



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

**Date:** Wednesday, 8 July 2020  
**Time:** 9am  
**Meeting Room:** Council Chamber  
**Venue:** 15 Forth Street, Invercargill

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## Community and Strategy Committee Agenda OPEN

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### MEMBERSHIP

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

### IN ATTENDANCE

<b>Group Manager - Community and Futures</b>	Rex Capil
<b>Committee Advisor</b>	Alyson Hamilton

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**[www.southlanddc.govt.nz](http://www.southlanddc.govt.nz)**

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**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

<b>TYPE OF COMMITTEE</b>	Council committee
<b>RESPONSIBLE TO</b>	Council
<b>SUBCOMMITTEES</b>	None
<b>LEGISLATIVE BASIS</b>	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.
<b>MEMBERSHIP</b>	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.
<b>FREQUENCY OF MEETINGS</b>	Six weekly or as required
<b>QUORUM</b>	Seven
<b>SCOPE OF ACTIVITIES</b>	<p>The Community and Strategy Committee is responsible for:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• to provide leadership to District communities on the strategic issues and opportunities that they face</li> <li>• 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.</li> <li>• assessing and providing advice to Council on: <ul style="list-style-type: none"> <li>- key strategic issues affecting the District and Council</li> <li>- community development issues affecting the District and Council</li> <li>- the service needs of the District's communities and how these needs might best be met</li> <li>- resource allocation and prioritisation processes and decisions.</li> </ul> </li> <li>• 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</li> <li>• monitoring the implementation and effectiveness of strategies, plans and policies</li> <li>• developing and approving submissions to government, local authorities and other organisations</li> <li>• advocating Council's position on particular policy issues to other organisations, as appropriate</li> </ul>

	<ul style="list-style-type: none"> <li>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.</li> </ul> <p>It is also responsible for community partnerships and engagement. This includes:</p> <ul style="list-style-type: none"> <li>monitoring the progress, implementation and effectiveness of the work undertaken by Great South in line with the Joint Shareholders Agreement and Constitution.</li> <li>allocations of grants, loans, scholarships and bursaries in accordance with Council policy</li> <li>international relations</li> <li>developing and overseeing the implementation of Council's community engagement and consultation policies and processes.</li> </ul> <p>The Community and Strategy Committee is responsible for overseeing the following Council activities:</p> <ul style="list-style-type: none"> <li>community services</li> <li>district leadership.</li> </ul>
<b>DELEGATIONS</b>	<p><b>Power to Act</b></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"> <li>approve submissions made by Council to other councils, central government and other bodies</li> <li>approve scholarships, bursaries, grants and loans within Council policy and annual budgets</li> <li>approve and/or assign all contracts for work, services or supplies where those contracts relate to work within approved estimates.</li> <li>monitor the performance of Great South..</li> </ol> <p><b>Power to Recommend</b></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>
<b>FINANCIAL DELEGATIONS</b>	<p>Council authorises the following delegated authority of financial powers to Council committees in regard to matters within each committee's jurisdiction.</p> <p><b>Contract Acceptance:</b></p> <ul style="list-style-type: none"> <li>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</li> </ul>

		<ul style="list-style-type: none"> <li>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</li> </ul> <p><b>Budget Reallocation.</b></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"> <li>funded by way of savings on existing budget items</li> <li>within the jurisdiction of the committee</li> <li>consistent with the Revenue and Financing Policy</li> </ul>
<b>LIMITS DELEGATIONS</b>	<b>TO</b>	<p>Matters that must be processed by way of recommendation to Council include:</p> <ul style="list-style-type: none"> <li>amendment to fees and charges relating to all activities</li> <li>powers that cannot be delegated to committees as per the Local Government Act 2002 and sections 2.4 and 2.5 of this manual.</li> </ul> <p>Delegated authority is within the financial limits in section 9 of this manual.</p>
<b>STAKEHOLDER RELATIONSHIPS</b>		<p>This committee will maintain and develop relationships with:</p> <ul style="list-style-type: none"> <li>Community Boards</li> <li>Great South</li> <li>Milford Community Trust</li> <li>Destination Fiordland.</li> </ul> <p>The committee will also hear and receive updates to Council from these organisations as required.</p>
<b>CONTACT WITH MEDIA</b>		<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](http://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, 10 June 2020



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## Community and Strategy Committee

### OPEN MINUTES

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Minutes of a meeting of Community and Strategy Committee held in the Council Chamber, 15 Forth Street, Invercargill on Wednesday, 10 June 2020 at 1pm. (1pm-2.50pm, 3.08pm - 4.22pm).

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#### PRESENT

##### Chairperson

Julie Keast

Mayor Gary Tong

##### Councillors

Don Byars

John Douglas (1pm-4.06pm)

Paul Duffy

Bruce Ford (1pm-3.26pm)

Darren Frazer

George Harpur

Ebel Kremer

Christine Menzies

Karyn Owen

Margie Ruddenklau

Rob Scott

#### IN ATTENDANCE

##### Group Manager - Community and Futures Committee Advisor

Rex Capil

Alyson Hamilton



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**1 Apologies**

There were no apologies.

**2 Leave of absence**

There were no requests for leave of absence.

**3 Conflict of Interest**

Chairperson Keast declared a conflict of interest in relation to item 7.3 - Catlins Coast Incorporated funding application to the Community Initiatives Fund and advised she would take no part in discussion 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 7.3 - South Catlins Charitable Trust funding application to the Community Initiatives Fund
- item 7.3 - Waihopai Toetoe Community Board 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**

John Parsons (Cyber Safety and Risk Assessment Consultant) addressed the meeting advising of his work with health and private sectors, providing specialist advice and direction on the safe and ethical use of Digital Communication Technology.

**5 Extraordinary/Urgent Items**

There were no Extraordinary/Urgent items.

**6 Confirmation of Minutes**

**Resolution**

Moved Cr Scott, seconded Cr Owen **and resolved:**

**That the minutes of Community and Strategy Committee meeting held on 6 May 2020 be confirmed as a true and correct record of that meeting.**

## Reports

### 7.1 Stewart Island/Rakiura Future Opportunities Project Update

**Record No: R/20/5/11838**

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

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

The committee noted that this is a future focused strategic development and planning project 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 Frazer **and resolved:**

**That the Community and Strategy Committee:**

- a) **Receives the report titled “Stewart Island/Rakiura Future Opportunities Project Update” dated 25 May 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.**

### 7.2 Chairperson's Report

**Record No: R/20/6/12992**

Chairperson Keast presented her report.

#### **Resolution**

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

**That the Community and Strategy Committee:**

- a) **Receives the report titled “Chairperson's Report” dated 3 June 2020.**

### 7.3 Community Initiatives Fund Application Summary and Financial Report

**Record No: R/20/5/12477**

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

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

The committee noted that each year there are two grant rounds – one that closes on 30 September and one on 31 March. However, the closing date was extended from March to May because of the Covid-19 pandemic lockdown.

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

Moved Cr Kremer, seconded Cr Douglas **recommendation d 1-7, which were put and declared CARRIED.**

**d) Agrees to fund the following applications:**

<b>1</b>	<b>Central Southland Senior Citizens</b>	<b>\$1,200</b>
<b>2</b>	<b>Mossburn Community Pool Inc.</b>	<b>\$5,500</b>
<b>3</b>	<b>Marakura Yacht Club Inc.</b>	<b>\$3,500</b>
<b>4</b>	<b>Thornbury Vintage Tractor &amp; Implement Club Inc</b>	<b>\$2,500</b>
<b>5</b>	<b>Mossburn Golf Club Inc</b>	<b>\$5,000</b>
<b>6</b>	<b>Northern Southland Community Resource Centre Charitable Trust</b>	<b>\$2,605</b>
<b>7</b>	<b>Stewart Island Pavilion Trust</b>	<b>\$1,000</b>

Moved Cr Kremer, seconded Cr Douglas **recommendations 9-15, which were put and declared CARRIED.**

**d) Agrees to fund the following applications:**

<b>9</b>	<b>Stewart Island Lions Inc.</b>	<b>\$5,000</b>
<b>10</b>	<b>Dipton Community Baths Trust</b>	<b>\$750</b>
<b>11</b>	<b>Southern Reap Inc.</b>	<b>\$3,000</b>
<b>12</b>	<b>Central Southland Gun Club</b>	<b>\$2,500</b>
<b>13</b>	<b>Toi Rakiura Arts Trust</b>	<b>\$1,263</b>
<b>14</b>	<b>Hedgehope-Glencoe Community Centre</b>	<b>\$1,500</b>
<b>15</b>	<b>Wyndham &amp; Districts Historical society</b>	<b>\$2,500</b>

**Cr Duffy declared a conflict of interest on the application - Waihopai Toetoe Community Board and took no part in discussions or voting on this item.**

Moved Cr Kremer, seconded Cr Douglas **recommendation d 16, which was put and declared CARRIED.**

**d) Agrees to fund the following application:**

<b>16</b>	<b>Waihopai Toetoe Community Board</b>	<b>\$4,000</b>
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Moved Cr Kremer, seconded Cr Douglas **recommendation d 17-21, which was put and declared CARRIED.**

**d) Agrees to fund the following applications:**

<b>17</b>	<b>The Stewart Island Promotion Association Inc</b>	<b>\$3,285</b>
<b>18</b>	<b>Waiau Rivercare Group Inc</b>	<b>\$2,500</b>
<b>19</b>	<b>Fiordland Community Garden Charitable Trust</b>	<b>\$4,500</b>
<b>20</b>	<b>Fiordland Community Event Centre Trust and</b>	<b>\$10,000</b>
	<b>Fiordland Endurance &amp; Adventure Racing Society</b>	
<b>21</b>	<b>Edendale Rugby Club</b>	<b>\$2,069</b>

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

Moved Cr Kremer, seconded Cr Douglas **recommendation d 22, which was put and declared CARRIED.**

**d) Agrees to fund the following application:**

<b>22</b>	<b>South Catlins Charitable Trust</b>	<b>\$8,000</b>
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Moved Cr Frazer, seconded Cr Scott **recommendations d 23-24, which was put and declared CARRIED.**

**d) Agrees to fund the following applications:**

<b>23</b>	<b>Central Southland Community Pool</b>	<b>\$6,796</b>
<b>24</b>	<b>Tuurama Trust</b>	<b>\$1,100</b>

**Chairperson Keast declared a conflict of interest on the application - Catlins Coast Inc. and left the table.**

**Mayor Tong assumed the chair for this item.**

Moved Cr Kremer, seconded Cr Douglas **recommendations d 1-7, which were put and declared CARRIED.**

**d) Agrees to fund the following application:**

<b>8</b>	<b>Catlins Coast Inc.</b>	<b>\$2,000</b>
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**Chairperson Keast returned to the chair.**

Moved Cr Kremer, seconded Cr Douglas **recommendation e, which was put and declared CARRIED.**

#### **Final Resolution**

**That the Community and Strategy Committee:**

- a) Receives the report titled "Community Initiatives Fund Application Summary and Financial Report" dated 3 June 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 allocation of funds from the Community Initiatives Fund as follows:

1	Central Southland Senior Citizens	\$1,200
2	Mossburn Community Pool Inc.	\$5,500
3	Marakura Yacht Club Inc.	\$3,500
4	Thornbury Vintage Tractor & Implement Club Inc.	\$2,500
5	Mossburn Golf Club Inc.	\$5,000
6	Northern Southland Community Resource Centre Charitable Trust	\$2,605
7	Stewart Island Pavilion Trust	\$1,000
8	Catlins Coast Inc.	\$850
9	Stewart Island Lions Inc.	\$5,000
10	Dipton Community Baths Trust	\$750
11	Southern Reap Inc.	\$3,000
12	Central Southland Gun Club	\$2,500
13	Toi Rakiura Arts Trust	\$1,263
14	Hedgehope-Glencoe Community Centre	\$1,500
15	Wyndham & Districts Historical Society	\$2,500
16	Waihopai Toetoe Community Board	\$4,000
17	The Stewart Island Promotion Association Inc.	\$3,285
18	Waiau Rivercare Group Inc.	\$2,500
19	Fiordland Community Garden Charitable Trust	\$4,500
20	Fiordland Community Event Centre Trust (FCECT) and Fiordland Endurance & Adventure Racing Society (FEAR)	\$10,000
21	Edendale Rugby Club	\$2,069
22	South Catlins Charitable Trust	\$8,000
23	Central Southland Community Pool Inc.	\$6,796
24	Tuurama Trust	\$1,100

- e) Approves the financial report to 30 April 2020 for the Community Initiatives Fund.

#### 7.4 Sport NZ Rural Travel Fund Application Summary and Financial Report

**Record No: R/20/5/12478**

Communications Manager - Louise Pagan and Community Liaison Officer - Kathryn Cowie 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.

The meeting was advised a late application had been received from Central Southland College and approval for acceptance was sought from the committee.

#### **Resolution**

Moved Cr Frazer, seconded Cr Owen **recommendations a to e with a new f (as indicated) and resolved:**

**That the Community and Strategy Committee:**

- a) **Receives the report titled "Sport NZ Rural Travel Fund Application Summary and Financial Report" dated 3 June 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 allocation of funds for the Sport NZ Rural Travel Fund as follows:**

1	Fiordland Swimming Club	\$800
2	Aparima College	\$1,500
3	Northern Southland College	\$1,200
4	Winton Football Club	\$1,200
5	Winton Cricket Club	\$1,500
6	Menzies Netball Club	\$1,500

- e) Approves the financial report up to 30 April 2020.
- f) Accepts the late application from Central Southland College and approves the allocation of \$800 from the Sport NZ Rural Travel Fund.

## 7.5 Sport NZ Community Resilience Fund

**Record No: R/20/5/12087**

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

Mrs Pagan advised the purpose of the report is to provide the Community and Strategy Committee with information regarding the Sport NZ Community Resilience Fund.

### **Resolution**

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

**That the Community and Strategy Committee:**

- a) **Receives the report titled "Sport NZ Community Resilience Fund" dated 25 May 2020.**

## 7.6 Research and Analysis - Covid-19 Projects Presentation

**Record No: R/20/5/11616**

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

Ms Stevenson advised the purpose of the report is to present to the Community and Strategy Committee the Covid-19 projects undertaken throughout April and May 2020 by Council's strategy and policy team.

### **Resolution**

Moved Cr Kremer, seconded Cr Duffy **recommendations a to c, and d with changes (as indicated) and resolved:**

**That the Community and Strategy Committee:**

- a) **Receives the report titled "Research and Analysis - Covid-19 Projects Presentation" dated 3 June 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) **Recommends to Council the amended draft significant forecasting assumptions that inform planning for the long term plan 2021-2031 be endorsed with reference to the wider implications of tourism assumptions.**

The meeting adjourned for afternoon tea at 2.50pm and reconvened at 3.08pm.

Mayor Tong and all members of the Committee were present when the meeting reconvened.

## **7.7 Southland District Covid-19 Community Recovery Taskforce**

**Record No: R/20/5/12073**

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

Mrs Tagg advised the purpose of the report is to seek the committee's endorsement for the establishment of a Southland District Covid-19 Community Recovery Taskforce.

The committee noted the associated draft terms of reference for the taskforce provided to the meeting.

### **Resolution**

Moved Mayor Tong, seconded Cr Douglas **recommendations a to e, new f (as indicated), g to j and resolved:**

**That the Community and Strategy Committee:**

- a) **Receives the report titled "Southland District Covid-19 Community Recovery Taskforce" dated 3 June 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 establishment of a Southland District Covid-19 Community Recovery Taskforce.**
- e) **Endorses the Southland District Covid-19 Community Recovery Taskforce terms of reference.**
- f) ~~Delegates to the mayor, deputy mayor and chair of Community and Strategy Committee the responsibility to determine the membership of up to a maximum of 10 individuals of the Southland District Covid-19 Community Recovery Taskforce~~



- f) **Delegates to the mayor, deputy mayor and chair of Community and Strategy Committee to work with community board chairs to determine the membership of the Southland District Covid-19 Community Recovery Taskforce.**
- g) **Notes the mayor, deputy mayor and chair of the Community and Strategy Committee are required to present to the Community and Strategy Committee July 2020 meeting a report detailing the membership of the Southland District Covid-19 Community Recovery Taskforce for the Committee's endorsement.**
- h) **Notes the Southland District Covid-19 Community Recovery Taskforce will be established for a fixed term period of 12 months from July 2020 to June 2021.**
- i) **Endorses the approach that the community leadership team facilitate and provide advice, assistance and administrative support for the Southland District Covid-19 Community Recovery Taskforce.**
- j) **Recognises that Council is one of many organisations that has a role in supporting a multi-agency approach in supporting the Southland District local community recovery as a result of the Covid-19 pandemic situation.**

(Cr Ford left the meeting at 3.26pm.)

(Cr Douglas left the meeting at 4.06pm.)

## **7.8 Caring for Communities**

**Record No: R/20/5/12072**

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

### **Resolution**

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

**That the Community and Strategy Committee:**

- a) **Receives the report titled "Caring for Communities " dated 27 May 2020.**

## **7.9 Welcoming Communities - Options Moving Forward**

**Record No: R/20/5/12153**

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

Ms Seator advised the purpose of this report is to provide the Community and Strategy Committee with options for the transition of the Welcoming Communities Programme as per the resolutions from the Committee at its 11 February 2020 meeting.

**Resolution**

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

**That the Community and Strategy Committee:**

- a) **Receives the report titled "Welcoming Communities - Options Moving Forward" dated 26 May 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) **Recommends to Council that option 1 is the preferred approach supporting Council committing to the Welcoming Communities programme and uplifting the \$10,000 in funding; with responsibility for delivery the programme being the Community Leadership Team and resourced as part of its existing team business plan.**

**7.10 Community Wellbeings and Strategic Issues Overview - May 2020**

**Record No: R/20/5/10995**

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

**Resolution**

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

**That the Community and Strategy Committee:**

- a) **Receives the report titled "Community Wellbeings and Strategic Issues Overview - May 2020" dated 4 June 2020.**

The meeting concluded at 4.22pm.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A  
MEETING OF THE COMMUNITY AND STRATEGY  
COMMITTEE HELD ON WEDNESDAY, 10 JUNE 2020.

**DATE:**.....

**CHAIRPERSON:**.....

## Chairperson's Report

**Record No:** R/20/6/24164

**Author:** Alyson Hamilton, Committee Advisor

**Approved by:** Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

### Purpose of Report

Kia ora and welcome to the Community and Strategy Committee meeting.

Items of interest that I have been involved are as follows:

- Attendance at Waihopai Toetoe Community Board workshop
- Attendance at Whakamana Te Waituna workshop
- Viewing of NZTA Webinar “Road to Zero”
- Partook in Zoom meeting on Sustainable Catlins attended by representatives from Great South and Clutha Development. Paul Goldsmith and Dane Catherwood, Clutha District Council. Community Partnership Leader, Karen Purdue. Hilary McNab, Dianne Miller, Lisa Biginato, Catlins Coast and Councillor Paul Duffy.
  - interesting feedback on numbers of visitors and discussion on ensuring we take steps to protect the people (communities) and environment from overbooking.
- Attendance at the Creative Communities committee meeting there was great discussion on the Arts - supporting the need for Southland District Council strategy in this area
- Attended the Pyramid Bridge opening
- Chaired the recent meeting of the Stewart Island/Rakiura Visitor Levy subcommittee
- Attended the Waihopai Toetoe Community Board meeting.

### Recommendation

**That the Community and Strategy Committee:**

- a) **Receives the report titled “Chairperson's Report” dated 1 July 2020.**

### Attachments

There are no attachments for this report.



## District Initiatives Fund - Guiding Document

**Record No:** R/20/6/22491

**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 present the Community and Strategy Committee with the guiding document for the new District Initiatives Fund.

### Executive Summary

- 2 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.
- 3 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.
- 4 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.
- 5 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. For clarity, this will be referred to as the "District Initiatives Fund". While the second part being distributed by community boards who have the authority to grant funds for local applications.
- 6 For the 2020/2021 financial year, there is \$38,080 available for distribution through the District Initiatives Fund. For future financial years, the amount available for allocation is to be determined in the LTP 2021-2031.
- 7 The criteria for the District Initiatives Fund will be the same as the previous Community Initiatives Fund with the exception that initiatives must provide benefit to the community at the District-level.

## **Recommendation**

**That the Community and Strategy Committee:**

- a) Receives the report titled “District Initiatives Fund - Guiding Document” dated 23 June 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 document for the District Initiatives Fund to allow staff to begin advertising the fund to the community.**

## **Background**

- 8 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.
- 9 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.
- 10 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.
- 11 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. For clarity, this will be referred to as the "District Initiatives Fund". While the second part being distributed by community boards who have the authority to grant funds for local applications.

## **Issues**

- 12 No issues are identified.

## **Factors to Consider**

### **Legal and Statutory Requirements**

- 13 There are no legal or statutory requirements.

### **Community Views**

- 14 No community views have been sought in relation to this decision.

### **Costs and Funding**

- 15 There are no costs or funding requirements involved with endorsing the guiding document.

### **Policy Implications**

- 16 There are no policy implications involved with endorsing the guiding document.

## **Analysis**

### **Options Considered**

- 17 Option 1 – The Community and Strategy Committee endorses the guiding document.
- 18 Option 2 – The Community and Strategy Committee does not endorse the guiding document.

## Analysis of Options

### Option 1 – the Community and Strategy Committee endorses the guiding document

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

### Option 2 – The Community and Strategy Committee does not endorse the guiding document

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"><li>there are no advantages</li></ul>	<ul style="list-style-type: none"><li>no guidance on fund criteria</li></ul>

## Assessment of Significance

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

## Recommended Option

- 20 The recommended option is that the committee endorses the guiding document for the District Initiatives Fund.

## Next Steps

- 21 If the committee endorses the guiding document, staff will arrange to begin advertising the fund to the community.

## Attachments

- A District Initiatives Fund Guiding Document [↓](#)



## District Initiatives Fund

### Guiding document

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#### 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. For clarity, this will be referred to as the "District Initiatives Fund". While the second part being distributed by community boards who have the authority to grant funds for local applications.

For the 2020/2021 financial year, there is \$38,080 available for distribution through the District Initiatives Fund. For future financial years, the amount available for allocation is to be determined in the LTP 2021-2031.

#### Purpose

The purpose of the Southland District Council District Initiatives Fund is to support the development and implementation of initiatives within the Southland District area that are at a scale that provides benefits to the District as a whole or are of benefit to at least two community board areas.

This includes the following:

- Non-council owned facilities and amenities
- Sport and recreational opportunities
- Community programmes, activities, or events

Assistance for other initiatives outside the above broad categories may be provided at the discretion of the Committee.

#### Criteria

- There will be two funding rounds per year closing on 31 March and 30 September
- The aim of the fund is to support facilities, amenities, programmes, activities and events at a District level

- For the purposes of this fund, the term “district-level” is defined as at least two community board areas
- The fund is available to non-profit community organisations and community groups regardless of their legal status
- Applications must include the completed application form and any other supporting information
- The fund is a subsidy based scheme - applicants must contribute a reasonable amount towards the cost of the project
- Level of assistance is based on the merit of the project and potential benefits to the community
- Funding is not allocated retrospectively
- In the case where the applicant is based outside of Southland District - the allocation is assessed on the proportion of members and/or beneficiaries from the District

## Southland District Covid-19 Recovery Approach

**Record No:** R/20/6/22534  
**Author:** Rex Capil, Group Manager Community and Futures  
**Approved by:** Steve Ruru, Chief Executive

☒ Decision

☐ Recommendation

☐ Information

### Purpose

- 1 The purpose of this report is to seek the committee endorsement of the Southland District Council Covid-19 Recovery Approach and Covid-19 Community Recovery Approach.

### Executive Summary

- 2 The Covid-19 pandemic event has provided many challenges and opportunities for Council and community stakeholders.
- 3 As the nation and the District have moved through the response stage the opportunity is now available to consider the approach to deal with the recovery stage of the Covid-19 pandemic event.
- 4 It has become clear that the recovery stage involves complexities that require consideration of key principles and processes to assist with effectively delivering opportunities for Council, stakeholders and communities. Staff have tried to reflect these in the attached Covid-19 recovery approach frameworks.
- 5 While approaches to Covid-19 recovery continue to be developed as a result of the pandemic it is recognised some of the issues identified existed pre Covid-19 and the pandemic can be seen as a catalyst or a disruptor that has highlighted some of these issues and opportunities.
- 6 It is in this light the overarching Covid-19 recovery approach can be viewed to support and assist Council understand its role in supporting the community led recovery approach.
- 7 The report highlights the complexities related to Council being a partner to a much larger recovery jigsaw and the various roles it can play in relation to a council-centric and community-centric approach as identified.

## **Recommendation**

**That the Community and Strategy Committee:**

- a) Receives the report titled “Southland District Covid-19 Recovery Approach” dated 25 June 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 Resilient Organisations Ltd resilient recovery planning process and principles approach is relevant for Council and the various private sector, public sector and non-profit sector organisations that serve the communities across the District.**
- e) Notes the Central Government Covid-19 Recovery Work Programmes and Initiatives information and recognises this requires constant monitoring as it is updated.**
- f) Endorses the Southland District Council Covid-19 Recovery Approach and recognises the drivers for this approach align and link to the Council strategic framework – vision, mission and community outcomes.**
- g) Endorses the Southland District Covid-19 Community Recovery Approach and acknowledges the drivers for this approach recognise Council’s role is to support and assist the Southland District communities to recalibrate, reset, rebuild, redevelop, regenerate, revitalise and refresh as a result of the Covid-19 pandemic situation.**
- h) Agrees that the Community Recovery Taskforce should use the Southland District Covid-19 recovery approach frameworks to guide its work.**

## **Background**

- 8 The Covid-19 pandemic has placed significant pressures and restrictions on all New Zealanders and has changed the lives of many individuals, whanau and communities in New Zealand.
- 9 Over the months of March to May there was a concerted effort across the nation to focus on the response phase and the challenges of adapting to the situation and circumstances of immediate concern.
- 10 The initial phase saw New Zealand placing a particular focus on the health aspects and the second phase has seen a greater focus on the economic and social impacts of the pandemic on community and business recovery.
- 11 It has also been recognised that the recovery phase will require a different focus and approach to the response phase. This report looks at the complexities associated with the recovery phase given the many agencies involved and that there are initiatives being implemented at the national, regional, district and local level.
- 12 Adding to the complexities of recovery is that there is still significant uncertainty as to how the pandemic will play out and the variances of the effects globally, nationally, regionally and locally. There is also the variance of the effects on different sectors of the economy and community.
- 13 What is important to recognise is that no one organisation is responsible for the recovery required to deal with the economic and social impacts as a result of Covid-19. Local authorities are, however, well positioned to play a community leadership and coordination role given the 'place mandate' that they have to represent and advocate for their communities.
- 14 If Council is to be a strong leader and advocate for its communities then one of the challenges is to be aware of the organisations and associated programmes and initiatives that are being implemented.
- 15 The five attachments provide some insights and an overview of the recovery jigsaw that Council is a contributor to with the overarching aim of Council supporting Southlanders getting through the Covid-19 pandemic event in the best possible way and to assist the District to recover as fast and effectively as possible.

## **Resilient Recovery Planning**

- 16 Attachment A provides a resource prepared by Resilient Organisations and can be sourced at [www.resorgs.org.nz](http://www.resorgs.org.nz).
- 17 This resource provides a succinct overview of a relatively simple resilient recovery planning process and principles. It is relevant for Council and the various private sector, public sector and non-profit sector organisations that serve the communities across the District.

## **Central Government Covid-19 Recovery Work Programmes and Initiatives**

- 18 Attachment B and C provide a snapshot in time collation of central government actions related to the response, rebuild and recovery phases for the Covid-19 pandemic situation.
- 19 It is important to recognise that this is fluid and forever changing environment. The information in this report is representative of the situation as at 17 June 2020 provided by the Covid-19 Local

Government Response Unit – made up of representatives from NEMA, DIA, LGNZ and SOLGM.

- 20 An important point to note is the multi agencies from central government involved and the broad areas of focus being supported. These include programmes and initiatives under the headings of infrastructure, housing, environment, business and employment, tourism and people and communities.
- 21 These are all areas and topics that central government was grappling with pre Covid-19. In essence they are not new, and in that sense have not necessarily been put in place in response to Covid-19, but may see a different focus or a different priority as a result of the disruptor effect of Covid-19 on New Zealand society.

### **Southland District Council Covid-19 Recovery Approach**

- 22 Attachment D provides a high level overview and summary of the recovery approach currently being undertaken by Southland District Council. The initiatives being pursued were outlined in more detail in the *Covid 19 – Response and Recovery* report presented to the 20 May 2020 Council meeting.
- 23 This primarily has a council-centric focus and identifies areas of focus that Council has some direct level of involvement with. These have been identified as areas of Council financial support; Council service delivery; community wellbeing; economic wellbeing; and regional and central government collaboration. Some of this information directly links back to attachment B and C.
- 24 The drivers for this approach align with and link to the Council strategic framework – vision, mission and community outcomes.

### **Southland District Covid-19 Community Recovery Approach**

- 25 Attachment E provides a high level overview and summary of the recovery approach, jigsaw and matrix available across the Southland District from a national, regional, District and local perspective.
- 26 This primarily has a multi-agency and community-centric focus with Council being one of a number of partners in the recovery jigsaw. The jigsaw or matrix approach attempts to show agencies, taskforces and programmes from a national, regional, District and local perspective which require a significant commitment to working together to achieve a joined up approach.
- 27 Council's role is to support and assist the Southland District communities to recalibrate, reset, rebuild, redevelop, regenerate, revitalise and refresh as a result of the Covid-19 pandemic situation. Council has previously approved the establishment of a community recovery taskforce to provide guidance on how Council might best support the community recovery work.
- 28 The drivers for this approach focus on the community and not solely Council. In recognising a community-centric approach Council is acknowledging it has a role to play as being part of the community and supporting its function to best represent the communities it serves. The important point to note here is that Council cannot do this alone and is part of a much larger ecosystem. This community led approach was recognised by Council pre Covid-19 and again it is recognised that this approach has been highlighted and supported as an effective way of dealing with the disruptor effect of Covid-19 on the Southland District communities as a whole.

## **Issues**

- 29 With the number of agencies and broad areas of focus covered off in the recovery approach it is important for efficiency and effectiveness that there is a joined up approach to avoid duplication and resource waste. This requires a commitment and understanding to work in a partnering and collaborative mindset from the various parties involved.
- 30 There is a real opportunity, as the collaborative models evolve and collective impact opportunities surface, for establishing common agendas and co-designing approaches and solutions to achieve the best outcomes for the wider community – be that globally, nationally, regionally, District or locally.
- 31 The principles identified in the Southland District Council Covid-19 Recovery Approach are consistent with the existing Council strategic framework and values – relating to being people and whanau centred; community led and Council supported; upholding Te Tiriti o Waitangi; aiming for equity; supporting innovation; and working together.
- 32 To assist with delivering a joined up approach it is important that Council recognises it will have many and varied roles to play in supporting the recovery jigsaw across a large number of stakeholders. Council does not have to be at the centre of all initiatives and programmes in the District. In effect it will be far more effective if it is not and it continues with the ‘small Council big community’ approach to supporting recovery across the District, region and nationally.

## **Factors to Consider**

### **Legal and Statutory Requirements**

- 33 There are no legal or statutory requirements that directly impact on considering the Southland District Covid-19 Recovery Approach. It is however, consistent with the purpose of local government outlined in section 10 of the Local Government Act 2002, to promote the well-being of communities.

### **Community Views**

- 34 Community views have not been directly sought in preparing this report. However, there has been a variety of feedback and input received from community stakeholders in discussing and dealing with Covid-19 response and recovery related matters. This feedback has supported the development of this approach and reinforces the strong alignment required between Council and community.

### **Costs and Funding**

- 35 There are no extraordinary costs or funding required in developing the Southland District Covid-19 Recovery Approach.
- 36 Any direct impacts of the Covid-19 Recovery Approach on work programmes, initiatives and campaigns will be dealt with on a case by case basis and as required.

### **Policy Implications**

- 37 There are no policy implications as a result of the Southland District Covid-19 Recovery Approach.

**Analysis****Options Considered**

- 38 There are two options available to the committee – option 1 is to endorse the Southland District Covid-19 Recovery Approach as detailed or option 2 is to do nothing. The do nothing option would require the committee to revoke the resolution it passed at its 10 June meeting to form a community recovery taskforce and recommend to Council that it revoke the resolution it passed at its 22 April meeting noting that it would support community recovery efforts.

**Analysis of Options****Option 1 – To endorse the Southland District Covid-19 Recovery Approach as detailed**

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"><li>• provides clarity to elected members, staff and stakeholders as to the approach endorsed by Council</li><li>• provides a framework that can be used to guide the work of the community recovery taskforce.</li><li>• supports Council's strategic framework and small council big community approach previously advocated</li><li>• reinforces the multiagency partnership and collaboration approach identified with Council being part of a much larger ecosystem required to support community recovery as a result of Covid-19</li><li>• recognises the complementary nature of both a council-centric and community-centric approach to the Covid-19 Recovery Approach for the District.</li></ul>	<ul style="list-style-type: none"><li>• there are no disadvantages to this option.</li></ul>

**Option 2 – Do nothing**

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"><li>• avoids the costs associated with supporting community recovery efforts.</li></ul>	<ul style="list-style-type: none"><li>• is not consistent with previous Council decisions to form a community recovery taskforce and support District and local community recovery initiatives</li><li>• will leave communities to 'fend for themselves'</li><li>• is inconsistent with Council's community led development strategy.</li></ul>



### **Assessment of Significance**

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

### **Recommended Option**

- 40 It is recommended the committee endorse the Southland District Covid-19 Recovery Approach as detailed in the report.

### **Next Steps**

- 41 Continue to build on the recovery approach as endorsed and incorporate as part of key messaging and delivery options available to Council and community stakeholders.

### **Attachments**

- A Resilient\_Organisations\_COVID-19-Recovery-Planning-June-2020 [↓](#)
- B All of Government Recovery Programmes [↓](#)
- C All of Government Recovery Programmes detailed spreadsheet [↓](#)
- D Southland District Council COVID-19 Recovery Approach with Focus Areas [↓](#)
- E Southland District COVID-19 Community Recovery Approach - with Matrix [↓](#)

# COVID-19 RECOVERY PLANS RESILIENT RECOVERY PLANNING

**Resilient  
ORGANISATIONS**  
www.resorgs.org.nz

*If you have not already, now is the time to ensure your team is thinking strategically about recovery.*

*It is easy to get overwhelmed with the response process and the complexities of adapting operations to our new normal. But it is vital for long term success to allow time for some strategic thinking. If you are a small business owner, this means extracting yourself from the operations. If you are a larger organisation it may be helpful to assign a separate team to start thinking strategically about recovery for your organisation.*

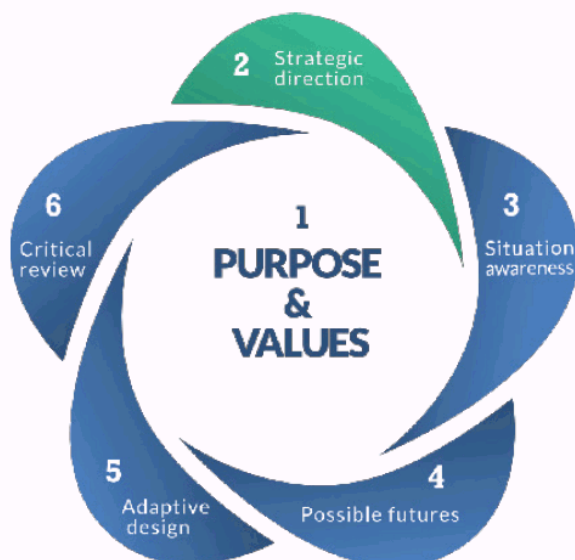
## RESILIENT RECOVERY PLANNING PRINCIPLES

Whilst there is still significant uncertainty as to how the pandemic will play out, planning at this stage requires adaptive decision making that evolves as uncertainty resolves.

Your planning framework needs to deliver a clear unity of purpose across decision making and operational teams – this is a complex and chaotic space which requires structure and process to help people navigate uncertainties.

Your forward thinking needs to springboard off existing planning, coupled with critical reflection on what needs to evolve, and creating the right conditions for new and innovative approaches to be tabled.

## RESILIENT RECOVERY PLANNING STEPS



### 1 PURPOSE AND VALUES

Define or reaffirm what lies at the heart of recovery for your organisation.

This includes your core purpose or mission as an organisation, your vision, and your values. This may include financial and non-financial objectives – such as community outcomes, staff wellbeing, and reputation.

*These principles should be the guiding light and common thread that holds your strategic thinking together.*

### 2 STRATEGIC DIRECTION

Dust off and review your -COVID-19 strategy.

Refresh yourself on what you were trying to achieve in the long term, and the short and medium term actions you were taking to get there.



# COVID-19 RECOVERY PLANS

## RESILIENT RECOVERY PLANNING STEPS

### 3 SITUATION AWARENESS

Take stock of the changed, and changing environment around you.

Take time to talk to key business partners, customers, suppliers, and peak body groups.

*Are there emerging trends in your key market?*

*What are your competitors doing?*

*Where are your suppliers located and what is happening there? Where are their suppliers located?*

*What is the global economy doing?*

*What could the economy do?*

*Think as broadly as possible – business disruptions can come from unusual places.*

### 4 POSSIBLE FUTURES

Test your current strategy against a range of possible futures.

None of us have a crystal ball. Too often we 'lock on' to a single perspective of what the future might look like and design a strategy that works really well in that world. However, if the future is different to what we imagine, our strategy can be severely undermined.

#### Create different future scenarios

Now that you have a good sense of what is happening, get creative and think of what could possibly happen in the future. Using the situational awareness you have developed, create 3-6 credible and diverse scenarios of what the future might look like. For example reopening of NZ borders within 6 months; within 18 months; a resurgence of COVID-19 within NZ; wide adoption of working from home. Base your scenarios around the factors that will influence your business the most.

#### Evaluate your current strategy against those scenarios.

What works and what doesn't work in each of those scenarios?

You want to prioritise actions that work best across multiple possible futures, even if that decision is not optimised for your assumed future.

For example, if pursuing a new type of customer works well in one scenario but not at all in another, you should consider how you can hedge your bets – potentially investing a little, but not putting all your eggs in the one basket.

*Also check if there any opportunities in those futures that you haven't currently included in your strategy?*

### 5 ADAPTIVE DESIGN

Design a strategy that is deliberately flexible.

Now you know the parts of your strategy that work best, and those vulnerable to disruption, it's time to build some flexibility into your strategy.

One way to do this is to develop a staged strategy with key decisions points along the way. For each decision point think about alternate paths that could be taken if your initial strategy is no longer viable. Aim for strategic decisions that are equal part least regret and opportunity. And that maximise the diversity of your operations – be it the market you serve, the suppliers you use, or the staff you employ. Diversity can be an insurance policy for your business.

*Make sure that you recognise and act on opportunities that emerge from a crisis. It may mean you need to re-prioritise, defer or create new strategic aims.*

### 6 CRITICAL REVIEW

Have some critical friends review your strategy.

Organisations don't operate in a vacuum. The success of their strategy depends on staff, current customers, potential customers, funders, shareholders, suppliers, etc. So it is important that the strategy is reviewed in light of these diverse perspectives. You can do this yourself, or better yet, get some key partners to cast a critical eye over the strategy.

#### The review process should be ongoing.

Where possible identify triggers that might indicate you need to review your strategy. For example, if sales of a particular product reduce by 20% or if a competitor closes.

*Be prepared to review your plans frequently as new information comes to light and be prepared to change direction to avoid losses or to seize an opportunity.*



*Don't forget to bring your team along on the journey with you. They'll have great ideas and will be more invested long term.*

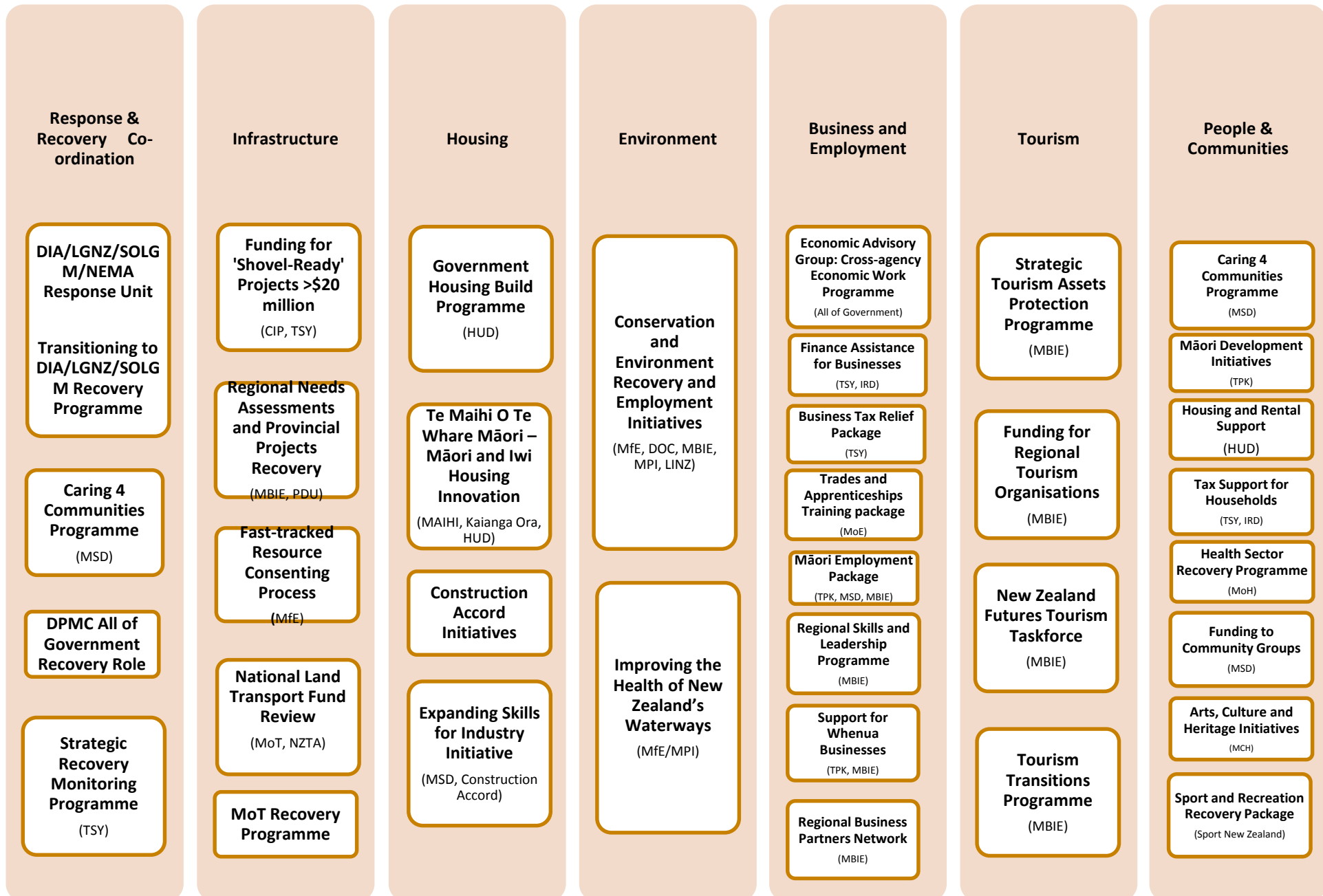
#### We can help

If you want assistance with recovery planning, get in touch.

Tracy Hatton  
p: 021 160 7707 e: [tracy.hatton@resorgs.org.nz](mailto:tracy.hatton@resorgs.org.nz)

Charlotte Brown  
p: 021 142 5420 e: [charlotte.brown@resorgs.org.nz](mailto:charlotte.brown@resorgs.org.nz)





Policy and other work	Description and objective	Status (including measures in place)
<b>RESPOND</b>		
<b>RECOVERY CO-ORDINATION</b>		
<b>DIA/LGNZ/SOLGM Recovery Programme</b>	<ul style="list-style-type: none"> <li>Assisting councils operate between COVID Alert levels, linking local government to central government recovery initiatives, and assisting to provide local government input on recovery issues at central government level</li> <li>Linking in to monitoring of recovery progress, including providing information from local government</li> </ul>	<p>Ongoing.</p> <p>Currently conducting weekly meetings with the Local Government Covid-19 Recovery Reference Group.</p> <p>Providing updates through the weekly Response Unit '5.15' updates.</p>
<b>Caring 4 Communities Programme</b>	<ul style="list-style-type: none"> <li>Coordinating regional recovery groups</li> <li>Establishing a 'network of networks' to support priority communities</li> <li>Transition of responsibility for welfare needs to MSD: Provision for foreign nationals; Food provision; Housing for homeless people and rough sleepers</li> </ul>	Beginning the initial engagement with regional stakeholders next week, spanning 8 weeks.
<b>DPMC All-of-government Recovery Role</b>	<ul style="list-style-type: none"> <li>Co-ordinating overall government response to the impacts of COVID-19</li> </ul>	Ongoing
<b>Treasury Strategic Recovery Monitoring Programme</b>	<ul style="list-style-type: none"> <li>Supporting a regional recovery over the medium-long-term including development of data analytics to monitor progress</li> </ul>	

Policy and other work	Description and objective	Status (including measures in place)
<b>REBUILD – ASSET &amp; ENVIRONMENTAL STIMULUS-LED RECOVERY</b>		
<b>INFRASTRUCTURE</b>		
<b>Funding for 'Shovel-Ready' Projects &gt;\$20 million</b>	<ul style="list-style-type: none"> <li>Assessment of applications for central government funding for shovel-ready projects to stimulate the economy</li> </ul>	Short-listing of projects announced <a href="https://www.crowninfrastructure.govt.nz/iirg/">https://www.crowninfrastructure.govt.nz/iirg/</a>
<b>Regional Needs Assessments and Provincial Projects Recovery</b>	<ul style="list-style-type: none"> <li>Significant regional projects under \$20m to be considered for funding</li> <li>Regional impacts and needs assessments</li> </ul>	<p>Early engagement with regional stakeholders has begun at the start of June as part of the impacts and needs assessments.</p> <p>Released 16 regional factsheets to provide insight into regional council areas: <a href="https://www.mbie.govt.nz/document-library/search?keywords=regionalfactsheetcovid&amp;df=&amp;dt=">https://www.mbie.govt.nz/document-library/search?keywords=regionalfactsheetcovid&amp;df=&amp;dt=</a></p>
<b>Fast-tracked Resource Consenting Process</b>	<ul style="list-style-type: none"> <li>COVID-19 Recovery (Fast-track Consenting) Bill</li> <li>Provides three pathways for eligible projects to fast track the consenting process.</li> </ul>	<p>Cabinet Paper lodged in May 2020. Bill to be introduced in mid-June</p> <p><a href="https://www.mfe.govt.nz/rma/bill-to-fast-track-projects">https://www.mfe.govt.nz/rma/bill-to-fast-track-projects</a></p>
<b>National Land Transport Fund Review</b>	<ul style="list-style-type: none"> <li>A review being undertaken by NZTA around how costs should be shared for building, operating and maintaining the land transport network across regions and the</li> </ul>	<a href="https://www.nzta.govt.nz/planning-and-investment/planning-and-investment-knowledge-base/pikb-archive/2012-15-nltp/funding-assistance-rates-far-review/far-review-options-discussion-document/">https://www.nzta.govt.nz/planning-and-investment/planning-and-investment-knowledge-base/pikb-archive/2012-15-nltp/funding-assistance-rates-far-review/far-review-options-discussion-document/</a>

Policy and other work	Description and objective	Status (including measures in place)
	country between local government and the National Land Transport Fund	
<b>Ministry of Transport (MoT) Recovery Programme</b>	<ul style="list-style-type: none"> <li>Investment priorities &amp; prioritisation</li> <li>Transport revenue &amp; financing</li> <li>Recovery of the Aviation sector</li> <li>Recovery of public transport</li> <li>Freight system and supply chain</li> </ul>	<p>MoT has published and A3 with a full breakdown of their recovery programme.</p> <p><a href="https://www.dia.govt.nz/diawebsite.nsf/Files/LG-Response-unit/\$file/Transport-COVID-Recovery-Programme.pdf">https://www.dia.govt.nz/diawebsite.nsf/Files/LG-Response-unit/\$file/Transport-COVID-Recovery-Programme.pdf</a></p>
<b>HOUSING</b>		
<b>Government Housing Build Programme</b>	<ul style="list-style-type: none"> <li>Programme to build 8000 new public and transitional homes</li> </ul>	
<b>Te Maihi O Te Whare Māori – Māori and Iwi Housing Innovation</b>	<ul style="list-style-type: none"> <li>Programme to accelerate supply of affordable housing stock, including community-based projects</li> <li>Includes both urgent and long-term system responses to critical gaps for Māori in mainstream housing solutions</li> <li>Undertaking work to review and reset policies and programmes so that the housing system provides equitable solutions for Māori</li> </ul>	<p>A paper outlining the MAIHI framework went to Cabinet 18 May 2020.</p> <p><a href="https://www.hud.govt.nz/assets/News-and-Resources/Proactive-Releases/Cabinet-Paper-Te-Maihi-o-te-Whare-Maori-the-Maori-and-Iwi-Housing-Innovation-MAIHI-Framework-for-Action.pdf">https://www.hud.govt.nz/assets/News-and-Resources/Proactive-Releases/Cabinet-Paper-Te-Maihi-o-te-Whare-Maori-the-Maori-and-Iwi-Housing-Innovation-MAIHI-Framework-for-Action.pdf</a></p>



Policy and other work	Description and objective	Status (including measures in place)
<b>Construction Accord Initiatives</b>	<ul style="list-style-type: none"> <li>• Rapid mobilisation models for construction projects</li> <li>• Guidance on contract variations due to Covid-19</li> <li>• Position 'shovel ready' projects across urban centres and the regions to begin works, and facilitate their acceleration</li> <li>• Develop a strategy to support the distribution of work across the civil, vertical and residential construction subsectors, as well as across the supply chain and the regions</li> <li>• Provide stimulation for the residential market including through Kāinga Ora</li> <li>• Consider further medium and long-term stimulus measures to help the sector move to long term resilience</li> </ul>	<p>Rapid Mobilisation models advice shared with Ministers and the sector, and published 11 May.  <a href="https://www.constructionaccord.nz/assets/Construction-Accord/files/accord-rapid-mobilisation-models.pdf">https://www.constructionaccord.nz/assets/Construction-Accord/files/accord-rapid-mobilisation-models.pdf</a></p> <p>Contract variation guidance published 11 May.  <a href="https://www.constructionaccord.nz/assets/Construction-Accord/files/guidance-on-construction-sector-variation-claims-during-covid-lockdown.pdf">https://www.constructionaccord.nz/assets/Construction-Accord/files/guidance-on-construction-sector-variation-claims-during-covid-lockdown.pdf</a></p> <p>Other initiatives are underway.</p>
<b>Expanding Skills for Industry Initiative</b>	<ul style="list-style-type: none"> <li>• \$59.6 million for expanding the successful Skills for Industry programme to help close the skills gap and provide employment opportunities in the construction sector.</li> <li>• Includes to 1,150 training places for the new Mayors Taskforce for Jobs initiative to provide employment recovery support to local councils.</li> </ul>	<p>Employers can apply for the Skills for Industry programme through work and Income:  <a href="https://www.workandincome.govt.nz/employers/subsidies-training-and-other-help/skills-for-industry.html#null">https://www.workandincome.govt.nz/employers/subsidies-training-and-other-help/skills-for-industry.html#null</a></p>
<b>ENVIRONMENT</b>		

Policy and other work	Description and objective	Status (including measures in place)
<b>Conservation and Environment Recovery and Employment Initiatives</b>	<ul style="list-style-type: none"> <li>• \$433 million for 4000 jobs over five years to restore wetlands, and improve the health of rivers and estuaries and the Kaipara Harbour</li> <li>• \$200m for a Jobs for Nature Fund for the Department of Conservation (DOC) to partner with councils, tourism businesses, iwi and hapu, and communities to provide nature-based jobs in predator control efforts, restoring wetlands, regenerate planting and improving tracks, huts and other recreational and visitor assets on public conservation land.</li> <li>• \$154.3m for enhancing nature and indigenous biodiversity on public and private land. Will create 1800 jobs in revegetation, pest and weed control, and riparian planting.</li> <li>• \$147.5m for pest control and eradication, including advancing the Predator Free New Zealand vision and working with iwi to prevent the collapse of North Island forests.</li> <li>• \$100m for extensive wilding conifer control on public and private land.</li> <li>• \$40m for pest and weed control on Crown land in river beds.</li> <li>• \$27.5m to get ballooning populations of wallabies in the Bay of Plenty, Waikato, Canterbury and Otago under control.</li> </ul>	<p>340 people have already been employed on conservation projects</p> <p>75 people are now employed under the \$3m Wilding Pines project with a further 66 in the pipeline.</p>

Policy and other work	Description and objective	Status (including measures in place)
<b>Improving the Health of New Zealand's Waterways</b>	<ul style="list-style-type: none"> <li>Action for Healthy Waterways Package</li> <li>In partnership with local government and farmers</li> <li>Restoring mini wetlands, stabilising river banks, removing sediment, and providing for fish passage.</li> </ul>	In light of Covid-19, changes to the package were made in May. These changes aim at creating jobs through the programme and reducing the cost on the primary sector.
<b>RECOVER</b>		
<b>BUSINESS AND EMPLOYMENT</b>		
<b>Economic Advisory Group: Cross-agency Economic Work Programme</b>	<ul style="list-style-type: none"> <li>All-of-government programme</li> </ul>	
<b>Finance Assistance for Businesses</b>	<ul style="list-style-type: none"> <li>Small Business Cashflow (Loan) Scheme.</li> <li>\$6.25 billion finance guarantee scheme for businesses affected by the economic impacts of COVID-19, this p is designed to help banks to support viable businesses by extending credit to them where they may not otherwise be willing to do so.</li> </ul>	Applications for the Small Business Cashflow Scheme has been extended and is open until 24 July.
<b>Business Tax Relief Package</b>	<ul style="list-style-type: none"> <li>The COVID-19 Response (Taxation and Social Assistance Urgent Measures) Act 2020 contains a first tranche of measures to support firms. This includes:</li> <li>The restoration of building depreciation</li> <li>An increase in the provisional tax threshold</li> <li>An increase in the low-value asset write-off threshold</li> <li>Remission of use of money interest on underpayments of tax</li> </ul>	The Act was given the Royal assent on 25 March 2020.

Policy and other work	Description and objective	Status (including measures in place)
<b>Trades and Apprenticeships Training Package</b>	<ul style="list-style-type: none"> <li>Expanding R&amp;D tax credit refundability rules</li> <li>\$334m for additional tertiary education enrolments</li> <li>\$320m targeted investment support for free trades training in critical industries</li> <li>\$276.0 million funding for Workforce Development Councils and Regional Skills Leadership groups</li> <li>Up to \$412m support for employers to retain and keep training their apprentices</li> <li>\$141m increase to tertiary education tuition and training subsidies</li> <li>\$32.3m increased funding to meet demand in Trades Academies</li> <li>\$19.4m for group training schemes to support apprentices</li> <li>\$11.5 million of operating funding and \$15.0 million of capital funding for a new online careers advice system</li> </ul>	
<b>Māori Employment Package</b>	<ul style="list-style-type: none"> <li>\$200m for govt to work with iwi and Māori to help grow job opportunities in the regions.</li> <li>Includes \$50m Māori trades training fund</li> <li>Includes extra funding to He Poutama Rangatahi, Mana in Mahi and Māori Cadetships programmes</li> </ul>	<p>Mana in Mahi programme can be applied for through MSD: <a href="https://www.workandincome.govt.nz/products/a-z-benefits/mana-in-mahi.html">https://www.workandincome.govt.nz/products/a-z-benefits/mana-in-mahi.html</a></p> <p>Māori Cadetship programme can be applied for through TPK: <a href="https://tpk.govt.nz/en/whakamahia/cadetships">https://tpk.govt.nz/en/whakamahia/cadetships</a></p>

Policy and other work	Description and objective	Status (including measures in place)
<b>Regional Skills and Leadership Programme</b>	<ul style="list-style-type: none"> <li>To support the COVID-19 response, the Government is working with the provinces and cities to set up 15 Regional Skills Leadership Groups and gain insights into how COVID-19 is impacting local economies and job markets.</li> </ul>	<p>On 14 May 2020, funding for the Regional Skills Leadership Groups was confirmed in Budget 2020.</p> <p>More details will be announced in the coming weeks.</p>
<b>Support for Whenua Businesses</b>	<ul style="list-style-type: none"> <li>Needs Assessment for Māori Business-TPK have commissioned three reports to support whenua-based businesses with their planning and decision making about the future</li> <li>Support through the Regional Business Partners Network</li> </ul>	<p>Three reports have been completed.</p> <p><a href="https://www.tupu.nz/responding-to-covid-19">https://www.tupu.nz/responding-to-covid-19</a></p>
<b>Regional Business Partners Network</b>	<ul style="list-style-type: none"> <li>RBP Growth Advisors in your region who can help businesses navigate to find the right support</li> <li>Free webinars tailored to specific business needs</li> <li>Business Mentoring Support via Business Mentors New Zealand</li> <li>COVID-19 Business Helpline for specific advice and access to Government business support</li> </ul>	<p>The COVID-19 Business Advisory Fund available through the RBP Network was limited and had been targeted at businesses seeking initial advice during Alert Levels 4-3. The current level of demand has met the allocation available.</p> <p><a href="https://covid19.nzte.govt.nz/page/regional-business-partner-network">https://covid19.nzte.govt.nz/page/regional-business-partner-network</a></p>
<b>TOURISM SECTOR RECOVERY PROGRAMME</b>		
<b>Strategic Tourism Assets Protection Programme (STAPP)</b>	<ul style="list-style-type: none"> <li>The STAPP intends to protect assets in the tourism industry that form the core of New Zealand's essential</li> </ul>	<p>Applications are open, close June 18 2020.</p>

Policy and other work	Description and objective	Status (including measures in place)
	<p>tourism offering and ensure their survival through the disruption caused by COVID-19.</p> <ul style="list-style-type: none"> <li>Councils, or council subsidiaries, that own or are responsible for tourism assets can apply for funding from the STAPP.</li> </ul>	<p><a href="https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-recovery/strategic-tourism-assets-protection-programme/">https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-recovery/strategic-tourism-assets-protection-programme/</a></p> <p>Two firms have been granted urgent assistance: Whale Watch Kaikoura and Waitomo Caves.</p>
<b>Funding for Regional Tourism Organisations (RTOs)</b>	<ul style="list-style-type: none"> <li>Up to \$20.2 million has been made available for the 31 Regional Tourism Organisations around New Zealand.</li> <li>This will enable RTOs to implement Destination Management and Planning, along with other projects to support the regional tourism industry.</li> </ul>	
<b>New Zealand Futures Tourism Taskforce</b>	<ul style="list-style-type: none"> <li>A public-private taskforce will lead the thinking on the future of tourism in New Zealand. It will consist of cross-government and tourism sector representatives, including local govt</li> </ul>	Rotorua Mayor Steve Chadwick and CE of Tourism Holdings LTD Grant Webster appointed co-chairs of the taskforce
<b>Tourism Transitions Programme</b>	<ul style="list-style-type: none"> <li>Will deliver advice and support for either pivoting a business towards the domestic and Australian market, hibernating a firm, or other options.</li> </ul>	To register for support and find out more, businesses can visit <a href="https://www.qualmark.co.nz/en/member-area/tourism-advisory-support-services/">https://www.qualmark.co.nz/en/member-area/tourism-advisory-support-services/</a>
<b>PEOPLE &amp; COMMUNITIES</b>		

Policy and other work	Description and objective	Status (including measures in place)
<b>Caring 4 Communities Programme</b>	<ul style="list-style-type: none"> <li>Establishing a 'network of networks' to support priority communities</li> <li>Transition of responsibility for welfare needs to MSD: Provision for foreign nationals; Food provision; Housing for homeless people and rough sleepers</li> </ul>	Beginning the initial engagement with regional stakeholders next week, spanning 8 weeks.
<b>Māori Development Initiatives</b>	<ul style="list-style-type: none"> <li>\$53 million will be provided directly to Whānau Ora Commissioning Agencies to continue supporting whānau to manage the direct impacts of COVID-19.</li> <li>\$78 million has been allocated for commissioning activities to support additional whānau who have engaged with Whānau Ora because of COVID-19.</li> <li>Re-purposing funding from the Maori Development Fund for recovery at the regional level</li> </ul>	Access to Whānau Ora services can be provided through: <a href="https://whanauora.nz/">https://whanauora.nz/</a> for North Island <a href="http://www.teputahitanga.org/#landing">http://www.teputahitanga.org/#landing</a> for South Island <a href="http://pasifikafutures.co.nz/">http://pasifikafutures.co.nz/</a> for Pasific Island Families
<b>Housing and Rental Support</b>	<ul style="list-style-type: none"> <li>A freeze to residential rent increases and greater protections for tenants against having their tenancies terminated.</li> </ul>	The protections against terminations will expire on 25 June.  The protections against rent freezes will apply for a following three months.
<b>Tax Support for Households</b>	<ul style="list-style-type: none"> <li>The COVID-19 Response (Taxation and Social Assistance Urgent Measures) Act 2020: includes the removal of the hours test for the in-work tax credit. It also contains provisions for information sharing with other agencies.</li> <li></li> <li>The COVID-19 Response (Taxation and Other Urgent Measures Regulatory Measures) Act 2020 extends</li> </ul>	The first Act was given the Royal assent on 25 March 2020. The second Act was given the Royal assent on 30 April 2020.


Policy and other work	Description and objective	Status (including measures in place)
	Inland Revenue's powers to vary tax due dates (to more easily provide extensions to taxpayers).	
<b>Health Sector Recovery Programme</b>	<ul style="list-style-type: none"> <li>Specific money directed at Māori and Pasifika communities</li> <li>National Psychosocial and Mental Wellbeing Plan</li> </ul>	
<b>Funding to Community Groups</b>	<ul style="list-style-type: none"> <li>\$36m to strengthen the resilience and capability of community groups with a focus on enhancing the wellbeing, connectedness and social cohesion of Māori, Pacific, refugee, and migrant communities.</li> <li>\$2m for the Community Food Transition Grant, to temporarily support emergency community food provision during the transition between Civil Defence Emergency Management Groups standing down and MSD implementing the two-year Community Food Response Funding.</li> </ul>	<p>The Community Food Transition Fund is open for applications.</p> <p><a href="https://www.msd.govt.nz/what-we-can-do/community/food-secure-communities/community-food-transition-grants.html">https://www.msd.govt.nz/what-we-can-do/community/food-secure-communities/community-food-transition-grants.html</a></p>
<b>Arts, Culture and Heritage Initiatives</b>	<ul style="list-style-type: none"> <li>\$2m Museum hardship fund</li> <li>\$25m to support the creative sector through their Emergency Response Package</li> <li>\$70m for Creative Arts Recovery and Employment Fund</li> <li>\$60m for Cultural Innovation Fund</li> <li>\$20m for Cultural Capacity Fund</li> </ul>	<p>Are currently in the process of designing the funding structures and eligibility criteria. More information will be available in July 2020.</p> <p>Heritage funding through the Heritage EQUIP programme</p> <p>Final details on how to access Mātauranga Māori funding will be available July 2020.</p> <p>Eligibility criteria for Pasifika Culture and Heritage is currently being developed.</p>



Policy and other work	Description and objective	Status (including measures in place)
	<ul style="list-style-type: none"> <li>• \$7.9m for programme supporting people back into the creative sector and sustainable work</li> <li>• \$16.5m for NZ music fund</li> <li>• \$12m for Pasifika Culture and Heritage Fund</li> <li>• \$20m for Mātauranga Māori initiatives</li> <li>• Heritage fund</li> </ul>	
<b>Sport and Recreation Recovery Package</b>	<ul style="list-style-type: none"> <li>• 15 million Community Resilience Fund to help struggling local and regional sport and recreation organisations. A partner support fund (\$6 million) to help Sport NZ and HPSNZ investment partners maintain critical business functions which are at risk due to COVID-19</li> <li>• An exceptional system support fund (\$1 million) to help maintain critical business functions of national organisations who are not normally in receipt of Sport NZ investment</li> <li>• A physical activity fund (\$3 million) to promote play, active recreation and sport opportunities to those who most need it (e.g. people who are less active, disabled or live in high deprivation areas)</li> </ul>	<p>Community resilience fund opened for applications from 11 May 2020.</p> <p><a href="https://sportnz.org.nz/covid-19/sector-advice/sector-support-package/community-resilience-fund/">https://sportnz.org.nz/covid-19/sector-advice/sector-support-package/community-resilience-fund/</a></p> <p>Applications for the Exceptional systems fund are open, and close 28 June 2020.</p> <p><a href="https://sportnz.org.nz/covid-19/sector-advice/sector-support-package/exceptional-systems-support-fund/">https://sportnz.org.nz/covid-19/sector-advice/sector-support-package/exceptional-systems-support-fund/</a></p> <p>Further details on the other funds will be announced during June 2020.</p>



# Southland District Council COVID-19 Recovery Approach



## 3 – Principles

<b>People and whanau centered</b> Ensuring support and assistance is accessible and available to whanau needs, recognizing individual differences	<b>Community led Council supported</b> Locally led, regionally and nationally enabled recovery	<b>Uphold Te Tiriti o Waitangi</b> Incorporate the treaty considerations and support iwi participation and recovery	<b>Aim for equity</b> Prioritise actions to provide greatest benefit to the most by balancing short term imperatives against long term priorities for recovery; considering intergenerational benefits, sustainability and fit with overall strategic framework	<b>Support innovation</b> Provide opportunities for innovation, adaptation, and enhancement in recovery processes and projects	<b>Work together</b> Collaborative partnership based approach between central government, local government, communities and iwi
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## 1 - Context

- COVID-19 initial phase was a health crisis and is followed by a second phase being the economic impact
- local effects vary by geography and sector composition
- 1 in 100 year event – economic impact being a great recession/depression
- history is a great leveler – cyclical in nature and global economic shocks are decadal and region District/local shocks due to natural hazards occur annually or less
- hazard events in NZ are very regular – 71 since 2002 – average of 4 per year
- physical events, health and economic crises are part of life
- it is how we respond, adapt and learn from them that counts

Source: EDNZ, Martin Jenkins, Cities and Regions NZ

## 2 – Drivers

- supporting Council’s community outcomes:
  - 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.
  - to assist in achieving Council’s mission: “working together for a better Southland” and vision “Southland – one community offering endless opportunities”

## 4 – Focus Areas:

Council aims to support Southlanders getting through the COVID-19 pandemic event in the best possible way and to assist the District to recover as fast and effectively as possible. It is doing this by considering the following focus areas:

<b>Council financial support</b> <ul style="list-style-type: none"><li>rates postponement policy</li><li>rates remission policy</li><li>individualised options for customised solutions</li><li>ratepayer support services project</li><li>supplier payments – revised timeframes</li><li>commercial lease negotiations for customised solutions</li></ul>	<b>Council service delivery</b> <ul style="list-style-type: none"><li>shovel ready project applications to central government</li><li>LTP 2021-2031 activity management plan and work programme revision to consider stimulating economic activity</li><li>Assessment of impacts on the 2020-2021 Annual Plan Work Programme and related contracts</li></ul>	<b>Community wellbeing</b> <ul style="list-style-type: none"><li>continued liaison with national and regional agencies to navigate and embed opportunities available with new initiatives</li><li>continued liaison with local community organisations and representatives to support locally led initiatives</li><li>Community Partnership Fund establishment for each community board to administer</li><li>undertake research and analysis work streams to build an understanding of COVID-19 impacts and related recovery opportunities</li></ul>	<b>Economic wellbeing</b> <ul style="list-style-type: none"><li>investment in Great South refocused</li><li>Statement of Intent:<ul style="list-style-type: none"><li>250K Business Support Services</li><li>100K Regional economic development</li><li>100K Regional tourism development</li><li>50K Regional Event Delivery</li><li>500K Core contribution</li></ul></li><li>investment in Destination Fiordland by funding agreement. 200K destination management/marketing development</li><li>Great South/Destination Fiordland domestic marketing campaign roll out</li></ul>	<b>Regional and central government collaboration</b> <ul style="list-style-type: none"><li>continued liaison and investment with national and regional agencies – including:<ul style="list-style-type: none"><li>NEMA</li><li>LGNZ</li><li>SOLGM</li><li>DIA</li><li>NZTE</li><li>MBIE</li><li>TNZ</li><li>TIA</li><li>MSD</li><li>CIP</li><li>DOC</li><li>MOE</li><li>MOH</li><li>GS</li><li>DF</li><li>CCS</li><li>EMS</li><li>Iwi</li><li>SS</li><li>CTS</li></ul></li><li>involvement with multi agency related initiatives<ul style="list-style-type: none"><li>Caring for Communities</li><li>Sport NZ Community Sport Fund</li><li>Regional Business Partner Programme</li></ul></li></ul>
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## Southland District COVID-19 Community Recovery Approach

### 1 - Context

- COVID-19 initial phase was a health crisis and is followed by a second phase being the economic impact
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Source: EDNZ, Martin Jenkins, Cities and Regions NZ

### 2 - Drivers

- supporting rural sector business performance and resilience
- investing in infrastructure to support recovery
- developing skills, increasing capability and reducing unemployment
- supporting and enhancing community wellbeing and quality of life
- rebuilding destination development and promotion

### 3 - Economic Resilience and Reimaging Model

#### Leadership

Provides the foundation, raison d'être and modus operandi

#### Strategy

Provide the structural analysis, scanning, vision, scenarios and direction setting

#### Action





Provides the prioritisation, short term response period, medium term recovery period, longer term resilience and re-imagination phase

### 4 - Community Recovery Jigsaw Matrix

#### The Southland district COVID-19 Community Recovery Jigsaw/Matrix

To support and assist Southland District communities to recalibrate, reset, rebuild, redevelop, regenerate, revitalise, refresh



	<i>National</i>	<i>Regional</i>	<i>District</i>	<i>Local</i>
				
<b>Agencies</b>	NEMA DIA LGNZ MBIE TNZ MSD IRD Crown Infrastructure Partners DoC MOE MOH	Iwi Great South Destination Fiordland Southland Chamber of Commerce Emergency Management Southland Sport Southland MSD Community Trust South DoC COIN South	Iwi SDC Rural Support Trust Citizens Advice Bureau Age Concern	Iwi Community boards Community Worker Trusts Community Health Trusts Local community organisations, clubs and societies
<b>Taskforces</b>	Tourism Recovery Ministers' Group NZ Futures Tourism Taskforce	Southland SME Business Recovery Taskforce (tbd) Southland Tourism Recovery Taskforce (tbd)	Southland District Community Recovery Taskforce	
<b>Programmes, initiatives, campaigns</b>	Tourism Recovery Fund Domestic Tourism Campaign Tourism Transitions Programme Strategic Tourism Assets Protection Programme Wage subsidy and leave schemes Small business cashflow loan scheme Business finance guarantee scheme Business cashflow and tax measures Support for Maori communities and businesses Business NZ – Helpline South Island Shovel Ready Projects Fund Provincial Growth Fund Renovations of community Town Halls and War Memorials Fund	Together Southland - buy local, stay local and be local Great South Domestic Tourism Campaign Destination Fiordland Domestic Tourism Campaign Regional Business Partner Programme Caring for Communities (welfare and social recovery) Thrive Southland Welcoming Communities	SDC Community Partnership Fund Shovel ready project applications Strategy development Policy reviews Welcoming Communities	SDC Community Partnership Fund Ohai Railway Fund Northern Southland Development Fund Stewart Island Visitor Levy Fund Local recovery network groups



# Community Well-beings and Strategic Issues Overview - June 2020

**Record No:** R/20/6/14003

**Author:** Rex Capil, Group Manager Community and Futures

**Approved by:** Steve Ruru, Chief Executive

☐ Decision

☐ Recommendation

☒ Information

## Report Purpose

- 1 This community well-beings and strategic issues overview report is prepared and presented to the Community and Strategy Committee as part of its standard order paper each meeting, as far as is practicable.
- 2 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, and cultural) discussions that Council is part of – nationally, regionally and locally.
- 3 This report recognises the purpose of local government as per section 10 (1) (b) of the Local Government Act 2002 is to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.
- 4 The report is also used to provide insight of ‘happenings’ nationally and/or 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 national/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.
- 7 The content of this month’s update still has a significant Covid-19 flavour across all four well-beings.

## Social Well-being

- 8 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.
- 9 The following is a summary of a selection of recent articles and publications relating to the social well-being topic.



### **NZ's moment for bold action**

- 10 Rod Oram looks at new initiatives that could change the course of the country.
- 11 There's a surge of interest in our future, the likes of which we haven't seen in decades. Lots of excellent proposals are emerging. First, we need to evaluate, choose and knit the best into a broad strategy which offers wide appeal and support across society. Then, if we deliver real outcomes to match, we can change the course of the country.
- 12 "The leading talent hubs of the past 25 years have mostly been dense, well-connected global cities with excellent restaurants and cultural offerings. That model is over for now.
- "The new demand is for a safe haven from Covid-19. The ideal for many westerners would be an English-speaking democracy with a developed economy, lots of space and nice weather, though not so hot that it catches fire in summer.
- "Bring on New Zealand. The country's isolation has suddenly gone from historic disadvantage to unique selling point."

Simon Kuper, Financial Times, April 30.

[https://www.newsroom.co.nz/2020/06/14/1228746/rod-orams-june-12-column?utm\\_source=Friends+of+the+Newsroom&utm\\_campaign=d9c21a8c39-Daily+Briefing+15.6.20&utm\\_medium=email&utm\\_term=0\\_71de5c4b35-d9c21a8c39-97842367](https://www.newsroom.co.nz/2020/06/14/1228746/rod-orams-june-12-column?utm_source=Friends+of+the+Newsroom&utm_campaign=d9c21a8c39-Daily+Briefing+15.6.20&utm_medium=email&utm_term=0_71de5c4b35-d9c21a8c39-97842367)

### **The limit on NZ Inc's migrant-led growth**

- 13 New Zealand can only quarantine 250 arrivals per day, creating the single biggest choke point for an economic recovery based on tourism and cheap guest workers, Bernard Hickey reports.
- 14 It's the number that hardly anyone outside of the government knows, but is crucial in any analysis of how New Zealand's economy will recover under Level 1.

[https://www.newsroom.co.nz/2020/06/12/1225937/the-limit-on-nz-incs-migrant-led-growth?utm\\_source=Friends+of+the+Newsroom&utm\\_campaign=d95be47f50-Daily+Briefing+12.6.20&utm\\_medium=email&utm\\_term=0\\_71de5c4b35-d95be47f50-97842367](https://www.newsroom.co.nz/2020/06/12/1225937/the-limit-on-nz-incs-migrant-led-growth?utm_source=Friends+of+the+Newsroom&utm_campaign=d95be47f50-Daily+Briefing+12.6.20&utm_medium=email&utm_term=0_71de5c4b35-d95be47f50-97842367)

### **'Brain drain' could follow border re-opening**

- 15 Commentary related to construction work is being rescinded, delayed and deferred - all of that doesn't bode well for what might happen to the sector when travel restrictions between Australia and New Zealand are lifted
- 16 A trans-Tasman bubble could lead to an exodus of skilled tradespeople unless more is done to keep them employed.
- 17 Confidence in the construction sector is drying up. Councils and commercial enterprises are cutting back on work. The closure of borders has decimated the business cases of several major projects

[https://www.newsroom.co.nz/2020/06/10/1223566/skills-exodus-could-follow-re-opening-of-nz-oz-border?utm\\_source=Friends+of+the+Newsroom&utm\\_campaign=75c14a7798-Daily+Briefing+11.6.20&utm\\_medium=email&utm\\_term=0\\_71de5c4b35-75c14a7798-97842367](https://www.newsroom.co.nz/2020/06/10/1223566/skills-exodus-could-follow-re-opening-of-nz-oz-border?utm_source=Friends+of+the+Newsroom&utm_campaign=75c14a7798-Daily+Briefing+11.6.20&utm_medium=email&utm_term=0_71de5c4b35-75c14a7798-97842367)

### **How our leaders can minimise the negative effects of loneliness after Covid-19**

- 18 Politicians can't make us feel less lonely, but they can adopt policies that create conditions for meaningful social interaction to flourish. This article tackles loneliness at the policy level, which is important, but won't be much immediate help to individuals feeling lonely and isolated right now



<https://thespinoff.co.nz/society/01-05-2020/how-our-leaders-can-minimise-the-negative-effects-of-loneliness-after-covid-19/>

**Points to note:**

- 19 It is important Southland District Council recognise a lot of the national conversation messaging is consistent with the broader local community recovery conversations being progressed as part of the wider community leadership approach between communities and Council.
- 20 Of particular interest for Southland District Council is the need to remain abreast of what can continue to be done to assist rural Southland industries and employers in bridging the gap in labour demand and supply. Council can have a supporting role in advocacy, futures planning and strategy development and a community leadership role in supporting communities in dealing with the implications of the societal pressures and changes facing the District.

**Economic Well-being**

- 21 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.
- 22 The following is a summary of a recent publication relating to the economic well-being topic.

**Now is the time for a 'great reset'**

- 23 A World Economic Forum article discussing while Covid-19 lockdowns may be gradually easing, but anxiety about the world's social and economic prospects is only intensifying. There is good reason to worry: a sharp economic downturn has already begun, and we could be facing the worst depression since the 1930s. But, while this outcome is likely, it is not unavoidable.

<https://www.weforum.org/agenda/2020/06/now-is-the-time-for-a-great-reset?fbclid=IwAR28MAKIoY1MfAIpLRDv-6FQDdGh-rzrNxnEOCmM4YiPWq3gwE6abWI3Oc>

**More economic shocks to come**

- 24 The real economic damage caused by Covid-19 around the world is only beginning to become evident and exports are highly dependent on uncertain economic conditions in markets.
- 25 ANZ chief economist Sharon Zollner and agriculture economist Susan Kilsby said in the June AgriFocus newsletter the return of life to normal in New Zealand is like the eye of the covid storm.

[https://farmersweekly.co.nz/section/agribusiness/view/more-economic-shocks-to-come?utm\\_source=GlobalHQ&utm\\_campaign=7e0f81116a-EMAIL\\_CAMPAIGN\\_10062020\\_CMS&utm\\_medium=email&utm\\_term=0\\_4f497899e6-7e0f81116a-193644923](https://farmersweekly.co.nz/section/agribusiness/view/more-economic-shocks-to-come?utm_source=GlobalHQ&utm_campaign=7e0f81116a-EMAIL_CAMPAIGN_10062020_CMS&utm_medium=email&utm_term=0_4f497899e6-7e0f81116a-193644923)

**Point to note:**

- 26 Council recognises the impacts of Covid-19 are still being understood and will remain fluid and subject to change. Updates and overviews as provided by various economists and agencies will assist Council in keeping abreast of changes and an understanding of impacts on its communities as well as Council's business also.

## **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 recent article relating to the environmental well-being topic.

### **2020: Waking up to the new travel normal**

29 Once travellers are back on the road, there is hope that they will choose experiences that have a positive environmental impact. But what do those experiences look like and how easy are they to find? Holly Tuppen discusses how post-pandemic wanderlust could be a force for good.

<https://www.scotlandbigpicture.com/rewilding-stories/2020-new-travel-normal>

### **Home is where the water is**

30 As the country recovers, how will life and the services we need change?

31 A century and a half after engineers first started designing water infrastructure, New Zealand has well over \$20 billion of stormwater and wastewater assets alone, including 24,000 kilometres of sewage pipes, more than 3000 pumping stations, and over 17,000 kilometres of stormwater networks. But much of this infrastructure is aging.

[https://www.newsroom.co.nz/2020/06/12/1223341/home-is-where-the-water-is?utm\\_source=Friends+of+the+Newsroom&utm\\_campaign=d95be47f50-Daily+Briefing+12.6.20&utm\\_medium=email&utm\\_term=0\\_71de5c4b35-d95be47f50-97842367](https://www.newsroom.co.nz/2020/06/12/1223341/home-is-where-the-water-is?utm_source=Friends+of+the+Newsroom&utm_campaign=d95be47f50-Daily+Briefing+12.6.20&utm_medium=email&utm_term=0_71de5c4b35-d95be47f50-97842367)

### **Point to note:**

32 Southland District Council continues to recognise the environmental well-being issues related to the recovery opportunities associated with Covid-19. It is recognised that when considering decisionmaking opportunities in the future Council won't necessarily be making decisions on past trends but will be considering for the long term the impacts of the disruption of Covid-19 and other factors for generations to come.

## **Cultural Well-being**

33 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.

34 The following is a recent article relating to the cultural well-being topic.

### **What is regenerative tourism?**

35 Kristin Dunne presents a summary article providing insights into regenerative tourism.

36 Essentially, regenerative practices move beyond simply being 'sustainable' and work to create a tourism experience that helps the region's environment, culture, and community flourish.

<https://www.linkedin.com/pulse/what-regenerative-tourism-kristin-dunne/?trackingId=L8EUcAdL5EBdsRgiuDIftQ%3D%3D>

**Farmer's voice | Ali Van Polanen**

- 37 Immigrant workers play a big part in rural New Zealand and the agricultural industry. Wiggy chats with Ali Van Polanen who's Dairy Farm Assistant Manager was effected by the recent border restrictions due to Covid-19.

<https://farmersweekly.co.nz/section/other-sectors/view/farmers-voice-ali-van-polanen>

**Points to note:**

- 38 Southland District Council recognises the environmental well-being issues related to the recovery opportunities associated with Covid-19. This supports previous conversations had by Council with regards to sustainability and regeneration principles. These conversations were at the forefront of points raised by Dr Ganesh Nana and Kristin Dunne at the February 2020 strategic workshop and the associated awareness of kaitiakitanga and manaakitanga principles.
- 39 Southland District Council recognise the potential impact of Covid-19 on globalisation and possible implications on migration and community demographics in the future.

**National/Regional Happenings – Visionweek**

- 40 This section aims to provide information recently highlighted relating to an area/region elsewhere in New Zealand or an initiative of national interest.
- 41 The content for this report is providing links and information provided as part of Visionweek which was hosted over the week of 8-12 June 2020.
- 42 Covid-19 has changed the world significantly. It is recognised by many that New Zealand must respond quickly to create a national vision for New Zealand in a post-COVID world.
- 43 Visionweek asked the question: "What next for New Zealand?"
- 44 Some of our most innovative minds in areas such as transport, housing, infrastructure, health, science, business, technology, tourism and education have come together to discuss our future - and the virtual weeklong event allowed all to take part in the conversation.
- 45 The world's most successful companies, and increasingly the world's most successful countries, adopt a long-term, multi-partisan ambitious vision that aligns communities around a few critical outcomes and core values.
- 46 New Zealand has recently used its high degree of social cohesion and strong leadership to align five million Kiwis in an unprecedented battle against Covid-19.
- 47 Visionweek supported and initiated an opportunity for five million Kiwis to set a vision for our future that ensures NZ's long term sustainability, productivity, resilience and high-quality outcomes for all people, communities and the environment.
- 48 The following link provides access to the five day programme covering topics including transport, tourism, technology, agriculture, water, energy, efficiency, environment, community, housing, health, future thinking.
- 49 It is a very worthwhile watch and provides very good insights and food for thought for future challenges and opportunities.

[https://www.visionweek.co.nz/content-library?utm\\_campaign=4c0f9316-896a-4e35-80f8-ac65400d1b2b&utm\\_source=so&utm\\_medium=mail&cid=47da2ce9-8aac-4d71-b643-63446bd9084c](https://www.visionweek.co.nz/content-library?utm_campaign=4c0f9316-896a-4e35-80f8-ac65400d1b2b&utm_source=so&utm_medium=mail&cid=47da2ce9-8aac-4d71-b643-63446bd9084c)

<https://www.pressreader.com/article/281835760943884>

## **Recommendation**

**That the Community and Strategy Committee:**

- a) Receives the report titled “Community Well-beings and Strategic Issues Overview - June 2020” dated 20 June 2020.**

## **Attachments**

There are no attachments for this report.