation process of the 10 Year Plan/Annual Plan.

The Allocations Committee will receive applications from community organisations and individuals for the Community Initiatives Fund, the District Heritage Fund, the Creative Communities Fund, Sport NZ Rural Travel Fund and the Northern Southland Development Fund in March and September of each year. The Committee will meet twice a year to make decisions and award grants.

Venture Southland, on behalf of Southland District Council, will also administer the scholarships, bursaries, prizegiving awards and debating competitions' funds put aside by Council for the Southland District residents and ratepayers. A Scholarship and Bursaries Subcommittee is established to conduct interviews and make the final decisions.

Southland District Council will maintain a fund for one-off grants as decided in the 10 Year Plan/Annual Plan process. These grants will be consulted on in the 10 Year Plan/Annual Plan process.

Southland District Council will provide ongoing funding to organisations it has decided meet certain needs of the community and these organisations are Citizens' Advice Bureau, Gore Counselling Service, Life Education Trust, St John Ambulance, Southland Indoor Leisure Centre Trust, Toimata Foundation, Cycling Southland - Tour of Southland and SPCA.

4. TYPES OF GRANTS

4.1 Community Initiatives Fund

4.1.1 Purpose

The Southland District Council Community Initiatives Fund is available to support the development of:

- Community facilities or amenities including:
 - Community Centres/Halls/War Memorials
 - Local reserves and picnic areas
 - Playgrounds
 - Walkways and tracks
 - Sports fields
 - Swimming pools
 - Changing room facilities associated with the above.
- Sport and recreational opportunities.
- Community programmes, activities or events.

The aim of the fund is to support community facilities, amenities programmes, activities and events at a local level.

4.1.2 Eligibility

The fund is available to Community Boards, Community Development Area Subcommittees, non-profit community organisations and local committees to apply. Assistance for other initiatives outside the above broad categories may be provided at the discretion of the Allocations Committee.

4.1.3 Allocation Conditions and Criteria

Funding is not provided retrospectively and this is a subsidy-based funding scheme. This means the applicant group must contribute towards the cost of the project.

Applications must include the completed application form and any other supporting information. All applications will to be administered through the Allocations Committee distribution process - with applications closing 31 March and 30 September each year.

Level of assistance is based on the merit of the project and potential benefits to the community as determined by the Committee.

In the case where the applicant is based outside of the Southland District - the allocation is assessed on the proportion of members and/or beneficiaries from the District.

4.2 Creative Communities

4.2.1 Allocation Conditions and Criteria

The proposed project must meet one or more of these three funding criteria:

- Broad community involvement - the project will create opportunities for local communities to engage with and participate in arts activities.
- Diversity - the project will support the diverse arts and cultural traditions of local communities, enriching and promoting their uniqueness and cultural diversity
- Young people - the project will enable and encourage young people (under 18 years) to engage with and actively participate in the arts.

4.3 Sport NZ Rural Travel Fund

4.3.1 Purpose

The Rural Travel Fund is designed to assist with transport expenses associated with participating in regular local competitions.

4.3.2 Eligibility

Sports clubs and school based clubs with young people aged between 5-19 years are eligible to apply. Individuals are not eligible to apply.

Applications for assistance to attend regional or national events are not eligible.

4.3.3 Allocation Conditions and Criteria

Funding is not provided retrospectively and this is a subsidy-based funding scheme. This means that groups must contribute towards the costs of their project.

4.4 Northern Southland Development Fund

4.4.1 Purpose

The purpose of the fund is to reflect the substantial community support Meridian Energy received for Project White Hill and to offset any perceived loss of amenity values resulting from the development of the White Hill Wind Farm and to provide for the creation, maintenance and enhancement of facilities, amenities and programmes for the long term betterment and advantage of the people of the Northern Southland community to enable them to provide for their social, economic, environmental and cultural well-being.

The funds are to be applied towards charitable or community purposes that:

- Relate to creation, maintenance and enhancement of community facilities, amenities and programmes within the designated geographic area
- Develop facilities, amenities and programmes to provide for the social, economic, environmental and cultural well-being of residents within the Northern Southland Development Fund Area
- Relate to the refurbishment and operational requirements of facilities and amenities within the Northern Southland Development Fund Area.

Up to \$10,000 is available for distribution each funding round.

4.4.2 Eligibility

Those eligible to apply need to be recognised community groups and organisations within the designated geographic area or for projects for the benefit of residents within the designated geographic area represented by the Northern Southland Development Fund Area.

4.4.3 Allocation Conditions and Criteria

Funding is not provided retrospectively and this is a subsidy-based funding scheme - organisations must contribute a reasonable amount towards the costs of their project.

Applications close 31 March and 30 September each year and will be considered by a local representative working group, which will then submit recommendations based on the applications to the Southland District Council Allocations Committee.

Priority will be given to assisting new ventures and developments, particularly those which provide ongoing benefit. Where projects are of equal merit, levels of previous assistance may be considered when establishing priority.

4.5 District Heritage Fund

4.5.1 Purpose

The Southland District Heritage Fund is to support the conservation of heritage collections and encourage the development and application of professional museum standards to heritage collections held within the Southland District Council boundaries.

4.5.2 Eligibility

The fund is available to public benefit entities based within the boundaries of the Southland District Council which hold heritage collections or items.

The fund is available to assist with the day-to-day running of the local museum, heritage centre or similar type organisation including:

Operational activities:

- Routine building maintenance
- The attainment of professional museum standard
- Staff training.

4.5.3 Allocation Conditions and Criteria

Funding is not provided retrospectively and funding is not provided for the operational costs associated with the provision of i-SITE services.

The total fund available for distribution each year is \$60,000.

Priority will be given to applications that demonstrate the following:

- The collection or items are of significance to the Southland District
- The collection provides significant benefit to the public as opposed to private benefit
- The applicant is following good sector practice around collection management and is aiming to improve its standards. One example of this would be the adoption of a Collections Management Policy
- The relevant financials and budgets show sound planning practices are in place
- The applicant is working with other organisations, which may include museums or heritage centres, to share resources where possible
- There is an urgent need for financial support to prevent damage or deterioration to the collection.

Ohai Railway Fund

See separate policy 10/7/5/1, 240/10/5/5. The fund is managed by the Ohai Railway Board.

Stewart Island Rakiura Visitor Levy

See separate policy 140/20/1/4. The fund is managed by the Stewart Island Visitor Levy Fund Committee.

Other Grants

Southland District Council provides grants to organisations which it has deemed provides important services for the whole of the Southland District on an ongoing basis. These organisations are St John Ambulance, Citizens' Advice Bureau, Gore Counselling Service, Life Education Trust, Southland Indoor Leisure Centre Trust, Toimata Foundation, Biodiversity Southland, Cycling Southland - Tour of Southland and SPCA. These grants remain within Council responsibilities and are administered by the Communications and Governance Manager and other staff.

One-off grants are decided on through the 10 Year Plan/Annual Plan process. Organisations which seek funding of this type have their request included in the 10 Year Plan/Annual Plan, which goes out to all Southland ratepayers and residents for consultation. Council then makes a decision on these grants based on the submissions made by the public.

Those receiving \$10,000 or more through this process must write an annual outcomes report to Council on the outputs and benefits of the programme/organisation to Southland residents.

Scholarships and Bursaries

Southland District Council elected Councillor family members are not eligible to apply for scholarships in any category (family members include children/grandchildren).

All applicants address details will be checked against the Southland District Council rates database to ensure residential criteria is satisfied.

The decisions of the Scholarship and Bursaries Subcommittee are final and no discussion will be entered into.

A quorum of three (3) Scholarship and Bursaries Subcommittee members must be present during all applicant interviews/discussions and final decision-making.

An additional Councillor be nominated to provide back-up attendance for the Committee should any member be unable to attend the scholarship interviews.

Schools will be asked to publish advertisements for all scholarships in school newsletters.

Valmai Robertson Arts Scholarship

This scholarship is to encourage and assist Southland District Council residents and ratepayers wishing to increase their skills through the attendance of development courses, workshops, projects or study in the Arts.

This scholarship acknowledges the substantial contribution and commitment over more than 50 years to the field of dance by Valmai Robertson of Blackmount.

The scholarship may be awarded for any of the following Arts, but not limited to:

Speech	Drama	Vocal	Writing
Dance	Music	Visual Arts	Craft Arts

Council has established a contestable fund of up to \$2,500 annually.

The actual amount granted to any individual and the number of grants awarded may be increased or decreased within the set limit, at the discretion of the Scholarship and Bursaries Subcommittee after considering the merits of the applications.

The Scholarship and Bursaries Subcommittee may, at its discretion, decline to allocate the full amount available in any one year if, in its opinion, the number or quality of the applications does not reach the required standard.

In awarding the scholarships the Scholarship and Bursaries Subcommittee will take into account the commitment of the individual, the potential benefits to the individual from participation and, if applicable, the potential benefits to the community.

The applicant, or if dependent, the applicant's parent/s or caregiver/s, must currently be residents or ratepayers in the area administered by the Southland District Council and have been so for a minimum period of two consecutive years.

All applicants will be interviewed and are required to provide examples of their work, where appropriate. Applicants are encouraged to ensure their availability to attend an interview on the date stated, as no alternative date will be available.

Centennial Bursary

Two bursaries will be awarded with successful applicants receiving \$2,000 each.

The conditions of the bursary are:

- (a) Applicants must be academically qualified for admission to a tertiary educational institution.
- (b) The bursaries are awarded annually and can be held for one year only.
- (c) Applicants are restricted to those about to commence the first year of tertiary education. This includes mature students.
- (d) The applicant, or in the case of dependent children, the applicant's parent/s or caregiver/s must currently reside in the area administered by the Southland District Council and must have been so for a minimum period of two consecutive years.
- (e) No restriction will be placed on the particular course of study followed.

Applicants will be judged on the following criteria:

- (a) Character and personal involvement in community activities.
- (b) An understanding of the functions and responsibilities of local government.
- (c) A paper expressing "Where I would like to be in five years' time".
- (d) In awarding the scholarships the Scholarship and Bursaries Subcommittee will take into account the commitment of the individual, the potential benefits to the individual from participation and the potential benefits to the community.

Applications must contain the following data:

- (a) Applicant's full name, age, address and telephone number.
- (b) If dependent - parent/s' or caregiver/s' full name/s.
- (c) Applicant's or if dependent parent/s' or caregiver/s' present address and any other address occupied by them during the last two years.
- (d) Particulars of applicant's educational qualifications.
- (e) Particulars including amounts, of all other bursaries and scholarships held, including any State bursaries and scholarships.
- (f) Full details of tertiary course proposed to be followed.
- (g) A paper of between 300 - 500 words indicating the applicant's understanding of the functions and responsibilities of Local Government. Must be typed.
- (h) A paper of between 300 - 500 words titled "Where I would like to be in five years' time". Must be typed.
- (i) Two written character references must be supplied.

Southland District Council Eric Hawkes Memorial Outward Bound Scholarship

The purpose of the scholarship is to encourage and increase self-responsibility, confidence and motivation and to help build positive relationships with colleagues and others.

The scholarship covers:

- Two Outward Bound courses per year - one standard course, for those aged 18 - 26 years, and one compact course for residents of the Southland District aged 27 years and over.

The Scholarship and Bursaries Subcommittee is given the discretion to vary the category of sponsorship if in its opinion this is warranted due to the relative merits of the candidates in the various categories.

In awarding the scholarships the Scholarship and Bursaries Subcommittee will take into account the commitment of the individual, the potential benefits to the individual from participation and the potential benefits to the community.

Southland District Council Eric Hawkes Memorial**Staff Outward Bound Scholarship**

The Scholarship's purpose is to sponsor one staff member to Outward Bound each year and to encourage and increase self-responsibility, confidence and motivation and to help build positive relationships with colleagues and others.

The Scholarship and Bursaries Subcommittee will award the scholarship to the applicant who would most benefit from the personal development opportunity within the Outward Bound framework. Also the Scholarship and Bursaries Subcommittee will recognise potential individual strengths, as well as the applicant's commitment to the Southland District Council.

Prizes for Senior School Prizegivings

Southland District Council gives \$75 per school for a senior school prize for the six schools in the Southland District.

Year 8 Debating Contest

Southland District Council pays \$50 to each school each time they are required to travel to participate in the debating contest.

Southland District Council pays the school hosting the Year 8 Debating Contest final \$200 to be directed towards supper costs.

Southland District Council sponsors a Year 8 Debating Contest annually by providing trophies and certificates for both the winner and runner-up teams.

5. ROLES AND RESPONSIBILITIES

The overall activity will be managed by the Communications and Governance Manager. Venture Southland will manage the process of the allocations grants.

Allocation decisions are made by the appropriately delegated committee or subcommittee in respect of each grant, scholarship or bursary.

6. ASSOCIATED DOCUMENTS

Council's policies on the Ohai Railway Fund (reference 10/7/5/1, 240/10/5/5) and the Stewart Island Rakiura Visitor Levy (140/20/1/4) should be read in conjunction with this policy.

7. REVISION RECORD

Date	Version	Revision Description
«Type Date»	«Version»	«Revision»
«Type Date»	«Version»	«Revision»
«Type Date»	«Version»	«Revision»

GRANTS AND DONATIONS SCHEDULE (funded from district rates)

	BU	ACCT	2018/2019	2019/2020
<u>GRANTS</u>				
Citizens Advice Bureau	10410	21816	2,200	2,200
Gore Counselling Service	10410	21828	1,000	1,000
IWI Funding	10410	21856	40,711	41,607
Life Education Trust	10410	21832	5,000	5,000
Southland Indoor Leisure Centre (Stadium maintenance)	10410	21836	75,000	75,000
St John Ambulance	10410	21850	1,400	1,400
Southland Regional Heritage Committee	10440	21837	556,603	568,831
Enviroschools Programmes (Toimata Foundation)	10410	21836	10,000	10,000
Loss and Grief Centre	10410	21836	15,000	15,000
Highvalues Area	10410	21836	15,000	15,000
Southern REAP	10410	21836	9,600	9,600
Swim Safe	10410	21836	23,000	23,000
Warm Home Trust	10410	21836	35,000	35,000
Southland Safer Communities	10410	21836	10,000	10,000
Waituna Partnership	10410	21836	25,000	25,000
Cycling Southland - Tour of Southland	10410	21836	3,000	3,000
Hollyford Conservation Trust	10410	21836	10,000	10,000
<u>SCHOLARSHIPS</u>				
Bursaries	10410	21814	7,000	7,000
Community Service Award	10410	21818	1,200	1,200
Debating Competition	10410	21824	800	800
Outward Bound	10410	21840	8,000	8,000
<u>FUNDING ASSISTANCE FOR COUNCIL ACTIVITIES</u>				
Santa Parade	10410	21847	5,000	5,000
Holiday Programmes	10410	21854	30,000	30,660
Destination Fiordland	10446	19116	12,863	12,863
Dog and Animal Control	10410	43115	37,859	38,692
Contribution - Parks & Reserves	10410	43115	14,745	15,069
Museum Services	10410	43115	30,572	39,116
<u>ALLOCATION GRANTS</u>				
Community Initiative	11240	21817	108,800	108,800
Creative Communities	11210	21822	21,030	21,030
Sport NZ	11220	21836	12,765	12,765
Ohai Railway Fund	11230	21836	55,000	55,000
Northern Southland Development Fund	11235	21836	9,825	9,825
District Heritage	11300	21836	62,604	63,981
John Beange	11301	21836	1,400	9,487
Stewart Island/Rakiura Visitor Levy	10176	21836	136,715	139,723
TOTAL			1,393,692	1,429,649
Miscellaneous Grant	10410	21836	9,400	9,400
<u>OTHER</u>				
Regional Development	10446	21853	1,800,000	1,200,000
Regional Development Co-ordinator	10446	11152	14,000	14,000
Emergency Management	10180	21836	295,843	317,715

Our Schooling Futures - Tomorrow Schools Review update

Record No: R/19/1/1206

Author: Kelly Tagg, Community Partnership Leader

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

Purpose

- 1 The purpose of this report is to inform the Community and Policy Committee of the current education review that is being undertaken by the Tomorrow Schools Review Independent Taskforce and the potential impacts the suggested changes may have on our communities.

Background

- 2 Tomorrow's Schools was the name given to the restructure of our schooling system in 1989. The Tomorrow Schools Review Independent Taskforce was charged with looking at the way our schooling system works, and whether it meets the needs and aspirations of all learners.
- 3 The taskforce was appointed by the Minister of Education, Hon Chris Hipkins in April 2018 to carry out a review of the compulsory schooling sector. The taskforce was asked to consider if the schooling system is fit for purpose, and to focus on developing a system that promotes equity and excellence and ensures that every learner achieves educational success.
- 4 The taskforce carried out a consultation period from May to September 2018 and identified eight key issues and recommendations for consideration by the minister.
- 5 The minister now wishes to hear feedback from the public and key stakeholders on the Taskforce's recommendations. The consultation period closes on 7 April 2019.
- 6 The eight key issues are attached to this report (appendix A) and can be summarised as follows;
 - a) Governance – the Board of Trustees self-governing model is not working consistently well across the country.
 - b) Schooling provision – the nature, type, provision, and accessibility of meaningful schooling for all New Zealanders is inadequate.
 - c) Competition and choice – unhealthy competition between schools has significantly increased as a result of the self-governing school model. It has also impacted on the ability of some students and whanau to exercise choice.
 - d) Disability and learning support – students with learning support requirements should have the same access to schooling as other students and it is clear that currently they do not.
 - e) Teaching – the quality of teaching is the major “in school” influence on student success but our teacher workforce strategies lack the necessary support, coherence and coordination.
 - f) School leadership – leadership is central to school improvement and yet we have few formal and planned structures to develop and sustain school leaders.

- g) School resourcing – the overall resourcing for the compulsory schooling sector is currently inadequate to meet the needs of many leaders/akonga and those who work in it.
- h) Central education agencies – a number of significant structural issues and policy settings make it difficult for the agencies to be as effective as they might be.

7 It is important to note that the eight key issues are currently out for consultation; a formal decision on the proposed changes to the current schooling system will take place at the end of the consultation period.

Key findings of the report

- 8 The Tomorrow Schools Review Independent Taskforce has published a series of resources outlining their findings. The full report can be found at <https://conversation.education.govt.nz/assets/TSR/Tomorrows-Schools-Review-Report-Dec2018.PDF>
- 9 The taskforce states that the “tomorrow’s schools reforms were a product of a time of widespread economic and social reforms. The world has changed significantly over three decades, as has Aotearoa New Zealand”.
- 10 Findings released in the report show that the current schooling system is not working well enough for the most disadvantaged children and young people and that there is no evidence to suggest the current self-governing schools model has not been successful in raising student achievement or improving equity as was intended by its originators in the late 1980s.
- 11 Furthermore, well-being data, such as the prevalence of bullying and self-harm among adolescents show there is an urgent need to collectively support schools to address complex community and societal challenges. The taskforce also notes there is a struggle to address these system-wide challenges because our current schooling system has been designed for autonomous self-governing schools, not for networked and connected schools and their communities. The current system does not, and cannot provide any assurance that we have the capability or capacity to collectively improve outcomes for all our children, particularly for those in disadvantaged communities.
- 12 The taskforce suggests that a cultural and structural transformation is required if we are to build a schooling system where all of the learners/akonga succeed. They go on to state that tinkering with the existing system simply will not work, especially if future generations are to be well prepared to cope with the large and complex economic, social, and environmental challenges we face. Further, New Zealand needs a different way of thinking about our schooling system while continuing to provide for genuine community engagement in local schools. This means cutting through the assumptions that underpin ‘self-governing schools’ and instead focusing on an explicit commitment to Te Tiriti o Waitangi and developing a coherent, connected and interdependent system based on collaboration, support and improvement.
- 13 Challenges that relate specifically to small, isolated and rural schools are referred to frequently in the full report. These challenges include the ability to attract and retain suitably qualified principals and teaching staff, access to ongoing training for boards of trustees and external support (e.g. Oranga Tamariki) can take a long time to arrive in rural and isolated areas.

What this may mean for communities and schools within the Southland District

- 14 The report recognises that small schools cannot always provide good quality programmes for their students and states that New Zealand has many schools that are small, either because of their remote location or because of demographic changes in their area. Small schools are overrepresented among the schools that are on a one to two year ERO review cycle. Many small secondary schools find it hard to provide comprehensive programmes for all their students. Sometimes these schools are the only available choice of school for parents and children so they need support to be able to provide good quality programmes to their students. However, sometimes there can be several small schools that are reasonably close to each other and in competition with each other. When this happens, decisions need to be made on what the most appropriate provision of schooling is in the area.
- 15 The Taskforce also suggests that intermediate schools be phased out in the long term (which has already happened in the Southland District) and be replaced with primary schools (year 1-6), middle schools (years 7-10) and senior college (years 11-13). The report recognises that the establishment of senior colleges may be difficult in rural areas and suggests full primary schools (years 1-8) and secondary schools (years 9-13) or composite (year 1-13) schools as an alternative.
- 16 As at July 2018 the Ministry of Education states there are 2,530 schools located throughout New Zealand. Of those, 698 or 27.5% have rolls below 100 students. In the Southland District, there are 42 schools and of those, 26 or 62% have rolls below 100 students. The taskforce recognises that small schools can be disadvantaged by the way that resourcing (funding) is allocated which has implications for the network management of small schools. This could mean closing or merging small schools where necessary and possible.
- 17 The taskforce also recommends the establishment of education hubs which would replace current Ministry of Education regional offices. Each hub would work with, on average, 125 schools each. These hubs would assume all legal responsibilities and liabilities currently held by school boards as it is recognised that many do not have the capacity and capabilities to do what is required of them.
- 18 The taskforce recognises that it is difficult for boards, as they currently stand, to represent their community and that the current focus of “one school, one board” instead of the collective interest of the network of schools in the wider community can cause unhealthy competition and often impacts on already disadvantaged children and families.
- 19 Education hubs will manage the schooling network by making decisions around the opening and closing of schools and reviewing of existing enrolment zones for fairness. The hub would also establish new zones if necessary and adjust as required in consultation with the schools and communities.
- 20 The report recognises that existing physical facilities in schools need to be used more in order to provide optimal value. This means it would be possible for schools to be open more at evenings and weekends whether to provide free additional formal and informal tutoring or for other community valued uses. The taskforce would like to see access to school sites substantially increased in the interest of the community.

- 21 The taskforce recommends that national guidelines are developed for schools to become full-service community sites that offer extensive wraparound services in socio-economically disadvantaged communities such as access to counselling, educational psychologists, nurses, social workers and other specialist support services.
- 22 It has been recognised that the current tomorrow schools governance model places significant burdens on trustees and that boards are not always as effective at representing or including their communities which is not unlike Council's current governance model. The taskforce recognises that changes in work, family makeup, and financial pressures mean that it can be increasingly difficult to find parents and others with the significant time to commit to the many responsibilities of board membership. Interestingly, as of 1 December 2017, there were 19,125 people serving on Boards of Trustees across 2,432 state and state-integrated schools.
- 23 Other issues around school governance have been identified and include the following;
- the roles and responsibilities of boards are too wide ranging and complex
 - fulfilling the wide ranging responsibilities of boards often falls on the principals/tumuaki
 - it is often difficult to get boards with the right expertise and capabilities
 - boards can make significant decisions with little oversight
 - board decisions can have significant financial, legal and educational implications
 - boards have extensive powers that can have a significant impact on the lives of children and young people and can lead to decisions being made that jeopardise the future of the school.
 - ministry support for boards is limited
 - there is limited engagement with schools
 - interventions are variable and come at a cost to schools
 - mechanisms to intervene in poorly performing schools are weak
 - inadequate monitoring of the support the schools need
 - the “one school one board” structure leads to unhealthy competition between schools
 - decisions are taken without consideration of the wider community
 - competition between boards impacts on the quality of some schools
- 24 The taskforce's recommendations around governance are designed to bring about significant changes to the culture of the education system; they focus on improvement rather than compliance; on interdependence rather than competition; and on collectively achieving equitable outcomes for all.
- 25 Further, they expect that full implementation will require significant resource and capacity building over a period of time and they also expect that the changes proposed will need to be managed carefully, and phased in gradually.
- 26 The governance recommendations aim to achieve four important things:

- to reorient the roles of boards and school principals/tumuaki so that they are able to focus on their core responsibilities.
- to ensure schools are supported by, and contribute to, their local network, through the formation of local education hubs that assume local governance responsibilities.
- to ensure that the education hubs supporting schools have the knowledge, flexibility and resources to be able to respond to the needs of individual schools.
- to ensure that the key decisions in the system are made at the appropriate level.

Recommendation

That the Community and Policy Committee:

- a) Receives the report titled “Our Schooling Futures - Tomorrow Schools Review update” dated 1 February 2019.**

Attachments

- A Tomorrows Schools Report Summary of 8 Key Issues [↓](#)

Our Schooling Futures: Stronger Together

Whiria Ngā Kura Tūātinini

Report by the Tomorrow's Schools Independent Taskforce

The 8 Key Issues:

1 Governance

The Board of Trustees self-governing model is not working consistently well across the country.

- » Too much time and effort is expended on matters which many boards are not well equipped to address, such as property and the appointment of the principal.
- » Many boards do not have the capacity and capabilities to do what is required of them.
- » It is very difficult for boards, as currently constituted, to represent their community.
- » Decisions which impact significantly on the lives of children can be made without due process or appropriate checks and balances.
- » A focus on 'one school, one board' rather than on the collective interest of the network of schools in the wider community causes unhealthy competition and often impacts on already disadvantaged children and their families.

Our recommendations in brief

- » The role of boards should be re-oriented so that their core responsibilities are the School Strategic and Annual Plan, student success and wellbeing, localised curriculum and assessment.
- » Education Hubs would assume all the legal responsibilities and liabilities currently held by school boards with automatic 'delegation back' to principals/tumuaki regarding control of operational grants and staffing entitlements and recruitment.
- » Further 'delegation back' opportunities would be provided regarding property development through 5YA (five yearly agreements).
- » Boards should be involved in principals/tumuaki' appointments and retain final right of veto on their appointment, but will not be the employer of the principal or teachers.
- » Boards will not be responsible for decisions on student suspensions, exclusions, and expulsions.
- » Mana whenua representation on boards will ensure strategic knowledge for schooling and localised curricula.

The 8 Key Issues:



Education Hubs should be Crown entities. Education Hubs would replace current Ministry of Education regional offices. They would assume many of the 'business' governance responsibilities currently held by school boards, while also providing specialist educational support to build good teaching and learning for all their students.

Education Hubs should have a Ministerial appointed governance board with at least half of the positions filled by practising educators, and other positions from local iwi and community stakeholders.

Education Hubs will support schools individually, as well as collectively.

As part of the Crown's obligations to Te Tiriti o Waitangi, active consideration should be given to the establishment of a national Education Hub for Kaupapa Māori settings.

Education Hubs should:

- » Partner with and monitor schools on a regular and collaborative basis to ensure they are supported, and any problems are identified and responded to early.
- » Provide and/or broker local curriculum, learning, assessment and pedagogy advisory and development services to teachers; and provide leadership advisers to support principals/tumuaki.
- » Support teachers/kaiako and principals/tumuaki to share their effective practices for the benefit of all the schools in the network.
- » Assume all the legal responsibilities and liabilities currently held by school boards with automatic 'delegation back' to principals/tumuaki regarding control of operational grants and staffing entitlements/recruitment.
- » Provide further 'delegation back' opportunities regarding property development through SYA.
- » Support Boards of Trustees.
- » Provide principals/tumuaki with ongoing employment, appoint them to schools on five year contracts, and ensure their performance management.
- » Take responsibility for learner support provision.
- » Ensure the network of schools in the area is properly managed and utilised, that enrolment schemes are fair, and that unhealthy school competition is mediated and reduced.
- » Provide parent and student advocacy and complaints services, and take responsibility for processes when students are suspended.
- » Systematically review progress and decide goals for the Education Hub network in ways that involve school leaders, teachers, Boards of Trustees, and community stakeholders.

2

Schooling Provision

The nature, type, provision, and accessibility of meaningful schooling for all New Zealanders is inadequate, and characterised by:

- » Poor provision for Kaupapa Māori schooling
- » Inefficient management of the network of schooling in an area
- » Inconsistent transitions between schools
- » Underutilisation of The Correspondence School - Te Aho o Te Kura Pounamu (Te Kura), including its digital resources, flexible learning infrastructure, and expertise with disengaged students.

Our recommendations in brief

There is a need for a national school network strategy that prioritises:

- » The investigation of a dedicated pathway for Kaupapa Māori settings that would include planned capacity building to support the most proficient Māori language provision for teaching and learning.
- » Seamless student transitions between schools as they progress through the education system.
- » The phasing in of schooling provision that provides more stability and better transitions for students - for example, primary, middle school, senior college, or full primary, secondary school, or composite school.
- » The further development of full service schools and the more intensive use of school buildings and facilities both during and out of school hours.
- » Community-wide flexible curriculum assessment and timetabling offerings in schools, including enhanced digital infrastructure and provision.
- » An investigation and possible change in the role of Te Kura to more closely incorporate its learning expertise across the education system as a whole.

The 8 Key Issues:

3 Competition and Choice

Unhealthy competition between schools has significantly increased as a result of the self-governing school model. It has also impacted on the ability of some students and whānau to exercise choice.

- » Schools have been encouraged to compete for students rather than collaborate.
- » This has impacted particularly on many Māori, Pacific, and other disadvantaged students' communities, and increased ethnic and socio economic segregation.
- » Decile ratings have been misused as a proxy for school quality.
- » Some schools have unfairly and sometimes illegally prevented local students enrolling.
- » Current school funding and staffing formulae and principal remuneration incentivise competition for students.

Our recommendations in brief

We need to ensure that:

- » All enrolment schemes are fair and equitable with the Education Hub having final decision making rights.
- » Limits are placed on schools recruiting out of zone students.
- » Limits are placed on the donations schools may request.
- » Schools which enrol international fee-paying students provide for them independently of government funding.
- » Students with learning support needs have the same access to schools as other students.
- » School provision, including opening and closure decisions are made based on community needs and equity considerations.
- » State-integrated schools are treated in the same way as state schools with regard to the operation of transport subsidies and enrolment schemes.

4

Disability and Learning Support

Students with learning support requirements should have the same access to schooling as other students and it is clear that currently they do not.

- » There are problems with students and parents being made to feel unwelcome when seeking enrolment in some schools, and once enrolled.
- » Support available for some of these students is highly fragmented or almost non-existent.
- » Support takes a long time to arrive.

Our recommendations in brief

The Ministry of Education's new Learning Support delivery model and the draft Disability and Learning Support Action Plan will hopefully provide much needed coherence and increased funding and accessibility for these students and their parents. In addition, we need to ensure that:

- » The Ministry of Education continues to lead national strategy and policy work as well as ensuring that national priorities are regularly reviewed.
- » The Teaching Council works with Initial Teacher Education (ITE) providers to ensure better preparation of teachers/kaiako regarding learning needs and inclusion.
- » Every school has a learning support coordinator.
- » The Education Hubs employ specialist staff, Resource Teachers of Learning and Behaviour (RTLBs) and some teacher aides and coordinate work with local health and other agencies.
- » The Education Hubs would apply to national funding pools to reduce the burden on parents and schools.
- » Effective practices, innovations and localised responses are shared across Education Hubs and the Ministry of Education.

The 8 Key Issues:

5 Teaching

The quality of teaching is the major 'in school' influence on student success but our teacher workforce strategies lack the necessary support, coherence and coordination.

- » The process of recruiting, preparing, and supporting new teachers/kaiako as they begin their careers lacks any obvious national strategy.
- » Mechanisms to provide professional support to teachers/kaiako through their careers including advice and PLD are fragmented and limited.
- » The Teaching Council mandated model of teacher appraisal as professional development, while working well in some schools, has created a compliance 'tick the box' culture in others.
- » While the current Kāhui Ako model of school collaboration is beginning to show evidence of success in some places, it is too inflexible and can restrict local innovation.
- » There are not enough incentives and mechanisms through which teachers/kaiako can collaborate or develop meaningful career pathways.
- » The status and the roles of paraprofessionals in schools are limited and represent a significant lost opportunity for national schooling workforce development.

Our recommendations in brief

It is important to ensure:

- » We recruit a diversity of teachers/kaiako which matches the diversity of students as closely as possible.
- » Development of more flexible initial teacher education pathways to registered teacher status.
- » Guaranteed employment for newly trained teachers.
- » Viable pathways for the development and enhanced status of paraprofessionals.
- » Provision of proven national professional learning and development (PLD) programmes and local advisory services working with the Ministry of Education Curriculum, Learning, Assessment and Pedagogy Unit to support the work of teachers/kaiako.
- » Options for secondment between schools and Education Hubs and the Ministry of Education and Teaching Council.
- » More flexible guidelines for the Kāhui Ako approach.
- » More flexible guidelines for teacher appraisal.

6

School Leadership

Leadership is central to school improvement and yet we have few formal and planned structures to develop and sustain school leaders. In this section we concentrate on the role of the principal/tumuaki because of its vital importance in schooling success.

- » The role of principals/tumuaki is extremely demanding, and principals/tumuaki can find themselves spending too much time and energy on matters not directly related to the core business of teaching and learning.
- » There are no established mechanisms to identify leaders early and encourage/support them into leadership roles.
- » Principal appointment and performance management processes are not always robust, or even credible, because boards do not always have the capability or capacity to carry out such a task.
- » Ensuring good quality people apply for principal positions remains a key issue, particularly in rural areas and lower decile schools.
- » There are few established mechanisms for principals/tumuaki to access leadership related PLD.
- » There are few opportunities for principals/tumuaki to move into leadership positions outside and across schools and for them to see this as a next professional step in their career.

Our recommendations in brief

The Teaching Council's Leadership Strategy and Leadership Capabilities Framework provide a sound basis for developing and improving effective leadership. In addition, we need to ensure:

- » Establishment of a dedicated Leadership Centre within the Teaching Council that will champion a coherent, research based approach to developing leadership capabilities at all levels of the system and establish guidelines for eligibility to apply for principal/tumuaki positions
- » Appointment of leadership advisers in Education Hubs to work closely with principals/tumuaki. They will also:
 - › Identify leadership potential and create diverse talent pools.
 - › Work with Boards to appoint principals/tumuaki.
 - › Ensure that schools in challenging circumstances get leaders with recent proven leadership experience.
 - › Provide connected processes for the induction and ongoing mentoring of newly appointed principals/tumuaki.
 - › Provide ongoing regular support and professional learning and development for all principals/tumuaki.
 - › Ensure that effective principals/tumuaki contribute to leadership support and growth across the Education Hub.

The 8 Key Issues:

7

School Resourcing

The overall resourcing for the compulsory schooling sector is currently inadequate to meet the needs of many learners/ākonga and those who work in it.

- » Our current decile-based equity funding to schools is too imprecise and not fit for purpose.
- » The amount of equity funding that is delivered to New Zealand schools is approximately half that of comparable OECD countries.
- » Primary schools receive about half the management staffing that secondary schools receive.
- » The current funding formula disadvantages small schools.

Our recommendations in brief

We need to ensure that:

- » The proposed equity index is implemented as soon as possible and prioritised for the most disadvantaged schools.
- » Equity resourcing is increased to a minimum of 6% of total resourcing and applied across operational, staffing and property formulas.
- » Management and staffing entitlements are reviewed to ensure they are fit for purpose.
- » Best practice in the use of equity funding by schools is shared across Education Hubs.

8

Central Education Agencies

A number of significant structural issues and policy settings make it difficult for the agencies to be as effective as they might be.

- » Political imperatives too often take short term priority over the long term best interests of children.
- » Because schools are self-governing, agencies have lost the capacity and capability to deeply influence schools in their core business of teaching and learning.
- » The agencies have not been adequately funded for what they have been asked to do.
- » The agencies are not able to be sufficiently responsive to the overall potential and/or needs of schools.
- » Current methods of evaluating schools and the schooling system are inadequate and may lead to negative unintended consequences.
- » There are overlaps in function across different agencies.

Our recommendations in brief

In order to achieve both the cultural and the structural transformation we are seeking, it is vital to ensure:

- » Significant reconceptualisation and reconfiguration of the system stewardship function of the Ministry of Education. The reconfigured Ministry would monitor and work closely with Education Hubs and have a strong national leadership role in curriculum, learning, assessment (including NCEA assessment) and pedagogy, as well as advisory services for teachers, educational research, policy development, and data analysis for system improvement.
- » The creation of a new independent Education Evaluation Office reporting directly to Parliament which:
 - › Reports regularly on the performance of the education system.
 - › Evaluates the performance of the Ministry of Education and Education Hubs.
 - › Is responsible for all quality assurance functions currently carried out by NZQA.
- » The Teaching Council should include a new Leadership Centre to operationalise the Leadership Strategy and Capabilities Framework.
- » The disestablishment of the Education Review Office (ERO) and New Zealand Qualifications Authority (NZQA).



Kōrero Mātauranga
Me kōrero tātou

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Youth engagement plan

Record No: R/19/1/1305

Author: Louise Pagan, Communications Manager

Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision

☐ Recommendation

☐ Information

Purpose

- 1 This report is to introduce the draft Youth Engagement Plan developed by Southland District Council's Youth Council in 2018. This plan identifies the issues surrounding youth engagement in the Southland District and creates a way forward to improve Council's links with youth.

Executive Summary

- 2 Council has a Youth Council made up of representatives from the majority of Southland District high schools. The Youth Council has made submissions to Council and run several projects in the community in the past few years, but decided in 2018 that its focus was on youth engagement and the development of a Youth Engagement Plan. The broad aim of the plan is to identify opportunities to increase awareness and engagement among young Southlanders, enabling them to make their opinions heard when it comes to shaping the future of our communities.
- 3 The Youth Council ran workshops and online surveys to not only reach young people at school, but also those in the community who have left school. The findings are listed in the attached plan, but key findings include little understanding and interaction with Southland District Council and local government among youth, a belief that Council needs to do more to connect with youth, youth councillors should be more visible within their schools, youth have minimal involvement in decision-making, and a lack of knowledge about the services and facilities Council provides, and young people do not feel they would be taken seriously if they did try to engage with Council on issues they felt were important.
- 4 Community issues that matter to young Southlanders include jobs, employment and diversification of the economic market, the environment and natural resources, recreation opportunities, mental health, inequality and drunk driving rates.
- 5 The barriers to youth engagement are trust, transparency, representation, communication, relevance, how to engage and access.
- 6 It is suggested that Council looks at an ongoing public promotion and awareness campaign to youth, holds peer workshops at each school, has regular round table discussions with youth, facilitates presentations and round table presentations between young Southlanders and partner organisations and creates a roving youth space.

Recommendation

That the Community and Policy Committee:

- a) Receives the report titled “Youth engagement plan” dated 4 February 2019.**
- b) Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) Endorses the Youth Council youth engagement plan and supports the plan’s tactics to engage with young people in Southland District.**
- e) Agrees to set up round table discussions with young people and work with them to create a roving youth space in Southland District.**
- f) Acknowledges the work of the 2018 Youth Council in developing this plan.**

Background

- 7 Council has a Southland District Youth Council which in the past few years has made submissions on various topics to Council, and has run several events in the community. Each year the Youth Council decides on a focus for the year and in 2018 it decided developing a Youth Engagement Plan for the Southland District was important.
- 8 The Youth Council wants to lead the way in encouraging young Southlanders of any age to make their opinions heard when it comes to shaping the future of Southland communities. This means Council needs to increase awareness of local government's role in communities and how young people can participate in these conversations.
- 9 So the Youth Council decided to first get an understanding of young people's knowledge of local government and their ability to play a part in the decision making process, the barriers preventing them from taking part, and their ideas on how to make local government more appealing to them. It also wanted to understand the issues of importance to young Southlanders.
- 10 Clear messages emerged from the peer workshops and surveys that were held by the Youth Council, even though response numbers were not large from the survey itself. Key findings include:
 - a low level of knowledge about local government and what it does
 - a low level of engagement with local government
 - minimal involvement by youth in decision making on their communities
 - a belief among youth that they would not be taken seriously if they did attempt to engage with Council

Issues

- 11 The community issues that matter to young Southlander's include jobs, employment and diversification of the economic market, the environment and natural resources, recreation opportunities (sport and volunteering), mental health, drink driving, outside factors, inequality, ethical and sustainable lifestyle and business, internet speed parity, housing, heritage and preparing for Southland's future and ensuring commitments around Te Tiriti O Waitangi are respected, observed and integrated into the community.
- 12 The next steps in bringing about better youth engagement are phased, starting with ongoing public promotion and awareness, in particular at schools but also to youth in the communities. Phase two is to hold peer workshops at each participating school at times when Council is consulting on particular issues or on any issues the students want to raise. Phase three – We are Southland District Council – sees regular round table discussions with the Mayor, councillors and local elected representatives, along with staff. Phase four – korero – is about facilitating presentations and discussions between young Southlanders and other organisations, such as Te Ao Marama, Venture Southland and others. Phase five is a Southland District Council Tiki Tour – the creation of a roving youth space – a concept that needs to be expanded and is likely to need further funding.

Factors to Consider

Legal and Statutory Requirements

- 13 Council is bound by the Local Government Act to engage with all its stakeholders, and young people are a key stakeholder. This plan sets out a path to go forward and engage better with young people in ways that work for them.

Community Views

- 14 The plan includes young people's views from around the Southland District and is about increasing that engagement.

Costs and Funding

- 15 The plan has been created and written by the Youth Council and by Council staff. Going forward, there will be costs associated with some of the phases of the plan and this will be covered by the youth council budget and communications and engagement budget.

Policy Implications

- 16 The plan sets out a phased approach which could feed into Council policies and strategies in the future.

Analysis

Options Considered

- 17 There are two options. Either to accept and endorse the Youth Engagement Plan and agree to carry out the tactics included in the plan, or to not endorse the plan.

Analysis of Options

Option 1 – Accept the youth engagement plan

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Council is listening to its young people and wants to engage further• it shows support to the Youth Council and acknowledges its work• it creates a plan to improve youth engagement in conjunction with youth• it gives Council a starting point to move forward and measure youth engagement from	<ul style="list-style-type: none">• none

Option 2 – Not accept the Youth Engagement Plan

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• none	<ul style="list-style-type: none">• Council will not be listening to its young people and will lose an opportunity to work in partnership with them• Council will not hear the opinions or gain feedback from young people• Council will send a clear message of disinterest to at least the Youth Council but probably young people in general

Assessment of Significance

- 18 In terms of Council's Significance and Engagement Policy, this would be considered as not reaching the policy's significance levels. However, in terms of its importance to Council in enabling youth engagement, it is a central document for engagement going forward.

Recommended Option

- 19 It is recommended the Community and Policy Committee accepts and endorses the draft Youth Engagement Plan and agrees to the tactics laid out in the plan.

Next Steps

- 20 After the plan is endorsed the Youth Council will start phase one and two in the first few months of the school year. Council staff will assist with that and will monitor progress. Part of phase two will see councillors being invited to the district school's to participate in the workshops.

Attachments

- A Youth Council Youth Engagement Plan [↓](#)



Youth Engagement Plan

Meet the Southland District Youth Council

Southland District Youth Council is made up of representatives from secondary schools in our district. The schools participating are Fiordland College (Te Anau), Northern Southland College (Lumsden), Aparima College (Riverton) and Central Southland College (Winton).

All secondary schools in the district are invited to participate. Typically interest at a school level can change, depending on the teacher assigned by the school to coordinate representatives and/or the interest of students themselves.

Students are either Year 12 or Year 13: a mixture of senior students means youth Council can retain continuity year-to-year. In the past Year 11 students have taken part too.

Which students represent each school, and how many students are selected to represent each school, is determined on a case-by-case basis by the schools themselves. The 2018 Southland District Youth Council was made up of 10 students. Several of these students will return to Council in 2019.

Aparima College Joel Seager Alexis Halder Ben Cleaver Teagan Ashley	Central Southland College Annalisa McConachie Dene Gwynn Gemma Marnane Lachlan Thomson
Fiordland College Rileigh Lundman	Northern Southland College Kate McIntosh

The Youth Council is made up of high-achieving, intelligent and talented young Southlanders. It aims to help develop leadership skills among our young people, empowering them to feel confident to stand as leaders in their communities, while at the same time giving them a better insight into how Council and local government works as a whole.

The Youth Council is facilitated by Council's communications officer and over the years, staff from other departments have also been involved in its projects as required.

A key focus of the Southland District Youth Council is chosen and discussed at the start of each year, with the responsibility for driving this throughout the ensuing months falling on the youth councillors themselves. The communications officer is able to deliver support to achieve this; however, the success of the work programme is dependent on the commitment demonstrated by the youth councillors themselves, as well as the support and value their respective schools place on their engagement with the youth council as part of the wider community. This means that the year-to-year success of the youth council can be quite variable.

The Southland District Youth Council also aims to participate in engagement and consultation undertaken at local and central government levels each year.

In 2018, the Southland District Youth Council presented a written and oral submission to Southland District Council's representation review initial proposal, the government inquiry into mental health and addiction, and took part in the 'Our Tale Southland' consultation process regarding the closure and redevelopment of the Southland Museum and Art Gallery.

In 2018, the Youth Council's major focus was on the development of a youth engagement plan. The broad aim of this plan was to identify opportunities to increase awareness and engagement among young



Southlanders. This required our youth councillors to engage with their peers (young Southlanders), to mine for ideas, feedback, barriers, and solutions for the future.

What we hope to achieve

,

Youth engagement in the Southland District in 2018: where things are now

It is hard to get anybody engaged with local government, let alone teenagers or younger children.

At our first meeting for 2018 some of the youth councillors weren't sure who the Southland District Mayor was. Most could not identify an issue they had interacted with Council on. This is typical of the majority of young people in our District. They are largely unaware of what Council actually does, how the Southland region is divided in terms of local authorities, who their local representatives are, and how they can engage with Council as a whole on the things that matter to them.

We talked about their own experiences as a starting point and an introduction to this work, and the youth councillors strongly expressed their belief that their views and knowledge were representative of their peers as a whole.

From the outset it was clear there is a lot of work to be done to increase youth engagement in our District.

Our youth Council is up for the challenge.

Development of a Youth Engagement Plan

Youth Council conversations and ideas generation sessions:

We started talking about youth engagement at our second meeting. Our initial conversations to draw out ideas from our youth councillors, and the observations made formed a solid platform for the future direction of our project.

Our conversation included discussing how we could measure responses from other young people when we carried out our research into this, so that we could get a good understanding from a wide range of young Southlanders.

These conversations and ideas generation sessions continued throughout our meetings in 2018.

Peer workshops:

These were held at participating District schools (Aparima, Central Southland, and Fiordland colleges) throughout the school year. The audience for each of the workshops was a group of students selected by the school's teacher contact. They ranged from school Council members to an open invitation extended to senior students.

The students we met with were asked to fill in a survey (divided into three sections – Your Southland, Your Community, and Your Council) designed to give youth Council the chance to gauge their peers' previous engagement with community issues, Council and local government as a whole, and their thoughts/ideas on what could be done to appeal more broadly to young people when engaging in community consultation [Appendix A].

The workshop began with a short introduction from the Communications Officer. Youth councillors were then allocated a group of peers to discuss the findings of the survey with. Youth councillors probed their peers regarding their answers and took down notes based on their responses, which were discussed by the whole youth Council following each peer workshop. The responses were later collated by the communications officer.



Approximately 30 students were present at the peer workshops held at each school.

Unfortunately a peer workshop was not held at Northern Southland College in Lumsden, as that school's representative joined the youth Council later on in the year. It would be desirable to hold a similar conversation with students at Northern Southland College in the future, perhaps as youth engagement work in the Southland District is reviewed and improved upon in the coming years.

Public consultation:

The same survey questions were put out into the public arena, to give young Southlanders in general an opportunity to respond. The survey, distributed via SurveyMonkey, was promoted on Facebook (both the youth Council's own page, as well as that of Southland District Council) to encourage people to take part. In addition the survey was advertised via Council's weekly "Leading the Way" public notice bulletin in the Fiordland Advocate.

A link to the survey was also sent directly to a number of primary and secondary schools in the District to obtain responses from Southland's children. A link to the online survey was also sent to all staff and elected members in a bid to cast the net as far as possible.

The online survey was available between August and September and were promoted frequently using a variety of channels including, but not limited to, Council's regular public notice advertising, Facebook (including local community group pages), First Word (radio), and newsletters (Staff Stuff and First Cut). Responses were collated and analysed by the Communications Officer [Appendix B].

Unfortunately, the small number of responses is a clear demonstration of the level of engagement Southland District Council currently has with young people within our district. During the course of the informal public consultation period, 30 responses were received. A small proportion of these came from respondents based out of the Southland District (i.e. Invercargill).

The majority of respondents were aged between 10 – 15 years old (14 responses), although there were some responses from people aged under 10 (two responses), and some from people aged 25 or older (three responses). Eight respondents were aged between 15 – 18 years old while two respondents were aged between 18 – 25 years old.

Key findings

Our survey was divided into three sections, which attempted to glean a broad range of information about how young Southlanders viewed their communities, what they wanted to see in their communities in the future, their current awareness of and level of interaction with community groups (particularly Southland District Council), and what would make engaging with local government more appealing and accessible to them.

Young Southlanders could participate online via SurveyMonkey, while other responses were also obtained at peer workshops held at Aparima College, Fiordland College and Central Southland College. A peer workshop was not scheduled for Northern Southland College as our representative from that school, Kate, joined the Youth Council relatively late in the year.

Responses can be found in Appendix B.

Below is a summary of the key findings collected during our survey of young Southlanders.

Base knowledge of, and previous interaction with, Southland District Council and local government amongst youth

- 1) Most young people did not have a particularly extensive base knowledge of local government in the wider Southland region, and a significant majority had never interacted with Southland District



Council and their local elected representatives, at least not knowingly, although they had used a number of services and facilities the organisation provided. A small number demonstrated a wider understanding of how local government broadly, and Southland District Council generally, worked in terms of the decision making process as well as what services/facilities it provided. Generally, this correlated with respondents who said they had previously engaged with their local representatives; while those who had not previously engaged with elected members demonstrated a much lower level of understanding and awareness of local government

- 2) The majority of respondents felt that Council as an organisation, and its elected representatives, needed to do more to connect with the youth of Southland. Most noted they had never come to their schools or specifically sought out their opinions
- 3) The majority of respondents thought it would be helpful to make their youth council representatives more visible within their school setting
- 4) Respondents felt young people have a poor or minimal involvement in the District's decision making, and they wanted to raise awareness about the channels available to engage with Council. They particularly wanted this information made available to them via their respective schools
- 5) Similarly, knowledge about the services and facilities Council provided in Southland's communities was not extensive and was often confused. A number of respondents thought that Council was responsible for providing services including electricity and schools. Most were aware that Council maintained facilities such as parks, public toilets, playgrounds and libraries, while others also identified that Council was responsible for things like rubbish collection and water supplies
- 6) A recurring theme raised in all of the peer workshops held at Southland District high schools, as well as in a number of online submissions, was that Southland's young people did not feel they would be taken seriously if they did attempt to engage with Council on issues they felt were important. Many stated that it can feel confronting or intimidating to talk to adults, particularly when they felt their viewpoints would be ignored or dismissed because they are 'just kids'. Youth feel like their voices will not be heard or respected, even if they do initiate contact with local government. Those who displayed a higher level of awareness of local government, its decision making, and its services/facilities said that they felt would be listened to, as representatives were elected to serve all members of the community, including young people, and thus elected members had a duty to listen to and consider their viewpoints.

The community issues that matter to young Southlanders

Southland's young people raised similar concerns when it came to the issues they cared about and the issues they felt would have a significant impact on the district in the future. The trend of shared concerns was interesting to note and could reasonably be construed as fairly reflective of the wider concerns shared by many young people within the Southland District.

Jobs, employment, and diversification of the economic market:

Many of Southland's young people indicated that they found it incredibly difficult to gain part-time work, let alone a 'meaningful' part-time job or employment opportunity (i.e. work experience in the field they were interested in pursuing as an adult). Many highlighted that even part-time job opportunities were advertised as wanting to hear from candidates with a prerequisite level of experience, but young people are often unable to even get a foot in the door to gain such experience. They felt this effectively ruled them out of the running.

A perceived lack of job opportunities, as well as the belief that Southland needed to be innovative and diversify its economy was highlighted several times. The perceived lack of job opportunities available 'in the future' (upon leaving either secondary or tertiary study, and entering adulthood) was also a major



factor in many young people feeling they would not, or would be unlikely to, return to make Southland their home in their later life.

The environment and natural resources:

Young Southlanders are concerned about what Southland's environment may look like in the future. Many pointed to concerns that the human impact on our natural environment would be detrimental, and that 'we' – collectively speaking, are not doing enough, and not doing enough fast enough to counter this.

Protecting New Zealand's clean, green image to continue to attract tourists was mentioned a number of times, with several respondents voicing concerns about pollution in our waterways as well as the debate around the use of 1080 in pest control. This was particularly topical at the time of our consultation, and may be indicative of an issue gaining lots of air-time on a national level becoming a much larger part of the consciousness of young people. The growing debate around the use of plastic in our communities and the impact it will have in the future was also highlighted, as was the need to protect native species, particularly our birdlife.

Recreation opportunities (sport and volunteering):

Lots of young people who engaged with us during the development of this plan were quick to mention that they do not think there is 'enough to do' in their communities. A number said that there were significant barriers to engaging in recreational opportunities like sport and community volunteering, for instance costs and travel barriers. A number also pointed out that there is not a safe space available for youth to hang out in their communities. Some linked this to poor decision making and a contributing factor in young people experimenting with drugs and alcohol etc. Some respondents noted that sport was often the only, or at least the dominant recreational opportunity available to young people. They highlighted the need for more options outside of sport to be available to young people within Southland. The issue of volunteering opportunities, and the lack of these available to, or taken up by, young Southlanders was also raised several times.

Mental health:

This was seen as an especially pressing issue of concern to our young people. New Zealand's alarming suicide rate was mentioned frequently, and respondents said that they did not feel adequate health services were available or known to them. The need for these support systems to be integrated into our education system was suggested a number of times.

Many felt that this topic was still not one that was discussed openly or widely enough, and there was still a lot of stigma attached to talking about this issue. Other comments that fall under this umbrella include the prevalence of social media (and its creation of unrealistic expectations and realities), sexual assault and harassment, domestic violence, and bullying. The phrase "the age of acceptance" came up.

Young people felt that there were elements of Southland culture that was "toxic" and traditionalist, which was reflected in a lack of acceptance of the LGBTQ+ community, that the community was xenophobic, that the community had an issue with "tall poppy syndrome", that Southland's 'staunch' culture was particularly detrimental to the male members of our community because they were not open about their struggles, etc.

Young people felt that mental health issues would benefit from greater awareness, less stigma, more educated staff in schools to help manage and address mental health, and an overall greater acceptance of our collective differences.



Other:

- drink-driving continued to be a cause for concern among Southland's young people. This was particularly evident in responses from students at Aparima College, which has a very strong SADD group
- outside factors, such as the outbreak of mycoplasma bovis, was also raised as a concern. Some respondents felt external factors like this could have a severe negative impact on Southland families and the wider community
- some mentioned larger-scale concerns like climate change, global warming, food poverty and the refugee crisis but the majority of responses focused on issues that would become apparent in the short to medium term
- inequality
- ethical and sustainable lifestyle and business practices
- internet speed parity
- availability, provision and affordability of housing
- preserving Southland's past and preparing for its future
- ensuring commitments and the Crown's obligations outlined in Te Tiriti O Waitangi are respected, observed and integrated into the community

How young Southlanders view their communities

When it came to their communities, many of Southland's young people pointed to our District's natural landscapes as its key selling point. Some respondents at the peer workshop at Fiordland College noted their community was one of the only places in the country that had 'a national park on our back door'. This was seen as of a huge benefit to Southland's communities and the opportunities to get out into the landscape through sporting and other recreational activities was pointed to as a major plus.

Southland District was also, largely, described as home to a number of tight-knit communities. While young people involved in our youth engagement planning process noted that this sometimes was a negative – with everybody knowing everybody else's business – it was mainly seen as an advantage. Respondents felt their communities were generous and supportive of those within them. A number mentioned that the wider community was particularly supportive of youth-focused fundraisers etc to allow its younger members opportunities to take part in things. The number of people willing to volunteer for various causes was cited by a number of respondents as an example of what made their community particularly special.

Most felt their schools were their main connector to their communities, and that their schools had excellent and strong relationships with the wider community in which they lived.

It was almost universal: most young people who took part in this process said they felt like their community did not provide enough youth focused services or facilities. Many lamented a lack of things to do, and safe spaces for young people to be in, with several pointing out this led to a path of boredom and a tendency to engage in risky behaviour such as drinking or doing drugs. A number of respondents said they hoped that Council would be the provider of such a service or area within their community.

How young people viewed their communities did differ significantly, depending on where they came from: Fiordland College respondents felt their community was a vibrant one, and several noted that because of tourism, there were many more job opportunities (both part and full-time) available to them, in comparison to young people in other parts of the Southland District. Young people from other parts of



the district actually noted significant barriers to finding part-time work while studying: a number noted that most job advertisements were seeking applications from people with experience; but there were very limited opportunities to gain experience in the first place, which often meant they were not considered when applying for work.

This difference was also evident when it came to discussions about diversity within Southland's population: Fiordland College students noted they were exposed to a wider variety of people than young people in Southland District's other communities, simply because people from all around the world came to the area to live, work, and visit.

Young Southlanders who responded to this survey gave mixed scoring when it came to how well Council was viewed within their communities, and how well it provided services and facilities as a whole: some responses were overwhelmingly negative (i.e. a score of 1 out of 10; the use of language such as 'useless', 'bureaucratic' 'irrelevant' to describe Southland District Council) while others were much more positive (i.e. scores of around 8 out of 10; the use of positive language – 'helpful' and demonstration of awareness of Council's branding – 'leading the way').

Barriers to youth engagement

Trust: youth need to feel like their participation in the planning process is meaningful and actually contributes to shaping outcomes. Many young people expressed the belief that their ideas would not be listened to or taken seriously because they are 'just' young people.

Transparency: young people want clarity when it comes to what happens to the feedback they do share.

Representation: Southland's young people need to see others like themselves seated at the table. This gives them confidence their concerns will be truly understood and will help overcome shyness, uncertainty and intimidation.

Communication: a lot of our young people indicated they had never even heard of opportunities to engage. Advertising, branding and marketing of public engagement needs to appeal to young people to be effective in capturing this audience. One size does not fit all. Increased promotion of youth Council and Southland District Council within school communities was suggested a number of times ("not just on social media").

Relevance: as a whole, youth don't know how local government impacts their lives, or why it should matter to them. Their attention is largely placed on other priorities including school, work, cultural and sporting interests, friends and family.

How to engage: youth want to see a clear explanation of the actions they can take to make a difference, what the best way to voice ideas or concerns might be, and how they can participate

Access: Southland's young people are at a unique disadvantage in this area, due to our district's large size. This makes being present in a specific place incredibly difficult. Timing is also difficult, often in-person engagement is held at times when young people are unable to attend (during school hours, during after-school work hours, or in the weekends). Opportunities to participate in dialogue without needing to be there in person are required.

Engaging with young Southlanders

A number of respondents mentioned they did not feel their community housed a 'safe space' targeted towards young people, where they could congregate and hang out. The lack of a community space available to them was highlighted by a number of young people as being a real downfall or negative when it came to their enjoyment of their communities. They asked that Council consider providing these types of facilities.



Several respondents commented on their wish to see a greater number of cultural events, activities and opportunities targeted towards young people taking place. They noted sport played a huge role in their lives but that there was very little focused on encouraging young people to give cultural enterprises such as music, art, drama and dance a go.

An overwhelming number of people who took part in the consultation phase of this process noted that their main link to the wider community was through their respective school. A large number said that they wanted more information about Council, including information on the channels to go through or opportunities available to 'talk to' Council, information on the services and facilities Council provides within Southland's communities, information on how local government works and is structured etc – within their school base. This could range from having printed materials available, through to connecting Council representatives (either elected members or staff from the organisation itself) with opportunities to speak with students. It was noted several times that 'if young people are made aware of opportunities, they may join in more'. A lack of awareness about Council's role in the Southland community, and the way youth can be part of that, is viewed as a key barrier.

A number of comments were received that peer workshops attended by high school students as part of the informal consultation around the development of this youth engagement plan, were a good way of connecting the youth Council with their peers as a first point of contact with Southland District Council. This means communication and engagement could be useful in obtaining ideas and feedback on a variety of issues relating to Council and its communities in the future. Others commented that this would raise awareness of Youth Council as a whole, and would in turn raise awareness of youth councillors being a 'link' to the wider Council organisation.

Overall and in general, young people raised ideas that, at their crux, would result in Council 'going to' them: i.e. at school assemblies, in meetings held at school, at specific meetings/workshops/events set up in their communities, rather than relying on young people to come to Council.

Some food for thought: our youth councillors are often criticised for not attending community board/community development area subcommittee and full Council meetings. The barriers listed above may go a long way towards explaining why this may be. The youth councillors themselves discussed whether any of them had ever met a local representative – be it a board or subcommittee member, a councillor, or the Mayor. With the exception of one of our first meetings of 2018, during which the youth council hosted Mayor Gary Tong for an informal meet-and-greet (youth councillors were given an opportunity to ask questions of the Mayor), not a single youth councillor had done so. All commented following this meeting that they had really appreciated the opportunity to meet and talk with the Mayor, and several commented that they felt Mayor Tong's assertion that he was very keen to hear the viewpoints and perspectives of Southland's young people was genuine.

In the same conversation amongst our youth councillors, they stated that none of them had ever been present during an elected representatives' visit to their school or to a community space frequented by young people.

While part of the responsibility to engage with local representatives falls onto the youth councillors (and young people in general), if young people as a whole are not well-aware of how local government works, how they can interact with representatives, and the opportunities and forums that exist to facilitate a dialogue with their elected representatives. How would young people even know how they can engage with their community's representatives?

When young people in general believe that, if they approached their local Council and its representatives with feedback or ideas, that they would be dismissed out-of-hand because they would not be taken seriously, the burden to ensure young people's voices are heard could be and should be picked up by local representatives. After all, they are elected to serve all members of their community – and young people have an important part to play in shaping the Southland of the future.



Opportunities: the next steps in bringing about change to youth engagement in the Southland District (phases and audiences)

This is a living document and as such will be updated as and when required, in response to ongoing opportunities or issues as they arise. The following section sets out the different phases of communications and engagement and the audiences for each phase.

PHASES	AUDIENCES
Phase 1: Ongoing public promotion and awareness campaign	<p>The development of resources to be made available within Southland District schools, raising awareness of the role Southland District Council plays in our communities and how young people can connect and engage with the local decision-making process.</p> <p>Youth councillor presentations to school assemblies.</p> <p>Building upon the use of social media channels to raise awareness of Southland District Youth Council.</p>
Phase 2: Hold peer workshops at each participating school	<p>Open to all students at individual participating schools, with a maximum audience of 30 students at any one time (an audience larger than this would feel unwieldy).</p> <p>To be run by youth councillors as and when required: for instance, when Council is consulting on an issue (an example of a past issue could have been the representation review undertaken at SDC recently).</p> <p>These could also be open forums where students with issues they want to raise with Council can come and voice these with their youth council representatives, who would then be tasked with taking that message back to Council as a whole and following the progress of the respective issue until it is resolved.</p> <p>This is in response to the feedback that making youth councillors more visible within the school setting would increase overall awareness of Southland District Council/local government, as well as provide opportunities for young people to discuss issues, concerns or ideas with youth councillors as a 'first point of contact' within the Council structure.</p> <p>Staff, elected representatives and other stakeholders could also be invited on a case-by-case basis to discuss particular topics of interest.</p>



PHASES	AUDIENCES
Phase 3: We are SDC Regular round-table discussions held in conjunction with the Mayor, councillors, local elected representatives, and Council staff members	Open to all students at individual participating schools, with a maximum audience of 15 students at any one time. Topics to be timely and selected by the Communications staff in conjunction with the appropriate staff members and/or elected representatives.
Phase 4: Kōrero Facilitate presentations/round-table discussions between young Southlanders and members of partner organisations, including but not limited to the Southland Chamber of Commerce, Venture Southland, Te Ao Marama, the Department of Conservation, as well as other speakers of interest from both the Southland community and the wider New Zealand landscape (Mike King regarding mental health, for instance)	Open to all students at individual participating schools, with a maximum of 30 students at any one time.
Phase 5: SDC Tiki Tour Creation of a roving youth space	The centrepiece of our youth engagement plan, this will likely require a concerted effort to plan and develop and in turn will also likely require funding. This could be obtained through Central Government channels such as the Ministry of Youth Development funding grants, or Council itself could consider a business case study put forward to provide some funding for this. The Youth Council should play a key role in determining how exactly a 'roving youth space' could work within our district, with appropriate staff support in place to help this happen.

Key Messages

Tactics

Phase 1: Ongoing public promotion

Communications staff to brainstorm, develop and create variety of resources to be made available within Southland high schools regarding Youth Council and Council in general. To be developed in collaboration with existing members of the Southland District Youth Council: what information/knowledge do they think they and their peers are lacking? What are they interested in finding out? Information to be made available digitally (www.southlanddc.govt.nz and on our social media channels) as well.

Communications staff to seek out new and innovative ways to capture the attention of young people: for instance, the use of Kahoots (a viral gaming trend in 2018), creation of parody videos featuring the youth councillors etc.



Youth councillors to become more active administrators of their social media platforms: currently this is limited to Facebook but youth councillors may wish to discuss whether the use of other platforms is required.

Youth Councillors should make a concerted effort to present at school assemblies. This could involve a bit of an update regarding what the Youth Council is up to, what issues Council is discussing at the moment, and the impact these will have on Southland in the future. This should include not just their own schools but other high schools in the district (i.e. Menzies College, which has opted not to participate in Southland District Youth Council in the past; Waiau Area School, whose participation has been intermittent) as well as primary schools throughout the district.

All means of continuing promotion of Youth Council and Southland District Youth Council should be ongoing.

Phase 2: Peer workshops

Following on from the success of the peer workshops held during the development of this Youth Engagement Plan, these will give young people an opportunity to connect with their Southland District Youth Council representatives (could also arrange to have other staff/elected members/stakeholders and partner agencies available at scheduled peer workshops as and when required) within their schools.

Essentially, these peer workshops will bring Council and local government as a whole to young people – which will make facilitating connections and engagement less burdensome for young people. These peer workshops can be scheduled throughout the year as and when required: i.e. during public consultation periods on certain issues.

Could incorporate Community Conversations, Steve and Gary's Excellent Adventures or similar initiatives. Dialogue at these workshops must be multi-directional: these need to be seen as conversations focused on certain topics, rather than 'us' talking at 'them'. The content of discussions raised at peer workshops should be noted upon by youth councillors and in turn collated by the Communications staff member overseeing the youth council. These should be made available within RM8 and should also be incorporated

Phase 3: We are SDC

Similar to the peer workshops, but with a narrower Southland District Council focus. These meetings would be an opportunity for young Southlanders to establish regular contact with key staff members and local elected representatives.

Phase 4: Kōrero

Some speaker suggestions could include:

- jobs, employment, economic market: Southland Chamber of Commerce, Southland Youth Futures, major employers in the region/captains of industry/innovators: HWR Richardson Group, Tiwai, Louise Evans from Lemon Creative, Fonterra, Real Journeys, Matura Valley Milk, Peter Beck (RocketLab)
- environment and natural resources: Dr Viv Shaw (various conservation groups; mainly Fiordland-based), Bridget Carter (Predator Free Rakiura), Caroline Orchiston (Project AF8), Environment Southland, Southland District Council resource management staff (i.e. to discuss regional-wide studies on natural landscapes, biodiversity, and climate change), South Catlins Charitable Trust,
- recreation, culture, volunteer and community opportunities, Cathy Jordan (Plunket Community Garden), Janice Lee (Koha Kai), Local reparatory groups, South Alive (regarding community



rejuvenation) Nathan Burdon (Sport Southland) Healthy Families, Rotary, KIND Women, Fire service, St John, Girlboss, Creative Communities Southland, Gabriel Lal, Ruth Crouchley

- mental health: Nga Kete Matauranga Pounamu Charitable Trust, Caroline Loo – Hope Resources Andrae Gold, Mike King, Southland's identity and culture
- Mayor Gary Tong
- Southland Multicultural Society
- Dean Whaanga (Te Ao Marama)
- Southland District Council policy team staff / community partnership leaders
- government (local and central)
- Henrietta McNeill, MBIE
- Chloe Swarbrick (Green MP)
- Hamish Walker (Clutha-Southland electorate MP)
- Ministry of Youth Development representatives
- selection of staff from Southland District Council: younger staff members, able to share their experiences regarding how they ended up in local government etc

Phase 5: SDC Tiki Tour

The centrepiece of our youth engagement plan, this will likely require a concerted effort to plan and develop and in turn will also likely require funding from either Council or further afield (i.e. the Ministry of Youth Development). Long-term young people would love to see these types of facilities created within their communities (whether that is facilitated by Council or via a private/public partnership etc is a decision for the powers-that-be to discuss) permanently. However, this is probably a long-shot.

Alternatively, it would be great to facilitate an opportunity to provide a roving youth space; one which travelled throughout Southland's communities (most likely its major centres of Te Anau, Lumsden, Winton, and Riverton). Young people frequently brought up the idea that their communities lacked a safe, social space that was youth-centric and offered recreational opportunities aside from the usual sporty Southland culture.

Ideas for what activities could take place within the roving youth space would be brainstormed and discussed by youth councillors. Suggestions could include a sing-a-long/costume musical movie night, a 'give it a go' activity (i.e. some kind of art form, pool or foosball round-robin tournament, casual guest speaker), bands, art exhibitions, opportunities to learn digital skills like computer programming etc.

Action Plan

***Note: Action Plan to be developed by Communications staff overseeing Southland District Youth Council, based on decisions made in 2019**

TACTIC	KEY TASKS	WHO	DEADLINE	BUDGET	COMPLETE – COMMENTS



TACTIC	KEY TASKS	WHO	DEADLINE	BUDGET	COMPLETE – COMMENTS

Evaluation

The way we engage with Southland's young people will continue to evolve, change and develop organically. However, we believe that if we continue to focus on driving forward a youth-led engagement plan, our youth council will be in the best position possible to maximise engagement and interaction with Southland youth on behalf of Southland District Council.

What next?

One issue that was touched upon, not infrequently, as a barrier to youth engagement in the Southland District was that if young people do not see their contribution to conversations – such as this one – 'go anywhere' then they become a bit dejected and disillusioned. That makes it particularly important that we continue having public conversations about our plans to engage young Southlanders, including the findings and suggestions outlined within this report.

It is proposed that this youth engagement plan is presented by the Southland District Youth Council to Council as an initial first step. It would be valuable to seek their feedback and input on this document.

It is also proposed that, following the presentation of this document to Council that our youth councillors seek to speak to the plan in front of their local community boards as well.

Once feedback from elected members has been incorporated into the final youth engagement plan, it would be ideal for the Council's Communications team to prepare a summary document, which would present the results of the consultation work and the subsequent ideas outlined within this document in a more succinct way. This could then be circulated throughout Southland's schools at the beginning of 2019, and would be an ideal platform for our youth councillors to initiate their increased visibility within their school communities (i.e. at an assembly).



Appendix A: Peer workshops – summary of responses collated via peer workshops (held at Southland District high schools)

Survey: Youth engagement in the Southland District

Engagement Plan 2018. The survey is divided into three sections. We want to find out how to help young people become more engaged with decision-making in their communities. Please fill in this survey to help the Southland District Youth Council develop its Youth

Your Southland

- 1) Can you name the four councils in Southland?
- 2) Have you ever met your local councillor or community board members? If so, why/where?
- 3) What issues are important to young Southlanders, now and in 10 years' time?
- 4) What would make it easier for young people to get involved in finding opportunities or solutions to these issues?
- 5) Do you think Council would listen if you tried to talk to them about these? Why or why not?

Your Community

- 1) What makes your community special?
- 2) On a scale of 1 to 10, with 1 being not at all and 10 being excellent, how well do you think your community provides services for young people?
- 3) What would make your community better for young people?
- 4) Do you plan to live in Southland in the future? Why or why not?
- 5) What would make Southland more attractive to young people?

Your Council

- 1) Have you ever interacted with Southland District Council in any way? If so, how (attended a meeting, made a submission etc)?
- 2) What services does Council provide in your community? Which ones do you use?
- 3) On a scale of 1 to 10, with 1 being not relevant and 10 being incredibly relevant, what impact does Council have on your day-to-day life?
- 4) What three words would you use to describe Council?
- 5) What would make you more interested in Council?



Aparima College – summary of responses

Your Southland

Awareness of Southland District Council / local government in the region / previous interaction with Council and local government:

- Gore, Invercargill, Southland
- general lack of awareness
- several respondents thought the mayor of Southland was Tim Shadbolt (Invercargill) but others knew of Gary Tong
- some have met councillors or elected representatives, through other community association
- several knew Blair Stewart (Riverton CB chair)

Issues young people care about / issues that will have an impact on Southland in the future:

- sport (pressure to get into it)
- mental health and wellbeing
- the state of the environment – use of 1080, impact of industry on the environment
- retention of identity/culture
- availability of jobs (of particular concern to young people is the availability of part time jobs – lots of jobs want experienced applicants, but how can Southland's young people get experience if they are not given a chance?)
- expense of housing in the future
- region's population – changes to this can be good or bad and impacts the whole of society
- drink-driving
- lack of community services available
- stability of economy
- reliance on farming
- culture
- natural resources
- mycoplasma bovis

Involvement with Council – barriers and solutions:

- not seen as forward thinking
- availability of information or link in schools: more awareness needed
- no knowledge of how to reach out to people involved in Council
- like talking to youth councillors / somebody their own age
- it can feel confronting or intimidating to talk to adults
- Council needs to be more visible in schools: take the time to come and promote it
- most viewed youth as having a poor or minimal involvement in decision-making in Southland
- difficult to travel to get to places
- adults help in "too much of a professional way"
- young people feel like their voices won't be heard even if they do try to initiate contact with local government



Your community

What makes your community special?

- forward moving, thriving, beautiful
- growing population / increase in diversity can shape a community's identity over time
- caring people
- tight-knit communities
- everybody knows everybody
- lots of support in the community from neighbours etc
- focus on involvement in sports: support of everybody including youth – fundraisers – support for youth to try new things
- friendly
- good schools and community relationships
- generosity of community

Rating of community – services available to young people now, and services you'd like to see

Responses ranged from 4 – 7.5

- not much to do
- have to make your own fun
- skate park, beach, not many other options
- not many services like nurses etc
- lack of professional services or facilities – facilities provided mainly by schools, rather than out in the community – “next to none” available for young people
- economy too small to support new businesses or ventures
- young people “too cool” to care much about community / things don't work because not enough people get involved or interested
- services – cost prohibitive – young people can't contribute much to this and finding ways to cover costs to keep things running is difficult
- young people already have full routines: school, work, social lives etc
- creation of youth hub or hang out spot for young people
- more after school or weekend activities needed, as well as a way to get kids into centres from rural locations to take part in these
- public transport needed to connect young people

Southland in the future

- some undecided around whether they would make their home in Southland in the future, others emphatically did not want to (“thinking bigger”)
- it would be a good place to raise a family. Some thought they would go away to study and gain experience (life and/or work experience) before coming back to “settle down”.
- attractive for the future (ie when older) but not for young people
- people from outside of Southland probably view it negatively or as unattractive, because they haven't been raised here/don't have existing connection to the community



- availability of jobs – bigger centres have more opportunities – respondents saw themselves moving away for work
- affected by the way other people view or speak of Southland: hearing negatives makes you think negatively
- lack of opportunities available in small towns
- needs more accessible (including financially) activities and opportunities for work and recreation

Your Council

Interaction with Council

Ranged from no previous interaction with Council, to some respondents who had started a petition to fix a mirror across the bridge

- usage of Council services/facilities
- have used the library
- Council provide library, water, roads, school, sewage, power, rubbish collection, playgrounds, free microchipping
- don't have much connection to Council but they impact our lives daily

View of Council

Two groups rated Council 10/10 for services they provide – “provide all the necessities”, “water is important”; responses in the third group ranged from 3 to 6

- helpful
- ‘leading the way’
- underrated – “they don’t put a name on what they do”
- more interactive/social elements would make Council more interesting or relevant to young people
- no future here
- more things like these peer workshops would be great – helps put a face on Council as an organisation or provider of services
- approachable
- helpful
- Council needs to raise awareness of what it does among young people: put a face on what it does

Fiordland College – summary of responses

Your Southland

Awareness of Southland District Council / local government in the region / previous interaction with Council and local government:

- Te Anau, Invercargill, Aparima, Gore
- much higher rate of recognition in terms of who the mayor is
- lack of awareness of community boards and local councillors: responded they had met school BOT members



Issues young people care about / issues that will have an impact on Southland in the future:

- environment – rivers are dirty and people want to swim in them
- sports
- culture
- mycoplasma bovis and impact on families / Southland economy
- employment
- closure of the Southland Museum and Art Gallery
- not enough knowledge about the wider community to answer what issues have an effect on Southland
- global warming
- mental health

Involvement with Council – barriers and solutions:

- not aware of what Council does in the community
- don't really think about the Council – not thinking about it
- young people rely on older people to 'sort it out' for us
- would become more aware of Council if it was talked about at school
- increased student representation on community boards / availability of opportunities to join Council
- Council would listen to young people's concerns if they approached it the right way: i.e. in a formal way
- can't take part if we don't know what's going on
- Council would probably be helpful if young people approached them to discuss issues

Your community

What makes your community special?

- friendly communities
- plenty of jobs (more than in other parts of Southland, because of the tourism here)
- lake
- environment – national park, special because a lot of work has been done to restore the area
- clean, prosperous, open-minded
- thinks about economic, environmental and social sustainability
- only place with a national park at our doorstep
- second-biggest lake in the country
- tourism
- diversity and variation of people
- schools are smaller, which means more focus from teachers

Rating of community – services available to young people now, and services you'd like to see

One group scored Council's services as 8.5 (but thought it incorporated things like scouts, girl guides, sports, activities, and competitions). One group scored Council's services as 6.5

- sport/recreation are the only real out of school opportunities available to young people – not a lot else to do



- community needs more cultural stuff
- always lots of people around – community feels vibrant
- prices of things (housing etc) always going up because of the growth in population

Southland in the future

- largely felt living in Southland in the future was unappealing – bad weather, isolated nature of the region
- good place to grow up or retire but most people want to move away to gain experience and to further their education
- needs more prestigious job opportunities to attract people to live here during their working lives. Corporate opportunities are limited
- needs more young people
- seen as solely a rural/agricultural-based community with some tourism

Your Council

Interaction with Council

- no – not enough knowledge about what Council does, so why would we need to interact with it
- too busy with other things to worry about Council-related issues
- leave it to the adults who get paid for it
- Council wouldn't listen to young people anyway

Usage of Council services/facilities

- more confusion around what services and facilities Council provides: among those listed are school pool, library, rubbish collection, water, electricity, Ivon Wilson Park, playgrounds
- Council seen as responsible for a lot of services and facilities but young people don't really know what they are
- others identified libraries, parks, toilets, and skateparks as facilities run by Council

View of Council

Rated by one group as a 1.

Rated by one group as a 5 – huge impact on the community but we don't know much about it

- confusing, unknown, mysterious
- invisible – who are they
- useless, irrelevant
- Council needs to raise awareness and provide more information on what it does
- needs to be more vocal when it comes to engaging with youth
- if young people are made aware of opportunities they may join in more
- Council needs to do more promotion and provide more free stuff to increase awareness of what it does



Central Southland College – summary of responses

Your Southland

Awareness of Southland District Council / local government in the region / previous interaction with Council and local government:

- respondents knew local councillor Darren Frazer via his involvement with the school
- were aware of the existence of the Winton Community Board
- unable to name all four Southland councils – were aware of Southland District Council and Invercargill City Council
- comments that they did not know what exactly Council's role in the community is
- no advertisement of what it does
- no engagement
- had met Mayor Tong via community involvement – Anzac services etc
- closing buildings because of lack of safety in event of an earthquake
- friend's mum on the community board

Issues young people care about / issues that will have an impact on Southland in the future:

- environment – deteriorating conditions, impact of global warming, impact of intensive dairy farming
- roading – safety issues using the roads
- employment – difficulties finding it
- mental health – dealing with stress, 'staunch' Southland mentality, impact of M bovis on mental health of farmers: solutions discussed included having more qualified staff available in schools to deal with this, talking about the issue, introducing conversations about it at a younger age, trying to break down barriers and stereotypes, making solutions tangible to specific age groups, building trust, speaking openly about it, breaking down stigma attached to mental health issues, target men on their own because they are vulnerable and don't talk about it
- culture – problems with drinking culture, tall poppy syndrome
- young people feeling like adults baby them
- inclusivity – making our society more accepting, i.e. of LGBTQ+ - Southland is still behind the times
- earthquake-prone building standards – closing businesses – nowhere for locals to go – community looks like it has nothing left
- slow wifi speeds
- university / education in general

Involvement with Council – barriers and solutions:

- get young people involved with Council – don't baby them
- treat young people like adults; if you treat them as mature beings they will act accordingly
- young people can offer a different and valuable perspective
- respondents conflicted on whether their views would be taken seriously: they worried if they 'misused vocabulary' (i.e. didn't present their ideas in a specific way) they would be fobbed off
- assemblies at school a good place to lift awareness of Council
- need to make young people more aware of local government and how it impacts their lives



- need to find a common ground between young people and Council/community – entice young people to interact more
- all of us want a better Southland
- eliminate the stigma around reporting to Council on different issues
- Council needs to be approachable and professional
- needs an anonymous service for people to report things to
- encourage young people to follow Council's social media – don't currently follow
- SDC staff/elected members need to physically come to the school to get ideas once a month etc
- teen issues aren't the same as Council issues

Your community

What makes your community special?

- everyone knows each other
- people say hello when walking past one another
- friendly community
- safety
- neighbours know one another
- clean
- farming-heavy
- jobs
- institutions like the Middle Pub
- good to have a sense of community
- what would it be like with 10,000 more people here?

Rating of community – services available to young people now, and services you'd like to see

- hard to be yourself sometimes
- small town gossip can be a problem
- sports play a really dominant role in Southland communities; need more opportunities for things like the arts
- rated 6.5
- people get stuck in their bubble – typical activities – people get labelled or grouped together which divides people
- older population is really traditional, some toxic views
- public toilets need cleaning
- health and safety problems at takeaway places
- Winton water
- cleaning graffiti
- keeping facilities up to top standard
- lawn mowing of council grounds and gardens
- a place for retirees and old people – a place to settle down
- looking at Invercargill city: Splash Palace upgrade a good idea
- needs recreation opportunities like a bike park, go karting



- most things are aimed at the older generation
- need more youth-centric community facilities and entertainment, more things for young people to do
- needs more fitness facilities
- more events directed at young people

Southland in the future

- low job opportunities available
- needs better tertiary education opportunities
- unlikely to come home
- some people would come back to retire
- needs to be more like Dunedin: more vibrant
- would like to see Southland be a more diverse place
- want old abandoned buildings to be used again, or torn down
- stop older people being negative about Southland's youth
- no real attractions for young people here
- would like to see a rec centre for young people
- would like to see "the age of acceptance" – at the moment Southland is toxic: xenophobic, traditionalists, tall poppy syndrome

Your Council

Interaction with Council

- little knowledge of what Council provides / its impacts are unknown
- don't pay attention to Council's role in the community
- roading problems
- rating of 4.5 out of 10
- want free stuff from Council
- don't care about Council – don't know about Council
- seen as old school / unapproachable so they are reluctant to approach it
- social media not enough
- need to make Youth Council more visible: school assemblies etc
- need to give Youth Council greater responsibility – formalise them as representatives more like councillors

Usage of Council services/facilities

- more confusion around what services and facilities Council provides: among those listed are libraries, roads, water, power, education, rubbish, sewage, competitions, food
- they do a lot but we don't know what it is
- public toilets
- don't know the full extent of what Council does



View of Council

- we don't really notice what they do, so they must be doing a good job
- need to do more promotion especially in schools

Exclusion of the Public: Local Government Official Information and Meetings Act 1987

Recommendation

That the public be excluded from the following part(s) of the proceedings of this meeting.

C8.1 Stewart Island/ Rakiura Future Opportunities Project

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Stewart Island/ Rakiura Future Opportunities Project	s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists.