



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

Date: Tuesday, 11 February 2020
Time: 1pm
Meeting Room: Council Chamber
Venue: 15 Forth Street, Invercargill

Community and Strategy Committee Agenda OPEN

MEMBERSHIP

Chairperson	Julie Keast Mayor Gary Tong
Councillors	Don Byars John Douglas Paul Duffy Bruce Ford Darren Frazer George Harpur Ebel Kremer Christine Menzies Karyn Owen Margie Ruddenklau Rob Scott

IN ATTENDANCE

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

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

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.

Terms of Reference – Community and Strategy Committee

TYPE OF COMMITTEE	Council committee
RESPONSIBLE TO	Council
SUBCOMMITTEES	None
LEGISLATIVE BASIS	Committee constituted by Council as per schedule 7, clause 30 (1)(a), LGA 2002. Committee delegated powers by Council as per schedule 7, clause 32, LGA 2002.
MEMBERSHIP	The Community and Strategy Committee is a committee of the whole Council. The mayor and all councillors will be members of the Community and Strategy Committee.
FREQUENCY OF MEETINGS	Six weekly or as required
QUORUM	Seven
SCOPE OF ACTIVITIES	<p>The Community and Strategy Committee is responsible for:</p> <ul style="list-style-type: none"> • providing advice to Council on the approaches that it should take to promote the social, economic, environmental and cultural well-being of the District and its communities and in so-doing contribute to the realisation of Council's vision of one District offering endless opportunities • to provide leadership to District communities on the strategic issues and opportunities that they face • to develop relationships and communicate with stakeholders including community organisations, special interest groups and businesses that are of importance to the District as a whole. • assessing and providing advice to Council on: <ul style="list-style-type: none"> - 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 Council's vision and goals, and comply with the purpose of local government as specified in the Local Government Act 2002 • 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

	<ul style="list-style-type: none"> considering recommendations from community boards and Council committees and make decisions where it has authority from Council to do so, or recommendations to Council where a Council decision is required. <p>It is also responsible for community partnerships and engagement. This includes:</p> <ul style="list-style-type: none"> monitoring the progress, implementation and effectiveness of the work undertaken by Great South in line with the Joint Shareholders Agreement and Constitution. allocations of grants, loans, scholarships and bursaries in accordance with Council policy international relations developing and overseeing the implementation of Council's community engagement and consultation policies and processes. <p>The Community and Strategy Committee is responsible for overseeing the following Council activities:</p> <ul style="list-style-type: none"> community services district leadership.
DELEGATIONS	<p>Power to Act</p> <p>The Community and Strategy Committee shall have the following delegated powers and be accountable to Council for the exercising of these powers:</p> <ol style="list-style-type: none"> approve submissions made by Council to other councils, central government and other bodies approve scholarships, bursaries, grants and loans within Council policy and annual budgets approve and/or assign all contracts for work, services or supplies where those contracts relate to work within approved estimates. monitor the performance of Great South.. <p>Power to Recommend</p> <p>The Community and Strategy Committee«name of entity» has authority to consider and make recommendations to Council regarding strategies, policies and plans.</p>
FINANCIAL DELEGATIONS	<p>Council authorises the following delegated authority of financial powers to Council committees in regard to matters within each committee's jurisdiction.</p> <p>Contract Acceptance:</p> <ul style="list-style-type: none"> accept or decline any contract for the purchase of goods, services, capital works or other assets where the total value of the lump sum contract does not exceed the sum allocated in the Long Term Plan/Annual Plan and the contract relates to an activity that is within the scope of activities relating to the work of the Community and Strategy committee

		<ul style="list-style-type: none"> accept or decline any contract for the disposal of goods, plant or other assets other than property or land subject to the disposal being provided for in the Long Term Plan <p>Budget Reallocation.</p> <p>The committee is authorised to reallocate funds from one existing budget item to another. Reallocation of this kind must not impact on current or future levels of service and must be:</p> <ul style="list-style-type: none"> funded by way of savings on existing budget items within the jurisdiction of the committee consistent with the Revenue and Financing Policy
LIMITS DELEGATIONS	TO	<p>Matters that must be processed by way of recommendation to Council include:</p> <ul style="list-style-type: none"> amendment to fees and charges relating to all activities powers that cannot be delegated to committees as per the Local Government Act 2002 and sections 2.4 and 2.5 of this manual. <p>Delegated authority is within the financial limits in section 9 of this manual.</p>
STAKEHOLDER RELATIONSHIPS		<p>This committee will maintain and develop relationships with:</p> <ul style="list-style-type: none"> Community Boards Great South Milford Community Trust Destination Fiordland. <p>The committee will also hear and receive updates to Council from these organisations as required.</p>
CONTACT WITH MEDIA		<p>The committee chairperson is the authorised spokesperson for the committee in all matters where the committee has authority or a particular interest.</p> <p>Committee members do not have delegated authority to speak to the media and/or outside agencies on behalf of Council on matters outside of the board's delegations.</p> <p>The group manager, community and futures will manage the formal communications between the committee and the people of the Southland District and for the committee in the exercise of its business. Correspondence with central government, other local government agencies or official agencies will only take place through Council staff and will be undertaken under the name of Southland District Council.</p>

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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 Strategy Committee, 03 December 2019



Community and Strategy Committee

OPEN MINUTES

Minutes of a meeting of Community and Strategy Committee held in the Council Chamber, 15 Forth Street, Invercargill on Tuesday, 3 December 2019 at 1.01pm.

PRESENT

Chairperson	Julie Keast
	Mayor Gary Tong
Councillors	Don Byars
	John Douglas
	Paul Duffy
	Bruce Ford
	Darren Frazer
	George Harpur
	Ebel Kremer
	Christine Menzies
	Karyn Owen
	Margie Ruddenklau
	Rob Scott

IN ATTENDANCE

Chief Executive	Steve Ruru
Group Manager - Community and Futures	Rex Capil
People and Capability Manager	Janet Ellis
Group Manager - Customer and Support	Trudie Hurst
Group Manager Services and Assets	Matt Russell
Group Manager - Environmental Services	Fran Mikulicic
Governance and Democracy Manager	Clare Sullivan
Communications Manager	Louise Pagan
Committee Advisor	Alyson Hamilton

1 Apologies

There were no apologies.

2 Leave of absence

Chairperson Keast requested a leave of absence from 26 December 2019 to 17 January 2020.

Cr Ruddenklau requested a leave of absence from 9 December 2019 to 13 December 2019.

Resolution

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

That the Community and Strategy Committee approve the request for leave of absence from Chairperson Keast from 26 December 2019 to 17 January 2020 and Cr Ruddenklau from 9 December 2019 to 13 December 2019.

3 Conflict of Interest

Chairperson Keast declared a conflict of interest in relation to item 7.1 - South Catlins Promotions Incorporated funding application to the Community Initiatives Fund and advised she would take no part in discussion or voting on this matter.

Councillor Owen declared a conflict of interest on the following funding applications and advised that she would not take part in debate or voting on these items:

- item 7.1 - Riverton Heritage and Tourist Centre Trust funding application to the Community Initiatives Fund
- item 7.2 - Riverton Heritage and Tourist Centre Trust funding application to the District Heritage Fund

Councillor Ford declared a conflict of interest in relation to item 7.1 - Rakiura Heritage Trust and advised that he would not take part in debate or voting on this matter.

Councillor Duffy declared a conflict of interest on the following funding applications and advised that he would not take part in debate or voting on these items:

- item 7.1 - South Catlins Promotions Incorporated funding application to the Community Initiatives Fund
- item 7.2 - Waikawa District Museum Incorporated funding application to the District Heritage Fund and advised that he would not take part in debate or voting on these matters.

4 Public Forum

There was no public forum.

5 Extraordinary/Urgent Items

There were no Extraordinary/Urgent items.

6 Confirmation of Minutes

There are no minutes for confirmation.

Reports for Resolution

7.1 Community Initiatives Fund application summary and financial report

Record No: R/19/11/26071

Communications Manager Louise Pagan, Community Liaison Officer Kathryn Cowie and Community Liaison Officer Megan Seator were in attendance for this item.

Mrs Pagan advised the purpose of the report is for the committee to consider a summary of applications received for the Community Initiatives Fund, with recommendations for amounts to be given based on the criteria and amount available to be granted.

Moved Cr Frazer, seconded Cr Harpur **recommendations a to c, which were put and declared CARRIED.**

Moved Cr Frazer, seconded Cr Harpur **recommendations d 1-6 which were put and declared CARRIED.**

d) Agrees to fund the following applications:

1. Stewart Island Community Centre	\$2,000
2. Roslyn Bush Playcentre	\$4,000
3. Winton Central Bowling Club	\$2,000
4. Wyndham Athletic Club	\$1,000
5. Heritage South	\$800
6. Northern Southland Community Resource Centre Charitable Trust	\$1,000

Moved Cr Frazer, seconded Cr Harpur **recommendation d 7 which was put and declared CARRIED.**

Cr Ford declared a conflict of interest on the application - Rakiura Heritage Trust and took no part in discussions or voting on this item.

d) Agrees to fund the following application:

7. Rakiura Heritage Trust	\$1,500
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Moved Cr Frazer, seconded Cr Harpur **recommendation d 8 which was put and declared CARRIED.**

Cr Owen declared a conflict of interest on the application - Riverton Heritage and Tourist Centre Trust and took no part in discussions or voting on this item.

d) Agrees to fund the following application:

8. Riverton Heritage and Tourist Centre Trust	\$2,000
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Moved Cr Frazer, seconded Cr Harpur recommendation d 9-15 which were put and declared CARRIED.

d) Agrees to fund the following applications:

9. Winton Men's Friendship Club	\$1,700
10. Otahuti Tennis Club	\$456.93
11. Fiordland Community Events Centre	\$2,000
12. Edendale Rugby Club	\$2,000
13. Tuatapere Valley Scouts	\$500
14. Balfour Home and School	
Rock the Ridge Fundraiser	\$1,000
15. Takitimu Swimming Club	\$1,516

Moved Cr Frazer, seconded Cr Harpur recommendation d 16 which were put and declared CARRIED.

d) Declines the following application:

16. Youth Development Southland Region Trust	Nil
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Moved Cr Frazer, seconded Cr Harpur recommendation d 17-30 which were put and declared CARRIED.

d) Agrees to fund the following applications:

17. Gorge Road and Districts Heritage Society	\$3,000
18. Otautau Golf Club	\$2,000
19. Fiordland Community Pool	\$402.50
20. Manapouri Community Pool	\$402.50
21. Otautau Community Pool	\$201.25
22. Waianawa School	\$175.00
23. Balfour Home and School	\$3,000
24. Manapouri Community Pool	\$2,500
25. Takitimu District Pool	\$201.25
26. Te Anau Waitangi Day 2020	\$1,000
27. Balfour Lions Club	Nil-retrospective
28. Edendale Bowling Club	\$2,000
29. Castlerock Mossburn Pony Club	\$2,000
30. Fiordland Trails Trust	\$10,000

Moved Cr Frazer, seconded Cr Harpur **recommendation d 31 which was put and declared CARRIED.**

d) Declines the following application:

31. Fiordland Community Event Centre Trust and Fiordland Endurance and Adventure Racing Society	Nil
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Moved Cr Frazer, seconded Cr Kremer **recommendation d 32 which was put and declared CARRIED.**

Cr Duffy declared a conflict of interest on the application - South Catlins Promotions and took no part in discussions or voting on this item.

Chairperson Keast declared a conflict of interest on the application - South Catlins Promotions and took no part in discussions or voting on this item.

Mayor Tong assumed the chair for this item.

d) Agrees to fund the following application:

32. South Catlins Promotions	\$2,000
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Chairperson Keast returned to the chair.

Moved Cr Frazer, seconded Cr Harpur **recommendation d 33 which was put and declared CARRIED.**

d) Agrees to fund the following application:

33. Tuatapere Valley Scouts	\$500
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Final Resolution

That the Community and Strategy Committee:

- a) Receives the report titled "Community Initiatives Fund application summary and financial report" dated 26 November 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) Approves the allocation of funds from the Community Initiatives Fund as follows:

1	Stewart Island Community Centre	\$2,000
2	Roslyn Bush Playcentre	\$4,000
3	Winton Central Bowling Club	\$2,000
4	Wyndham Athletic Club	\$1,000
5	Heritage South	\$800
6	Northern Southland Community Resource Centre Charitable Trust	\$1,000
7	Rakiura Heritage Trust	\$1,500
8	Riverton Heritage and Tourist Centre Trust	\$2,000
9	Winton Men's Friendship Club	\$1,700
10	Otahuti Tennis Club	\$456.93
11	Fiordland Community Events Centre	\$2,000
12	Edendale Rugby Club	\$2,000
13	Tuatapere Valley Scouts	\$500
14	Balfour Home and School – Rock the Ridge Fundraiser	\$1,000
15	Takitimu Swimming Club	\$1,516
16	Youth Development Southland Region Trust	Nil
17	Gorge Road and Districts Heritage Society	\$3,000
18	Otautau Golf Club	\$2,000
19	Fiordland Community Pool	\$402.50
20	Manapouri Community Pool	\$402.50
21	Otautau Community Pool	\$201.25
22	Waianawa School	\$175
23	Balfour Home and School	\$3,000
24	Manapouri Community Pool	\$2,500
25	Takitimu District Pool	\$201.25
26	Te Anau Waitangi Day 2020	\$1,000
27	Balfour Lions Club	Nil -retrospective
28	Edendale Bowling Club	\$2,000
29	Castlerock Mossburn Pony Club	\$2,000

30	Fiordland Trails Trust	\$10,000
31	Fiordland Community Event Centre Trust and Fiordland Endurance and Adventure Racing Society	Nil
32	Southland Catlins Promotions	\$2,000
33	Tuatapere Valley Scouts	\$500

- e) **Approves the financial report to 30 September 2019 for the Community Initiatives Fund.**

7.2 District Heritage Fund application summary and financial report

Record No: R/19/11/26073

Communications Manager Louise Pagan, Community Liaison Officer Kathryn Cowie and Community Liaison Officer Megan Seator were in attendance for this item.

Mrs Pagan advised the purpose of this report is to give the committee a summary of the applications to the Southland District Council Heritage Fund from the September round.

The Committee noted the applications seek grants to assist with the day-to-day running of local museums, heritage centres or similar type organisations within the Southland District Council boundaries.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled "District Heritage Fund application summary and financial report" dated 26 November 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) **Approves the allocation of funds from the District Heritage Fund as follows:**

Cr Owen declared a conflict of interest on item 1 relating to the Riverton Heritage and Tourist Centre Trust and took no part in discussions or voting on this item.

Cr Duffy declared a conflict of interest on item 5 relating to the Waikawa District Museum Incorporated and took no part in discussions or voting on this item.

1	Riverton Heritage and Tourist Centre Trust	\$18,300
2	Thornbury Vintage Tractor Club	\$3,000
3	Wyndham and Districts Historical Society	\$2,000
4	Switzers Museum (Waikaia) Inc	\$7,200
5	Waikawa District Museum Inc	\$7,300

- e) **Approves the financial summary for the District Heritage Fund to 30 September 2019.**

7.3 Sport NZ Rural Travel Fund application summary and financial report

Record No: R/19/11/26451

Communications Manager, Louise Pagan, Community Liaison Officer, Kathryn Cowie and Community Liaison Officer, Megan Seator were in attendance for this item.

Mrs Pagan advised the purpose of this fund is to assist with transport expenses associated with participating in regular local competitions, sports clubs and school-based clubs with young people between five and 19 years are eligible to apply.

The Committee noted the Southland District Council administers funding on behalf of the Sport New Zealand Rural Travel Fund.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled "Sport NZ Rural Travel Fund application summary and financial report" dated 21 November 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) **Approves the allocation of funds for the Sport NZ Rural Travel Fund as follows:**

1	Fiordland College	\$1,500
2	Netball Fiordland Club Inc	\$1,500

- e) Approves the financial report up to 30 September 2019.

Reports

8.1 Creative New Zealand Communities Funding Scheme Summary of Grants Awarded

Record No: R/19/11/26072

Communications Manager, Louise Pagan, Community Liaison Officer, Kathryn Cowie and Community Liaison Officer, Megan Seator were in attendance for this item.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled "Creative New Zealand Communities Funding Scheme Summary of Grants Awarded" dated 14 November 2019.**

8.2 Southern Field-days at Waimumu

Record No: R/19/11/26070

Communications Manager, Louise Pagan was in attendance for this item.

Mrs Pagan advised the purpose of the report is to provide an update on the upcoming Southern field-days at Waimumu, near Gore, is held every two years and is a key event for the rural community throughout Southland and Otago.

The Committee noted this year Southland District Council will be sharing its space with Environment Southland in a deliberate move to break down the confusion in the community around what each council does. The two councils will use this chance to work together to educate and grow awareness.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled "Southern Field-days at Waimumu" dated 14 November 2019.**

8.3 Community and Futures Research and Analysis Programme - Transition to Strategy Deficit and Development

Record No: R/19/11/26091

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

Ms Stevenson advised the purpose of the report is to provide the Community and Strategy Committee with an update on the Community and Futures Research and Analysis Work Programme.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled "Community and Futures Research and Analysis Programme - Transition to Strategy Deficit and Development " dated 20 November 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) **Notes the Community and Futures Research and Analysis work programme is transitioning to investigate Council's strategy deficit and will develop a programme of work to progress this over the next five years.**

8.4 Stewart Island/Rakiura Future Opportunities Project Update

Record No: R/19/11/26146

Community Partnership Leader, Karen Purdue was in attendance for this item.

Mrs Purdue advised the purpose of the report is to provide an update on the Rakiura Future Opportunities Project.

The Committee noted the project focused on future strategic development and planning for Stewart Island/Rakiura so that the island in partnership with local, regional and central government, iwi and other strategic partners, can proactively plan its future.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled “Stewart Island/Rakiura Future Opportunities Project Update” dated 26 November 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.**

8.5 Community Board Plan Project Update

Record No: R/19/11/26319

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

Mrs Tagg advised the purpose of the report is to provide an update to the committee on the continuing work being undertaken on the development and implementation of the community board plan project process.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled “Community Board Plan Project Update” dated 19 November 2019.**

8.6 Welcoming Communities

Record No: R/19/11/26377

Community Liaison Officer, Megan Seator was in attendance for this item.

Ms Seator advised the purpose of the report is update the Committee on the Welcoming Communities programme led by Immigration New Zealand working in partnership with the Office of Ethnic Communities and the New Zealand Human Rights Commission.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled “Welcoming Communities” dated 26 November 2019.**

8.7 Customer Satisfaction Survey Report August - October 2019

Record No: R/19/11/26844

Group Manager, Customer Support, Trudie Hurst was in attendance for this item.

Ms Hurst advised the purpose of the report is to provide the Community and Strategy Committee with the results of the Customer Satisfaction Survey and Net Promoter Score for August-October 2019.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled "Customer Satisfaction Survey Report August - October 2019" dated 26 November 2019.**

The meeting adjourned for afternoon tea at 2.45pm and reconvened at 2.57pm.

Mayor Tong, Councillors Keast, Byars, Douglas, Duffy, Ford, Frazer, Harpur, Kremer, Menzies, Owen, Ruddenklau and Scott were present when the meeting reconvened.

8.8 Chairperson's Report

Record No: R/19/11/26921

Chairperson Keast presented the report.

Resolution

Moved Chairperson Keast, seconded Cr Douglas **and resolved:**

That the Community and Strategy Committee:

- a) **Receives the report titled "Chairperson's Report" dated 26 November 2019.**

8.9 Community Well-beings and Strategic Issues Overview

Record No: R/19/11/25608

Group Manager, Community and Futures, Rex Capil was in attendance for this item.

Resolution

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

That the Community and Strategy Committee:

- a) **Receives the report titled "Community Well-beings and Strategic Issues Overview" dated 19 November 2019.**

The meeting adjourned at 3.30pm and reconvened at 3.32pm.

Mayor Tong, Councillors Keast, Byars, Douglas, Duffy, Ford, Frazer, Harpur, Kremer, Menzies, Owen, Ruddenklau and Scott were present when the meeting reconvened.

Public Excluded

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

Resolution

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

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

C9.1 Great South - progress update and upcoming process

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
Great South - progress update and upcoming process	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.

That the That the Chief Executive, Group Manager, Environmental Services, Group Manager, Community and Futures, People and Capability Manager, Group Manager, Customer Support, Publications Manager, Governance and Democracy Manager, Committee Advisor be permitted to remain at this meeting, after the public has been excluded, because of their knowledge of the items **C9.1 Great South - progress update and upcoming process**. 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.

The public were excluded at 3.32pm.

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 3.53pm

CONFIRMED AS A TRUE AND CORRECT RECORD AT A
MEETING OF THE COMMUNITY AND STRATEGY
COMMITTEE HELD ON TUESDAY, 3 DECEMBER 2019.

DATE:.....

CHAIRPERSON:.....

Welcoming Communities Programme Transition from Great South to Southland District Council

Record No: R/20/1/1183

Author: Megan Seator, Community Liaison Officer

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 Strategy Committee of recent developments regarding the Welcoming Communities programme.
- 2 Great South has advised Southland District Council that they will be withdrawing from coordinating the Welcoming Communities programme in Southland having delivered the pilot and achieved “welcoming” accreditation on behalf of the Southland region.
- 3 A decision is required from the Community and Strategy Committee as to whether Southland District Council continues an involvement with the Welcoming Communities programme and if so, to what extent.

Executive Summary

- 4 Southland District Council has been involved in Welcoming Communities programme coordinated by Venture Southland/Great South since 2017.
- 5 During this time a number of initiatives have been achieved including the development of the Southland Murihiku Welcoming Plan, the development of the welcome portal, and securing stage one accreditation for all Southland councils.
- 6 Following a change in strategic direction, Great South will no longer be coordinating the Welcoming Communities programme on behalf of Southland’s councils. This provides an opportunity for the Welcoming Communities programme to be “transitioned” to each of the councils to deliver without Great South providing a coordination role.

Recommendation

That the Community and Strategy Committee:

- a) Receives the report titled “Welcoming Communities Programme Transition from Great South to Southland District Council” dated 4 February 2020.**
- 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) Requests that Southland District Council representatives work with MBIE to consider the options available to transition the Welcoming Communities programme delivery by Council.**
- e) Requests that Southland District Council staff provide a detailed options paper following undertaking the work with MBIE relating to transitioning the Welcoming Communities programme to Council. This options paper is to include an assessment of resource requirements – financial and human – and detail how these will be provided for on an ongoing basis prior to making a final decision on this matter.**

Background

- 7 Welcoming Communities is a programme led by Immigration New Zealand working in partnership with the Office of Ethnic Communities and the New Zealand Human Rights Commission.
- 8 It was developed in recognition that communities are healthier, happier and more productive when newcomers are welcomed, and participate fully in society and the local economy. Councils are recognised as having a community leadership role in supporting their communities to advance inclusion and diversity.
- 9 The point of difference for this programme is that where previous settlement initiatives focused primarily on supporting newcomers, Welcoming Communities focuses on the receiving community to ensure they are well equipped and supported to welcome and interact with newcomers.
- 10 During 2017 to 2019, ten councils across five regions were a part of a Welcoming Communities two-year pilot working with their communities to implement the Welcoming Communities programme. The Southland region was selected as one of these pilot areas. Please note that while the national pilot programme officially concluded at the end of 2019 calendar year, the Southland region still has funding allocated for the pilot until June 2020 due to delays in Southland joining the pilot.
- 11 Following the national success of the pilot programme, in October 2019 Immigration Minister Iain Lees-Galloway announced that the programme would become permanent. Funding of \$6.6 million has been allocated over the next four years to fund the expansion of Welcoming Communities throughout the country.
- 12 Great South (previously Venture Southland) has been coordinating the Welcoming Communities pilot within Southland under the guidance of the Southland Welcoming Communities Advisory Group. The Advisory Group consists of representatives from Invercargill City Council, Southland District Council, Gore District Council, Environment Southland, and iwi.
- 13 Internally at Southland District Council, momentum has been building around Welcoming Communities with a number of initiatives happening including the formation of a SDC Welcoming Communities Internal Working Group.

Issues

- 14 On 4 December 2019, Great South advised the Advisory Group that they would be withdrawing their coordination role for the Southland Murihiku Welcoming Communities programme having delivered the pilot and achieving accreditation for the Southland's councils. This means Great South is seeking to transition over the programme to each of the councils by February 2020.
- 15 Council officers are seeking direction from the Community and Strategy Committee as to whether Welcoming Communities is a programme that Council wishes to continue to support in light of the completion of the pilot project.
- 16 In the interim, MBIE have provided Southland District Council with a "Draft Transition Plan" (attached) which provides insight about what Welcoming Communities programme at Southland District Council might look like. However this paper is silent on resource allocation available from MBIE to assist and support the transition.

Factors to Consider

Legal and Statutory Requirements

- 17 There are no legal or statutory requirements to consider at this stage – pending any possible agreement with MBIE.

Community Views

- 18 On 25 July 2019, a workshop was held (as a part of the community board planning process) with the Southland District Youth Council to discuss what they saw to be the biggest issues for youth the District. They identified diversity and inclusion as one of their top three priority issues.
- 19 The Youth Council recognised that community demographics and society as whole is changing. They believed that their generation are supportive and welcoming of this but they see other people in the community who are not and many of the Youth Council had witnessed examples of unwelcoming behaviour.
- 20 During the community board planning process, community workshops were held across the District and topics related to community inclusion and togetherness were raised.
- 21 The Fiordland community identified one of their key strengths as being “socially diverse and welcoming”. While the Oreti communities saw one of their challenges as increasing acceptance of cultures.
- 22 Additionally the Ardlussa, Northern, and Wallace-Takitimu communities all saw that having a connected, inclusive, and involved community as a key outcome they want for their future.

Costs and Funding

- 23 There has been some discussion with MBIE about funding and that there may be some funding available. However this is yet to be confirmed.
- 24 Delivering the Welcoming Communities programme at Southland District Council will require staff resource to do so. It is yet to be determined how many hours this will require and will depend on the size and scale of the programme to be delivered.
- 25 The Draft Transition Plan suggests the appointment of a dedicated Welcoming Communities Coordinator to deliver Welcoming Communities programme at Southland District Council. This is not planned for and no resource is allocated for such a role. On initial assessment it is not anticipated a designated role is required and if anything it is envisaged the outcomes would be resourced as part of the community leadership team deliverables, subject to consideration of other priorities and resource allocation demands.

Policy Implications

- 26 Consideration should be given to the “BERL Southland Community Futures – Stage 3 Final Report” (attached) in relation to population projections, labour market demands, and the need for faster population growth.
- 27 Additionally, consideration should be given to the Southland Regional Development Strategy which set that target of attracting 10,000 more people by 2025 in order to achieve social and economic viability and vibrancy in the Southland region.

- 28 It is also important to recognise and acknowledge Council's community leadership function in supporting local community development and to enhance social, economic, environmental and cultural outcomes for communities – 'the four well-beings.'

Analysis

Options Considered

- 29 There are two options for the Committee to consider:
1. Southland District Council representatives work with MBIE to consider the options available to transition the Welcoming Communities programme to Council, and builds on the work that has previously been delivered by Venture Southland/Great South.
 2. Southland District Council discontinues its involvement in the Welcoming Communities programme.

Analysis of Options

Option 1 – Southland District Council representatives work with MBIE to consider the options available to transition the Welcoming Communities programme to Council

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Opportunity to access external funding to support a community led development initiative for district communities• Building work on what has already done to date• Contributing to the outcomes identified by Youth Council and community boards• Part of national initiative and a network of other councils involved• Access to support from Immigration NZ and MBIE	<ul style="list-style-type: none">• Resourcing• The administrative requirements of the programme

Option 2 – Southland District Council discontinues its involvement with the Welcoming Communities programme

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Enables Council the freedom to develop its own "welcoming" initiatives outside of the Welcoming Communities programme	<ul style="list-style-type: none">• Losing the work done to date by Councillors and staff who have been involved in the programme

Assessment of Significance

- 30 This is not considered significant in terms of Council's Significance and Engagement Policy.

Recommended Option

- 31 In light of the work that has been made to date and Southland District Council's previous involvement, it is recommended that Southland District Council representatives work with MBIE to consider the options available to transition the Welcoming Communities programme and continues an involvement with it.

Next Steps

- 32 If the Committee approves the recommendations, staff will liaise with MBIE to develop the transition approach and prepare an options paper for this committee's consideration prior to formalising the transition of the Welcoming Communities programme to Southland District Council.
- 33 If the Committee decides not to endorse the recommended option, staff will inform MBIE of this decision.

Attachments

- A Draft - Welcoming Communities - Transition Plan for Southland District Council [↓](#)
- B BERL Southland Community Futures Final Stage 3 report [↓](#)

Insert logos

Draft Welcoming Communities Southland – Transition Plan for Southland District Council

Author: June Rout

Xx January 2020

Purpose

This document sets out the approach Great South will take to withdraw from the role of coordinating the Welcoming Communities programme in Southland and to handover to Southland District Council (SDC). In future SDC will operate as a member of the Welcoming Communities network in its own right on behalf of its community.

It covers:

1. The context for this change
2. The logistics of the handover
3. Roles and responsibilities

1. Context

Great South (formally Venture Southland) coordinated the Welcoming Communities pilot programme in Southland (July 2017 - June 2019) on behalf of four Southland councils – Invercargill City Council, Southland District Council (SDC), Gore District Council and Environment Southland. Significant milestones achieved by Great South during this period included:

- consulting on, developing, publishing and launching the Southland Murihiku Welcoming Plan
- implementing many welcoming activities including the regional welcome portal
- securing accreditation for all Southland councils for Stage One – Committed Welcoming Communities
- applying for accreditation for Stage Two – Established Welcoming Communities. This included sourcing, collating and referencing evidence for each of the 30 Welcoming Communities Standard sub-outcomes.

Its coordinating role included:

- employing a dedicated Welcoming Communities coordinator to work across all the councils
- introducing, socialising and promoting the programme and its objectives in the community
- liaising with and reporting to INZ
- convening the Southland Advisory Group and providing secretariat services

- signing funding agreements with the Ministry of Business, Innovation and Employment for 2017/18 – 2018/19 and 2019/20
- consulting with councils and providing input into developing the evaluation framework and the evaluation reports (interim and final)
- facilitating the stocktake and collating the findings
- drawing on the stocktake and community consultation findings to develop the Southland Murihiku Welcoming Plan
- facilitating and supporting others to implement the Welcoming Plan activities
- gathering evidence, completing and submitting the accreditation application for Established Welcoming Community status (stage 2). Note: SDC have already received accreditation as a Committed Welcoming Community (stage 1) on the basis of the work Great South, SDC and the other councils have already done.

2. Logistics

Great South will officially withdraw from its coordinating role by 28 February 2020. Prior to this Great South will meet with Karen Purdue and Megan Seator from SDC. They will discuss the transition plan and elements of the programme that SDC will pick up. Great South will supply documents and collateral (either physical or electronic copies).

3. Roles and responsibilities

Great South

Great South will work with all the councils to develop and implement an agreed approach to explaining the changes to Welcoming Communities Southland stakeholders and the public. Great South will provide the following to SDC.

Promotion

- Images from its Welcoming Communities library that SDC can use under the Welcoming Communities umbrella
- The latest Welcoming Communities brand guidelines
- InDesign materials for the Welcoming Poster and leaflet plus printed copies

Stocktake

- Survey questions used to as part of conducting the stocktake and benchmarking
- A copy of the Welcoming Plan survey feedback The resulting stocktake spreadsheet

Accreditation

- Physical copies of the published Welcoming Communities Applicant Accreditation Manual

- Links to the Accreditation page on the Welcoming Communities pages on INZ's websites
- An evidence ring binder with all the evidence provided to INZ on behalf of all the councils for stage 2 accreditation.

Great South will take SDC through the Welcoming Plan and accreditation workbook to update SDC on the status of each Welcoming Plan activity (for example, not started, in progress, completed, ongoing). SDC will use this information to determine which activities it will incorporate into its own Welcoming Plan in the future. Great South will also point out which are the regional activities which Invercargill City Council, SDC and Gore District Council could continue to be a part of and progress individually or together

- The features checklist for stage three – Advanced Welcoming Community

Resources

- Key documents and resources (for example, the printed copies of the Welcoming Communities Standard, the Welcome Mat and the six-monthly report for October to December 2019)
- Materials prepared as part of delivering the programme – for example, the cue cards
- Printed copies of the Welcoming Plan
- A link to the Welcoming Communities data [online data fact sheet tool](#).

INZ

INZ will work closely with SDC as it participates directly in the programme and works through transition arrangements.

INZ will provide:

- support, guidance and advice from INZ, including site visits from INZ's Wellington-based Welcoming Communities staff and the regionally-based Relationship Manager
- access to accreditation and its associated benefits and recognition
- opportunities to network with councils and communities already members of the New Zealand welcoming network, as well as those operating overseas
- access to new and existing Welcoming Communities [resources](#) to assist the council with its on-the-ground delivery role
- information on national and international settlement and community development best practice
- participation in national Welcoming Communities workshops
- support for the council as it develops its Welcoming Plan, including thinking ahead to how to monitor, track and measure outcomes
- opportunities to feature on INZ's website under [Our stories](#) and in INZ publications
- regular update newsletters.

Southland District Council

SDC will:

- work with Great South in the handover of the programme

- engage with tangata whenua to partner in delivering and implementing Welcoming Communities. Tangata whenua will have a presence in the programme as determined by them.
- appoint a dedicated Welcoming Communities coordinator
- become familiar with the resources and materials associated with the programme
- continue to keep in touch with Invercargill City Council and Gore District Council via the regular Welcoming Communities conference calls between the coordinators and informally at a local coordinator-to-coordinator level. In association with the other councils, it will also set up more formal opportunities to update each other to avoid duplication of activities and effort, share learnings etc
- supported by INZ, draw on the lessons learned from the pilot programme as they implement their welcoming approach
- work with INZ to map out a course of action over the next six to nine months. Depending on what is already in place at present this may include:
 - setting up Welcoming Communities governance and an advisory group. Note: the INZ Relationship manager may be able to support SDC with this.
 - identifying Welcoming Communities champions and other teams within council to support the programme
 - identifying potential partners, including those in the business community, who can work with the council to deliver Welcoming Plan activities
 - exploring with Environment Southland if it could lead a relevant welcoming activity
 - letting residents (new and existing) know that SDC is working directly with them to promote and foster a welcoming and inclusive community
 - considering what activities in the current regional welcoming plan to carry over into a bespoke SDC Welcoming Plan
 - continuing to implement those Welcoming Plan activities as appropriate and relevant to the community
 - conducting a stocktake of SDC's policies, services, programmes and activities through an inclusion and diversity lens
 - working with the community to do a community stocktake of what's working well and identify opportunities to help inform the content of SDC's own Welcoming Plan
 - benchmarking against the Welcoming Communities Standard. (Note: these activities will all contribute to SDC drafting its own Welcoming Plan when the council and community are ready for that next step. This transition plan does not cover off on that aspect.)



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Southland Community Futures

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December 2018

Author: Hillmarè Schulze, Mark Cox an Sam Green

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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
 Paul Casson, Chief Executive Officer, Venture Southland
 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
 Nigel Gear, Chief Executive, South Port
 Lesley Gray, Southland Community Health Council
 Bruce Halligan, Group Manager – Environmental Services, Southland District Council
 Trudie Hurst, Group Manager – Customer Support, Southland District Council
 Cr Julie Keast, Waihopa Toetoes Ward, Southland District Council
 Greg Lind, Operations Manager, DoC Te Anau District Office
 Rachel Lock, Head of Clinical Services, VetSouth
 Cr Gavin Macpherson, Winton Wallacetown Ward, Southland District Council
 Cr Neil Paterson, Winton Wallacetown Ward, Southland District Council
 Rob Phillips, Chief Executive, Environment Southland
 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
 Mayor Gary Tong, Southland District Council
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 Dean Whaanga, Manager, Te Ao Mārama
 Pam York, Chair, Edendale-Wyndham Community Board

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Alexis Halder, Teagan Ashley, Joel Seager and Ben Cleaver – Aparima College
 Dene Gwynn, Lachlan Thomson, Gemma Marnane and Annalisa McConachie – Central Southland College
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 Rileigh Lundman – Fiordland College



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Appendix D Wellbeing aspects, problems and issues, and opportunities
mentioned once only by the key informants 30

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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	Waihopai-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.

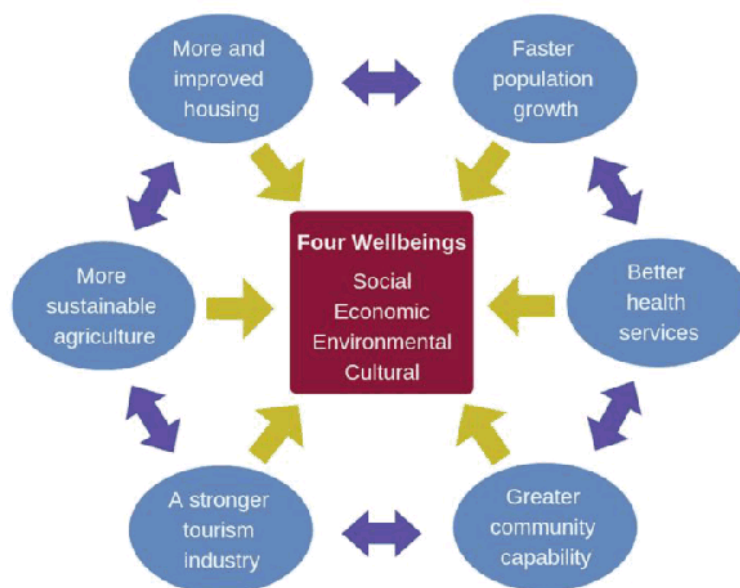
Assuming the Council is not prepared to leave these communities to die, it will be necessary to reinvigorate them; and the proposed Community Board Structure provides an opportunity to work towards this goal. More specifically, it may be necessary to strengthen community leadership by remunerating representatives 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 Waihopa 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 Waihopai-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

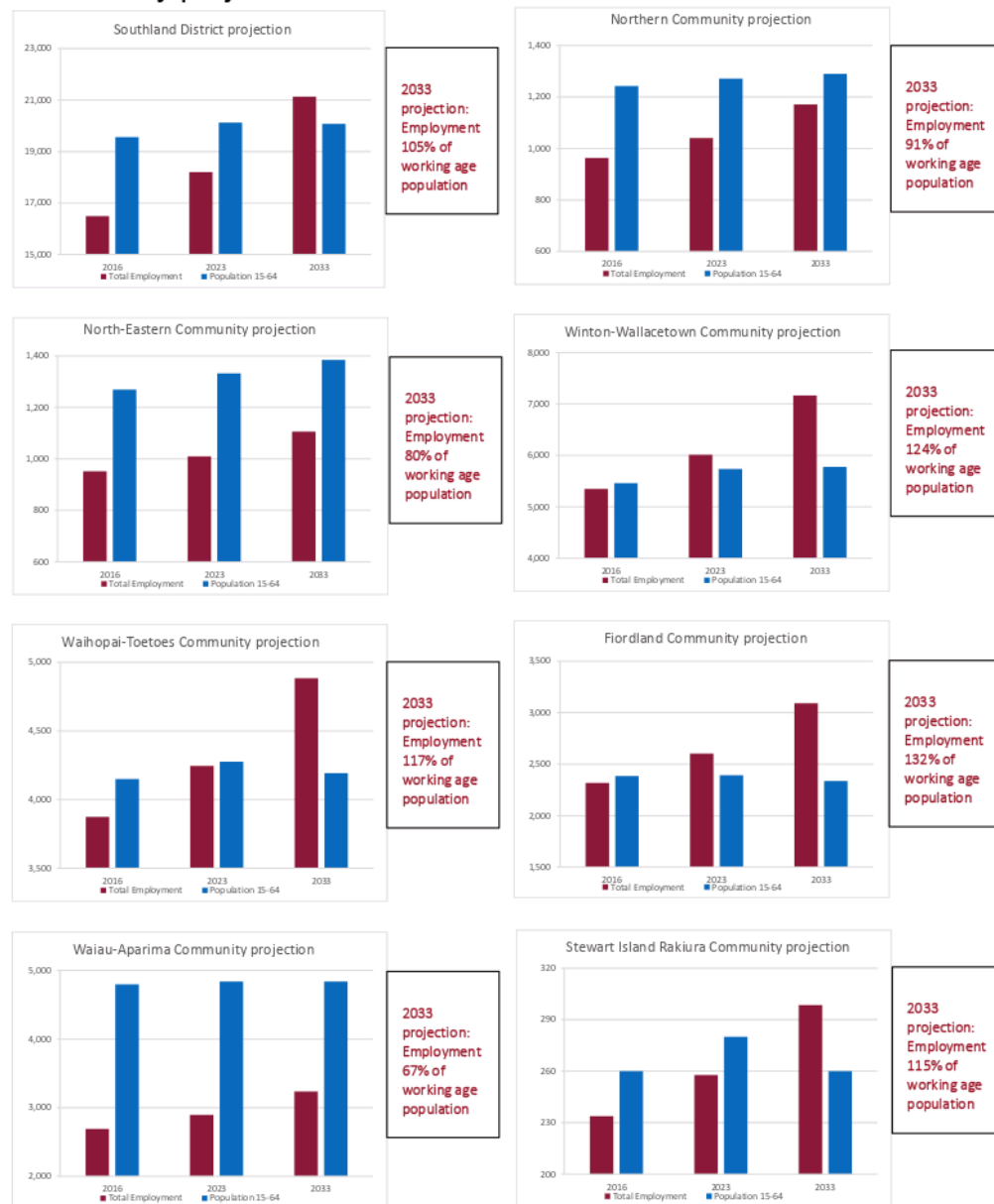
A summary of projections for each of the communities can be found on the following page; these figures show that the Southland District labour market, and the labour market of the seven communities are projected to tighten significantly.

- 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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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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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



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Key findings, aspects, problems and issues, and opportunities mentioned once only by the key informants

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Community Partnership Fund - Guiding Principles

Record No: R/20/1/1457
Author: Kathryn Cowie, Community Liaison Officer
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision ☐ Recommendation ☐ Information

Purpose

- 1 The purpose of this report is to present the Community and Strategy Committee with draft guiding principles for the Community Partnership Fund.

Executive Summary

- 2 In July 2019 Southland District Council resolved to establish the Community Partnership Fund. This decision sought to bring funding decisions to a grass-roots level and enable community leadership.
- 3 In order to implement the Community Partnership Fund, it was identified there is a need to develop a common approach to the distribution of funding across community boards to ensure a broad level of consistency for the outcomes that the fund aims to achieve and for administrative purposes.
- 4 The draft guiding principles (attached) outlines the purpose, key outcomes, guiding principles, and common approach to administration and accountability for the Community Partnership Fund.

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled "Community Partnership Fund - Guiding Principles" dated 4 February 2020.**
- 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 guiding principles for the Community Partnership Fund to allow staff to progress the next stage of the process and facilitate workshops with each of the community boards.**

Background

- 5 Southland District Council's community assistance activity seeks to contribute to a District 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 by way of grant funding, community groups and individuals are supported to undertake their desired activities.
- 6 A review of the community assistance activity was completed in early 2019. The purpose of this review was to ensure that Council is providing assistance in a considered and prudent manner to ensure efficient and effective outcomes for the communities they support.
- 7 It was recommended that there should be a significant change in the way that Council administers the Community Initiatives Fund. In July 2019, Council resolved to disestablish the Community Initiatives Fund and to establish the Community Partnership Fund.
- 8 The most significant change is that the Community Partnership fund will be distributed by community boards who have the authority to grant funds for local applications.
- 9 Attached to this report is a document containing draft guiding principles for the Community Partnership Fund. This seeks to provide guidance to community boards (and Council in relation to District applications) in the development of their criteria and subsequent allocations.

Issues

- 10 There are no issues related to Council to endorsing the draft guiding principles.
- 11 Issues could arise if the draft guiding principles are not endorsed and there is a lack of consistency across the District in their allocation.

Factors to Consider

Legal and Statutory Requirements

- 12 There are no legal or statutory requirements.

Community Views

- 13 There are no community views that have been sought related to this decision.

Costs and Funding

- 14 There are no costs or funding requirements involved with endorsing the draft guiding principles.

Policy Implications

- 15 There are no policy implications involved with endorsing the draft guiding principles.

Analysis

Options Considered

- 16 Option 1 – The Community and Strategy Committee endorses the draft guiding principles.
- 17 Option 2 – The Community and Strategy Committee does not endorse the draft guiding principles.

Analysis of Options

Option 1 – The Community and Strategy Committee endorses the draft guiding principles.

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• staff can proceed to confirm workshop dates with community boards to develop their funding criteria	<ul style="list-style-type: none">• there are no disadvantages.

Option 2 – The Community and Strategy Committee does not endorse the draft guiding principles.

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• there are no advantages	<ul style="list-style-type: none">• inconsistent funding outcomes across the District due to absence of guiding principles

Assessment of Significance

- 18 This is not considered significant in terms of Council's Significance and Engagement Policy.

Recommended Option

- 19 The recommended option is that the committee endorses the draft guiding principles for the Community Partnership Fund.

Next Steps

- 20 If the committee endorses the draft guiding principles, staff will arrange workshops to be held with the community boards and Council to develop their criteria for funding based on the guiding principles.

Attachments

- A Community Partnership Fund - guiding principles [↓](#)



Community Partnership Fund

Guiding Principles

Southland District Council
Te Rohe Pōtae o Murihiku

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i. Background

Southland District Council's community assistance activity seeks to contribute to a district 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 by way of grant funding, community groups and individuals are supported to undertake their desired activities.

A review of the community assistance activity was completed in early 2019. The purpose of this review was to ensure that Council is providing assistance in a considered and prudent manner to ensure efficient and effective outcomes for the communities they support.

It was recommended that there should be a significant change in the way that Council administers the Community Initiatives Fund. Subsequently, in July 2019 Council resolved to disestablish the Community Initiatives Fund and to establish the Community Partnership Fund.

As a part of this resolution, it was decided that the Community Partnership Fund would be allocated in two parts. The first part being district applications which will be heard through the Community and Strategy Committee. While the second part being distributed by community boards who have the authority to grant funds for local applications. In order to do this, community boards have been delegated the authority to establish prioritisation criteria based on the guiding principles set by council.

Additionally, community boards will also have the discretion to recommend a local grants rate that allows them to increase the amount available to allocate to local community groups, agencies, projects or events as the community boards deem appropriate.

This new method of funding allocation supports Council's community-led development approach by providing community boards with greater autonomy to fulfil the needs specific to their local communities.

ii. Purpose

The purpose of the Community Partnership Fund is to enable local decision-making by providing community boards with the opportunity to distribute funding to enable communities to provide for their own local needs, aspirations, and goals in line with the principles of community-led development.

Community-led development is a citizen-centric approach that is underpinned by a philosophy of empowerment. It is integral to the wellbeing of communities and good local government practice. Council has placed an intentional focus on community-led development and is supporting communities to be leaders in this space.

Community-led development is based on five core principles:

1. Shared local visions drive action and change
2. Using existing strengths and assets
3. Many people, groups and sectors working together
4. Building diverse and collaborative local leadership
5. Working adaptively, learning informs planning and action

iii. Key outcomes

The Community Partnership Fund seeks to achieve the following key outcomes:

1. Increased communication and relationship-building between community boards and their communities.
2. Community boards have a heightened knowledge and awareness of community needs, aspirations, and goals.
3. Increased alignment between community board strategic plans and community visions.
4. Funding decisions are devolved and made at a grass-roots level.
5. Community boards are role models for collaborative decision making through consensus building when making funding decisions.
6. Community boards take ownership and are accountable to their local communities for all funding decisions.
7. Community boards have increased means to carry out their “community well-being” and “community leadership” delegations.

iv. Guiding principles for funding allocation

Equity – All community organisations will have an equitable opportunity to be considered for funding. Community boards will ensure applicants are treated fairly and are provided with any support they may reasonably require in order to apply for funding. The legal status of a community organisation will not be a barrier to funding so long as the organisation can demonstrate that it is established and operating as a not-for-profit and can provide final accountability.

Avoidance of conflicts of interest – It's not uncommon for community board members to be a part of various community organisations and projects. Community board members are required to declare a conflict of interest if a community group they belong to is applying for funding. Any community board member with a conflict of interest must abstain from voting on the funding request.

Transparency – The Community Partnership Fund will be operated transparently in all stages of the process while protecting applicant confidentiality where required. Clear information on funding opportunities, dates, and criteria will be provided to communities in a timely manner. The community board will provide feedback to unsuccessful applicants.

Strategic alignment – Priority shall be given to funding applications that align with the outcomes of the community board plan for that area.

The four well-beings – Decisions on funding should consider how the funding request promotes the social, economic, environmental, and cultural well-being of the community in the present or in the future (Local Government (Community Well-being) Amendment Act 2019).

The four well-beings are reflected in council's proposed community outcomes for the 2021-2031 long term plan. These are as follows:

- Environment – kaitiakitanga for future generations
- Culture – inclusive, connected communities
- Economic – a diverse economy creating healthy and affordable lifestyles
- Social – empowered communities with the right tools to deliver the best outcomes

Consensus building – Community boards will seek to achieve consensus on all funding decisions in order to achieve and role-model collaboration.

Accountability – Community boards will be accountable to their communities for all funding decisions made. It is important for community boards to deliver good value for residents by supporting initiatives that are effective and which can produce clear benefits. All funding recipients will be required to account for how they have spent funds and report on what they have achieved.

v. Common approach to administration and accountability

- All community boards will be required to develop criteria for the distribution of funds. This criteria must align with the guiding principles for the fund and also with the outcomes of the community board plan for the area. Criteria must be available to potential applicants.
- This criteria should be reviewed upon the swearing in of a new community board and may be reviewed more frequently.
- There will be a standardised funding application and accountability form across all community boards to enable administrative consistency.
- Application information will be included in the community boards meeting agenda.
- Each applicant will be given an opportunity to speak to their application if they choose to.
- When making decisions, community boards will use their criteria to assess applications.
- Unspent money from the Community Partnership Fund cannot be carried over to the next year.
- Each community board has the delegated authority to consider a rate to increase the amount available for distribution – this needs to be recommended to Council.
- When consensus cannot be reached and all attempts to reach consensus have been exhausted, a decision may be made by a simple majority.
- Total funding amounts for the 2020/21 financial year for each Community Board can be found in Appendix A.

vi. Timeline

11 February 2020 – A draft of the Community Partnership Fund Guiding Principles is presented to the Community and Strategy Committee for endorsement.

March/April 2020 – Workshops are held with community boards to develop their funding criteria for the Community Partnership Fund.

6 May 2020 – Funding criteria for each community board is presented to the Community and Strategy Committee for endorsement.

1 July 2020 – Community Partnership Fund comes into effect.

Appendix A

The following table illustrates the 2020/2021 allocation of the Community Partnership Fund for each of the Community Boards.

Council agreed at its July 2019 meeting to change the way they allocate funding to community groups.

As of 1 July 2020, each community board has a one-off allocation of \$25,473 to be spent in the 2020/2021 year from the Community Initiatives Fund reserve (refer to column B in the table below). Additionally, each community board will receive an annual amount calculated on an equal share of 50% of the funds, and the remaining 50% allocated on population base (refer to column A in the table below).

The money is rated from the District, any amount not utilised at the end of the financial year will be retained in a district reserve for allocation by Council to district-wide projects and initiatives.

The community board may wish to consider adding additional local rates funding to further support their local initiatives and increase the amount available to allocate by way of the Community Partnership Fund. This will require the community board to determine an extra amount it wishes to allocate and locally rate accordingly.

Community Board	50% pa population and 50% pa equal distribution (A)	One-off contribution to boards from community initiatives reserve (B)	Total funding available for 2020/2021 (C)
Ardlussa	\$6,338	\$25,473	\$31,811
Fiordland	\$7,988	\$25,473	\$33,461
Northern	\$6,069	\$25,473	\$31,542
Oraka Aparima	\$7,136	\$25,473	\$32,609
Oreti	\$13,672	\$25,473	\$39,145
Stewart Island/Rakiura	\$4,387	\$25,473	\$29,860
Tuatapere Te Waewae	\$5,898	\$25,473	\$31,371
Wallace Takitimu	\$8,020	\$25,473	\$33,493
Waihopai Toetoe	\$11,213	\$25,473	\$36,686

Approval of scholarship recipients

Record No: R/20/1/2310
Author: Louise Pagan, Communications Manager
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision ☐ Recommendation ☐ Information

Purpose

- 1 This report is to seek the committee's approval for the proposed recipients of the Southland District Council Centennial Bursary, the Valmai Robertson Arts Scholarship and the Outward Bound Scholarships.

Executive Summary

- 2 Southland District Council gives out two Centennial Bursaries a year and up to \$2500 for the Valmai Robertson Arts Scholarship. It also offers scholarship for both 18 to 24 year olds and over 27 year olds to go to Outward Bound. We have had seven applicants for the bursary, five applicants for the arts scholarship and one for the under 24 scholarship for Outward Bound.
- 3 Council also offers the Eric Hawkes Memorial Employee Outward Bound Scholarship. We received seven applications and the interviews were held on 3 February. Because this was after the close of the agenda, the recommendation will be tabled at the committee.
- 4 A subcommittee led by Cr Julie Keast as chair of this committee, and including Crs Margie Ruddenklau and Rob Scott, interviewed the applicants on Monday 27 January and have made the following recommendations.

Recommendation

That the Community and Strategy Committee:

- a) Receives the report titled “Approval of scholarship recipients” dated 28 January 2020.**
- 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) Approves the 2020 Southland District Council scholarship recipients as recommended:**
 - Centennial Bursary:**
 - Alys Webb, Gemma Marnane**
 - Valmai Robertson Arts Scholarship:**
 - Tess Kutsyk \$250, Ella Kutsyk \$250, Monica McConnell \$250, Ellen Leslie \$250, Jordi Cowan \$250, Kirsty Pickett \$708**
 - Outward Bound Scholarship:**
 - Thomas Lundman**
 - Eric Hawkes Memorial Outward Bound Scholarship:**
 - To be tabled on day**

Background

- 5 Southland District Council offer a variety of scholarships annually. These include:
- the Centennial Bursary introduced in 1976 to commemorate 100 years of local government in Southland. Applicants are restricted to those about to commence the first year of tertiary education. Two bursaries are awarded annually with successful applicants receiving \$2,000 each.
 - the Valmai Robertson Arts Scholarship, so named to acknowledge the contribution and commitment to the field of dance by Valmai Robertson, of Blackmount, for more than 50 years. This scholarship is to encourage and assist those wishing to increase their skills through the attendance of development courses, workshops, and/or study in the arts. This is a contestable fund of up to \$2,500 annually.
 - two scholarships to Outward Bound – one for people aged between 17 and 24, and one for people aged over 27. Council pays for the full course and travel for the first scholarship and pays for the course only for the second scholarship
 - the Eric Hawkes Memorial Outward Bound scholarship, named in honour of the Southland District Council staff member who died in the Southern Air plane accident in 1998. One employee scholarship is offered each year.
- 6 Applications for all scholarships close before Christmas and all applicants are invited to attend an interview in late January.

Issues

- 7 This year the interviews for the external bursaries and scholarships were held on 27 January and the employee scholarship on 3 February.
- 8 Council received seven applicants for the Centennial Bursary, five for the Valmai Robertson Arts Scholarship, one for the external Outward Bound scholarship and seven for the employee scholarship.
- 9 The interview panel, made up of Cr Julie Keast as chair, and Crs Margie Ruddenklau and Rob Scott, have recommended the following:
- Centennial Bursary: Alys Webb and Gemma Marnane
 - Valmai Robertson Arts Scholarship: Tess Kutsyk \$250, Ella Kutsyk \$250, Monica McConnell \$250, Ellen Leslie \$250, Jordi Cowan \$250, Kirsty Pickett \$708
 - Outward Bound: Thomas Lundman
 - Eric Hawkes Memorial: to be tabled on the day

Factors to Consider

Legal and Statutory Requirements

- 10 The bursaries and scholarships have set criteria which is explained in the application form. All legal and statutory requirements are met.

Community Views

- 11 Applications are invited from the public through advertising and word of mouth.

Costs and Funding

- 12 The bursaries and scholarships are funded through the grants and donations business unit from rates.

Policy Implications

- 13 The bursaries and scholarships are included in the Community Assistance policy and meet its requirements.

Analysis

Options Considered

- 14 The options are to either award the bursaries and scholarships or not to.

Analysis of Options

Option 1 – Award the bursaries and scholarships

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Council is helping members of its community to undertake further learning and development.	<ul style="list-style-type: none">• The bursaries and scholarships are a cost to the ratepayers through rates.

Option 2 – Don't award the bursaries and scholarships

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Council will save the costs of these bursaries and scholarships and use the funding elsewhere.	<ul style="list-style-type: none">• Council will not supporting its community to undertake further learning and development.

Assessment of Significance

- 15 This is not considered significant under Council's Significance and Engagement Policy.

Recommended Option

- 16 To award the bursaries and scholarships.

Next Steps

- 17 Council will let the successful and unsuccessful candidates know the results.

Attachments

There are no attachments for this report.

Use of Fonterra contribution fund interest

Record No: R/20/1/2377
Author: Louise Pagan, Communications Manager
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision ☐ Recommendation ☐ Information

Purpose

- 1 This report is to set out proposed criteria for the use of the interest received from Fonterra's financial contributions which were received as a result of it carrying out the developments of the Edendale plant.

Executive Summary

- 2 Fonterra has paid several financial contributions to Council when carrying out development of the Edendale plan since 1997. Those funds have been used for different projects, but the last set of payments in 2002-03 have not been fully used.
- 3 In the report to this committee called Update on the Financial and Reserve Contribution Fund (includes Fonterra Contributions), the amounts have been set out and a recommendation made to use the remaining contribution funds. However, there is also an amount of interest that has been paid on the contribution reserve during the past 17 years, to a total of \$217,531.
- 4 This report looks at how this interest component can be used and proposes a set of criteria to reflect the eligibility of use of the interest funds.

Recommendation

That the Community and Strategy Committee:

- a) Receives the report titled “Use of Fonterra contribution fund interest” dated 28 January 2020.**
- 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) Approves the interest amount of \$217,531 be used as a fund for the Waihopai Toetoe Community Board to apply to for projects in its community.**
- e) Agrees to liaise with the Waihopai Toetoe Community Board and Fonterra on proposed criteria and the use of the funds.**

Background

- 5 Fonterra has given multiple financial contributions during the development of the Fonterra plant. Some of the contributions since 1999 haven't been spent and some of the planned expenditure has altered.
- 6 Since 1997 \$894,018 GST exclusive has been received over six contributions and as of 27 January 2020, there is \$402,173 left. Of that, \$112,990 has been put aside for a layby project at the school, and \$113,523 to go to Council for the community water scheme. Neither of these tagged amounts have been paid over, but as the first report states, the \$113,523 will go to Council for the water scheme. The layby project may have been superseded by the state highway upgrade.
- 7 It has been recommended in an earlier report titled Update on the Financial and Reserve Contribution Fund (includes Fonterra Contributions) to this committee, that the funds left over from the Fonterra contributions could go to the Curio Bay reserve purchase made last year.
- 8 This report is specifically about the interest that remains, which as of 27 January 2020 is a total of \$217,531.

Issues

- 9 Council in 2019 agreed to allocate funding from the Financial and Reserve Contribution Fund to three community groups in the Edendale-Wyndham area. After that funding was given out, the then Edendale-Wyndham Community Board provide a draft list of possible projects linked to seeking Financial and Reserve Contribution Funds to carry out work, including fencing around the Edendale Bowling Club, extra street lights and water fountains in various reserves.
- 10 That draft report by staff was put on hold so the review of the fund could be carried out.
- 11 Council's financial team carried out a detailed review of the monies received from Fonterra and staff identified that a number of the consents issued made comment about how each would be spent.
- 12 Section 6.2.2 of the Southland District Plan 2001, outlines the specifics around development of the Edendale Dairy Plant development. Section 6.2.6 Financial Contributions of this states:
- (a) *The Council may impose a financial contribution for developments in the Edendale Dairy Plan Development Plan Area the value of which exceed \$500,000.*
 - (b) *The financial contribution shall not exceed 0.5% of the value of which exceed \$500,000.*
 - (c) *The purpose of the imposition of the financial contribution shall be to remedy, mitigate or offset adverse effects arising from, in consequence of, or in association with, any development.*
 - (d) *The use of the financial contributions shall be for one or more of the following in the Edendale Township, its environs or the District generally;*
 - *Offsetting additional demands on infrastructure and utility services by Council.*
 - *Offsetting additional demands on community and recreational facilities.*
 - *Restoring or enhancing amenity values.*
 - *Restoring or enhancing open space and landscaping*

(e) *The Council will assess the need for, and quantum of, a financial contribution on a case by case basis as development occurs having regard to:*

- *The significance of the adverse effect.*
- *The extent to which the adverse effect can be dealt with successfully by other means.*
- *Any proposals to mitigate or remedy the adverse effects.*
- *Any direct positive community benefits arising from the development.*

(f) *If applying the provisions of this clause Council shall regard to the fact that in the circumstances money is the preferred form of contribution.*

- 13 Its recommendation to use the remaining contribution funds for the Curio Bay reserve fitted under d in section 6.2.2.
- 14 However, the interest from these funds could be used for other projects as it is not bound by the District Plan requirements.
- 15 It is considered appropriate and consistent with the rationale developed for the community partnership fund concept, that the Waihopai Toetoe Community Board be provided the opportunity to utilise the interest funds for projects in its boundary area. The projects can be community board planned projects and/or community organisation led projects.
- 16 Suggested criteria for the use of the interest funds is:
- The Waihopai Toetoe Community Board to recommend to Council the allocation of funds for planned community board projects to benefit the Waihopai Toetoe community
 - Community groups can apply to the fund and that decision will be made by the Waihopai Toetoe Community Board directly.
 - The fund is of a finite value and once it is fully allocated the fund will no longer exist.
 - The allocation of funds can be made on an as required basis by way of a recommendation from the board to Council.
 - Any project will be funded on a 50-50 principle – 50% from rates and 50% from the fund.
 - The fund can be used for replacement or renewals of existing assets, particularly if that is needed because of growth.
 - The board will liaise with Fonterra on all applications prior to making its recommendation to Council.
- 17 It is recommended that discussions are held with the community board and Fonterra on these criteria to reach an agreement.

Factors to Consider

Legal and Statutory Requirements

- 18 Council has considered all requirements around the contribution funding as per past agreements and statements in the District Plan.

Community Views

- 19 Liaison with the community board and Fonterra will be carried out before the criteria is formalised for the interest fund.

Costs and Funding

- 20 This fund will be established from the interest received from Fonterra financial contributions.

Policy Implications

- 21 This fund and the criteria will become part of the Community Assistance Policy in its next review this year.

Analysis

Options Considered

- 22 To approve the use of the interest from the contributions fund for a fund for the Waihopai Toetoe Community Board or to not approve the use of the interest in this way.

Analysis of Options

Option 1 – To approve the use of the interest

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Funding is available for the community board and community organisations to assist in delivery of projects.• The funding benefits the community and can help with development pressures or improvements.• The principles are consistent with the community partnership fund approach and also support the community led development approach being supported by council.	<ul style="list-style-type: none">• There are none.

Option 2 – To not approve the use of the interest

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• The interest is not spent and will gain more interest on it.	<ul style="list-style-type: none">• The community does not benefit from this fund.• The community board does not have funding available for projects.

Assessment of Significance

- 23 This decision is not considered significant under Council's significance and engagement policy.

Recommended Option

- 24 Option 1 – to approve the use of the interest from the contribution fund

Next Steps

- 25 Council will liaise with the community board and Fonterra over the next steps.

Attachments

There are no attachments for this report.

Details on the Financial and Reserve Contribution Fund

Record No: R/19/11/26999
Author: Shelley Dela Llana, Accountant
Approved by: Anne Robson, Chief Financial Officer

☐ Decision

☒ Recommendation

☐ Information

Purpose

- 1 The purpose of this report is to provide a breakdown of the financial and reserve contribution fund, outlining what the fund is made up of and any conditions or commentary around the funds remaining and what they can be used on.
- 2 It will also seek to get the committee's support for the partial use of the fund towards the purchase of reserve land at Curio Bay.

Executive Summary

- 3 The financial and reserve contribution fund is made up of financial contributions collected under the Resource Management Act 1991 (RMA) and collected via the Southland District Plan (principally from Fonterra) with interest allocated to the reserve annually.
- 4 This report seeks to provide information around the fund for the committee and provide an update on the contributions from Fonterra as per an earlier request by the previous Edendale-Wyndham Community Board.
- 5 Two key issues discussed in the report include:
 - what to do with funds previously allocated for the Edendale hall and school layby project that have been since cancelled
 - background to the request from Council to look at funding options for the purchase of reserve land at Curio Bay
- 6 A third issue, looking at changes to the process of allocation of monies remaining in this fund, will be discussed in a separate report in this meeting agenda.
- 7 At the 30 June 2019, the reserve had \$619,704. \$402,173 of this was remaining contributions from Fonterra of which \$400,095 has been allocated. The balance of \$217,531 is related to interest earned on the reserve over the years.
- 8 As part of issuing resource consents to Fonterra or its namesakes in the past, Council and Fonterra had a number of discussions and/or noted in the resource consent correspondence potential uses of the fund or guidance on the manner in which some would be allocated. This is noted further in the report.

Recommendation

That the Community and Strategy Committee:

- a) Receives the report titled “Details on the Financial and Reserve Contribution Fund ” dated 4 February 2020.**
- 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) Notes the discussions and comments sent to or had with Fonterra as part of the resource consent approval process on the potential use of financial contributions paid by them or the process that Council would enter into around any allocation**
- e) Supports the funding of the purchase of land for a reserve at Curio Bay from the financial and reserve contribution reserve up to \$319,800, noting that other sources of funding are still being investigated**
- f) Recommends to Council that it seeks feedback from Fonterra representatives and the Waihopai Toetoe Community Board as to their support of the use of Fonterra financial contributions to fund the land at Curio Bay for a public reserve before Council makes the final decision on how the Financial and Reserve contribution reserve is to be allocated.**

Background

- 9 As part of the grant funding review being undertaken, Council's financial team have undertaken a review of the monies received and granted to date. As part of this process, Council staff have identified any correspondence with contributors that further identified the use of the contributions received or the ways in which Council would be looking to distribute the monies.
- 10 Staff have subsequently identified that a number of the resource consents issued with Fonterra and its namesakes, noted or made comment about how each would be spent in the correspondence sent to them on issuing of the consent or, in one case, as a result of the appeal of the financial contribution charged.
- 11 As at 30 June 2019, the fund had a total reserve of \$619,704. A breakdown of this reserve indicates the following:

Analysis of Financial & Reserve Contribution Reserve		\$
Unallocated Fonterra contributions		\$2,078
Fonterra funds allocated to the building of a new Edendale hall, since returned due to the decision not to proceed with the hall		\$198,750
Fonterra funds allocated for the Edendale School layby project		\$100,436
Fonterra funds allocated for the Edendale water supply scheme		\$100,909
		\$402,173
Interest earned		\$217,531
Total		\$619,704

- 12 The table below provides further analyses and outlines the six financial contributions that have been received from Fonterra or its equivalent namesakes since 1997 totalling \$894,018 (GST excl). The table details the amount spent to date, the funds remaining as well as any relevant correspondence identified regarding the use of the funds.

Year	Contribution excl GST	Amount Spent	Amount Remaining	Discussions/Consent letter comments relating to amounts remaining
1997	\$2,933	\$2,933	-	
1998	\$171,907	\$171,907	-	
1999	\$15,333	\$13,255	\$2,078	Nothing identified.
2002	\$225,000	\$155,000	\$70,000	Discussion that \$90k for district wide activities and \$135k for use in the Edendale/Wyndham area. The remaining

Community and Strategy Committee

11 February 2020

				\$70k was for the Edendale hall upgrade that has been cancelled.
2003	\$277,500	\$148,750	\$128,750	Letter where the committee declined to resolve how the money was to be allocated however noted that prior to any allocation consultation by Council staff would occur with the Edendale and Wyndham Community Boards.
2008	\$201,345	-	\$201,345	Letter identifying \$112,990 to Edendale School for the school layby project and \$113,523 for the purposes of a community water supply scheme.
	\$894,018	\$491,845	\$402,173	

- 13 Council is legally bound by the conditions it imposed as part of the resource consent. The narrations above were not part of the conditions but were included in the correspondence with Fonterra either:
 - advising of the consent; or
 - the appeal to the consent by Fonterra; or
 - in correspondence by the Resource Consent Hearing committee at times about the potential use of funds
- 14 Staff recognise that although Council is not bound by these discussions, they recognise the value Council places on the relationship with Fonterra. Accordingly staff have included a recommendation in the report suggesting a general discussion be had with Fonterra advising of the potential use of funds and seeking feedback from them before Council makes a final decision.
- 15 The interest that has been earned on the reserve has no restrictions attached to it. However this does not stop the Council from establishing some criteria around its future use.
- 16 For background, Attachment One includes a schedule of the monies allocated to date.
- 17 In 2002 the manager of resource planning at the time presented a report to the Policy Committee. This report outlined the background to the \$225,000 financial contribution charged and the reasons why the Resource Planning committee identified specific projects the money was to be used on as part of the consent correspondence. It drew the committee's attention to Section C and D of the District Plan over the purpose and use of the funds, which is detailed in the legal and statutory section below. The report also noted the legal cases that were occurring at the time and the potential cost and delay in the decision making process should it have gone to the Environment Court. It then went on to outline the projects that had been agreed for the \$225,000 and the company's strong desire to see a substantial amount of its contribution targeted towards the Edendale and Wyndham areas.

Issues

- 18 There are potentially three discussion points/issues that the committee needs to consider and provide direction over:
- discussion around the current committed funds for the Edendale School layby project of \$100,436 and monies remaining from the Edendale hall project cancellation of \$198,750
 - the potential application of funds towards the purchase of part lot 300 dp526128 at Curio Bay, further to a resolution of Council
 - the future use of the funds and any application criteria the committee may see as relevant for the granting of funds taking into account correspondence with Fonterra over how the monies would be spent or with whom consultation would occur. A separate report in this meeting agenda has been prepared to discuss this issue further.
- 19 Additionally monies tagged for the Edendale water supply scheme will be allocated to the appropriate Council reserve for spending on the scheme.

Edendale School layby project and Edendale hall

- 20 Discussions with Councillor Duffy indicate that this project was in response to safety concerns by the school given its location immediately beside state highway one.
- 21 Indications are that the layby planned was to enable the dropping off and picking up of school children safely. By all accounts this project was put on hold when NZTA announced the potential re-alignment of the state highway. This realignment has recently been completed.
- 22 Funds were also set aside for the Edendale hall. Following many years of investigation the decision was made at the Edendale- Wyndham Community Board meeting on the 22 March 2016 not to proceed with the development of the hall.
- 23 Given that both of these projects have been cancelled, the funds previously committed would now be available for other uses in line with the purpose of collection as noted in the District Plan.

Purchase of reserve land at Curio Bay

- 24 On the 14 November 2019, Council resolved to *“purchase part lot 300 DP 526128 containing 4500 square metres more or less for \$319,800 plus gst for a recreation reserve to be funded by way of a district wide loan against the curio bay district reserve”*. Additionally it also *“request staff to investigate additional funding sources to reduce the amount of the loan such as funding from the Reserve and Development Contributions and that where additional funding is obtained that this is used to reduce the loan”*.
- 25 This property is in the Porpoise Bay/Curio Bay area and has seen significant growth in visitors, with over 100,000 per annum. Council owns or administers the adjacent land to the south and the Curio Bay Reserve including the adjacent camping ground. Regarding the purchase of lot 300, it was stated that it provides a better configuration for future land management overall, especially given the increasing pressure for physical space in this locality.
- 26 As noted in Schedule 6.22 of the District Plan 2001, subsection 2.6(d);

(a) *The use of the financial contribution shall be for one or more of the following in the Edendale Township, its environs or the District generally;*

- *Offsetting additional demands on infrastructure and utility services by Council.*
- *Offsetting additional demands on community and recreational facilities.*
- *Restoring or enhancing amenity values.*
- *Restoring or enhancing open space and landscaping*

27 As such, the purchase of the land is in line with the use defined in the District Plan.

28 Given this and Council's earlier resolution to purchase the land, staff are recommending that the Fonterra contributions be used to fund the balance of the property up to \$319,800 after the application of any other funding sources currently being investigated.

29 If the committee supports the purchase of the land from this fund, it is proposed to use the balance of Fonterra contributions first, with the use of any interest accrued to make up the difference.

Factors to Consider

Legal and Statutory Requirements

30 Under section 108(2)(a) of the RMA, financial contribution conditions can be imposed subject to section 108(10) which states,

A consent authority must not include a condition in a resource consent requiring a financial contribution unless

(a) The condition is imposed in accordance with the purposes specified in the plan... and

(b) The level of the contribution is determined in the manner described in the plan...

31 The District Plan 2001, section 6, schedule 6.22 Edendale Dairy Plant Development Concept Plan, subsection 2.6 para a to d state;

(a) The Council may impose a financial contribution for developments in the Edendale Dairy Plant Development Concept Plan Area the value of which exceed \$500,000

(b) The financial contribution shall not exceed 0.5% of the value of the development

(c) The purpose of the imposition of the financial contribution shall be to remedy, mitigate or offset adverse effects arising from, in consequence of, or in association with, any development.

(d) The use of the financial contribution shall be for one or more of the following in the Edendale Township its environs or the District generally

- *Offsetting additional demands on infrastructure and utility services provided by Council*
- *Offsetting additional demands on community and recreational facilities.*
- *Restoring or enhancing amenity values*
- *Restoring or enhancing open space and landscaping*

Community Views

- 32 The contributions collected are done so under the Resource Management Act. As noted under the legal and statutory requirements section above, the District Plan outlines the criteria under which monies are collected and the reasons for the collections of the monies.
- 33 Having said this and, keeping in mind the previous correspondence and discussions with Fonterra, it is recommended that Council does liaise with Fonterra and the Waihopai Toetoe Community Board to inform them of the proposed use of funds and seek their feedback before making a final decision on the use of the funds collected from Fonterra.

Costs and Funding

- 34 There are no costs associated with this report.
- 35 As noted previously, a separate report on the committee agenda discusses possible criteria around the potential use of any remaining funds.

Policy Implications

- 36 Discussion around the relevant sections of the District Plan are noted in the legal and statutory section above.

Analysis

Options Considered

- 37 The options are to either support or not support the funding of the purchase of land for a reserve at Curio Bay from the financial and reserve contribution reserve up to \$319,800, noting that other sources of funding are still being investigated.

Analysis of Options

Option 1 – Support the funding of land to be purchased for a reserve at Curio Bay from the financial and reserve contribution reserve up to \$319,800 noting that other sources of funding are still being investigated

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">The purchase is in line with the use of the funds identified in the District Plan.	<ul style="list-style-type: none">The funds will not be available for any other purpose the committee may consider desirable.

Option 2 – Not support the funding of land to be purchased for a reserve at Curio Bay from the financial and reserve contribution reserve up to \$319,800 noting that other sources of funding are still being investigated

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">The funds will be available for other projects identified by the committee which are in line with the District Plan uses.	<ul style="list-style-type: none">Rates funding will be needed to fund the loan repayments for the purchase of the land which will still be purchased.

Assessment of Significance

- 38 In terms of Council's significance policy, this issue is not considered significant. Notwithstanding this, Fonterra and the Waihopai Toetoe Community Board do have a specific interest in this matter and as such, it is recommended that Council liaises with them both, informing them of the proposed use of funds and seeking any feedback before making a final decision on the use of the funds collected from Fonterra.

Recommended Option

- 39 Option 1 – Support the funding of land to be purchased for a reserve at Curio Bay from the financial and reserve contribution reserve up to \$319,800 noting that other sources of funding are still being investigated.

Next Steps

- 40 Report to Council the recommendations of the Committee.
- 41 Provide a copy of this report to the Waihopai Toetoe Community Board.
- 42 Continue to investigate the other funding sources available to fund the purchase of the land.

Attachments

- A Allocations paid to date from Financial & Reserve Contribution Fund [↓](#)

Attachment 1 - Financial Contribution Allocations**\$**

Biodiversity Initiatives Grant	20,000
Curio Bay Toilets	100,000
Lumsden Toilet	15,000
Riversdale First Response unit	2,500
District Wide amenity fund - Manapouri Frasers Beach	20,000
District Wide amenity fund - Moturua Gardens	8,000
District Wide amenity fund - Greenheart	10,000
District Wide amenity fund	17,000
Edendale Bowling Club whiteware upgrade	1,000
Edendale Volunteer fire brigade replace vehicle	11,500
Edendale Community Pool	12,000
Edendale Darts club - exterior painting & Interior	1,000
Edendale Presbyterian building upgrade	15,000
Edendale Primary School Playground	15,000
Edendale Primary School Tennis Court	30,000
Edendale Rugby Club hot water upgrade & Storage	8,000
Edendale Scout Group	25,000
Edendale Scouting Assn Hall repairs	600
Edendale Seaward Road Stormwater Upgrade	48,000
Edendale Township Water Supply upgrade	10,000
Edendale Vintage Machinery	33,750
Edendale First Response Units	2,500
Wyndham/Edendale Stormwater upgrade	40,000
Wyndham Edendale Comm Trust - Defibrillator & Laptop	5,995
Wyndham and Districts Rest Home	20,000
Wyndham Playground	20,000

491,845
Summary

	\$	%
<u>Waihopai Toetoes Ward</u>		
Edendale Projects	213,350	
Wyndham Projects	40,000	
Edendale/Wyndham Projects	45,995	
Curio Bay Toilet	100,000	
	<hr/> 399,345	81%
<u>District Wide</u>		
District Wide Amenity Fund	55,000	
District Wide - Biodiversity Fund	20,000	
District Wide Toilets (Lumsden)	15,000	
District Wide - First respons unit (Riverton)	2,500	19%
	<hr/> 92,500	
	<hr/> 491,845	100%

Update on Community Boards Representative Leadership Structure

Record No: R/20/1/2446

Author: Clare Sullivan, Governance and Democracy Manager

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☐ Information

Purpose

- 1 The purpose of the report is to provide an update to the Community and Strategy Committee on the implementation of the information to support the representative leadership model with a network of nine community boards in the District.

Executive Summary

- 2 To support the representative leadership pillar Council has developed a new induction, reporting and information regime. This report provides the committee with an update on the implementation of this including the induction programme, agenda status and reporting, and the chair's forum.

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled "Update on Community Boards Representative Leadership Structure " dated 3 February 2020.**
- 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.**

Background

- 3 One of the outcomes of the community governance review project Council undertook over four years was the Representation Review. This culminated in the Local Government Commission providing a determination on the community board structure for the 2019 – 2022 and 2022 – 2025 trienniums, unless Council decides to conduct its next Representation Review in six years rather than three years.

Issues

- 4 There are four matters this report provides an update on.

Community board induction and inaugural meeting feedback

- 5 Following the election an induction and inaugural meeting programme was implemented. For community boards in particular this included an induction day for all community board members (councillors were also invited and attended) on Saturday 9 November 2019.
- 6 The induction workshop provided board members with a more detailed discussion of the role of Council, its priorities and provided an opportunity to brief new members on their legal responsibilities and other operational matters.
- 7 Prior to this, and in preparation for the inaugural meetings, workshops were held for each board which covered information of the board's role and the role of Council, and considering the high level direction for the new board structure.
- 8 The workshop also gave an introduction to the community board planning process to date and an update on progress. It highlighted also the importance of community board plans and how they will help communities to achieve real change in their areas.
- 9 Finally, the workshop included a discussion on the work programme process and financial details for each board.
- 10 All community boards held their inaugural meetings in December and the Fiordland Community Board had an additional meeting in December to consider and decide on two local matters.
- 11 Chairs and deputy chairs were elected at each inaugural meeting. Since then a number of boards have been planning forums in the months in between ordinary meetings to meet with staff and community groups in their areas to build relationships and discuss matters of mutual interest with groups in their community board area and vice versa. Several boards have also toured their board area to assist in informing them of issues.
- 12 Anecdotal feedback is that the induction process has been informative and useful to elected members.
- 13 There are currently by-elections being held in four boards for eight members as there were insufficient nominations at the close of nominations for the elections held in October 2019. Election day (when postal voting closes) is 12 noon on Tuesday 18 February. It is anticipated that the new members will be able to be sworn in at the February meetings.

Community board agenda status

- 14 For the 2019 – 2022 triennium, Council is providing to boards four reports that will be on each agenda of their scheduled six meetings a year. If a board holds any additional meetings these four reports will not go to those meetings. The four reports are a Community Leadership Report, an Operations report, a Council Report and a Chairperson's Report.
- 15 The Community Leadership Report will include local information on the funding each board can allocate to groups in its board area. This fund comes into effect on 1 July 2020. Staff will assist the boards to determine guiding principles and funding criteria for each board. Each report will also include updates on the board's community board plan and various local initiatives. For example the Wallace Takitimu Community Leadership Report contains information about initiatives in Drummond, Nightcaps, Ohai and Otautau.
- 16 Information will also be provided on District, regional and national initiatives that relate to matters from a community relationship/led development perspective. Information will also regularly be included from a strategy and policy, communications and engagement and governance perspective so that the boards and the public can be more informed about current issues.
- 17 The community leadership team has also included information about their role and how they can support the board and local communities.
- 18 The Operational Report includes information on projects in the board's area including a comment and the status of the project. It provides information on service contracts for the board's area and requests for service within the board's area and the District as a whole.
- 19 The operational report also includes a section on local finance reporting. This will provide details of all the local rating districts and current income and expenditure and commentary within the board area. For example the Wallace Takitimu board covers the Drummond Village, Wallace Takitimu, Nightcaps, Ohai and Otautau business units. Information is also provided on the various reserve balances within the board area.
- 20 The Council Report will continue to provide information about issues at a District wide level as well as regional and national issues that will affect Council including the community boards.
- 21 The Chairperson's Report is another new report for the community boards. It will provide the board and the public with information on activities the chairperson has been involved with over a regular period.
- 22 It is the intention that these four reports will assist in providing the community boards and the public with a more holistic view of activities and items of interest in their respective board areas.

Service delivery review workshop update

- 23 Confirmed details of the programme and timings of these workshops is currently being worked through and will be provided when they are finalised. It is anticipated these will occur twice a year and will provide an opportunity for the community boards to discuss with activity managers issues and the context relating to their activities.

Chairs forum update

- 24 As part of the new way of working and a collaborative relationship approach Council has committed to host a minimum of two Chairs' Forums annually – involving Council Executive Committee members and the chairs of the nine community boards.
- 25 It is intended that the forum will contribute to managing the support processes for community boards by Council, create a level of knowledge transfer and sharing between the different boards on matters of common interest, provide an opportunity for feedback and guidance to Council on matters of relevance that would benefit from local involvement among other things.
- 26 The inaugural Chair's Forum is scheduled for Wednesday 18 March 2020.

Factors to Consider

Legal and Statutory Requirements

- 27 There are no legal and statutory requirements relating to this report.

Community Views

- 28 There was no requirement to consider community views for this report.

Costs and Funding

- 29 There are no additional costs or funding associated with or required for this.

Policy Implications

- 30 There are no policy implications

Analysis

Options Considered

- 31 There are two options - receive the report or not receive it.

Analysis of Options

Option 1 – Receive the report

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">the committee is aware of the progress of the implementation of the community board leadership structure	<ul style="list-style-type: none">there are no disadvantages

Option 2 – Not receive the report

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">there are no advantages to not receiving the report	<ul style="list-style-type: none">the committee is not aware of progress with the implementation

Assessment of Significance

- 32 The report has been assessed as having low significance in accordance with Council's Significance and Engagement Policy.

Recommended Option

- 33 Option 1 – receive the report.

Next Steps

- 34 Progress will continue to be monitored.

Attachments

There are no attachments for this report.

Murihiku Regional Arts Strategy 2020-2030

Record No: R/20/1/183

Author: Karen Purdue, Community Partnership Leader

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

Background

- 1 Arts Murihiku is a volunteer Trust formed to administer a two-year pilot programme, initiated and funded by Creative New Zealand. The programme is aimed at growing the capacity and capability of the Arts sector. Based in Invercargill the area covered by Arts Murihiku also includes rural Southland, Rakiura/Stewart Island, Gore, Queenstown, the Wakatipu Basin and West Otago, aligning with the same boundaries as Community Trust South.
- 2 Current Trustees are from Invercargill, Gore, Southland District, Rakiura/Stewart Island and Queenstown. The chair is Councillor Paul Duffy.
- 3 The brief from Creative New Zealand included the development of a Regional Arts Strategy as a guiding document to support the strengthening of the Arts in Southland communities into the future.
- 4 Arts Murihiku engaged Mary-Jane Rivers of Delta Networks to carry out this work supported by an advisory group of trustees and Arts Murihiku staff. Mary-Jane had considerable experience in strategic planning particularly related to communities, including other arts strategies.
- 5 In the development of the strategy, conversations were held with a wide range of people involved in the Arts including iwi, Councils, funding organisations, event organisers, arts performers and creators across all genres as well as interested members of the public.

Setting the context of the strategy

- 6 The strategy has been prepared at a time of mixed circumstances when those from the arts and cultural sector are keen to see greater action and unity, and to build on high quality local developments that are already happening through local leadership.
- 7 It is also a time of significant challenge for the arts and culture sector with uncertainty around earthquake prone buildings and resource constraints and amid some frustration about inaction on previous strategies.

Arts and Culture in Murihiku (Rural)

- 8 In several rural communities throughout Murihiku community arts groups provide locally-led and relevant opportunities for arts and culture events and learning – including opportunities for artists in residence, local theatre and music, competitions for visual artists and poetry afternoons in the local pub.
- 9 Often the events involve the whole family – starting with the children. Anecdotal comments suggest that involvement in arts and culture at a community level builds confidence and a pathway into trying other art forms outside the community. These groups reflect the strength of local relevance and energy, and have the potential for being a network of thriving arts and culture.

- 10 Mixed in with this dynamic and grounded arts and culture sector is ‘volunteer fatigue’, the changing nature of volunteering and uncertain or insufficient funding for many.

How Southlanders ‘see’ Art and Culture

- 11 The 2017 Creative New Zealand survey shows that a large majority of Southland residents (79%) are engaged with the arts and 81% think Southland is a great place to live.
- 12 Attendance is highest for performing arts (51%) and visual arts (43%) and lowest for literary arts (6%).
- 13 People participate most in craft and in art that creates objects (23%).
- 14 The majority of Southland residents recognise a range of benefits arising from the arts. More than half (51%) agree their community would be poorer without the arts and residents agree that the arts:
- contribute positively toward the economy (59%)
 - give young people an opportunity to express themselves (58%)
 - define who we are as New Zealanders (54%)
 - help to improve New Zealand society (53%)
 - encourage people in the region to be innovative (47%)
 - give a voice to important issues in the community (39%)
- 15 Southlanders see that arts help build understanding of other cultures, allow creative expression, and are thought provoking.
- 16 Fifty-one percent of Southland residents support public funding of the arts and 44% agree that their local council should financially support the arts. Sixty three percent of Southland residents agree that it is important that the region has an organisation that supports, promotes and advocates for the arts. Over half (52%) agreed it is important to develop an arts strategy to increase the liveability and vibrancy of Southland.
- 17 Choice, price and social isolation emerged as key barriers for engagement in the arts - 41% indicated that having someone to go with would make a big difference. The key activities people would like to see more of are music concerts and street art, such as murals.
- 18 New Zealand’s Core Cities research identified the contribution of creative industries to the ‘buzz of a place, and (its) strengthened brand and identity.’
- 19 One third of Southland residents feel that arts and culture are important to the region’s identity and that the arts in the Murihiku area encourage overseas tourists to the region. The new Destination Strategy for Southland may well provide an opportunity for arts and culture economic contribution.

Principles that guide the strategy

20 Treaty of Waitangi – Te Tiriti o Waitangi

The principles of Te Tiriti are foundational to the Arts and Culture Strategy. This strategy specifically acknowledges the relationship with Iwi, Ngai Tahu as Manawhenua and especially the Runanga of Hokonui, Waihopai, Awarua and Oraka Aparima.

21 Collaboration and Partnership

Most effective and long lasting arts and culture development happens through working together while respecting the individual drive and skills of individual artists.

22 Sustainability

The strategy supports enhancing the sustainability of arts and culture in Murihiku.

23 Inclusion

Arts and culture are for all and this strategy supports growing people's engagement in arts and culture: artist involvement, in communities, across sectors, through greater audience participation and visitor engagement.

Directions for progressing arts and culture in Murihiku

24 There were a number of consistent messages in the development of this strategy. Key messages involved growing pride in our identity as a thriving arts and culture mecca that is envied and admired, and to do this:

- it is vital to build on the strengths, assets and local points of brilliance. As one arts leader noted "There is extraordinarily good stuff happening and all good stuff starts with the heart".
- the whole region leading together is crucial. Working across sectors and localities – connecting with iwi, business, funders, education, and conservation – and with arts and culture 'being in the psyche' of the region based on the arts and culture sector being strategic and unified in positioning the sector
- being artist-focused matters – creating an environment for artists to thrive in their art form
- assessing and understanding the contribution of arts and culture to the economy and quality of life
- art education is a key – starting in the schools
- capacity building, succession planning, financial sustainability and increasing young people's involvement is crucial for sustainable development, and
- there must be action – not a strategy sitting on a shelf

25 Together these key messages led to the vision and four themes of the strategy.

Vision for Arts and Culture in Murihiku

26 Celebrating the distinctive raw beauty of Murihiku's identity through arts and culture

Arts and creativity are:

- visible (everywhere)
- valued (know the benefits to health, well-being, community cohesion, economy)
- vibrant (diversity embraced and celebrated)

27 The four themes establish the main areas of focus for the region.

- **Toi te whenua, Toi te mana: Celebrate our identity**

- **Whakapapa: Strengthen creative connections**
- **Taonga: Arts and culture values are supported... and at the centre**
- **Whare Toi: Building today for a thriving creative future**

Next steps

- 28 There are a number of actions identified in the strategy that create opportunities for Southland District therefore it's important this strategy is shared internally within Council and with our Community Boards. It will be useful to discuss with our strategy and policy team whether an Arts strategy is on the agenda for Southland District.
- 29 Starting a conversation and asking the question, "As a Council can we be more mindful of the aesthetic value of public amenities?" We have started on this journey as is evidenced by our "wrapping" of new public toilets.
- 30 Investigating how our communities and Council can incorporate this type of thinking into what we do.
- 31 Building relationships and connecting with the Ministry of Culture and Heritage and Creative New Zealand.
- 32 Building relationships and connecting with other stakeholders such as Great South, Iwi, other Councils, business, funders and groups/individuals within the Arts community.
- 33 Supporting and nurturing leaders, groups and individuals already within the District to build on current local initiatives and encouraging development of new initiatives.
- 34 Increasing the opportunities and instances of blending arts and other events and sectors together: e.g conservation and art. There is evidence this is already happening within the District and Riverton township is a good example with the murals on buildings.
- 35 Look at increasing collaboration between funders. This may be as simple as those involved with managing the Creative Communities Scheme working together. Or it may be more complex collaborative public, philanthropic and private funding for key initiatives such as a regional arts trail which has been long sought by many in the sector.
- 36 The link for the Murihiku Arts strategy is <https://artsmurihiku.co.nz/about/murihiku-regional-arts-strategy-2020-2030/>

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled "Murihiku Regional Arts Strategy 2020-2030" dated 14 January 2020.**

Attachments

There are no attachments for this report.

Central Government Agency and National Stakeholder Relationship Management

Record No: R/20/1/189

Author: Kelly Tagg, Community Partnership Leader

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

Background

1. Council's community partnership leaders (CPLs) were tasked with supporting and participating in Council and central government agency and national stakeholder relationship development forums.
2. Specifically, they were asked to work together to develop a networking opportunity with central government agencies and NGOs including but not limited to the likes of MBIE, Sport NZ, Creative NZ, Tourism NZ and Tourism Industry Aotearoa.
3. The CPLs arranged meetings with representatives from the Tourism Infrastructure Fund, the Cycle Trails Fund and the Responsible Camping Fund at MBIE, the fund manager for EQUIP at the Ministry of Culture and Heritage, Welcoming Communities, Creative New Zealand and Sport New Zealand (spaces and places, insights team, play team).
4. The CPLs also arranged to visit with staff from the Hastings District Council to discuss the work they have been doing in the community planning space.

Learnings and observations

MBIE

5. The CPLs met with representatives from the Tourism Infrastructure Fund (TIF) and the Provincial Growth Fund (PGF) at MBIE. Discussions were had about both current and future funding opportunities for SDC via both these funds.
6. Specific discussions were had with MBIE staff about funding opportunities for the Ulva Island Jetty and Golden Bay redevelopment.
7. An update on the Maintaining the Quality of Great Rides Fund was also provided – this fund supports projects that maintain and improve completed sections of the Great Rides of Nga Haerenga, the New Zealand Cycle Trail (NZCT). Two million in funding for eligible projects is provided each year.
8. Applications must be for well-defined projects that:
 - can be delivered within agreed time frames and deadlines
 - will take no more than six months to complete
 - are ready for construction, and
 - have all required land access and resource consent permissions approved.
9. Applications should not be submitted if projects are still in the planning phase.

10. Funding can't be used to extend Great Rides beyond start and/or end points that have been approved by us and NZCT Inc.
11. Successful projects will be jointly funded by MBIE and the eligible Great Rides organisation which must be able to provide at least 50% of the total cost of the project. The maximum amount of government funding available for a project is \$300,000. The minimum amount of government funding available for a project is \$10,000 which means that the minimum cost of a project must be \$20,000 allowing for the 50% co-funding.
12. Staff were also advised of the New Zealand Cycle Trail Enhancement and Extension Fund – this fund supports projects by eligible organisations that improve and extend Nga Haerenga, the New Zealand Cycle Trail. Six million in funding is available each year to eligible organisations whose projects will extend or improve the Great Rides of New Zealand Cycle Trail.
13. SDC also met with the team who administer the Responsible Camping Fund.
14. For your information the government had previously announced that a further \$8 million was being made available for the 2019/2020 summer to continue to help encourage responsible camping around New Zealand.
15. The summer 2019/2020 responsible camping funding was available for operating costs including education and enforcement projects, ambassador programmes, as well as temporary facilities like showers and toilets.
16. The funding was not available for capital costs. Applications for capital projects, such as permanent shower or toilet blocks, carparks should be directed to the Tourism Infrastructure Fund.
17. For the last application round funding was subject to the following principles:
 - initiatives had to be in place for the 2019/2020 peak season
 - initiatives had to be for education, enforcement and/or ambassador programmes and temporary facilities for the summer,
 - where councils have a significant number of similar investments proposed (eg for a range of campsites and/or other infrastructure) they were asked to prioritise
 - funding was not available for permanent infrastructure in most cases (that should be applied for through the Tourism Infrastructure Fund)
 - funding will not be provided for initiatives that are in direct competition with the commercial sector
 - regional and inter-agency initiatives were promoted
 - staffing costs were consistent throughout the country
 - initiatives would be funded for a maximum six-month period only (Labour Weekend to Anzac Weekend), although peak season will vary between regions, and
 - all initiatives should be subject to a post-season review to determine their effectiveness or otherwise.
18. Local authorities who requested funding for monitoring and enforcement activities were encouraged to take an ambassador approach, educating campers on responsibilities and promoting compliant behaviour.

19. Local authorities were encouraged to pilot new and innovative approaches to address the issues caused by freedom camping that can be shared potentially with other councils. They should identify initiatives that would maintain social licence, and reduce the negative environmental impacts of unmanaged freedom camping.
20. Listed below are some of the initiatives that have been funded to date. This is not an exclusive list:
 - operating costs (if not included in any Tourism Infrastructure Fund application)
 - servicing of toilet/ablution blocks, includes cleaning, replacement of hand towels, toilet paper, soap etc
 - pumping out waste tanks and associated costs
 - servicing of rubbish and recycling facilities
 - education, monitoring and enforcement
 - monitoring of campsites
 - dealing with complaints
 - monitoring of rubbish and recycling facilities and toilet facilities
 - liaison with Police, NZTA, local roading authorities
 - signage, information brochures
 - salaries, uniforms, travel allowances for wardens/ambassadors
 - training costs
 - vehicle costs (lease or purchase)
21. The MBIE website also has information about the number of visitors who did some freedom camping during their visit to New Zealand and their total spend. This can be found here: <https://www.mbie.govt.nz/immigration-and-tourism/tourism-research-and-data/tourism-data-releases/international-visitor-survey-ivs/international-visitor-survey-analysis-and-research/freedom-camping-by-international-visitors-in-new-zealand/>
22. At this stage we are unsure if the responsible camping fund will be offered again for the 2020/2021 summer. If it is offered again and Council is interested in pursuing this opportunity, some pre-planning may be required.
23. Of note, the current camping ground regulations are currently under review.

Ministry of Culture & Heritage

24. The CPLs met with Michael Frew from the Ministry of Culture & Heritage. Mr Frew is the fund manager for Heritage EQUIP which provides funding and advice to help private owner's earthquake strengthen their earthquake prone heritage buildings. The fund provides both upgrade works grants and professional advice grants.
25. Heritage listed buildings can apply for funding for up to two thirds of the cost of engineering and seismic assessments and buildings with 34% compliance of the new building standard.
26. Michael Frew will be in Southland in February 2020 and meetings have been arranged with Council's building department, the Winton Community Board, Winton heritage building owners and the Winton Business Association.

27. More information is available from <https://heritageequip.govt.nz/>

Welcoming Communities

28. The CPLs met with June Rout from Welcoming Communities. She provided further information about the Welcoming Communities Standard including the eight key elements being;
1. Inclusive leadership
 2. Welcoming communications
 3. Equitable access
 4. Connected and inclusive communities
 5. Economic development, business and employment
 6. Civic engagement and participation
 7. Welcoming public spaces
 8. Culture and identity
29. More information can be found at <https://www.immigration.govt.nz/about-us/what-we-do/welcoming-communities/the-welcoming-communities-standard>
30. Ms Rout also provided examples of the Welcoming Communities work being undertaken around the country and staff discussed the work that SDC has been involved with. Here are some examples from the Welcoming Communities Canterbury website with short film clips showing welcoming workplaces. <https://www.wccanterbury.com/welcoming-workplaces>
31. Further consideration of the eight elements will be given as part of the development of the community board plans.

Creative New Zealand

32. The CPLs also met with Briar Munro from Creative New Zealand. Discussions were had about the Creative Communities Fund that SDC administers on behalf of Creative New Zealand. We also learned about the key aspects of Creative New Zealand's strategy. Creative New Zealand encourages, promotes and supports the arts in New Zealand for the benefit of all New Zealanders through funding, capability building, their international programme and advocacy. Staff also discussed the recently released Murihiku Arts Strategy and what that may mean for Southland.
33. Ms Munro also spoke of some interesting "arts" projects happening around New Zealand and Australia particularly with regards to art in public spaces.
34. Further information about the medium-term strategic direction for Creative New Zealand to achieve their vision of "dynamic and resilient New Zealand arts, valued in Aotearoa and internationally" can be found here <https://www.creativenz.govt.nz/about-creative-new-zealand/corporate-documents/statement-of-intent-2016-2021>

Sport New Zealand

35. Luciana Garcia, general manager of Sport Southland, met the CPLs at Sport New Zealand and introduced them to several of their team members.

Sport New Zealand – Spaces & Places – Julian Todd

36. Mr Todd spoke to the CPLs about the Community Sports Strategy that was released by Sport New Zealand in 2015 and how Sport New Zealand's focus areas are around the following;

- play – promoting the power of play
- healthy active learning – an action under New Zealand’s Child and Youth Wellbeing Strategy
- youth sport – keeping young people in sport and realising their potential
- diversity and inclusion – actively promoting diversity and inclusion of all cultural and demographic backgrounds within their areas of influence.

37. <https://sportnz.org.nz/assets/Uploads/attachments/About-us/Com-Sport-Strategic-Plan.pdf>
38. Other work currently being undertaken by Sport New Zealand that may be of interest to Southland communities is the development of an online guide that will assist clubs to merge into one new entity. Mr Todd spoke of the challenges that clubs face and acknowledged they wanted to protect their history however, this often comes at a cost of defeating their future.
39. Once the online tool has been developed, Sport New Zealand will do roadshows around the country to roll out the tool. Mr Todd also advised of the Greytown example where multiple clubs have merged into one entity and employ a staff member in a paid position that works in the middle of town to support all the clubs. The community leadership team will follow up on this example as it be able to be duplicated for our shared services model in Southland.
40. Mr Todd also advised that several of the regional sporting trusts have their own local strategies in place and that Southland is currently working on theirs. Some of the more successful local strategies included changing conversations and changing behaviours at the political level and even considering opportunities for cross boundary funding and accessibility of assets and services.
41. Mr Todd also spoke of the importance of considering the wider community use of new and existing Council and community facilities.

Sport New Zealand – Insights Team – Hamish McEwen

42. Mr McEwen spoke of the insights tool which aims to help organisations in the sport and recreation sector to better understand their participants.
43. Sport New Zealand is also sharing its data with SOLGM for use in its SOLGM data warehouse software.
44. Of note, Mr McEwen also spoke of the general social survey that is regularly undertaken by Stats New Zealand and provides information on the well-being of New Zealanders aged 15 years and over. It covers a wide range of social and economic outcomes and shows how people are faring. In particular, the survey provides a view of how well-being outcomes are distributed across different groups within New Zealand.
45. From the survey, Mr McEwen advised that the number one thing that new migrants join is a sports club. He also mentioned how membership in clubs can increase physical activity and create a social connection which is important to address the social issue of loneliness.

1 Sport New Zealand – Play Team – Mark Curr

46. Mr Curr works in a dual role 0.6 for Hutt City Council and 0.4 for Sport New Zealand. He talked about how play is no longer about playgrounds which is a big shift in thinking.
47. The CPLs were enlightened of the core principles of play being:

- how proximity matters – create mini play destinations “around the corner”. Having opportunities to play close to home
 - play everywhere – make play easy by integrating it into dead time in unexpected places
 - family-friendly cities – make play more inclusive and appealing to the whole family; multigenerational play opportunities.
48. Mr Curr also said that space, time and permission are important parameters for play eg landowners putting up signs saying “please use this swing” or “please build a fort” or having signs at libraries that say “please come and play at our libraries”.
49. Mr Curr was able to provide real examples about what is happening in other locations too. The Greater Wellington Regional Council put a basketball hoop in a carpark and gave out basketballs to everyone that lived within 1 km of the car park.
50. In Palmerston North a “golden” basketball was placed near a basketball hoop and people came to play with it and left it there. No one in the community wanted to be responsible for stealing the basketball.
51. In Papamoa beach there is a “library” of frisbees and balls that people can use while they are visiting the beach and then return to the library for other visitors to use.
52. Sport Southland are also actively working in this space and the community leadership team plans to have further discussions around how Council and Sport Southland can work more collaboratively.
53. Sport New Zealand staff also indicated their willingness to assist at a local level.

Learnings from other small towns in New Zealand

54. The CPLs were impressed with the scale of artworks they observed on their journey from Wellington to Hastings. A slide show presentation with examples will be provided at the meeting.

Learnings from Hastings District Council

55. The CPLs attended a community hui at the Flaxmere community centre which was organised by staff at Hastings District Council and also attended by members of the Flaxmere Community Planning Group and the Maraekakaho Community Planning Group.
56. By way of background, Hastings District Council (HDC) is made up of the mayor and 14 councillors. HDC has one community board being the Rural Community Board. It is made up of six members, four elected by the rural community of the Hastings District and two council appointees. The Rural Community Board represents Hastings district’s four rural subdivisions of Maraekakaho, Kaweka, Poukawa and Tutira.
57. HDC assists clusters of neighbourhoods (not community boards) to come up with a community plan. No two communities are the same, which means no two plans are identical – some have priorities around play spaces or encouraging further education, others are focused on job creation or safety.
58. HDC currently has 11 community plans, one is under review and three are under development.
59. Each plan has a council officer assigned as the relationship manager.

60. HDC's role is to help a community consult with its residents and then develop a plan, and then assist with the processes and relationship-building that grows from the plan. It might be that council advises on how to lodge a resource consent, advises which charitable organisation might consider a funding request, or introduces the community to the appropriate central government organisation. Having a community plan also means council is aware of the wishes of a community so when it is working on its own plans it can ensure goals don't clash.
61. Some of the Hastings community plans have been in place for up to 13 years, having been reviewed several times. Concrete results have come out of them: upgraded playgrounds, new public access to rivers, the opening of community gardens, and the development of garden tool collections for sharing.
62. The process for the development of a community plan is that communities approach council around a specific issue (eg social issues, coastal erosion, waste issues) and HDC contracts an independent consultant to run the process which takes council out of writing the plan. The plan is then submitted to council for endorsement. Most plans are aspirational with a list of actions that directly link back to council. Importantly, the plans are community-led. Council's role is to support the communities to achieve their actions.
63. Members from the Flaxmere Community Planning Group were closely involved with HDC as council assisted the group during the consultation process.
64. The representative from Maraekakaho described the role of the council relationship manager as vital to the success of the plan as they provided guidance to the community and helped navigate the community through council.
65. The Flaxmere Community Plan is run by a charitable trust and the plan focuses on social/health/elderly/sport and recreation. A key driver of the plan was a desire to help its community change its own attitudes to their own community which they believe will, in turn, change the public perception of the community.
66. The Flaxmere Planning Committee is a mix of stakeholders and residents, they also co-opt members as required and develop a second level of representation – people who can't/don't attend meetings but keep up to date and provide support when they can. The committee also holds external contracts with the Hawkes Bay DHB and they firmly believe in setting the standard for what they want as a community and don't accept second best. A copy of the Flaxmere Community Plan can be found at <https://www.hastingsdc.govt.nz/assets/Document-Library/Community-Plans/Flaxmere/flaxmere-community-plan-2016-2019.pdf>
67. By comparison the Maraekakaho Plan is more strategic in its approach and has eight main aims including improving road safety for all users, building community spirit, protecting and enhancing the waterways that flow through the area, and increasing awareness and action on all aspects of residents' health - mental and physical. Their plan is available to view at <https://www.hastingsdc.govt.nz/assets/Document-Library/Community-Plans/Maraekakaho/Maraekakaho-Community-Plan-2017-2022.pdf>
68. SDC staff asked how HDC and its communities measure success with regards to their community plans. HDC responded that when actions have been achieved they look at the "so what" – so what does this mean for the community - what is better. Also what is the impact for the community, sharing successes, HDC consider how they support communities to achieve success and have three monthly monitoring meetings. Plans are highlighted in local newsletters and they share stories on facebook, newsletters and their website. The communities also have dedicated council communications team support.

69. Kev Carter – the HDC grants adviser also addressed the hui and advised that council had recently implemented a new grants framework and included in that was the installation of “smarty grants” an online tool for lodging and tracking funding applications.
70. Interestingly HDC also have some different grants funding available;
- a. Community events support which provides funds to not-for-profit groups holding community events on a council park or in a council facility – these funds can assist with park or facility hire
 - b. Rural Halls Maintenance Fund – assists rural communities with the maintenance, upgrading and strengthening of private and council-owned halls for the benefit of the rural community
 - c. Marae Development Fund – assists with marae preservation and development, with projects assessed against eligibility criteria set out in HDC’s Marae Development Fund Policy.
 - d. Waste Minimisation Fund – supports the development of innovative solutions for reducing waste which involves providing financial assistance to local waste minimisation and management initiatives that contribute to achieving the goals of the HDC Waste Minimisation and Management Plan 2018.
71. HDC also has a strong focus on social procurement outcomes when purchasing goods and services in the community.
72. Both SDC and HDC staff were keen to continue to relationship with SDC looking to host HDC at a future opportunity.

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled “Central Government Agency and National Stakeholder Relationship Management” dated 23 January 2020.**

Attachments

There are no attachments for this report.

Chairperson's Report

Record No: R/20/1/2527

Author: Alyson Hamilton, Committee Advisor

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

Purpose of report

- 1 The purpose of the report is to provide an update to the Community and Strategy Committee on activities the chairperson has been involved since the establishment of the committee on 1 November 2019. This report covers the period from 3 December 2019 to 3 February 2020.
- 2 The report also provides the opportunity for Cr Keast as committee chairperson to present an overview of the issues she has been involved with.
- 3 Items of interest include the following:
 - attendance at the Pioneer Women's Memorial Trust function held at Gore District Council where recipients of bursaries and other local scholarships were acknowledged
 - attendance at the Whakamana Te Waituna Trust meeting
 - attendance at the Matura Licensing Trust dinner held at Croydon Lodge
 - attendance at opening of the NZ Transport Agency Edendale Bypass
 - attendance at WasteNet Advisory Group meeting
 - along with Councillor Duffy attended the opening of the information panel for the George Aitken Memorial Walk at the Waikawa Domain
 - confirmed position for installation of replacement Welcome to The Catlins signage
 - assisted by Councillor Ruddenklau and Councillor Scott interviews were held for the Southland District Council Centennial Bursary, Valmai Robertson - Creative New Zealand Arts Scholarship and Outward Bound Scholarship.Councillors commented on the very high calibre of enthusiastic applicants.

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled "Chairperson's Report" dated 3 February 2020.**

Attachments

There are no attachments for this report.

Southland Settlement Hierarchy Report 2019

Record No: R/20/1/871

Author: Rex Capil, Group Manager Community and Futures

Approved by: Steve Ruru, Chief Executive

☐ Decision

☐ Recommendation

☒ Information

Introduction

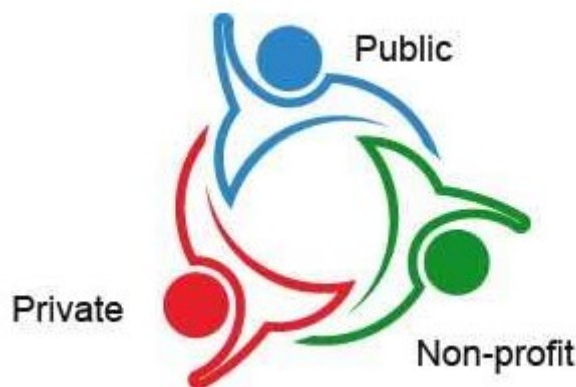
- 1 In 2019 Council commissioned BERL to prepare a report to consider the type and quantity of service provision across the various settlements that make up the Southland district.
- 2 Council staff collected data using a standard template and sourced from various local contacts and provided this to BERL.
- 3 The overall purpose for undertaking the project was to start the collection of information to be utilised to support and inform decisionmaking regarding the future provision of services.
- 4 It is important to note the service provision conversation required is much wider than just considering council services. Hence the settlement hierarchy project involves considering service provision from a wider community perspective.
- 5 It is also important to note the information collected represents a point in time and that things change.
- 6 The methodology developed by BERL is based on international examples and adapted for the Southland district. There is no single methodology or formula that is used internationally to determine service provision standards or determine what is appropriate. It is subjective in nature and relies on a large number of determinants and variable factors which alter in terms of significance and priorities depending on the community and the context at the time.
- 7 The project supports gaining a better understanding of the range of services and facilities that are available in the various settlements across the district and supports conversations to be had in looking at the future retention and development of local services at the most appropriate level.
- 8 The project provides a very good assessment of service provision across the district and will assist as longer term planning and integrated strategic planning opportunities for the region progress in the short to medium term.

Observations

- 9 The report touches on various matters and points for consideration as part of considering service provision for the wider community. This will assist with enhancing the community led development approach as service provision is the domain of multiple agencies.
- 10 The factors relevant to service provision vary depending on the service being provided, the expectations of the service providers, the expectations of the service consumers, the quantity and quality of the provision, the willingness to resource an appropriate level of service and the ability to access by way of travel and other technological means appropriate service provision.
- 11 This topic will continue to be of interest to decision makers related to the provision of services, as well as consumers of services, as resource allocation pressures continue to be a reality. This represents the fundamental principle of economics – that of scarcity and the fact that there is

finite or limited resource available for allocation which may not necessarily match demand or expectations. This therefore requires decisions to be made about how to allocate resources efficiently and effectively in order to satisfy the needs being provided for.

- 12 The allocation of resource and provision of services is a topic that affects service providers much wider than Council.



- 13 It affects the public sector including central government service providers (health, education, social development, transport etc.) as well as local government service provision.
- 14 It affects private sector service provision and primarily whether it is profitable and sustainable to provide private services like retail and trade and professional services in a community.
- 15 It affects the non profit sector service provision and whether the demand exists for the uptake and delivery of community based activities like non government organisations, community organisations, clubs and societies etc.
- 16 All these impact on the hierarchy of service provision for a settlement or community and all have various 'tipping points' for sustainable service delivery.
- 17 Another important factor identified as part of the service provision discussion and settlement hierarchy of service provision is the relative availability based on regional and sub regional provision. As transport and technology means have advanced the ability to access and availability of service provision needs have also changed. This impacts on the location of where services are delivered from and to, and how the services may be delivered. This will remain an ever changing and evolving subject for discussion as the pace of change in terms of the supply of the service intensifies while the expectations for and demand of the services may not change at the same pace.
- 18 Overall the findings identified in the report attached are positive for the Southland district. It seems that by grouping settlements into appropriate tiers of classification the service provision requirements across the district are well catered for. It is reassuring in that very few settlements are considered remote or under provided for and these can be explained in relation to proximity to other settlements.
- 19 It is important Council continues to work with other service provision agencies and the community boards and community organisations to monitor the provision of services (not just Council services) and adapt and develop as the needs change across the district.
- 20 This type of work is evolving and the community leadership and community partnership work is proactively delivering opportunities as required. As an example an initial stakeholder forum is being facilitated by Council officers with various stakeholders, service providers and local

community representatives in the Northern Southland area as potential impacts of Kingston growth unfolds.

- 21 The Southland Settlement Hierarchy Report 2019 is an effective resource to assist with initiating and developing the conversations required to consider future service provision opportunities and decisions across the Southland district.

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled “Southland Settlement Hierarchy Report 2019” dated 4 February 2020.**

Attachments

- A Southland Settlement Hierarchy Report 2019 [📄](#)



**SOUTHLAND
DISTRICT COUNCIL**
Te Rohe Pōtae o Murihiku



berl

Making sense of the numbers

Southland Settlement Hierarchy

Report

2019

Authors: Mark Cox, Hugh Dixon, Hillmarè Schulze

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June 2019

Southland Settlement Hierarchy - Draft report
June 2019

Executive Summary

Settlement hierarchy analysis has been used overseas, especially in the UK, to help local authorities to promote sustainable communities; for example, by encouraging new housing development or the provision of services in particular localities.

The aim of this report is to help Southland District Council to determine if action is needed to maintain the sustainability and vibrancy of communities in the District. The key question it considers is whether different settlements in Southland District are over- or under-provided with services and facilities, relative to their respective populations.

A database was created, showing the population in each of 57 settlements, together with the number of services and facilities provided in them. A simple regression model was then used to indicate whether and to what extent the settlements could be regarded as over-provided or under-provided, based on their populations.

The settlements were also placed in a five tier hierarchy, with three sub-regional hubs (Winton, Te Anau and Riverton) in the top tier and 14 small villages in the bottom tier. It was found that most over-provided settlements were in the second and third tiers of the hierarchy, while most of the under-provided settlements were in the fourth and fifth tiers. This was regarded as making sense, because more populous settlements will tend to provide services and facilities for neighbouring smaller settlements. For their part, smaller settlements do not necessarily need to be the location of all the services and facilities that their populations need to access, as long as better provided settlements are close by.

The settlements were allocated into four groups according to whether their populations were increasing or decreasing and according to whether they were over- or under-provided with services and facilities. Mapping the settlements revealed that eight of them could be regarded as remote (i.e. distant from the regional hubs of Invercargill and Queenstown and from the sub-regional hubs of Winton, Te Anau and Riverton (plus Gore). However, only two of them were classed as under-provided, and both were close to settlements in higher tiers of the hierarchy.

The report does not provide prescriptions for strategic action, but the findings are regarded as reassuring from the perspective of the Council, in that so few settlements were found to be both remote and under-provided. The Council could, however, consider whether it is delivering its services in the most effective manner.

It is also suggested that the Council might also want to consider whether there is scope to advance the economic and social development of the northern part of the District by supporting and safeguarding service delivery in Lumsden, even though the town is already abundantly provided.



Executive Summary

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Southland Settlement Hierarchy - Draft report
June 2019

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Working together to build a better Southland

Executive Summary

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1 Introduction

1.1 The objectives of this report

This report is in response to a request by Southland District Council for an analysis to inform its decision-making in relation to the promotion of thriving rural communities. The decisions would be designed to encourage sustainable development, and to support the retention and development of local services at the most appropriate level. It was also intended that the analysis would provide a better understanding of the range of services and facilities that should be available in the District's various settlements.

1.2 What is a settlement hierarchy?

A settlement hierarchy is simply a way of arranging settlements into a hierarchy based upon their population or some other criteria. Overseas, settlement hierarchies are referred to in the National Planning Policy Framework in England and Wales¹, and they are used in the planning systems of some other countries such as Ireland, India and Switzerland.

A settlement's population size, geographic area, status and the availability of services can all affect this hierarchy. The position of a settlement in the hierarchy can also depend on the sphere of influence. This is how far people will travel to use the services in the settlement: if people travel further a settlement becomes more important and ranks higher in the hierarchy.

1.3 Some examples from overseas

1.3.1 Guildford, UK

The Borough of Guildford is part of the County of Surrey. It is located approximately 50 km south west of London. It has a population of around 150,000 people, roughly half of whom live in the town of Guildford itself. The town is surrounded by 25 civil parishes, with populations ranging from several hundred to several thousands. The Borough covers an area of 271 sq. km.

The Borough's planners undertook settlement hierarchy study in 2014². The aim of defining the hierarchy was to:

- Promote sustainable communities.
- Ensure enough homes to support local facilities and improve quality of life in villages.
- Inform planning for development and supporting infrastructure.

In other words, the aim of the Guildford Settlement Hierarchy was broadly similar to the current work on Southland District.

¹ Ministry of Housing, Communities and Local Government - National Planning Policy Framework, February 2019
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/807247/NPPF_Feb_2019_revised.pdf

² https://www.guildford.gov.uk/newlocalplan/media/16930/Guildford-borough-Settlement-hierarchy-May-2014/pdf/Settlement_hierarchy_May_2014.pdf



Borough of East Devon

Introduction

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1.3.2 East Cheshire, UK

East Cheshire Council is Unitary Authority in the North East of England, neighbouring the City of Manchester. It has a population of around 380,000, and it covers an area of 1,166 sq. km. It comprises 52 wards. There is one large urban area (Crewe and Nantwich) with approximately 111,000 residents, and another (Macclesfield) with around 51,000 residents.

To inform the development of its Local Development Framework, East Cheshire Council produced a report in 2010 on 'Determining the Settlement Hierarchy'³.

The report stated that a Settlement Hierarchy was needed to distribute future growth to achieve national planning objectives, such as:

- Improving Accessibility
- Sustainable Patterns of Development
- Ensuring Continued Service Viability
- Resilience in face of economic change
- Promoting Vibrant Communities
- Tackling Climate Change.

The East Cheshire Settlement Hierarchy work was also similar to the current work on Southland District, although it was broader to the extent that it explicitly related the work to the issue of climate change.

1.3.3 Western Australia

In 2013, researchers from the University of Western Australia⁴ published a briefing paper focusing on regional capitals (i.e. other than Perth) in the State. Its purpose was to enhance understanding of the growth potential and local competitiveness of regional capitals, such as Kalgoorlie (population approximately 29,000) and Broome (population approximately 14,000).

An underlying aim was to highlight the differing population dynamics and growth trajectories of the various capitals, with a view to examining whether it would be possible to counter the increasing dominance, within the State, of Perth.

Although this was largely an academic exercise, it echoed the sort of concerns that are sometimes felt about settlements in Southland District, dominated as they are by larger towns (i.e. Invercargill, Gore and Queenstown) outside its borders.

1.4 Methodology

There is no standard methodology for undertaking analyses of settlement hierarchies, so it was decided to collect data that could be used to assess

³ <https://www.cheshireeast.gov.uk/pdf/planning/spatial-planning/researchand-evidence/climate-change/en-ldf-settlementhierarchy.pdf>

⁴ Plummer, P. Martinus, K. & Tonts, M. (2013) *Regional Capitals in the WA Settlement Hierarchy, Briefing Paper 1: Population*, Centre for Regional Development, the University of Western Australia.

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whether particular settlements appeared to be over- or under-provided with services and facilities, relative to the size of their populations.

It was recognised that a settlement could appear to be over-provided with services and facilities because its population had declined. Likewise, a settlement could appear to be under-provided because the provision had not kept pace with its growing population. Accordingly, the analysis took explicit account of population change.

Similarly, a settlement could appear to be over-provided with services and facilities, although this could be explained by its relative remoteness from larger settlements. On the other hand, a settlement could appear to be under-provided, but only because it is close to a larger settlement that could satisfy the needs of its residents. For these reasons, the analysis also took account of the distance of a settlement from larger, better provided settlements.

By doing this, it became possible to distinguish between four groups of settlements:

- Under-provided settlements with a growing population
- Under-provided settlements with a decreasing population
- Over-provided settlements with a growing population
- Over-provided settlements with a decreasing population.

These four groups of settlements were then mapped to show how far they were from the regional hubs of Invercargill, Queenstown and Gore; and from the sub-regional hubs of Winton, Te Anau and Riverton. This resulted in a set of relatively remote and over-provided settlements being identified.

Settlement Hierarchy analysis does not produce prescriptive findings, but the report draws some conclusions about whether the issue of over- or under-provision of services and facilities might be a matter of concern to the Council.



Bay of Plenty Regional Council

Introduction

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2 Creating a database

The Council identified 57 Southland settlements for inclusion in the analysis and, using a recording template, provided BERL with data on the services and facilities present in each one. The list of services and facilities of interest was proposed by BERL. The list included 32 different types of public and private services and facilities.

An example of the recording template, showing the services and facilities present in Athol, is presented in Table 2-1. It reveals that the village, with its population of approximately 90, has 10 different services and facilities, although none of them is health- or education- related.

Table 2-1 The recording template - example of Athol

PLACE: ATHOL		POPULATION: APPROX 90	
MEDICAL AND HEALTH RELATED SERVICES AND FACILITIES (TICK IF PRESENT)			
Maternity or birthing unit		Residential aged care facility	
GP surgery/office		Dental clinic/practice	
Vet clinic		Pharmacy	
EDUCATION RELATED SERVICES AND FACILITIES			
Early childhood centre or crèche		Primary school	
Secondary or all aged school		Other education and/or training facility	
RETAIL SERVICES AND SHOPS			
Supermarket		Convenience store	
Café and/or restaurant	✓	Petrol station	
Pub or bar	✓	Farm/rural supplies store	
Bank and/or post shop		Other retail store	✓
INDUSTRY RELATED SERVICES AND FACILITIES			
Mechanics workshop		Factory(ies)	
Haulage yard/transport provider		Other industrial (eg mine or quarry)	
TOURISM RELATED SERVICES AND FACILITIES			
Hotel(s) and or motel(s)		Camping ground	✓
Paid visitor attraction	✓		
COMMUNITY FACILITIES AND SERVICES			
Community hall	✓	Library	
Place of worship	✓	Timetabled bus service	
Playground	✓	Sports pitch(es)	✓
Open green space	✓		

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Table 2-2 lists the 57 settlements in alphabetical order, and it shows their populations and the numbers of services and facilities present. It records that the most populous settlement is Winton, which like Te Anau, has all but two of the services and facilities shown in the recording template. The least populous settlement is Kapuka, which in common with nine other settlements, has only two of the services and facilities shown in the recording template.

Table 2-2 The 57 settlements and their services and facilities

Settlement	Population	No. of services / facilities	Settlement	Population	No. of services / facilities
Athol	90	10	Nightcaps	370	18
Balfour	156	14	Oban	381	19
Blackmount	30	4	Ohai	290	7
Browns	120	9	Orawia	30	4
Clifden	30	6	Orepuki	105	8
Colac Bay	130	6	Otautau	669	21
Curio Bay	65	7	Rimu	80	4
Dacre	140	2	Riversdale	375	18
Dipton	180	7	Riverton	1431	25
Drummond	130	8	Ryal Bush	180	2
Edendale	555	17	Seaward Downs	105	2
Fairfax	40	1	Te Anau	1914	30
Five Rivers	90	3	Te Tipua	42	3
Fortrose	40	6	The Key	40	5
Garston	105	11	Thornbury	110	6
Glencoe	20	1	Tokanui	156	10
Glenham	20	2	Tuatapere	555	22
Gorge Road	90	7	Waianiwa	75	6
Hedgehope	105	6	Waikaia	100	13
Isla Bank	70	2	Waikawa	65	3
Kapuka	15	2	Waimahaka	30	2
Limehills/ Centrebush	220	8	Waimatuku	120	4
Lumsden	483	27	Wairio	32	2
Mabel Bush	54	2	Wallacetown	450	13
Manapouri	228	12	Winton	2211	30
Milford	114	9	Woodlands	264	10
Mokotua	50	3	Wreys Bush	57	2
Monowai	18	4	Wyndham	534	24
Mossburn	207	15			

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Table 2-3 shows the total number of different services and facilities present in the various settlements. Community halls, sports grounds, playgrounds and open green spaces are each present in 60 percent, or more, of the settlements, while primary schools and cafes/restaurants are each present in 50 percent or more of settlements. At the other end of the scale, fewer than 10 percent of the settlements have a secondary school, residential aged care facility, dental clinic, bank/post shop, maternity unit or post-school education/training centre.

Table 2-3 Total number of different services and facilities present in the 57 settlements

Service / facility	No. of settlements with the service / facility
Community hall	40
Sports grounds	38
Playground	37
Green space	35
Primary school	31
Café/ restaurant	30
Place of worship	27
Pub/bar	26
Mechanics workshop	26
Petrol station	21
Haulage/ transport yard	21
Convenience store	19
Other retail	17
Other, e.g. quarry	17
Hotel(s) / Motel(s)	17
Early childhood centre	16
Camping ground	16
Paid visitor attraction	12
GP surgery	10
Farm/rural supplies store	8
Factory(ies)	8
Library	8
Timetabled bus	8
Vet clinic	7
Supermarket	7
Pharmacy	6
Secondary/all age school	5
Residential aged care facility	4

Southland Settlement Hierarchy - Draft report
June 2019

Dental clinic	3
Bank/post shop	3
Maternity unit	2
Other education/ training	1

Southland Settlement Hierarchy - Draft report
June 2019

3 Identifying over- and under-provided settlements

Figure 3-1 shows the result of plotting the population of each of the 57 settlements against the number of services and facilities available in each. However, it is difficult to discern what the graph indicates, in terms of the relationship between population size and number of services and facilities. This is because the relationship is, evidently, non-linear; that is to say, the number of services and facilities does not increase in direct proportion to the population.

Figure 3-1 Simple plot of settlement populations and the number of services/facilities present

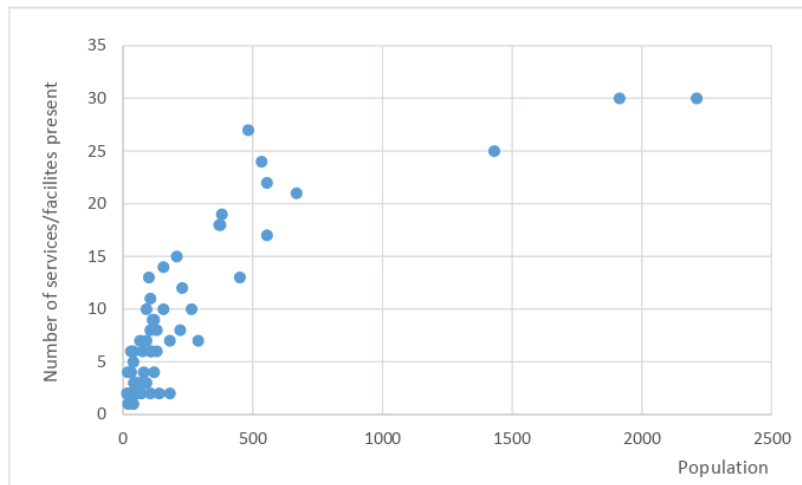
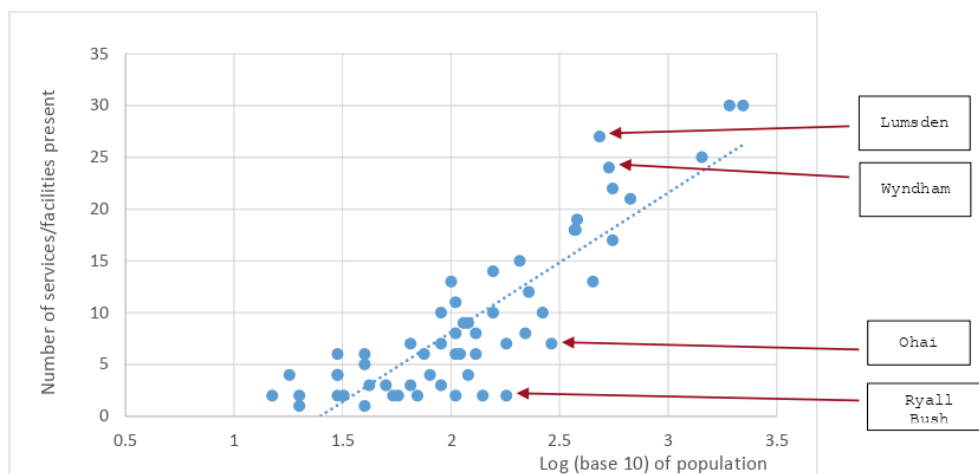


Figure 3-2 provides a much clearer indication of the relationship by expressing population in logarithmic form. When this is done a regression line can be added to indicate settlements that are over-provided relative to their population, and those that are under-provided. The names of some settlements have been added.

Places that are above the line (e.g. Lumsden and Wyndham) are over-provided, relative to their population, while places below the line (e.g. Ryall Bush and Ohai) are under-provided. The further a place is above the line, the more it is over-provided, relative to its population. Conversely, the further a place is below the line, the more it is under-provided, relative to its population.

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Figure 3-2 Log-Linear plot of settlement populations and the number of services/facilities present



Section 5 of the report examines the question of why certain settlements appear to be over- or under-provided with services and facilities, relative to their population. But, in the meantime, Table 3-1 lists the settlements that appear to be the most over- or under-provided. The table is based on a regression model that used the population and services/facilities data for each settlement to 'predict' how many services and facilities a settlement of a given population ought to have. Each settlement's actual number of services and facilities was then expressed as a percentage of its predicted number of services and facilities. Those settlements with more than 100 percent of their predicted number of services and facilities were classified as over-provided, while those with less than 100 percent were classified as under-provided.

The table lists the top 10 most over-provided and under-provided settlements. It shows that Lumsden has more than twice as many services and facilities that it might be expected to have, given its population. The other top 10 over-provided settlements all have at least 50 percent more services and facilities than might be expected.

At the other extreme, Fairfax has only 17 percent of the services and facilities that might be expected, given its population, while all of the other settlements listed also appear to be grossly under-provided.



Ministry of the Environment

Identifying over- and under-provided settlements

9

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Table 3-1 Most over-provided and under-provided settlements

(Actual number of services and facilities as a percentage of the expected number, given the settlement's population)

Most over-provided settlements		Most under-provided settlements	
Lumsden	213%	Waimahaka	34%
Waikaia	188%	Wairio	34%
Balfour	181%	Mabel Bush	32%
Wyndham	179%	Wreys Bush	32%
Mossburn	176%	Isla Bank	31%
Oban	171%	Seaward Downs	29%
Nightcaps	164%	Dacre	27%
Riversdale	163%	Ryal Bush	25%
Tuatapere	160%	Glencoe	18%
Garston	158%	Fairfax	17%

It should be noted that all of the analysis presented so far is based on treating all the different types of services and facilities as being equally important. However, it could be argued that certain services and facilities are more important than others, when it comes to the vibrancy and wellbeing of settlements.

To address this point, we allocated higher weights to a select group of services and facilities we adjudged to be especially important, and then we repeated the modelling described above. The select group of services and facilities comprised: GP surgery, Primary school, Supermarket, Convenience store, Farm/rural supplies store, and Hotel/motel. Each of these was given a weight of 3, whereas all other services and facilities were given a weight of 1. So, for example, a settlement that had ten services and facilities, including one in the select group, would have a weighted services and facilities score of 12. By comparison, another settlement that also had ten services and facilities, but none in the select group, would have a services and facilities score of just 10.

Similarly, a settlement that had five services and facilities, including two in the select group, would have a weighted services and facilities score of 9. Another settlement that also had five services and facilities, but none in the select group, would have a services and facilities score of just 5.

The result of re-running the modelling with higher weights for certain services and facilities are shown in Appendix A. However, it is clear that there is relatively little difference between the weighted and unweighted findings. The degree of over- and under-provision of services and facilities in certain communities is more pronounced in the weighted modelling, but the composition of the lists of top 10 over-provided and under-provided communities are similar.

4 Locating the settlements in the hierarchy

Determining which settlements fit where in the Southland Settlement Hierarchy is partly a matter of judgment, but we suggest that there are five tiers, corresponding with the groupings shown in Figure 4-1.

Figure 4-1 Five possible groupings of the settlements

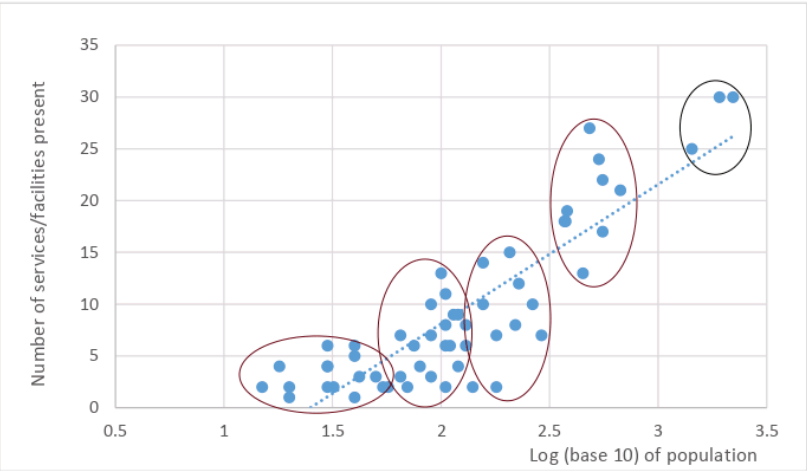


Table 4-1 identifies where each of the 57 settlements fits in the hierarchy. In the top tier of the hierarchy are what we have labelled the three sub-regional hubs. In the second tier are nine smaller towns, and so on, down to the fifth tier which includes 14 small settlements.

The table also shows the names of certain settlements highlighted in yellow or red. The settlements highlighted in yellow are the top 10 most over-provided settlements listed in Table 3-1, while those highlighted in red are the top 10 most under-provided.

What is significant about the table is that most of the over-provided settlements are in tiers two and three, while most of the under-provided settlements are in tiers four and five. This makes sense, in that larger settlements will tend to provide services and facilities for neighbouring smaller settlements. For their part, the smaller settlements do not necessarily need to be the location of all the services and facilities that their populations might imply.

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Table 4-1 The settlements and their place in the hierarchy

Tier one (3 sub-regional hubs):	
Winton Te Anau Riverton	
Tier two (9 smaller towns):	
Lumsden Riversdale Nightcaps Otautau Tuatapere	Wallacetown Edendale Wyndham Oban
Tier three (10 larger villages):	
Manapouri Mossburn Ohai Dipton Limehills/Centrebush	Ayall Bush Woodlands Balfour Tokanui Dacre
Tier four (21 smaller villages):	
Athol Five Rivers Garston Milford Waikaia Colac Bay Orepuki Drummond Isle Bank Browns Thornbury	Hedgehope Waimatuku Waianiwa Curio Bay Fortrose Gorge Road Rimu Seaward Downs Waikawa Wreys Bush
Tier five (14 small settlements):	
The Key Blackmount Clifden Orawia Fairfax Waititi Monowai	Glencoe Glenham Kapuka Mabel Bush Mokotua Te Tipua Waimahaka

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5 Taking account of population change and distance

It is possible that particular settlements could appear to be over-provided with services and facilities because their population has declined. In other words, there is a state of geographical inertia that has kept their services and facilities in place, even though their population no longer justifies them. Equally, particular settlements could appear to be under-provided because their populations have grown more quickly than services and facilities have been added.

Table 5-1 classifies settlements according to whether they have an increasing or decreasing population and according to whether they appear to be over-or under-provided⁵. It shows that:

- 7 settlements have an increasing population and are over-provided with services and facilities
- 15 settlements have an increasing population and are under-provided
- 4 settlements have a decreasing population and are over-provided, and
- 6 settlements have a decreasing population and are under-provided.

Overall, 11 settlements are over-provided and 21 are under-provided. The other 25 settlements not shown in the table have a stable population and/or are not significantly over- or under-provided.

Table 5-1 Provision related to population change

Increasing population and over-provided with services/ facilities	Increasing population and under-provided with services/ facilities	Decreasing population and over-provided with services/ facilities	Decreasing population and under-provided with services/ facilities
Athol	Dacre	Blackmount	Colac Bay
Balfour	Dipton	Orawia	Glenham
Fortrose	Fairfax	Waimahaka	Kapuka
Garston	Five Rivers	Wairio	Mokotua
Lumsden	Glencoe		Ohai
Waikaia	Hedgehope		Rimu
Wyndham	Isla Bank		
	Limehills/Centrebush		
	Ryal Bush		
	Seaward Downs		
	Thornbury		
	Waikawa		
	Waimatuku		
	Woodlands		
	Wreys Bush		

⁵ Here an increasing/declining population is one where a settlement gained/lost 6 people or more between 2006 and 2018. A settlement is over-/under-provided if it has 20 percent more/fewer services and facilities than would be expected, given its population. A gain or loss of 6 people might seem small, but it should be noted that 13 of the 57 settlements currently have a population of less than 50.



Ministry of the Environment

Taking account of population change and distance

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However, as was suggested earlier, some settlements might be under-provided because they are close to larger settlements that can satisfy their needs. And, by the same token, some settlements might be over-provided because they are relatively remote and satisfy the needs of smaller neighbouring settlements. It is, therefore, necessary to fully understand whether it matters if a settlement is over-provided or, perhaps more seriously, under-provided, it is necessary to examine the geographical context.

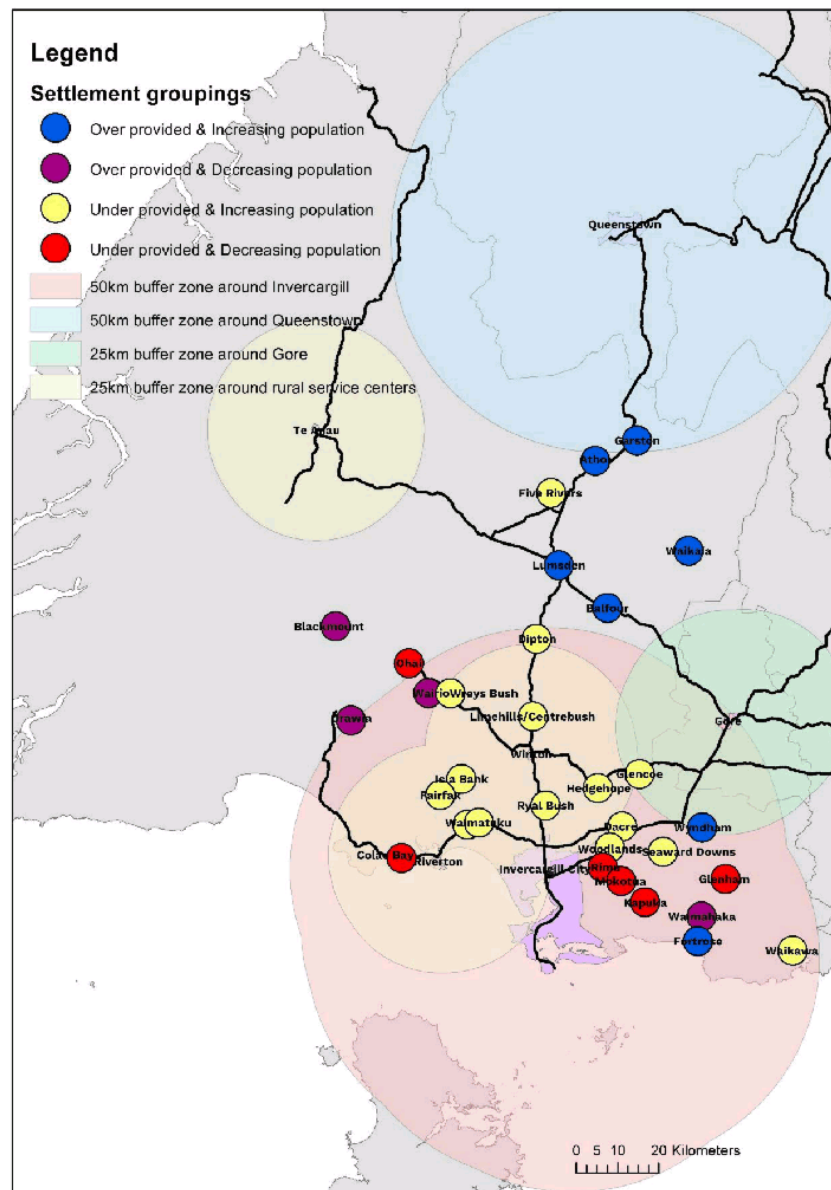
Figure 5-1 locates each of the 32 settlements listed in Table 5-1 in a map that shows places within 50 kilometres of Invercargill (population 55,000) and Queenstown (population 39,000); and within 25 kilometres of Gore (population 12,500) and the three sub-regional hubs of Winton, Te Anau and Riverton.

The map shows that only eight of the settlements in question could be classified remote, i.e. more than 50 kilometres from Invercargill and Queenstown and more than 25 kilometres from Gore, Winton, Te Anau and Riverton. Moreover, only two of them (Ohai, with its decreasing population, and Five Rivers, with its increasing population) are under-provided. Further still, both these settlements are reasonably close to settlements that occupy higher tiers in the hierarchy shown in Table 4-1. Tier three Ohai is just nine kilometres from the Tier two settlement of Nightcaps, while Tier four Five Rivers is just 14 kilometres from the Tier two and abundantly provided settlement of Lumsden.

Looking at the map, Lumsden, which is the most over-provided settlement in Southland District, relative to its population, appears to function as a sub-regional hub, in the same manner as Winton, Te Anau and Riverton.

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Figure 5-1 The settlements and their proximity to larger settlements



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6 Conclusions

As was suggested in the introduction to this report, there is no definitive methodology for analysing settlement hierarchies, and the analysis does not necessarily provide policy prescriptions. However, the analysis in this report is illuminating. It has shown that it is possible to group settlements into tiers, based on their populations and the services and facilities they provide. It has also been possible to suggest whether, and to what extent, particular settlements are over- or under-provided with services and facilities, given their population size.

More importantly, perhaps, the analysis is reassuring, in that it has revealed that very few - in fact, only two - of the settlements are both remote and under-provided. Furthermore, the under-provision of these two settlements can be explained by their proximity to higher-tier and adequately- or over-provided settlements.

In light of the findings, firm recommendations for action by the Council are not called for. Few of the services and facilities included in the assessment of provision are the responsibility of the Council; most are the responsibility of other public sector organisations (i.e. the Ministry of Education and the Southern DHB) or private sector businesses.

The Council could, however, consider whether it is delivering its services in the most effective manner, although it is, no doubt, doing this as part of its community development activities.

The Council might also want to consider whether there is scope to advance the economic and social development of the northern part of the District by supporting and safeguarding service delivery in Lumsden.

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Appendix A Effect of weighting important services and facilities

As was stated in section 3, the question was asked of whether the results of the analysis of over-and under-provision would be different if some services and facilities (GP surgery, Primary school, Supermarket, Convenience store, Farm/rural supplies store, Hotel/motel) were more highly weighted than others.

However, Figures A1 and A2, and Tables A1 and A2, reveal that there is relatively little difference between the weighted and unweighted findings. The degree of over-and under-provision of services and facilities in certain communities is more pronounced in the weighted modelling, but the composition of the lists of top 10 over-provided and under-provided communities are similar.

Figure A1 - Unweighted (all services and facilities allocated a weight of 1)

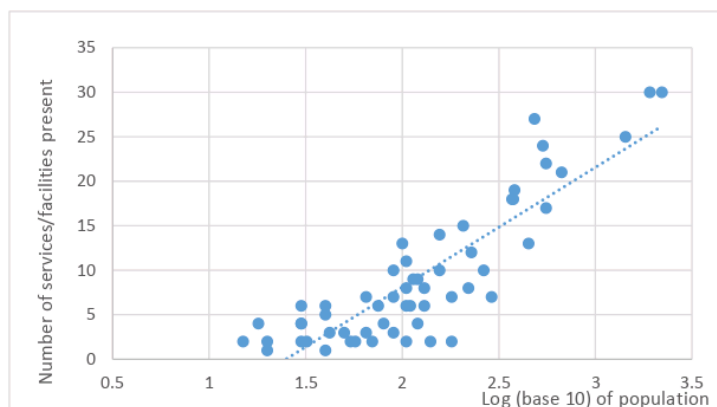
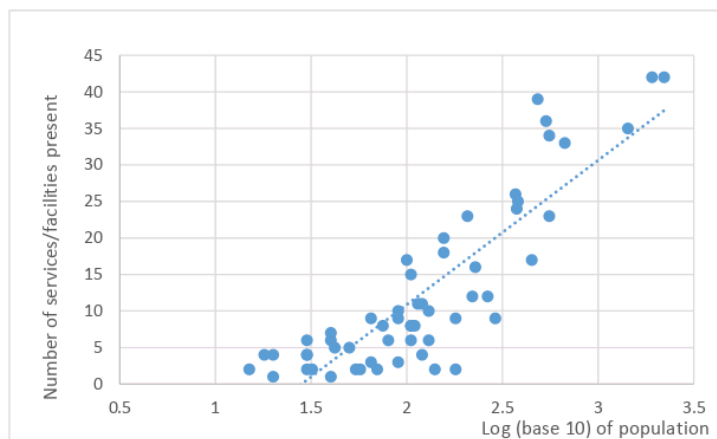


Figure A2 - Weighted (key services allocated a weight of 3, and others a weight of 1)



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Table A1 - Most over-provided settlements

Most over-provided settlements		Most over-provided settlements	
UNWEIGHTED		WEIGHTED	
Lumsden	213%	Lumsden	223%
Waikaia	188%	Mossburn	200%
Balfour	181%	Wyndham	193%
Wyndham	179%	Balfour	193%
Mossburn	176%	Waikaia	186%
Oban	171%	Tuatapere	178%
Nightcaps	164%	Tokanui	174%
Riversdale	163%	Nightcaps	173%
Tuatapere	160%	Oban	164%
Garston	158%	Garston	162%

Table A2 - Most under-provided settlements.

Most under-provided settlements		Most under-provided settlements	
UNWEIGHTED		WEIGHTED	
Waimahaka	34%	Kapuka	27%
Wairio	34%	Waimahaka	26%
Mabel Bush	32%	Wairio	26%
Wreys Bush	32%	Mabel Bush	25%
Isla Bank	31%	Wreys Bush	24%
Seaward Downs	29%	Isla Bank	24%
Dacre	27%	Dacre	20%
Ryal Bush	25%	Ryal Bush	18%
Glencoe	18%	Glencoe	14%
Fairfax	17%	Fairfax	13%



Working together for the community



Working with you to make a difference

Appendix A Effect of weighting important services and facilities

Community Well-beings and Strategic Issues Overview - January 2020

Record No: R/20/1/795

Author: Rex Capil, Group Manager Community and Futures

Approved by: Steve Ruru, Chief Executive

☐ Decision

☐ Recommendation

☒ Information

Report Purpose

- 1 At its inaugural meeting for the 2019-2022 triennium the Community and Strategy Committee received the community well-beings and strategic overview report.
- 2 It is intended this community well-beings and strategic issues overview report will be prepared and presented to the Community and Strategy Committee as part of its standard order paper each meeting, as far as is practicable.
- 3 This report is intended to inform the committee of recent developments, points of interest and points for consideration as part of the overall strategic context and community well-beings (social, economic, environmental, cultural) discussions that Council is part of – nationally, regionally and locally.
- 4 The report will also be used to provide some insights of ‘happenings’ from other regions that maybe of interest and relevance to the District. This provides a wider strategic context on a national and regional scale to assist in Council’s understanding of issues and areas of impact occurring elsewhere.
- 5 Importantly the report aims to initiate discussion and conversation amongst councillors and communities to support the opportunity to participate and contribute to Council’s direction setting and positioning with regards to the multi stakeholder environment it operates in.
- 6 It is intended the format and content of the report is divided into five headings – reflecting the four well-beings plus other regional happenings. The topics covered under each of the headings are a selection of recent articles and publications and are summarised with the associated link attached from where the information is sourced and/or the full document attached when relevant.

Social Well-being

- 7 For the purpose of this report we consider social well-being to reflect topics related to how people and communities engage in work, study and social activities.
- 8 The following is a summary of a selection of recent articles and publications relating to the social well-being topic.

Reflecting on the decade ahead

- 9 These articles address views on the big issues of the next decade being many and varied. The articles are suggesting most will be carried over from the last decade. The difficulty and importance of these will intensify and how we respond will shape this coming decade.

- 10 It suggests some of the big issues in New Zealand over the next 10 years will be social changes. It identifies that they tend to come slowly in New Zealand but when they do happen they tend to stick and governments rarely turn the clock back.
- 11 The discussion is not about whether we agree with these issues but more importantly how we attempt to understand them and recognise the implications of them on our communities.
- 12 The articles as per the links below provide some food for thought:
<https://www.stuff.co.nz/opinion/118454886/the-five-big-issues-for-the-next-decade>
<https://www.stuff.co.nz/national/118295862/this-is-us-new-zealands-brightest-reflect-on-the-decade-ahead>

Point to note:

- 13 It is important for the Southland District Council to remain abreast of the social changes occurring and the impact on the communities it serves. It will have a role to play in advocacy, strategy development alongside communities and a community leadership role in supporting communities in dealing with the implications of the social changes being dealt with.

United Nations – Global Sustainable Development Report 2019

- 14 The United Nations – Global Sustainable Report 2019 – published in September 2019 – emphasised “that strong political will and commitment will be required to make the needed transformations.”
- 15 It also raises concerns that progress on most sustainable development goals (SDGs) has gone into reverse. It considers that in-depth transformation to achieve the SDGs requires systemic change and systemic change requires leadership committed to that. Common themes from across the globe relate to concern over inequality, corruption, and poor public services.
- 16 The article and report below provide information related to this issue:
<https://www-devex-com.cdn.ampproject.org/c/s/www.devex.com/news/opinion-it-always-seems-impossible-until-it-s-done-96229/amp>
https://sustainabledevelopment.un.org/content/documents/24797GSDR_report_2019.pdf

Point to note:

Of particular interest for the Southland District Council is to remain abreast of the relevant sustainable development goals, how they link and align with the community well-beings and social changes occurring. While the issues may seem global in nature many relate directly and indirectly to issues impacting on communities in the district.

Economic Well-being

- 17 For the purpose of this report we consider economic well-being to reflect topics related to how financial and human made physical assets impact on how people live, deliver services and work together as a society.
- 18 The following is a summary of a selection of recent articles and publications relating to the economic well-being topic.

Agri-sector matters

- 19 The *Agrisector to grow but faces reset* article suggests strong commodity prices and global demand will continue to support New Zealand's agriculture sector. However the environmental and regulatory challenges that face the sector will mean further challenges will continue to create headwinds for the sector.
- 20 There is also positive information relating to opportunities and hopes for younger generations to realise the types of futures available in the agritech sector
- 21 It is interesting to note also an example of the international writings relating to farming and the agriculture sector in relation to food production and food supply in the future.
- 22 The following articles provide some interesting food for thought and raise important points for consideration for all New Zealanders to consider:
- <https://www.pressreader.com/new-zealand/otago-daily-times/20200102/282196537874419>
- <https://www.odt.co.nz/rural-life/rural-people/agritech-worker-raising-awareness-diverse-careers>
- https://www.theguardian.com/commentisfree/2020/jan/08/lab-grown-food-destroy-farming-save-planet?CMP=Share_AndroidApp_Copy_to_clipboard

Point to note:

- 23 The Southland District Council will need to continue to understand the primary sector challenges and opportunities as it progresses its LTP 2031 work and also any integrated strategic planning work out beyond the 2050 horizon.

Civil Aviation Authority (CAA) review of fees, levies and charges

- 24 The CAA is proposing some significant changes to its fees, levies and charges which may impact significantly on the agricultural sector. It is recognised that with any substantial changes the impacts on costs are passed on to the end user.
- 25 The following links provide greater detail:
- <https://www.stuff.co.nz/business/farming/118478805/caa-hiking-industry-fees-by-over-5-to-meet-upgrade-costs>
- <https://www.aviation.govt.nz/about-us/what-we-do/how-we-are-funded/review-of-caa-fees-levies-charges-2020/>
- <https://www.aviation.govt.nz/assets/about-us/funding-review-2020-discussion-document.pdf>

Point to note:

- 26 The Southland District Council to monitor how the CAA review progresses and work alongside interested parties as it progresses.

Environmental Well-being

- 27 For the purpose of this report we consider environmental well-being to reflect topics related to how the natural environment impacts on how communities align resources and support resource allocation and usage required to live a sustainable life.

- 28 The following is a summary of a selection of recent articles and publications relating to the environmental well-being topic.

Water quality – not a town vs. country issue

- 29 The debate and discussion continues on the water quality issues facing New Zealand. While it seems there is agreement on the ultimate goal of improving water quality it seems there is continued disagreement on what needs to be done to achieve it and the pace and scale of change required.

- 30 There are some interesting conversation starters in this article:

<https://www.stuff.co.nz/national/politics/opinion/118495519/everyone-wants-clean-water-its-time-for-david-parker-to-tell-us-how-much-it-will-cost>

Point to note:

- 31 Southland District Council will remain abreast of this topic from a national, regional, district and local perspective as various developments impact on council and communities directly and indirectly. The implications are significant and this will remain a topic high on Council's agenda.

PCE Report: The “uncomfortable truth” about tourism, emissions and investment

- 32 The tourism industry's share of New Zealand's total carbon emissions has been revealed as a new government report identified climate change as the greatest long-term risk to the sector – and one that is impacting investment decisions today.

- 33 The Parliamentary Commissioner for the Environment's new report, *Pristine, popular... imperilled? The environmental consequences of projected tourism growth*, estimated that the emissions from tourism activity within NZ made up 9% of total of total domestic emissions in 2017.

- 34 Presenting the report, the environmental commissioner, Simon Upton, said: “Tourism is facing an emissions challenge related to long-haul travel for which there is simply no solution on the horizon.”

“Domestic emissions, who knows, they might become manageable, but at the global level there have to be serious doubts about whether tourism in its current shape and form can continue if we are to have a chance of heading off the worst consequences of climate change. That is the very uncomfortable truth of the matter I think.”

He added: “The seriousness of that challenge is widely appreciated in the industry and this came through – people are thinking about the issue, and those that can do something about it are responding often quite impressively in part of course because it is something their customers are increasingly attuned to.”

“But all of us, let's be frank, live with reliance on a means of transport that is predicted to one of the biggest contributors to using up whatever remaining atmospheric budget of carbon we can afford to emit. On this environmental score alone, I have encountered a measure of fatalism that leaves people with little to say. What can you say?”

- 35 The full report can be found at the link:

<https://www.tourismticker.com/wp-content/uploads/2019/12/Report-Tourism-Pristine-popular...-imperilled-Embargo.pdf>

Overtourism – call to define tourism limits

- 36 This was followed up with various articles relating to ‘overtourism’ and associated challenges for local communities, councils and other infrastructure providers. It also raised the topic of social license and longer term sustainability issues as a result of what is being experienced in some parts of New Zealand now.
- 37 At the same time, pressures were identified as a result of a decline in the number of visitors to Te Hikoi Museum, recognised as a tourist attraction for the Southland region. Therefore it is important to understand the global and national effects and what the ripple effect can be to the Southland region and district, even if such ‘overtourism’ pressures may not be being felt directly in Southland.
- 38 The following links provide some insights from recent articles produced
- <https://www.odt.co.nz/regions/wanaka/call-define-tourism-limits>
- <https://www.newshub.co.nz/home/travel/2019/12/queenstown-wanaka-locals-say-area-can-t-keep-up-with-increasing-tourist-numbers.html>
- <https://www.noted.co.nz/planet/planet-planet/overtourism-new-zealand-growing-problem?fbclid=IwAR3DYqs5C2-PEZqn04M2jWsDnGvNwTQCnVIPFYdDbTlgwlo4bOvWrWIHeYU>
- <https://www.odt.co.nz/regions/southland/plea-encourage-visitors-te-hikoi-museum>

Point to note

- 39 Of particular interest for Southland District Council is to remain abreast of the global and national conversations occurring relating to tourism development and work alongside Great South in taking all points into consideration as initiatives from the Southland Murihiku Destination Strategy and community plans are rolled out over the next decade.

Cultural Well-being

- 40 For the purpose of this report we consider cultural well-being to reflect topics related to how people live and work together and includes cultural and community identity, traditions and customs and common values and interests.
- 41 The following is a summary of a selection of recent articles and publications relating to the cultural well-being topic.

We will hit five million this year - so how big is too big for New Zealand?

- 42 A continued conversation on the New Zealand population and what does a New Zealander look like and what does it mean to be a New Zealander. There are good video/audio representations included as part of this article – dealing with migration, labour supply, housing, social and infrastructure related matters – related to urban and rural differences.
- 43 The following link provides balanced insights and the video/audio links offer further insights:
- <https://www.stuff.co.nz/opinion/118586130/we-will-hit-five-million-this-year--so-how-big-is-too-big-for-new-zealand?%3Fcid=facebook.post&cid=facebook.post>

Point to note:

- 44 Council continue to work alongside the Community Boards and the communities represented to build strong community led development initiatives that reflect and represent the needs of the communities in the future. It is important that a multi agency approach be fostered and promoted to ensure community views are understood and actioned from the communities themselves.

Te reo Maori on a ‘pathway towards extinction’

- 45 A sobering article offering food for thought as we look to consider the issues to be considered in understanding the future challenges for te reo and tikanga and other cultural and heritage related matters.
- 46 The following link provides the insights:
<https://www.stuff.co.nz/national/education/118654781/te-reo-mori-on-a-pathway-towards-extinction>

Point to note:

- 47 It is important council continues to build the community led development approach to work alongside iwi and other agency providers to ensure cultural heritage development occurs at the local community level

Regional Happenings – Palmerston North and Manawatu

- 48 This section aims to provide information recently highlighted relating to an area/region elsewhere in New Zealand.
- 49 The area/region identified in this report is Palmerston North and Manawatu.
- 50 The articles identified below highlight some insights and significant developments occurring in Palmerston North/Manawatu, related to
- Technology incubator development for the agritech sector with the Callaghan Innovation has partnering with Sprout to build on the investor group backing Sprout receives from two iconic New Zealand companies, Fonterra and Gallagher, as well as global venture capital firm Finistere Ventures and Israel’s most active venture investor, [OurCrowd](#)
 - <https://www.linkedin.com/posts/linda-stewart-nz-sprout-accelerator-first-for-nzs-agritech-activity-6613249182360756224-Yt3A/>
 - <https://www.sproutaccelerator.com/blog/first-for-nzs-agritech-innovators>
 - Agritech was recognised as a strength and point of difference for the region through CEDA’s work with McKinsey & Company in 2017, given the cluster of businesses and organisations that are based in Manawātū. These include Massey University, UCOL, FoodHQ, the crown research institutes AgResearch, Plant and Food Research, and the Riddet Institute, Fonterra Research and Development Centre, Sprout, and now the Rural Innovation Lab. Representatives from all these organisations and more, including iwi and Māori, were involved in the creation of the strategy –
 -

- <https://www.newshub.co.nz/home/rural/2019/10/major-agritech-strategy-launched-for-manawat.html>
- https://ceda.nz/latest-news/manawatu-agritech-strategy-recognised-by-ednz-award/?utm_source=60+Seconds+with+CEDA&utm_campaign=aba39057ff-EMAIL_CAMPAIGN_2019_11_06_01_36&utm_medium=email&utm_term=0_21e40e8314-aba39057ff-1211592875
- To attract tertiary graduates and encourage people to choose Manawatū as a place to begin and grow their career, CEDA is partnering with NxtStep, a leading graduate employment and careers platform in New Zealand. Nationally, NxtStep advertises roles across 60 sectors, from agriculture to technology, manufacturing, planning and resourcing to marketing and communications and more. Manawatū-based companies already featuring on the platform include some of the region's largest employers like Toyota, Fonterra, FMG, and Mainfreight. As a result of the partnership a dedicated Manawatū recruitment platform has been developed – manawatu.nxtstep.co.nz. The platform features Manawatū specific employers and employment opportunities, a mixture of interesting and engaging lifestyle content and a series of interviews with young professionals who are based here in the region – giving an authentic insight into the lifestyle and career opportunities.
- <https://manawatu.nxtstep.co.nz/>

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled “Community Well-beings and Strategic Issues Overview - January 2020” dated 19 January 2020.**

Attachments

There are no attachments for this report.