



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

Date: **Wednesday, 9 September 2020**
Time: **1pm**
Meeting Room: **Council Chamber**
Venue: **15 Forth Street, Invercargill**

Community and Strategy Committee Agenda OPEN

MEMBERSHIP

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

IN ATTENDANCE

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

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

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

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

Terms of Reference – Community and Strategy Committee

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

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

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

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Apologies

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

1 Leave of absence

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

2 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.

3 Public Forum

Notification to speak is required by 12noon at least one clear day before the meeting. Further information is available on www.southlanddc.govt.nz or phoning 0800 732 732.

4 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."

5 Confirmation of Minutes

6.1 Meeting minutes of Community and Strategy Committee, 08 July 2020

Community and Strategy Committee

OPEN MINUTES

Minutes of a meeting of Community and Strategy Committee held in the Council Chamber, 15 Forth Street, Invercargill on Wednesday, 8 July 2020 at 9.04am.

PRESENT

Chairperson	Julie Keast
Councillors	Don Byars
	John Douglas
	Paul Duffy
	Bruce Ford
	George Harpur
	Christine Menzies
	Karyn Owen
	Rob Scott

APOLOGIES

Mayor Gary Tong
Councillor Frazer
Councillor Ruddenklau
Councillor Kremer (lateness - arrived 9.13am)

IN ATTENDANCE

Chief Executive Officer	Steve Ruru
Group Manager - Community and Futures	Rex Capil
Committee Advisor	Alyson Hamilton

1 Apologies

There were apologies from Mayor Tong, Councillors Ruddenklau and Frazer.

There was an apology for lateness from Councillor Kremer.

Resolution

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

That the Community and Strategy Committee accept the apologies.

2 Leave of absence

There were no requests for leave of absence.

3 Conflict of Interest

There were no conflicts of interest declared.

4 Public Forum

Richard Kyte addressed the meeting advising Thriving Southland is a farmer-led project and is aimed at driving positive change in the primary sector in Southland by working with farmers and supporting Catchment Groups as agents for change.

Councillor Kremer joined the meeting at 9.13am.

5 Extraordinary/Urgent Items

There were no Extraordinary/Urgent items.

6 Confirmation of Minutes

Resolution

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

That the minutes of Community and Strategy Committee meeting held on 10 June 2020 be confirmed as a true and correct record of that meeting.

Reports

7.1 Chairperson's Report

Record No: R/20/6/24164

Chairperson Keast presented her report.

Resolution

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

That the Community and Strategy Committee:

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

7.2 District Initiatives Fund - Guiding Document

Record No: R/20/6/22491

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

Mrs Seator advised the purpose of the report is to present the Community and Strategy Committee with the guiding document for the new District Initiatives Fund.

Resolution

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

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.**

7.3 Southland District Covid-19 Recovery Approach

Record No: R/20/6/22534

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

Mr Capil advised the purpose of the report is to seek the committee endorsement of the Southland District Council Covid-19 Recovery Approach and Covid-19 Community Recovery Approach.

Resolution

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

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.**

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

Record No: R/20/6/14003

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

Resolution

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

That the Community and Strategy Committee:

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

The meeting concluded at 10.13pm

CONFIRMED AS A TRUE AND CORRECT RECORD AT A
MEETING OF THE COMMUNITY AND STRATEGY
COMMITTEE HELD ON WEDNESDAY, 8 JULY 2020.

DATE:.....

CHAIRPERSON:.....

Draft Significance and Engagement Policy

Record No: R/20/8/47010
Author: Carrie Adams, Intermediate Policy Analyst
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision ☒ Recommendation ☐ Information

Purpose

- 1 The purpose of this report is for the Community and Strategy Committee (the committee) to consider the draft Significance and Engagement Policy (the draft policy). This report seeks feedback from the committee.
- 2 It is proposed that the committee recommend to Council that it endorse the draft policy for public consultation.

Executive Summary

- 3 The Significance and Engagement Policy enables Council and its communities to identify the degree of significance attached to particular matters, and it provides clarity about how and when communities will be engaged. The current policy is included with this report as Attachment A.
- 4 Only minor changes have been made to the draft policy, which is included with this report as Attachment B.
- 5 This report outlines the draft policy, and proposes that the committee recommend to Council that the draft policy, including any changes the committee or Council may wish to make, be endorsed and released for public consultation.
- 6 If approved, it is intended that the draft policy will be consulted on in accordance with s.82 of the Local Government Act 2002 (the Act). This will be done via a process which will be run concurrently with the consultation for a number of Council policies from 4 November to 4 December 2020.

Recommendation

That the Community and Strategy Committee:

- a) Receives the report titled “Draft Significance and Engagement Policy” dated 31 August 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) Considers the draft Significance and Engagement Policy and provides feedback.**
- e) Endorses the draft Significance and Engagement Policy.**
- f) Recommends to Council that it release the draft Significance and Engagement Policy for public consultation in accordance section 82 of the Local Government Act 2002, from 4 November to 4 December 2020.**

Background

- 7 Section 76AA of the Act requires Council to adopt a significance and engagement policy. This policy enables Council and its communities to identify the degree of significance attached to particular matters, and the policy also provides clarity about how and when communities can expect to be engaged.
- 8 The current policy was adopted in 2017. The policy is reviewed every three years in the lead up to the release of the Long Term Plan (LTP).
- 9 The Act provides a degree of flexibility on how and when councils consult on a range of matters outlined in the Act. A significance and engagement policy is the partner to that flexibility, in that the policy must advise the public of a council's 'house rules' – that is how a council will utilise the flexibility.
- 10 Part of the policy involves determining the significance attached to particular matters. Significance is a continuum – ranging from the day to day matters with a low impact, right up to those matters with a very high level of impact and significance. How Council assesses significance, and how it determines what matters are significant, is important because it will drive how Council makes decisions, and what analysis and engagement is required by Council.
- 11 The policy also provides guidance to staff and the community on how and when community views will be sought. When Council takes steps to identify the views and preferences held by people in the community, this will often be through an engagement process. Engagement is a wider concept than consultation. Consultation is just one of a suite of tools for engaging with the community.

Issues

- 12 Only minor changes have been made to the draft policy. These include:
- clarification of the factors used to assess the significance of an issue
 - revision of engagement with iwi/Māori provisions
 - terminology and legislative references updates
 - removal of reference to community development area subcommittees
 - formatting of the engagement spectrum approach table to make it more user friendly.

Factors to Consider

Legal and Statutory Requirements

- 13 Under s.76AA of the Act, a significance and engagement policy is required to outline:
- Council's general approach to determining significance
 - any criteria or procedures that are to be used by Council in assessing extent to which matters are significant or may have significant consequences

- how Council will respond to community preferences about engagement, including the form of consultation that may be desirable
 - how Council will engage with communities on other matters.
- 14 Significance and engagement policies also must list the assets considered by councils to be strategic assets.
- 15 Section 79 of the Act enables Council to exercise its discretion about how to comply with certain decision-making requirements in ss.77 and 78 of the Act, in proportion to the significance of the matter or decision. The requirements include:
- the degree to which Council identifies and assesses options in respect of each decision or matter (including the identification of costs and benefits)
 - the extent and detail of any information to be considered
 - the extent and nature of any written record to be kept of the decision.
- 16 How a council assesses the significance of a matter can be challenged. The courts may (and in the past have) overturn council decisions for non-compliance with a council's own policy. In the event a council wanted to make a decision that would be contrary to its significance and engagement policy, it may do so, provided it follows a process set out in s.80 of the Act.

LGA s.82 consultation

- 17 In general, the LGA requires councils to follow the principles in s.82 whenever it conducts a consultation process. Where a decision is considered significant, as well as for certain decisions, such as adopting bylaws and the LTP, the Special Consultative Procedure (SCP) is to be followed as an additional overlay to the requirements in s.82.
- 18 This matter has been assessed as being of lower significance. Accordingly, it is considered appropriate to give effect to the requirements s.82 for this consultation process, rather than the SCP.

Community Views

- 19 As stakeholders, all community boards were notified of the review of this policy in August, either through the community leadership reports or email. No queries were received by staff regarding the current policy at the time of writing of this report.
- 20 Council will make the draft policy and relevant information publicly available (in accordance with s.82A of the LGA), and encourage people to give feedback on Council's 'make it stick' platform, by:
- placing an advertisement in the Ensign and Southland Express
 - promoting the consultation on Council's facebook page
 - having the draft policy accessible on Council's website and at all of its offices
 - encouraging community boards to make a submission.

- 21 It is proposed that this consultation process be run parallel to other Council policies: the Revenue and Finance Policy, Remission and Postponement of Rates Policy, the Procurement Policy and the Policy on Development and Financial Contributions.
- 22 The consultation process proposed will allow Council to consider community views regarding this policy.

Costs and Funding

- 23 To put the draft policy out for consultation and to undertake the steps required to progress a draft policy through to adoption, will incur budgeted costs associated with staff time and advertising.

Policy Implications

- 24 If adopted, it is likely that Council will reach similar conclusions on the level of significance of particular matters, and that community engagement will occur with similar frequency and in similar form, to what is done currently.

Analysis

Options Considered

- 25 There are two options for consideration in this report:
- Option 1 – that the committee recommend that Council endorse the draft policy for consultation in accordance with s.82 of the Act (in making any amendments to the draft policy, Council must ensure that the requirements of the Act are met)
 - Option 2 – propose a different way forward.

Analysis of Options

Option 1 – that the committee recommend that Council endorse the draft policy for consultation

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• the draft policy has been updated• achieves legislative compliance.	<ul style="list-style-type: none">• may not reflect Councillors' views on the policy.

Option 2 – propose a different way forward

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• would give further clarity on Councillors' views regarding the policy.	<ul style="list-style-type: none">• may put pressure on procedural preference to review the policy prior to 2021-31 LTP consultation.

Assessment of Significance

- 26 The decision to adopt the draft policy is considered to be of lower significance. No major changes are proposed to the current policy. In addition, Council received no submissions when this policy was last reviewed, indicating a lower level of community engagement with the issue.

Recommended Option

- 27 It is recommended that the committee proceed with Option 1 and recommend that Council endorse the draft policy for consultation in accordance with s.82 of the LGA.

Next Steps

- 28 If the committee endorses Option 1, staff will make any recommended changes, undertake any other necessary steps, and present the draft policy to Council at its meeting 21 October 2020. Staff would recommend to Council that the draft documents be adopted for consultation in accordance with s.82 of the LGA. It is proposed that the consultation process will take place from 4 November to 4 December 2020 alongside the Revenue and Finance Policy, the Significance and Engagement Policy, the Procurement Policy and the Policy on Development and Financial Contributions.

Attachments

- A Current Significance and Engagement Policy [↗](#)
B DRAFT Significance and Engagement Policy [↗](#)

Significance and Engagement Policy

Group Responsible: Chief Executive

Date Approved: 21 June 2017

File No: r/16/11/19694

Southland District Council has developed the Significance and Engagement Policy (the Policy) to determine the significance of issues within the District, and how to align our engagement with the public based on the degree of significance of the issue. The Policy aligns with provisions the Local Government Act (2002) (the Act).

1. Purpose

1.1 The purpose of this policy is:

- to enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, decisions or matters; and
- to provide clarity about how and when communities can expect to be engaged in decisions about different issues, proposals, decisions or matters; and
- to inform Council, from the beginning of a decision-making process about
 - the extent of any public engagement that is expected before a particular decision is made; and
 - the form or type of engagement required.

1.2 This policy will also guide staff on:

- the extent that options are identified and assessed; and
- the degree benefits and costs are quantified; and
- the extent and detail of information considered; and
- the extent and nature of any written record kept on legal compliance; and
- on the extent Council must consider the views and preferences of people likely to be affected by, or to have an interest in a matter;

as these decisions should be undertaken in proportion to significance of the matter.

2. The General Approach

The Council will follow a three-step process to inform decision-making:

Step 1 - Determine significance - the Council will use particular factors to decide if a matter is of higher or lower significance. This part of the policy also gives guidance on what to do if a matter is of high significance.

Step 2 - Identify community views - the Council will determine what it knows about community views and identify if there is a need for more information.

Step 3 - Deciding on an approach to community engagement - the level of significance and what the Council wants to know about community views will guide Council on an appropriate level of engagement, and how and when to engage. This part of the Policy provides clarity on how and when communities can expect to be engaged in different issues. It also identifies how Council will respond to community preferences about engagement.

3. Step 1 - Determining the Level of Significance

- 3.1 Significance is about measuring the degree of importance of an issue, proposal, decision, or matter. Council has to determine how people, services, facilities and infrastructure in the District will be affected. Significance is a continuum ranging from matters that have a low impact/risk and therefore low significance, right up to matters that have very high levels of impact/risk and significance.
- 3.2 During the development stages of an issue, proposal, decision or matter, significance should be considered as it will guide both the extent options should be developed, and the degree to which advantages and disadvantages are assessed. Significance should also be considered when determining the appropriate extent and type of community engagement.

Factors to Assess Significance

- 3.3 Council will take into account the following factors when determining the level of significance. These factors are of equal weighting. The greater the cumulative impact of the matter as assessed by these factors, the more significant the issue, proposal, decision or matter will be. Significance means the degree of importance of the matter as assessed by its likely impact on, and likely consequences for:
 - the current and future social, economic, environmental or cultural wellbeing of the district or region;
 - people who are likely to be particularly affected by or interested in, the issue, proposal decision or matter;
 - the capacity of Council to perform its role, and the financial and other costs of doing so;
 - the ownership or function of a strategic asset.
- 3.4 Council may also take into account knowledge it has previously gained about the community and its views on an issue to assess whether the matter has a high level of significance.
- 3.5 When determining the significance of a matter that could have a high level of significance, it is recommended that Council staff discuss the importance of the matter to Māori through Council's partnership with Te Ao Mārama Incorporated, or to take the matter to Te Roopu Taiao forum, which is a meeting of local councils and iwi.
- 3.6 Committees of Council and elected bodies can also be used to help assess the significance of a matter.

Strategic Assets

- 3.7 In respect to “strategic assets”, a key consideration is whether an asset is essential to the continued delivery of an “outcome” that Council considers important for the well-being of the community. Decisions to transfer ownership or control of a strategic asset to or from Council cannot be made unless they are first included in the Long Term Plan.
- 3.8 For the purpose of section 76AA(3) of the Act, Council considers the following assets, or a network of assets, to be strategic assets:
- roading/bridge network as a whole.
 - individual water treatment plants and reticulation networks.
 - individual township sewerage treatment plants and reticulation networks.
 - individual township stormwater reticulation networks.
 - portfolio of District Reserves (Parks/Reserves).
 - Stewart Island Electricity Supply Authority.
 - Te Anau Airport at Manapouri.
 - community housing as a whole.

What to do if a matter is significant

- 3.9 If a matter is considered to be significant, reports will include a statement indicating why this conclusion was reached. The statement will include an explanation of which factors indicate the decision is significant, the potential implications of the decision, the range of community views that might exist, and whether there is a need for a further degree of community engagement before a final decision is made.
- 3.10 Where the proposal or decision is considered to be significant, the report will also include a statement addressing the appropriate observance of Sections 77, 78, 79, 80, 81, 82 and 82A of the Act as applicable, together with the corresponding degree of community engagement considered.

4. Step 2 - Identify Community Views

- 4.1 Step 2 involves Council identifying what it already knows about the community views on a matter, and identifying if there is a need to get more information about community views. Community views are the views and preferences of people likely to be affected by, or to have an interest in, the matter. Determining how Council will identify community views may lead to community engagement. The process of how Council will decide if it needs to seek more information to understand the views in the community is outlined in Appendix 1. In general, Council will take steps to identify community views in the circumstances described below.

When Council will identify community views

When it is required by legislation

- 4.2 The Council will consider community views when it has a legislative requirement to do so (as set out by the Local Government Act 2002, Resource Management Act 1991, Reserves Act 1977, and Land Transport Management Act 2003). Examples of when Council will identify community views include the adoption and amendment/s to both the Long Term Plan and a bylaw, transfer of ownership of a significant strategic asset, and changes to financial policies. Council may identify community views more broadly than what is legally required.

When it relates to a significant matter

- 4.3 Subject to consideration of factors in paragraph 3.3 of this Policy, the Council will identify community views whenever a 'significant decision' needs to be made. A significant decision is one which has been identified as such under this Policy. *Note:* a 'significant' decision will not automatically trigger consultation or application of the Special Consultative Procedure (SCP). An outline of what Council must do when it is required to use or adopt the special consultative procedure is outlined in Appendix 4. Further information on the SCP is in sections 86, 87, and 93A of the LGA 2002.

For some matters that are not considered significant

- 4.4 In general, where a matter is not considered significant under this Policy, the Council is unlikely to seek additional information on community views. However, in some situations where Council staff deem community involvement or notification is appropriate, informal feedback or notification processes may be followed.

When Council may not seek additional information on community views

- 4.5 Information is always necessary for the decision making process. However, there are times when it is not necessary, appropriate or possible to seek additional information on community views. If this is the case, Council will make this determination in accordance with the criteria below and not withstanding any legislative requirements. The Council will not identify community views when:
- The matter is not of a nature or significance that requires consultation (LGA 2002, s82(4)(c))
 - The Council already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter (s82(4)(b) LGA 2002);
 - There is a need for confidentiality or commercial sensitivity (s82(4)(d) LGA 2002);
 - The costs of consultation outweigh the benefits of it (s82(4)(e) LGA 2002);
 - Engagement will not be beneficial as it will not influence the decision (for example if there is only one or very limited viable options available, there may be no benefit in engaging with the community);
 - The matter has already been addressed by the Council's policies or plans, which have previously been consulted on;

- An immediate or quick response or decision is needed or it is not reasonably practicable to engage;
 - Works are required unexpectedly or following further investigations on projects, already approved by the Council;
 - Business as usual - the works required are related to the operation and maintenance of a Council asset and responsible management requires the works to take place;
 - When Council has consulted on the unchanged issue in the last 24 months.
- 4.6 Where the above listed circumstances apply and community feedback is not sought, the Council is still required to give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter (LGA 2002 section 78 (1)). The LGA 2002 requires that this consideration be in proportion to the significance of the matters affected by the decision (section 79 (1)).

5. STEP 3 - DECIDING ON AN APPROACH TO COMMUNITY ENGAGEMENT

- 5.1 Once Council has determined the significance of a matter and has determined it needs more information on the range of views held, Council will consider how and when it should engage with the community. Depending on the matter being considered and the stakeholders involved, the preferred method(s) or combination of engagement tools will be identified and applied to meet the goals of the specific engagement.
- 5.2 Council will respond to community preferences about engagement, including the form of consultation that may be desirable, by informing and seeking guidance from Councillors. Council will also use engagement methods that have proven over time to be effective at informing the public and generating responses.
- 5.3 There is a variety of ways in which the Council engages with the community. In this policy, the types of engagement described relate specifically to Council, Community Board and delegated decision-making. The types of engagement described are given as a guide, and Council is not limited to or by the stated methods of engagement.
- 5.4 The significance of the issue, proposal or decision will influence the extent Council explores and evaluates options and obtains the views of affected and interested parties.
- 5.5 Council will apply the principles of s82 of the Act when determining engagement. Council will select the engagement method that it considers most appropriate in the circumstance.

Factors to Consider

Southland District Council's strong community focus

- 5.6 The Southland community is at the heart of Council's purpose, vision and mission; therefore, engagement will reflect the need for community input into Council decision-making.
- 5.7 The Council is also keen to build on existing relationships and networks with individuals and communities, and look to extend the range of parties involved in the community engagement as appropriate. The Council will work to ensure the community is sufficiently informed to understand

the issue(s) or proposal, options and impacts and has time to respond, so they are able to participate in engagement processes with confidence.

Legislative Considerations

- 5.8 When Council makes decisions, often legislation will prescribe the consultation and decision-making procedures required. This includes the procedures to be used for public notification, considering submissions and making decisions. Section 82(5) of the LGA 2002 says that where specific consultation is required under the LGA, or any other enactment, and if inconsistent with any s82 principle – the other provisions will prevail (to the extent of the inconsistency). Those other Acts include, among others, the Reserves Act 1977, the Biosecurity Act 1993, Land Transport Act 1998 and the Resource Management Act 1991.
- 5.9 There are a number of decisions that can only be made if they are explicitly provided for in the Council's LTP as set out by the LGA 2002 Amendment Act 2014. These are:
- to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, including a decision to commence or cease any such activity;
 - to transfer the ownership or control of a strategic asset to or from the Council.
- 5.10 In addition, Council is required at times to use a Special Consultative Procedure (SCP), as set out in section 83 of the LGA. The SCP is a prescribed process for consultation set out in the LGA. In brief, the SCP requires Council to issue and widely distribute a proposal, which is open for consultation for at least a month, and the community can provide its views. The SCP may also be used for any other decision Council wishes to consult on, and generally this will be when a matter is of high significance. The requirement or use of the SCP does not preclude the need to engage with affected communities. The use of the SCP is predominantly a reflection of the significance of an issue, which in turn identifies the need for appropriate community engagement. Schedule 2 outlines when an SCP is required, and what is required under Section 83.

Remaining flexible

- 5.11 It is important that Council does not use a homogenous approach, and that engagement tools are appropriate to the location, significance of the issue, and community affected. Differing levels and forms of engagement may be required during the varying phases of consideration and decision-making on an issue or proposal, and for different community groups or stakeholders. The Council will review the appropriateness and effectiveness of the engagement strategy and methods as the process proceeds. There may be occasions in which the Council chooses to carry out engagement at a level higher than that indicated by the significance of the decision as part of its commitment to promote participatory democracy.
- 5.12 Council will also be open to new and developing methods of engagement through the use of technology and innovation.

The role of Elected Members

- 5.13 This policy recognises the role of elected representatives, both Councillors and Community Board members, as valued and recognised conduits to the communities they represent. Council, when

engaging with affected or interested communities, will recognise the relationship elected members have with the location, specific communities and individuals affected by consultation or engagement initiatives. Participation of elected representatives is an essential step to consider, in light of broader community good, when initiating any project requiring engagement.

Engagement with Iwi/Māori

- 5.14 A strategic focus for Council is maintaining and enhancing our partnership with Maori. Council has a strong partnership with Te Ao Mārama Incorporated, and encourages openly engaging with iwi/Maori through this channel or through the Te Roopu Taiao forum.

The Level of Engagement

- 5.15 Using the International Association of Public Participation engagement spectrum as a basis¹, the method(s) of engagement adopted by the Council before it makes a decision may depend on whether or not:
- The matter is of low or no significance (eg, technical and/or minor amendments to a bylaw or Council policy) and there may be a very small group of people affected by or with an interest in the decision. Council is unlikely to engage on these matters;
 - The matter is significant only to a relatively small group of people or is of low impact to many. They should be informed about the problem, alternatives, opportunities and/or solutions and/or consulted so that any concerns, alternatives and aspirations they have are understood and considered;
 - The matter is significant not only to a small group of people particularly affected but also to a wider community that may have an interest in the decision to be made. They may be informed, consulted and/or involved to seek public input and feedback on analysis, alternatives and/or decisions.
 - For more significant matters the Council may elect to collaborate, or partner, with a community in any aspect of a decision including the development of alternatives and the identification of preferred solutions. This is more likely to occur where there is a distinct group of affected or particularly interested people.
- 5.16 Depending on the level of significance and the nature of the issue, proposal or decision being made, by using a range of engagement methods communities may be **empowered** to participate in the decision-making process.

How and when we will Engage

- 5.17 Once the appropriate level of engagement has been assessed (in accordance with paragraphs 5.15 and 5.16 above), Council will then consider the range of engagement methods that are appropriate. This process support community participation through an Engagement Spectrum Approach.

¹ International Association of Public Participation [IAP2]. (2007). IAP2 Spectrum of Public Participation. Retrieved from http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum_vertical.pdf on 2 January 2017.

- 5.18 Council will select the method it considers appropriate in the circumstance, taking into account a range of factors, such as who is affected or who is likely to have a view. Council will remain flexible in its approach to engagement, to ensure that the most appropriate methods are used.
- 5.19 Table 1 below outlines Southland District Council's engagement spectrum. The table gives guidance on how and when communities can expect to be engaged in particular matters, relative to their significance. The table also gives examples of what significance has been placed on particular matters in the past, and what types of community engagement has been used for those matters. The table is also a valuable tool for Council staff to inform on the extent of public engagement that might be expected on a matter before a decision is made, and the form or type of engagement that may be required and appropriate.

LOW LEVEL OF SIGNIFICANCE				HIGH LEVEL OF SIGNIFICANCE	
Level	Inform	Consult	Involve	Collaborate	Empower
What it involves	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Types of matters we might use this type of engagement for	Minor change to how Council manages groups of activities Upgrade of a reserve area	Long Term Plan and Annual Plan where there are significant changes from the content of the LTP for that financial year. Policies such as the Easter Sunday Shop Trading Policy and the Unmanned Aerial Vehicle Policy.	Development of options for a policy change that is deemed significant e.g. moving from land to capital value for rating purposes.	Development options for a new large capital project which has a community focus and has a large number of options eg Te Anau Waste Water Project	Community halls

Examples of engagement tools Council might use	Council newsletter, Weekly/daily newspapers, Community newsletters, Electronic messages (eg, email, online newsletters, social media posts), Flyers, Website, Radio.	Submissions, Hearings, Feedback processes, Surveys, Open Days.	Local meetings, Social media, Targeting existing organisations within the community eg, service clubs.	Talking with communities, Key partnerships with existing community organisations, Hall committees.	Community Boards, Community Development Area Subcommittees.
When the community can expect to be involved	Council will generally advise the community when a decision is made.	Council will advise the community when a draft decision is made and generally provides the community with up to four (4) weeks to participate and respond.	Council will generally provide the community with a greater lead-in time to allow them time to be involved in the process.	Council will generally involve the community at the start to scope the issue, again after information has been collected and again when options are being considered.	Council will generally involve the community at the start to scope the issue

Table 1: Southland District Council's Engagement Spectrum Approach

6. ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Communications Manager, Management Team	Ensure that engagement with the community meets the degree of significance determined by Council
Council	<ul style="list-style-type: none"> Determine degree of significance of an issue Determine whether or not to engage Link level of significance to appropriate levels of engagement Use determined level of significance to decide how much time, money and effort the Council will invest in exploring and evaluating options and obtaining the views of affected and interested parties.

7. ASSOCIATED DOCUMENTS

Local Government Act (2002).

Southland District Council Engagement Strategy

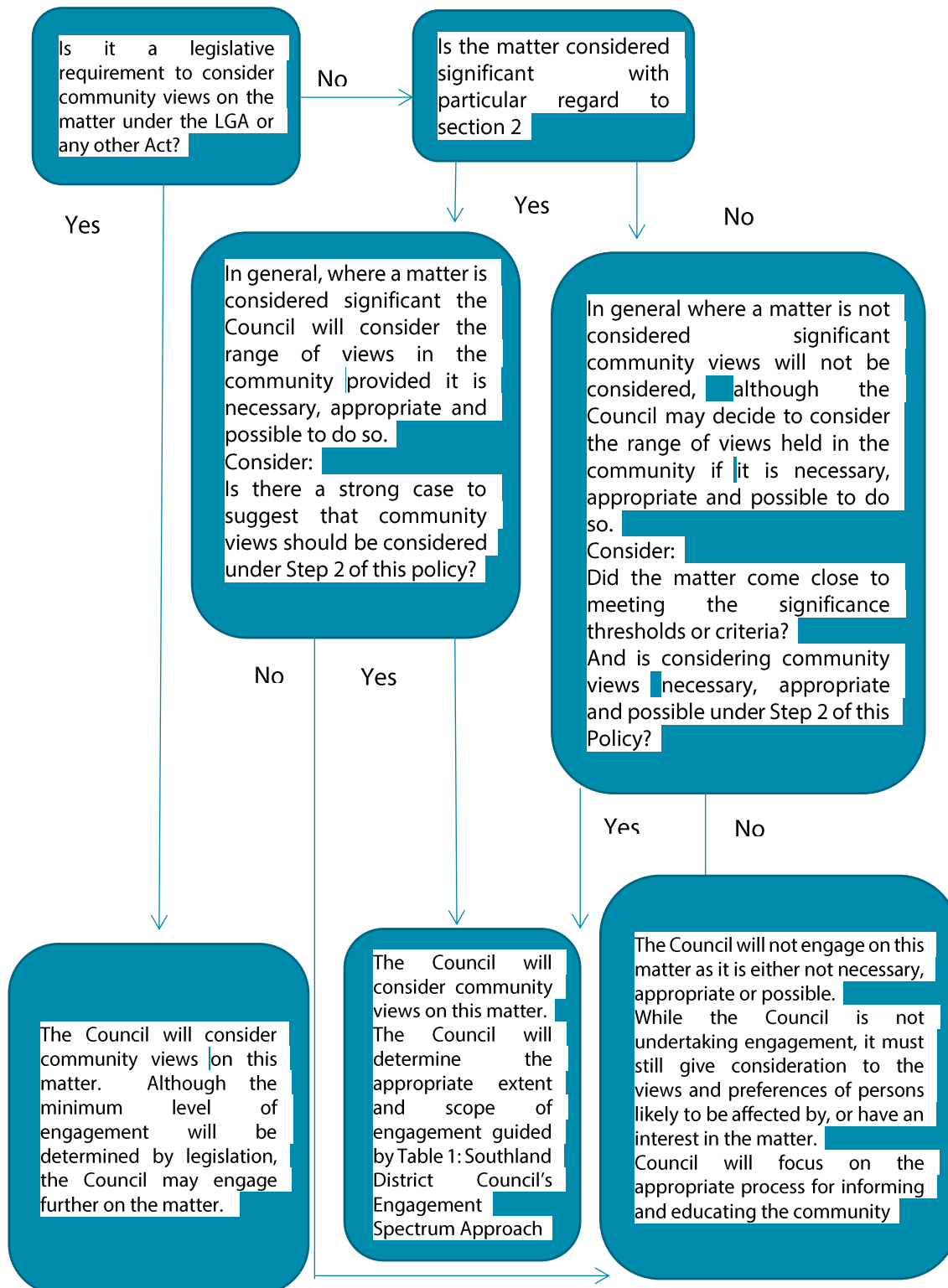
8. REVISION RECORD

The Policy will be reviewed at each triennial, aligned with Council elections.

DATE	VERSION	REVISION DESCRIPTION
28 January 1999	N/A	Consultation Policy
27 November 2003	R/03/7/6677	Consultation Policy
26 June 2003	R/09/9/13601	Significance Policy
28 June 2006	R/12/1/808	Significance Policy
29 October 2014	R/14/8/11821	Significance and Engagement Strategy
2017	R/16/11/19694	Significance and Engagement Strategy

9. APPENDICES

APPENDIX 1: SIGNIFICANCE AND ENGAGEMENT FLOWCHART



APPENDIX 2: SPECIAL CONSULTATIVE PROCEDURE

The Local Government Act 2002 requires Council to use the Special Consultative Procedure for:

- adoption of or amendment to the LTP (including significant amendments to the Revenue and Financing Policy)
- revocation, adoption or amendment to a bylaw
- transfer of ownership of a significant strategic asset

It is important to note that formal consultation by a special consultative procedure is a structured process outlined in legislation and supported by case-law. This type of consultation still applies in some decision making processes. In other engagement processes, however, there are no explicit statutory or legal rules constraining or defining community engagement processes. The Local Government Act 2002 has given local authorities the ability to determine this as appropriate for their communities.

At the time of writing this policy there are a number of other acts that require use of the Special Consultative Procedure, including but not limited to:

- Sale and Supply of Liquor Act 2012,
- Local Government Act 1974,
- Building Act 2004,
- Local Government (Rating) Act 2002,
- Psychoactive Substances Act 2013,
- Dog Control Act 1996,
- Waste Minimisation Act 2008,
- Freedom Camping Act 2011,
- Land Transport Management Act 2003
- Biosecurity Act 1993
- Civil Defence Emergency Management Act 2001
- Maritime Transport Act 1994.

Section 83 of the LGA states the requirements of the SCP. This section is included below.

83 Special Consultative Procedure

- 1 Where this Act or any other enactment requires a local authority to use or adopt the special consultative procedure, that local authority must -
 - (a) prepare and adopt -
 - (i) a statement of proposal; and
 - (ii) if the local authority considers on reasonable grounds that it is necessary to enable public understanding of the proposal, a summary of the information contained in the statement of proposal (which summary must comply with section 83AA of the Act; and
 - (b) ensure that the following is publicly available:

- (i) the statement of proposal; and
 - (ii) a description of how the local authority will provide persons interested in the proposal with an opportunity to present their views to the local authority in accordance with section 82(1)(d) of the Act; and
 - (iii) a statement of the period within which views on the proposal may be provided to the local authority (the period being not less than 1 month from the date the statement is issued); and
 - (c) make the summary of the information contained in the statement of proposal prepared in accordance with paragraph (a)(ii) of the Act (or the statement of proposal, if a summary is not prepared) as widely available as reasonably practicable as a basis for consultation; and
 - (d) provide an opportunity for persons to present their views to the local authority in a manner that enables spoken English, Māori, and/or New Zealand sign language interaction between the person and the local authority, or any representatives to whom an appropriate delegation has been made in accordance with Schedule 7 of the Act; and
 - (e) ensure that any person who wishes to present his or her views to the local authority or its representatives as described in paragraph (d)
 - (i) is given a reasonable opportunity to do so; and
 - (ii) is informed about how and when he or she may take up that opportunity.
2. For the purpose of, but without limiting, subsection (1)(d), a local authority may allow any person to present his or her views to the local authority by way of audio link or audio visual link.

DRAFT Significance and Engagement Policy

Group Responsible: Chief Executive

Date Approved:

File No: R/20/8/46866

Southland District Council (Council) has developed the Significance and Engagement Policy (the policy) to determine the significance of issues within the District, and how to align our engagement with the public based on the degree of significance of the issue. The policy aligns with provisions the Local Government Act 2002 (the Act).

1. Purpose

The purpose of this policy is:

- to enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, decisions or matters; and
- to provide clarity about how and when communities can expect to be engaged in decisions about different issues, proposals, decisions or matters; and
- to inform Council, from the beginning of a decision-making process about
 - the extent of any public engagement that is expected before a particular decision is made; and
 - the form or type of engagement required.

This policy will also guide staff on:

- the extent that options are identified and assessed; and
- the degree benefits and costs are quantified; and
- the extent and detail of information considered; and
- the extent and nature of any written record kept on legal compliance; and
- on the extent Council must consider the views and preferences of people likely to be affected by, or to have an interest in a matter;

as these decisions should be undertaken in proportion to significance of the matter.

2. General approach

Council will follow a three-step process to inform decision-making:

Step 1 - determine significance - Council will use particular factors to decide if a matter is of higher or lower significance. This part of the policy also gives guidance on what to do if a matter is of high significance.

Step 2 - identify community views - Council will determine what it knows about community views and identify if there is a need for more information.

Step 3 - deciding on an approach to community engagement - the level of significance and what Council wants to know about community views will guide Council on an appropriate level of engagement, and how and when to engage. This part of the policy provides clarity on how and when communities can expect to be engaged in different issues. It also identifies how Council will respond to community preferences about engagement.

3. Step 1 - Determining the level of significance

Significance is about measuring the degree of importance of an issue, proposal, decision, or matter. Council has to determine how people, services, facilities and infrastructure in the District will be affected. Significance is a continuum ranging from matters that have a low impact/risk and therefore low significance, right up to matters that have very high levels of impact/risk and significance.

During the development stages of an issue, proposal, decision or matter, significance should be considered as it will guide both the extent options should be developed, and the degree to which advantages and disadvantages are assessed. Significance should also be considered when determining the appropriate extent and type of community engagement.

How to assess significance

Each issue, proposal or decision will be considered on a case by case basis to determine whether the decision is significant. Council will take into account the following factors when determining the level of significance. These factors are of equal weighting. The greater the cumulative impact of the matter as assessed by these factors, the more significant the issue, proposal, decision or matter will be:

- the likely impact/consequences of the issue, decision or proposal on the current and future social, economic, environmental or cultural wellbeing of the District or region
- the effect on people who are likely to be particularly affected by or interested in the issue, decision or proposal
- the financial and non financial costs and implications of the issue, decision or proposal, having regard to the capacity of Council to perform its role
- the scale of any proposed change to levels of service
- the ownership or function of a strategic asset.

Council may also take into account knowledge it has previously gained about the community and its views on an issue to assess whether the matter has a high level of significance.

When determining the significance of a matter that could have a high level of significance, it is recommended that Council staff discuss the importance of the matter with our iwi partners.

Committees of Council and elected bodies can also be used to help assess the significance of a matter.

Strategic assets

In respect to “strategic assets”, a key consideration is whether an asset is essential to the continued delivery of an “outcome” that Council considers important for the well-being of the community. Decisions to transfer ownership or control of a strategic asset to or from Council cannot be made unless they are first included in the Long Term Plan.

For the purpose of section 76AA(3) of the Act, Council considers the following assets, or a network of assets, to be strategic assets:

- roading/bridge network as a whole
- water treatment plants and reticulation networks
- township wastewater treatment plants and reticulation networks
- township stormwater reticulation networks
- portfolio of District reserves (parks/reserves)
- Stewart Island Electricity Supply Authority
- Te Anau Airport at Manapouri
- community housing as a whole.

What to do if a matter is significant

If a matter is considered to be significant, reports will include a statement indicating why this conclusion was reached. The statement will include an explanation of which factors indicate the decision is significant, the potential implications of the decision, the range of community views that might exist, and whether there is a need for a further degree of community engagement before a final decision is made.

Where the proposal or decision is considered to be significant, the report will also include a statement addressing the appropriate observance of ss.77, 78, 79, 80, 81, 82 and 82A of the Act as applicable, together with the corresponding degree of community engagement considered.

4. Step 2 - Identify community views

Step 2 involves Council identifying what it already knows about the community views on a matter, and identifying if there is a need to get more information about community views. Community views are the views and preferences of people likely to be affected by, or to have an interest in, the matter. Determining how Council will identify community views may lead to community engagement. The process of how Council will decide if it needs to seek more information to understand the views in the community is outlined in Appendix 1. In general, Council will take steps to identify community views in the circumstances described below.

When Council will identify community views

When it is required by legislation

Council will consider community views when it has a legislative requirement to do so (as set out by the Local Government Act 2002, Resource Management Act 1991, Reserves Act 1977, Building Act 2004 and Land Transport Management Act 2003). Examples of when Council will identify community views include the adoption and amendment(s) to both the Long Term Plan and a bylaw, transfer of ownership of a significant strategic asset, and changes to financial policies. Council may identify community views more broadly than what is legally required.

When it relates to a significant matter

Subject to consideration of factors in the section 'how to assess significance' above, Council will identify community views whenever a 'significant decision' needs to be made. A significant decision is one which has been identified as such under this policy.

Note: a 'significant' decision will not automatically trigger consultation or application of the Special Consultative Procedure (SCP). An outline of what Council must do when it is required to use or adopt the special consultative procedure is outlined in Appendix 4. Further information on the SCP is in ss.86, 87, and 93A of the Act.

For some matters that are not considered significant

In general, where a matter is not considered significant under this policy, Council is unlikely to seek additional information on community views. However, in some situations where Council staff deem community involvement or notification is appropriate, informal feedback or notification processes may be followed.

When Council may not seek additional information on community views

Information is always necessary for the decision making process. However, there are times when it is not necessary, appropriate or possible to seek additional information on community views. If this is the case, Council will make this determination in accordance with the criteria below and notwithstanding any legislative requirements. Council will not identify community views when:

- the matter is not of a nature or significance that requires consultation (s.82(4)(c) LGA)
- Council already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter (s.82(4)(b) LGA)
- there is a need for confidentiality or commercial sensitivity (s.82(4)(d) LGA)
- the costs of consultation outweigh the benefits of it (s.82(4)(e) LGA)
- engagement will not be beneficial as it will not influence the decision (for example if there is only one or very limited viable options available, there may be no benefit in engaging with the community)
- the matter has already been addressed by Council's policies or plans, which have previously been consulted on
- an immediate or quick response or decision is needed or it is not reasonably practicable to engage

- works are required unexpectedly or following further investigations on projects, already approved by Council
- business as usual - the works required are related to the operation and maintenance of a Council asset and responsible management requires the works to take place
- when Council has consulted on the unchanged issue in the last 24 months.

Where the above listed circumstances apply and community feedback is not sought, Council is still required to give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter (s. 78(1) LGA). The Act requires that this consideration be in proportion to the significance of the matters affected by the decision (s.79(1)).

5. Step 3 – Deciding on an approach to community engagement

Once Council has determined the significance of a matter and has determined it needs more information on the range of views held, Council will consider how and when it should engage with the community. Depending on the matter being considered and the stakeholders involved, the preferred method(s) or combination of engagement tools will be identified and applied to meet the goals of the specific engagement.

Council will respond to community preferences about engagement, including the form of consultation that may be desirable, by informing and seeking guidance from Councillors. Council will also use engagement methods that have proven over time to be effective at informing the public and generating responses.

There is a variety of ways in which Council engages with the community. In this policy, the types of engagement described relate specifically to Council, community boards and delegated decision-making. The types of engagement described are given as a guide, and Council is not limited to or by the stated methods of engagement.

The significance of the issue, proposal or decision will influence the extent Council explores and evaluates options and obtains the views of affected and interested parties.

Council will apply the principles of s.82 of the Act when determining engagement. Council will select the engagement method that it considers most appropriate in the circumstance.

Factors to consider

Council's strong community focus

The Southland community is at the heart of Council's purpose, vision and mission; therefore, engagement will reflect the need for community input into Council decision-making.

Council is also keen to build on existing relationships and networks with individuals and communities, and look to extend the range of parties involved in the community engagement as appropriate. Council will work to ensure the community is sufficiently informed to understand the issue(s) or proposal, options and impacts and has time to respond, so they are able to participate in engagement processes with confidence.

Legislative considerations

When Council makes decisions, often legislation will prescribe the consultation and decision-making procedures required. This includes the procedures to be used for public notification, considering submissions and making decisions. Section 82(5) of the Act says that where specific consultation is required under the LGA, or any other enactment, and if inconsistent with any s.82 principle – the other provisions will prevail (to the extent of the inconsistency). Those other Acts include, among others, the Reserves Act 1977, the Biosecurity Act 1993, Land Transport Act 1998, Building Act 2004 and the Resource Management Act 1991.

There are a number of decisions that can only be made if they are explicitly provided for in Council's LTP as set out by the LGA 2002 Amendment Act 2014. These are:

- to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of Council, including a decision to commence or cease any such activity
- to transfer the ownership or control of a strategic asset to or from Council.

In addition, Council is required at times to use the Special Consultative Procedure (SCP), as set out in s.83 of the Act. The SCP is a prescribed process for consultation set out in the Act. In brief, the SCP requires Council to issue and widely distribute a proposal, which is open for consultation for at least a month, and the community can provide its views. The SCP may also be used for any other decision Council wishes to consult on, and generally this will be when a matter is of high significance. The requirement or use of the SCP does not preclude the need to engage with affected communities. The use of the SCP is predominantly a reflection of the significance of an issue, which in turn identifies the need for appropriate community engagement. Schedule 2 outlines when an SCP is required, and what is required under s.83 of the Act.

Remaining flexible

It is important that Council does not use a homogenous approach, and that engagement tools are appropriate to the location, significance of the issue, and community affected. Differing levels and forms of engagement may be required during the varying phases of consideration and decision-making on an issue or proposal, and for different community groups or stakeholders. Council will review the appropriateness and effectiveness of the engagement strategy and methods as the process proceeds. There may be occasions in which Council chooses to carry out engagement at a level higher than that indicated by the significance of the decision as part of its commitment to promote participatory democracy.

Council will also be open to new and developing methods of engagement through the use of technology and innovation.

The role of elected members

This policy recognises the role of elected representatives, both councillors and community board members, as valued and recognised conduits to the communities they represent. Council, when engaging with affected or interested communities, will recognise the relationship elected members have with the location, specific communities and individuals affected by consultation or engagement initiatives. Participation of elected representatives is an essential step to consider, in light of broader community good, when initiating any project requiring engagement.

Partnership with iwi/Māori

A strategic focus for Council is maintaining and enhancing our partnership with Māori. Council has a strong partnership with Te Ao Mārama Incorporated on environmental and Resource Management Act 1991 matters. Council will openly engage with iwi and Māori on other Council business.

The level of engagement

Using the International Association of Public Participation engagement spectrum as a basis², the method(s) of engagement adopted by Council before it makes a decision may depend on whether or not:

- the matter is of low or no significance (e.g. technical and/or minor amendments to a bylaw or Council policy) and there may be a very small group of people affected by or with an interest in the decision. Council is unlikely to engage on these matters
- the matter is significant only to a relatively small group of people or is of low impact to many. They should be informed about the problem, alternatives, opportunities and/or solutions and/or consulted so that any concerns, alternatives and aspirations they have are understood and considered
- the matter is significant not only to a small group of people particularly affected but also to a wider community that may have an interest in the decision to be made. They may be informed, consulted and/or involved to seek public input and feedback on analysis, alternatives and/or decisions
- for more significant matters Council may elect to collaborate, or partner, with a community in any aspect of a decision including the development of alternatives and the identification of preferred solutions. This is more likely to occur where there is a distinct group of affected or particularly interested people.

Depending on the level of significance and the nature of the issue, proposal or decision being made, by using a range of engagement methods communities may be **empowered** to participate in the decision-making process.

How and when we will engage

Once the appropriate level of engagement has been assessed, Council will then consider the range of engagement methods that are appropriate. This process supports community participation through the engagement spectrum approach.

Council will select the method it considers appropriate in the circumstance, taking into account a range of factors, such as who is affected or who is likely to have a view. Council will remain flexible in its approach to engagement, to ensure that the most appropriate methods are used.

Table 1 below outlines Council's engagement spectrum. The table gives guidance on how and when communities can expect to be engaged in particular matters, relative to their significance. The table also gives examples of what significance has been placed on particular matters in the past, and what types of community engagement has been used for those matters. The table is also a valuable tool for Council staff to inform on the extent of public engagement that might be expected on a matter before a decision is made, and the form or type of engagement that may be required and appropriate.

² International Association of Public Participation [IAP2 Spectrum of Public Participation (https://iap2.org.au/wp-content/uploads/2019/07/IAP2_Public_Participation_Spectrum.pdf). Date accessed: 14 August 2020)...

	LOW LEVEL OF SIGNIFICANCE			HIGH LEVEL OF SIGNIFICANCE	
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
what it involves	to provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	to obtain public feedback on analysis, alternatives and/or decisions	to work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	to place final decision making in the hands of the public
types of matters we might use this type of engagement for	minor change to how Council manages groups of activities upgrade of a reserve area	LTP and Annual Plan where there are significant changes from the content of the LTP for that financial year policies such as the Easter Sunday Shop Trading Policy and the Unmanned Aerial Vehicle Policy	development of options for a policy change that is deemed significant (eg. moving from land to capital value for rating purposes)	development options for a new large capital project which has a community focus and has a large number of options (eg. Te Anau wastewater project)	community halls
examples of engagement tools	Council newsletter, weekly/daily newspapers, community newsletters, email, social media posts, flyers, website, radio	submissions, hearings, feedback processes, surveys, open days	local meetings, social media, targeting existing organisations within the community (eg. service clubs)	talking with communities, key partnerships with existing community organisations, hall committees	community boards.
when the community can expect to be involved	Council will generally advise the community when a decision is made	Council will advise the community when a draft decision is made and generally provides the community with up to four weeks to participate and respond	Council will generally provide the community with a greater lead-in time to allow them time to be involved in the process	Council will generally involve the community at the start to scope the issue, again after information has been collected and again when options are being considered	Council will generally involve the community at the start to scope the issue

Table 1: Southland District Council's engagement spectrum approach

1.

6. Roles and responsibilities

ROLE	RESPONSIBILITIES
Council	<ul style="list-style-type: none"> determine degree of significance of an issue determine whether or not to engage link level of significance to appropriate levels of engagement use determined level of significance to decide how much time, money and effort Council will invest in exploring and evaluating options and obtaining the views of affected and interested parties.
communications manager, ELT	ensure that engagement with the community meets the degree of significance determined by Council
all Council staff	ensure that the policy is given full effect

7. Associated documents

Local Government Act 2002.

Southland District Council Engagement Strategy

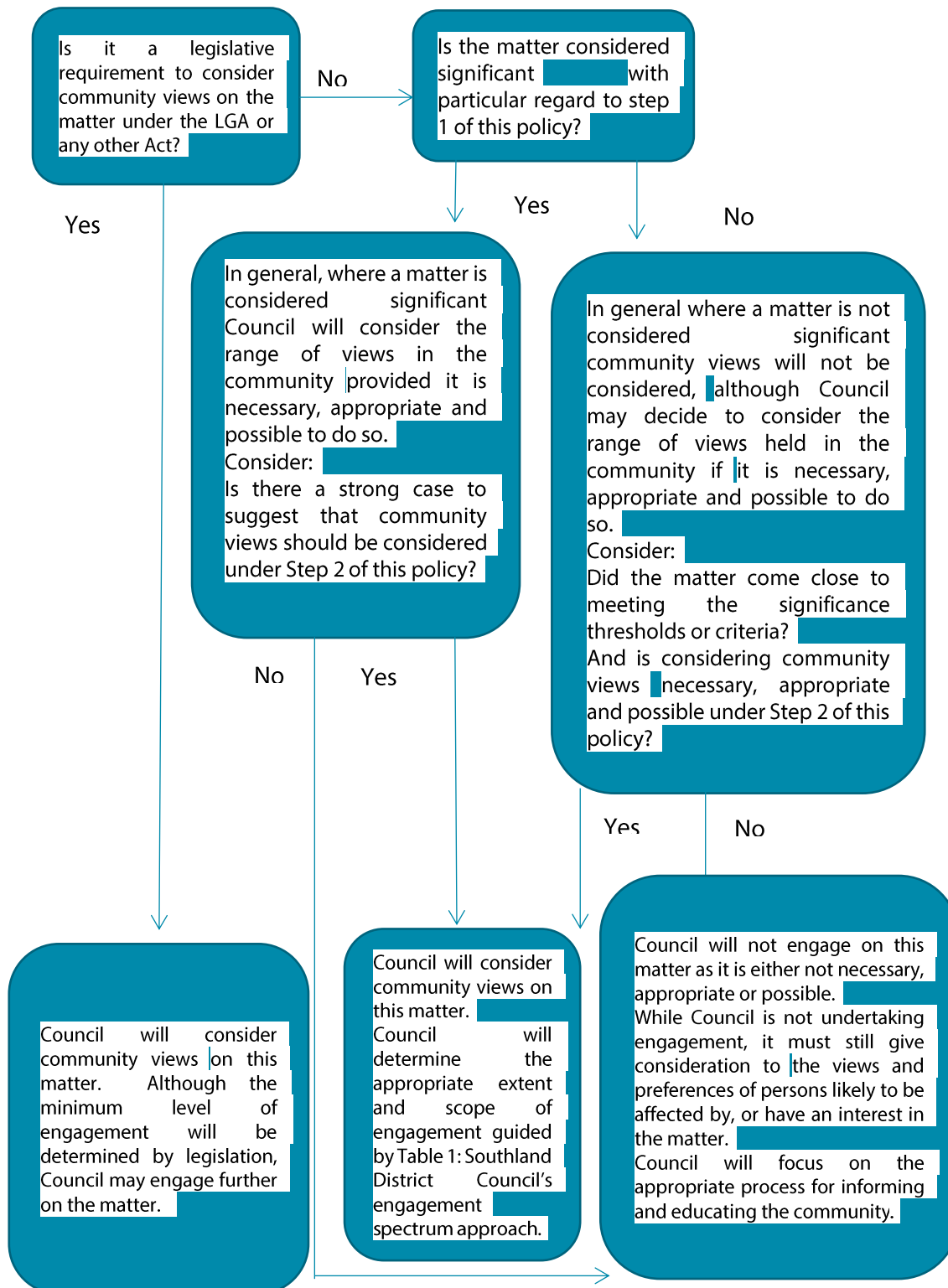
8. Revision record

The policy will be reviewed in 2023 for the 2024-34 LTP or sooner as required.

date	version	revision description
28 January 1999	N/A	Consultation Policy
27 November 2003	R/03/7/6677	Consultation Policy
26 June 2003	R/09/9/13601	Significance Policy
28 June 2006	R/12/1/808	Significance Policy
29 October 2014	R/14/8/11821	Significance and Engagement Policy
2017	R/16/11/19694	Significance and Engagement Policy
tbc 2021	R/20/8/46866	Significance and Engagement Policy

9. Appendices

Appendix 1: Significance and engagement flowchart



Appendix 2: Special Consultative Procedure (SCP)

The Local Government Act 2002 requires Council to use the SCP for:

- adoption of or amendment to the LTP (including significant amendments to the Revenue and Financing Policy)
- revocation, adoption or amendment to a bylaw
- transfer of ownership of a significant strategic asset.

It is important to note that formal consultation by the SCP is a structured process outlined in legislation and supported by caselaw. This type of consultation applies in some decision making processes. In other engagement processes, however, there are no explicit statutory or legal rules constraining or defining community engagement processes. The Act has given local authorities the ability to determine this as appropriate for their communities.

At the time of writing this policy there are a number of other acts that require use of the Special Consultative Procedure, including but not limited to:

- Sale and Supply of Alcohol Act 2012
- Local Government Act 1974
- Building Act 2004
- Local Government (Rating) Act 2002
- Psychoactive Substances Act 2013,
- Dog Control Act 1996
- Waste Minimisation Act 2008
- Freedom Camping Act 2011
- Land Transport Management Act 2003
- Biosecurity Act 1993
- Fire and Emergency New Zealand Act 2017
- Maritime Transport Act 1994.

Section 83 of the Act states the requirements of the SCP. This section is included below.

83 Special Consultative Procedure

- 1 Where this Act or any other enactment requires a local authority to use or adopt the special consultative procedure, that local authority must -
 - (a) prepare and adopt -
 - (i) a statement of proposal; and
 - (ii) if the local authority considers on reasonable grounds that it is necessary to enable public understanding of the proposal, a summary of the information contained in the statement of proposal (which summary must comply with section 83AA of the Act; and
 - (b) ensure that the following is publicly available:

- (i) the statement of proposal; and
 - (ii) a description of how the local authority will provide persons interested in the proposal with an opportunity to present their views to the local authority in accordance with section 82(1)(d) of the Act; and
 - (iii) a statement of the period within which views on the proposal may be provided to the local authority (the period being not less than 1 month from the date the statement is issued); and
 - (c) make the summary of the information contained in the statement of proposal prepared in accordance with paragraph (a)(ii) of the Act (or the statement of proposal, if a summary is not prepared) as widely available as reasonably practicable as a basis for consultation; and
 - (d) provide an opportunity for persons to present their views to the local authority in a manner that enables spoken English, Māori, and/or New Zealand sign language interaction between the person and the local authority, or any representatives to whom an appropriate delegation has been made in accordance with Schedule 7 of the Act; and
 - (e) ensure that any person who wishes to present his or her views to the local authority or its representatives as described in paragraph (d)
 - (i) is given a reasonable opportunity to do so; and
 - (ii) is informed about how and when he or she may take up that opportunity.
2. For the purpose of, but without limiting, subsection (1)(d), a local authority may allow any person to present his or her views to the local authority by way of audio link or audio visual link.

Chairperson's Report

Record No: R/20/8/48082

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:

- attended the Gore Counselling Executive Committee meeting; where it was noted demand for services continues to increase
- announcement of the Provincial Growth Fund investment in Southland
- attended the Whakamana te Waituna Annual General Meeting followed by the general meeting at Te Rau Aroha Marae; Awarua Runaka, Bluff
- discussions with the community partnership leader, Karen Purdue and the community liaison officer Megan Seator regarding Welcoming Communities
- attended discussions on establishing Thriving Southland in Toetoe/Southern Southland
- attended the recent 3 Waters Workshop at the Civic Theatre Invercargill
- attended a community meeting, along with Cr Duffy and Chair Pam Yorke, at Menzies College to launch a pilot programme Te Hurihangu to address racism, strengthen equity and accelerate educational achievement and wellbeing of ākonga Maori and their whanau in the education system. The programme will be implemented in schools in the Lower Maitara Valley
- Judge at School Speech Competition along with Cr Duffy and one other. Pupils participating were from Longford Intermediate, Gorge Road, Te Tipua and Tokanui schools
- appointed to Southland Youth Futures (SYF) Strategic Advisory Board at Great South. I was the Council representative on SYF Advisory Group - changes have been made to the advisory structure following expansion of the programme with funding from Provincial Growth Fund.

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled "Chairperson's Report" dated 26 August 2020.**

Attachments

There are no attachments for this report.

SDC Holiday Programme - Proposal for January 2021 and Southland District Active Communities Advisor Proposal

Record No: R/20/8/31808
Author: Kathryn Cowie, Community Liaison Officer
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision

☐ Recommendation

☐ Information

Purpose

- 1 The purpose of this report is to gain approval from this committee for the SDC holiday programme proposal for January 2021, and to provide Council with a proposal for how the programme could be developed further beyond 1 July 2021 as part of the 2021-2031 long term planning process.

Executive Summary

- 2 The SDC school holiday programme was successfully delivered by Sport Southland in January 2021. Both Council and Sport Southland were eager to deliver the programme again in January 2021. Sport Southland has submitted a proposal for the January 2021 programme and have increased the number of locations and days as requested.
- 3 At the request of this committee, Sport Southland have also submitted a proposal for how they would like to progress and expand the programme beyond 1 July 2021. Their proposal is a business case for the establishment of a new part-time role "Southland District active communities advisor". This role will not only deliver the holiday programme but will work alongside communities on the provision, improvement and enhancement of play, sport and recreation. It is proposed that the role be initially put in place for three years, and then evaluated.

Recommendation

That the Community and Strategy Committee:

- a) Receives the report titled “SDC Holiday Programme - Proposal for January 2021 and Southland District Active Communities Advisor Proposal” dated 31 August 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 proposal from Sport Southland for the January 2021 Southland District Council school holiday programme**
- e) Notes the business case for the Southland District active communities advisor and will consider the proposal as part of the Long Term Plan 2021 – 2031, requesting staff to develop options with Sport Southland for implementation.**

Background

- 4 In January 2020 Sport Southland successfully delivered the SDC holiday programme in six locations throughout the Southland District.
- 5 A feedback report for the programme was delivered to the Community and Strategy Committee on 6 May, with Sport Southland staff in attendance. The report was received very positively and Council requested that the next steps be the delivery of a proposal for the January 2021 school holiday programme, and also an indication of how it could be expanded on in the future past 1 July 2021.
- 6 Included as an attachment to this report is the proposal from Sport Southland for the January 2021 school holiday programme. At the request of Council and staff, they have expanded the programme to eight locations over eight days. The locations include Riverton and Lumsden as requested. Other locations on the remaining six days of the programme are Winton, Wyndham, Otautau, Tokonui, Stewart Island and Te Anau. The total number of available places on the programme over the eight days is 415 (an increase of 90 from January 2020). The programme will take place between 15 and 31 January 2021.
- 7 Sport Southland will engage with regional sport organisations, local sports clubs and art groups in each location to provide activities, with the aim of ensuring that children and families have ongoing opportunities to continue to be engaged in activities in their own communities.
- 8 Sport Southland will assume the same roles and responsibilities as the previous programme (planning, co-ordinating providers, booking venues, online bookings, promotion, health and safety), and will complete an evaluation report for Council early in 2021.
- 9 Also included as an attachment to this report is the proposal from Sport Southland regarding progressing the holiday programme beyond next year's event. Their proposal is a business case for a new part-time role "Southland District active communities advisor".
- 10 The business case proposes to repurpose the existing holiday programme budget and to allocate extra resource for a part-time role to not only deliver the holiday programme, but to also work across the District on the provision, improvement and enhancement of play, sport and recreation opportunities.
- 11 By establishing this role, Southland District Council and Sport Southland can work in partnership to increase the success of the January 2020 school holiday programme, and to have a positive impact on our communities by strengthening wellbeing and supporting thriving and connected communities via sport, recreation and play. It will ensure that our rural children do not miss out and have local opportunities to engage in these activities.
- 12 The role will reinforce the community-led development approach with our communities and community organisations.
- 13 It is suggested that as part of this proposal the role is supported initially for three years, after which it will be evaluated by both parties.

Issues

- 14 Sport Southland are keen to start their planning process and marketing for the January 2021 programme in September, so approval is needed at this meeting in order to avoid any delays.

Factors to Consider

Legal and Statutory Requirements

- 15 If Council endorses the proposal for the January 2021 holiday programme, Sport Southland will be issued with an appropriate contract for the delivery of these services.

Community Views

- 16 Feedback from the January 2020 holiday programme delivered by Sport Southland was very positive from the community.

Costs and Funding

- 17 The cost to deliver the 2021 holiday programme remains at \$30,000.
- 18 The cost to implement the proposed Southland District active communities advisor is \$50,000 per annum and dependant on LTP 2021-2031 outcomes it is envisaged this \$20,000 difference added to the holiday programme allocation will be funded from existing 'investing in community futures' allocation.

Policy Implications

- 19 None identified.

Analysis

Options Considered

- 20 To approve the proposal for the January 2021 holiday programme, and to consider the proposal for the Southland District active communities advisor for the Long Term Plan 2021-2031, or to not approve or consider these proposals

Analysis of Options

Option 1 – Approve the proposal for the January 2021 holiday programme, and consider the proposal for the Southland District active communities advisor for the Long Term Plan 2021-2031

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• planning and promotion can begin for the holiday programme• SDC ensures that this successful programme is delivered again for our communities• through the development of the new District active communities advisor there is huge potential to support community wellbeing, and thriving and connected communities via sport and recreation• ensures that children in our rural communities do not miss out and have the	<ul style="list-style-type: none">• none identified

opportunity to engage in sport, recreation and play activities	
<ul style="list-style-type: none">• SDC continues to build and strengthen its relationship with Sport Southland• together SDC and Sport Southland reinforce and support the community-led development approach with our communities and community organisations	

Option 2 – do not approve the proposal for the January 2021 holiday programme, and do not consider the proposal for the Southland District Active Communities Advisor for the Long Term Plan 2021-2031

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• none identified	<ul style="list-style-type: none">• the holiday programme may not be delivered in 2021, and many children will miss out on this opportunity and other opportunities that will arise• potential damages to relationship with Sport Southland• lost opportunity and potential with the new District active communities advisor role• does not show support for community led development and community wellbeing

Assessment of Significance

- 21 Not considered significant.

Recommended Option

- 22 Option 1 - to endorse the proposal from Sport Southland for the January 2021 school holiday programme, and to consider the business case for the Southland District active communities advisor role as part of the Long Term Plan 2021-2031

Next Steps

- 23 Provided Council endorses the proposal for the January 2021 holiday programme, Sport Southland will be provided with a new contract and will begin their planning process.
- 24 If the business case for the Southland District active communities advisor is supported, appropriate Council and Sport Southland staff will meet to discuss the process further.

Attachments

- A January 2021 - SDC holiday programme proposal [↓](#)
- B Southland District active communities advisor proposal.

SOUTHLAND DISTRICT COUNCIL HOLIDAY PROGRAMME

Sport Southland's Request for Proposal

Programme outline

Sport Southland will plan, coordinate, promote, deliver, and evaluate Southland District Council's holiday programme to be delivered in January 2021.

Sport Southland will build on the learnings and successes of the January 2020 holiday programme. Having more time to engage with the communities involved, will enable us to co-design opportunities for each location that meet the needs and wants of their Tamariki.

The programme will consist of eight sessions in eight different locations within the Southland District Council boundaries. The locations have selected to ensure Southland wide coverage and based on previous years' numbers. The locations are detailed in the table below:

Area	HP location	Spots available	Buses from
Central	Winton (Central Southland College)	60	
Eastern	Wyndham (Menzies College)	60	
Western	Otautau (Otautau School)	40	Riverton
Western	Riverton (Riverton School)	60	Wallacetown
Southern	Tokonui (Tokonui School)	40	
Southern	Stewart Island (Community Centre)	35	
Northern	Te Anau (Community Centre)	80	
Northern	Lumsden (Lumsden School or Northern Southland College)	40	

To increase leverage, visibility and sustainability we will take a localised approach to the delivery of each session. We will connect with community organisations and providers in each area and engage them in the delivery of the day. By doing this, we will increase Southland District Council's visibility, reach and connection with a variety of community groups, not just the holiday programme participants and their families.

At each location, we will engage with community providers and resources, Regional Sport Organisations, local sport clubs, local art and crafts groups which will add value to the programme by ensuring local content and context. It will also allow children and families exposure to the opportunity to engage with groups, resources and providers who are in their community. We see this as a crucial step to ensure the children and families have ongoing opportunities, beyond the event, to continue to be engaged in activities in their own community.

The day will be structured in a way that allows children to sample a range of activities such as Art, sport, physical activity and Maori traditional games. To ensure the children gain the most from their time with each provider, they will be split into equal groups and will rotate around four stations. The table below details what the timetable will look like in the majority of sites. As mentioned above, the activities will be tailored to each location:

Time	Activity	Who	Responsible/lead
9.45-10am	Registration/arrivals	All children	Sport Southland
10 – 10.30am	Welcome and intros	All children	Sport Southland
10.30 – 11.15am	Activity 1 - Art	Group 1	Provider 1
	Activity 2 - Sport	Group 2	Provider 2
	Activity 3 – Maori Games	Group 3	Provider 3
	Activity 4 – Physical Activity	Group 4	Provider 4
11.15 – 11.45am	Free play & morning tea	All children	Sport Southland
11.45 – 12.30pm	Activity 1 - Art	Group 2	Provider 1
	Activity 2 - Sport	Group 3	Provider 2
	Activity 3 - Maori Games	Group 4	Provider 3
	Activity 4 - Physical Activity	Group 1	Provider 4
12.30 – 1pm	Lunch & free play	All children	Sport Southland
1.00 – 1.45pm	Activity 1 - Art	Group 3	Provider 1
	Activity 2 - Sport	Group 4	Provider 2
	Activity 3 - Maori Games	Group 1	Provider 3
	Activity 4 - Physical Activity	Group 2	Provider 4
1.45 – 2pm	Free play	All children	Sport Southland
2.00 – 2.45pm	Activity 1 - Art	Group 4	Provider 1
	Activity 2 - Sport	Group 1	Provider 2
	Activity 3 - Maori Games	Group 2	Provider 3
	Activity 4 - Physical Activity	Group 3	Provider 4
2.45-3pm	Participant feedback	All children	Sport Southland
3-3.15pm	Buses/Pick up	All children	Sport Southland

*Note: The structure of the day will be slightly different depending on location and numbers within each group. For example: Te Anau will have up to six rotations/providers to reduce numbers per group and Stewart Island will have two providers in the morning and two different ones in the afternoon.

Roles and responsibilities

Who	Before	During	After
Sport Southland staff	<ul style="list-style-type: none"> Plan Coordinate with providers Book venues Book buses Marketing and promotion Online registrations H&S plan 	<ul style="list-style-type: none"> Welcome and farewell children Manage registrations, pick up and drop offs Oversee delivery and all break times Gather feedback from participants 	<ul style="list-style-type: none"> Data collection Programme evaluation
Providers	<ul style="list-style-type: none"> Plan their activities Engage with community volunteers in their sector and encourage interaction on the day 	<ul style="list-style-type: none"> Deliver the activities Ensure children are safe and happy Provide families and participants with follow up opportunities 	<ul style="list-style-type: none"> Provide feedback to Sport Southland Provide families and participants with follow up opportunities

Dates: Between 15th and 31st January 2020. Specific date for each location will be confirmed based on when schools start in each area.

Time: 10am – 3pm

Participants fee: \$6 per day

Registrations: on-line only

An evaluation framework has been developed which will allow evaluation of the programme including the participants' and providers' experience. A report with findings and recommendations will be produced and shared with Southland District Council at the conclusion of the programme. We believe that these insights, along with SDC 2021 – 2024 LTP, Sport Southland and Sport New Zealand strategies, will help us develop potential future initiatives to get more and better outcomes for young people in the Southland District Council area.

Timeframe and scheduling

Date	Milestone
17/07/20	Proposal submission to SDC
09/09/20	Council outcome
25/09/20	Dates and venues for each location confirmed
30/09/20	Consultation with communities finalised
15/10/20	Providers for each location confirmed and booked
31/10/20	Launch
1/11/19	Online registrations open
29/11/19	Buses booked if applicable
13/12/19	Meetings with all providers completed
10/01/21	Online registrations closed
15 – 31/01/21	Delivery of the programme
15/03/21	Evaluation and report completed
TBC	Presentation to Council

Milestones approach and fee structure

The cost of the planning, delivery and evaluation of the project will be \$30,000 + GST and will include staff & provider costs, travel costs, buses, venue hire, advertising and promotion, equipment, general expenses and management/co-ordination fee.

Experience, capability and human resource

Sport Southland has proven experience delivering holiday programmes and events for children as well as working alongside community organisations and providers for almost 30 years.

The holiday programme will also be an opportunity to strengthen and increase capability for the delivery of sport and active recreation in rural Southland. We envisage the event will create opportunities for Sport Southland, as well as Regional Sport Organisations, to work alongside local providers and support them to plan and evaluate their delivery.

As in 2020, Community School Connector, Michelle Greenwood, will be overseeing the project. She will be working closely with Sport Southlands Community Sport, Made to Move, Events and Physical Activity teams to leverage from existing connections and networks across the region. Michelle has vast experience in organising and delivering events for young people.

Proposal prepared by Sport Southland General Manager, Luciana Garcia (Luciana.garcia@sportsouthland.co.nz / 0220137737)

SOUTHLAND
DISTRICT COUNCIL
Te Rohe Pōtae o Murihiku



Southland District Active Communities Advisor

BUSINESS CASE

SPORT SOUTHLAND
ILT Stadium Southland, Surrey Park Rd
Invercargill, Southland

www.sportsouthland.co.nz

10/08/2020

PREPARED BY	Luciana Garcia	TITLE	Sport Southland General Manager	DATE	10/08/2020
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EXECUTIVE SUMMARY

Over the past 12 months, Sport Southland has been working closely with Southland District Council on several initiatives and projects including play strategy community engagement, development of the Regional Spaces and Places strategy and the delivery SDC Holiday programme. Through these experiences, we identified an opportunity to establish a more formal partnership which will enable Sport Southland to better support Southland District Council and its communities.

Through establishing and implementing a new role (Southland District Active Communities Advisor), Southland District Council and Sport Southland will collaborate to achieve Southland District Council strategic and community outcomes with a focus on community and individual well-being. This role will have a focus on the value play, sport and active recreation can add to community and individual well-being and will work with and amongst communities to generate, facilitate and activate opportunities for people of all ages and abilities in those communities.

OVERVIEW

VISION

Alignment to Southland District Council Mission and Vision: This project aligns to Southland District Council's mission and vision.

* *"Working together for a better Southland"*, by the two organisations partnering, we will increase the reach and enable more resource, support and opportunities for Southland District communities and residents.

* *"Southland – one community offering endless opportunities"*, Southland has, traditionally, been recognised as being an active and connected community. As identified in the Southland District Council Long Term Plan, society is changing, and fundamental shifts are occurring in our community. For this reason, it is important to ensure that the opportunities offered and provided to the community meet their current needs and wants. This role will support the Council, Community Boards and local organisations to enhance their offerings to ensure they are inclusive, accessible and equitable for all Southlanders.

ALIGNMENT TO SOUTHLAND DISTRICT COUNCIL PRIORITIES

The outcomes and objectives of this project align to Southland District Council's 2018 – 2028 Community Outcomes and Strategic Priorities as well as the Local Government (Community Well-being) Amendment Act.

Community outcome - proud, connected communities that have an attractive and affordable lifestyle

How will the role contribute towards this outcome?

- Promote and advocate for the value of play, active recreation and sport for community and individual well-being
- Support the development, implementation and review of strategies related to play and play spaces
- Develop social cohesion and connection through play, sport and active recreation
- Connecting people to the natural environment in order to feel a sense of belonging through play, active recreation and sport

Community outcome - resilient communities that leave a legacy for tomorrow

How will the role contribute towards this outcome?

- Engaging with young people and ensuring their voices are heard in order to inform decisions for the future of the region, especially around play, sport and active recreation
- Advocating for and supporting inclusive practices and opportunities so everyone in Southland, no matter their age, gender, ethnicity, location and experience has quality opportunities to engage and connect through play, sport and active recreation

- Working alongside local providers and volunteers to ensure affordable and accessible opportunities are available to Southlanders to engage in sport and active recreation and experience healthy and active lifestyles (e.g. Holiday programmes, community-led active recreation groups, etc)
- Empowered communities and individuals with the right tools to deliver local play, sport and active recreation opportunities that meet their needs
- Support community organisations to access regional and national funding (e.g. Tū Manawa Fund)

Strategic priority - Improve how we work

- Create efficiencies by establishing a new partnership
- Increase the leverage of national funding into Southland District communities (e.g. Sport New Zealand contracts, Healthy Active Learning)
- Focus on impact and outcomes rather than outputs
- Through play, sport and active recreation, support the implementation of the Local Government (Community Well-being) Amendment Act

Strategic priority - Provide appropriate infrastructure/services

- Ensuring that we are providing infrastructure and services that are fit for purpose for current and future community needs from a play, sport and active recreation perspective
- Gathering quality assets, services and provider information from a play, sport and active recreation perspective
- Better understanding of current and future play, sport and active recreation trends and what this means for communities

Strategic priority - Make informed decisions

- Supporting community engagement with a special focus on those groups that are often underrepresented in community consultation (e.g. young people, people with disabilities, migrants, high deprivation communities)
- Support regional and local alignment, co-operation and collaboration around play, sport and active recreation
- Work alongside local sport clubs to support them to gather insights that can inform their future direction and improve member experience

Strategic priority - More people

- Working with the community to create great local places where people can play and recreate
- Helping to build strong communities through play, sport and active recreation
- Improving community and individual well-being through play, sport and active recreation

Local Government (Community Well-being) Amendment Act and the four well-beings

- Improve social and cultural well-being outcomes amongst the Southland District communities using play, sport and active recreation as a vehicle to enhance those at individual and community level.

THE BUSINESS CASE

PURPOSE OF THE BUSINESS CASE

To repurpose the existing Holiday Programme budget and allocate some extra resource (total \$50,000) to establish a dedicated role (part time) to work across the Southland District supporting Council as well as community groups on the provision, improvement and enhancement of play, sport and active recreation opportunities for all. Although the 2020 Holiday Programme was very successful and feedback from participants, parents and communities was very positive, it only reached a small group of SDC residents within a targeted age group. We believe that by repurposing this money towards the establishment of this new role, Southland District Council and Sport Southland can work in partnership to increase leverage and impact in the community. By taking a locally-led approach, this role will work alongside communities not only to facilitate

holiday programmes for tamariki, but also to develop local sustainable solutions for other groups within the communities.

If Southland District Council is willing to explore this idea, a contract and job description will be co-designed by the two parties to ensure transparency, shared outcomes, clear expectations and roles and responsibilities. We envisage this role working across both organisations, as well as in the community.

We suggest this project is supported for three years (the first three years of LTP2021). A framework, with clear short, mid and long-term outcomes, will be put in place to monitor the performance and evaluate the impact of the role. At the end of the three years, both parties will jointly evaluate and discuss the future of the role.

BUSINESS CASE PARTNERS

Southland District Council - \$50,000
 Sport Southland – their contribution will be through leveraging of current and new Sport New Zealand contracts and funding opportunities
 Southland District communities
 Regional and Local clubs within the District
 Schools within the District
 Active recreation providers within the District

BENEFITS OF THIS PROJECT

We believe this project will have a positive impact in the Southland District communities. Currently, due to limited resources, Sport Southland has not had consistent presence and visibility in the Southland District community. By partnering with Southland District Council, we will be able to leverage from existing relationships and structures, while adding value to the communities and their people.

Ultimately, we would like to see an impact at an individual and community level by strengthening well-being and supporting thriving and connected communities utilizing play, sport and active recreation as a vehicle. The timing is right. Covid-19 has highlighted the importance of connectedness for well-being and this role can help to address this.

Often, people living in rural communities do not have the same access to opportunities as people living in urban areas. The purpose of this role is to ensure people living in rural communities do not miss out and have local opportunities to engage in play, sport and active recreation.

ASSUMPTIONS AND CONSTRAINTS

Assumptions

Southland District Council understands the value of play, sport and active recreation for individual and community well-being.

Sport Southland can leverage from existing contracts and relationships, adding value to Southland District Council's kaupapa, their communities and their people.

There is a need for dedicated workforce to work alongside Southland District community and people to increase and strengthen the opportunities to engage in quality play, sport and physical activity.

Constraints

Financial resources available to support this initiative

Willingness to repurpose funds (current Holiday Programme allocation)

NEXT STEPS

This business case has been prepared as a high-level document, and as a first approach to test the willingness of Southland District Council to explore, or not, this opportunity to partner.

If Southland District Council is open to exploring and prototyping this idea, we suggest an initial meeting between both Chief Executives and General Managers (Communities and Future) to start developing the contract.

"Me mahi tahi tātou mō te ora o te katoa"
We should work together for the well-being of everyone.

Community Partnership Fund - Summary of Confirmed Criteria

Record No: R/20/8/47513
Author: Tina Harvey, Community Liaison Officer
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision ☐ Recommendation ☒ Information

- 1 The purpose this report is to provide a summary of the criteria set for the Community Partnership Fund by each of the nine community boards.
- 2 **Ardlussa Community Board**
 - one funding round per annum. Applications close 30 September
 - consideration will be given to all funding requests
 - the board will give preference to applications that directly benefit the wider community and align with the outcomes of the Ardlussa Community Board Plan
 - funding requests must be for not for profit purposes
 - there is no cap on the amount applicants can request
 - co-funding is preferable and will be assessed on a case by case basis
 - two quotes are preferable for capital works, but if it is not possible to get more than one quote an explanation why will be sufficient
 - applicants will be invited to speak to the board about their funding request and project
 - groups do not have to be a legal entity to apply. Individuals will be considered on a case by case basis.
- 3 **Oreti Community Board**
 - two funding rounds per annum. Applications close 30 September and 31 March
 - consideration will be given to all funding requests on a case by case basis
 - the board will give preference to applications that directly benefit the community board area and link to the Oreti Community Board Plan outcomes
 - there is no cap on the amount applicants can request
 - co-funding is preferable, but if not possible to get more than one quote an explanation why will be sufficient
 - applicants will be invited to speak to the board about their funding request
 - applicants do not have to be a legal entity to apply
 - applications from individuals will be considered on a case by case basis.

4 Waihopai Toetoe Community Board

- two funding rounds per annum. Applications close 30 September and 31 March
- consideration will be given to all funding requests, however requests must be not for profit and demonstrate community benefit
- the board will give preference to applications that directly benefit the community board area and align to the community board plan outcomes
- applications for salaries and operating costs will not be considered
- there is no cap on the amount applicants can request
- co-funding is preferable, but is not essential. This will be assessed on a case by case basis
- more than one quote is preferable, but if not possible to get more than one quote an explanation why will be sufficient
- applicants may be requested to speak to the board about their funding request
- applicants do not have to be a legal entity to apply
- the board can grant money 'subject to the balance of the funding being secured'.

5 Oraka Aparima Community Board

- two funding rounds per annum. Applications close 28 February and 31 August
- consideration will be given to all funding requests on a case by case basis. The board will give preference to applications that directly benefit the community board area and link to the community board plan outcomes
- there is no cap on the amount applicants can request
- co-funding is preferable, but not essential
- two quotes are preferable for capital works, but if it is not possible to get more than one quote an explanation why will be sufficient
- if possible applicants are to come to a board meeting and speak to their application
- groups do not have to be a legal entity to apply.

6 Northern Community Board

- two funding rounds per annum. Applications close 28 February and 31 August
- consideration will be given to all funding requests on a case by case basis. The board will give preference to applications that directly benefit the community board area and link to the community board plan outcomes
- there is no cap on the amount applicant can request.

7 Wallace Takitimu Community Board

- two funding rounds per annum. Applications close 28 February and 31 August
- consideration will be given to all funding requests on a case by case basis
- the board will give preference to applications that directly benefit the community board area and link to the community board plan outcomes
- there is no cap on the amount applicants can request

- co-funding is preferable but not essential
- two quotes are preferable for capital works. If it is not possible to get more than one quote an explanation why will be sufficient
- if possible applicants are to come to a board meeting to speak to their application
- groups do not have to be a legal entity to apply.

8 Stewart Island/Rakiura Community Board

- one funding round per annum. Applications close 31 October
- funding is available for not for profit community groups. They may be a legal entity or an informal group. Regardless of legal status, the group must have their own bank account
- funding is not available for individuals
- applicants may apply for up to 50% of total project costs
- applications should be aligned with the Stewart Island/Rakiura Community Board's outcomes, and may include social, economic, cultural and environmental outcomes
- funding for operational costs will not be considered
- applications involving capital works will be required to provide two quotes. If this is not possible then an acceptable explanation will be required
- applicants are encouraged to speak to their application but this is not mandatory.

9 Fiordland Community Board

- three funding rounds per annum. Application close 30 September, 31 January and 31 May
- this fund is available to not for profit community organisations. Community organisations may be a legal entity or an informal group. Regardless of their legal status the group must have their own bank account
- applicants may apply for \$500 - \$5000 in funding
- applications to the fund must have alignment with the Fiordland Community Futures Plan and/or the four well-beings (social, economic, environmental, cultural)
- show some degree of self-contribution or fundraising
- the following will not be considered:
 - o funding for individuals
 - o applications for salaries, catering or room hire
 - o funding for pecuniary gain
- applications for funding involving capital works will be expected to provide more than one quote
- applicants may choose to speak to their application or may be requested to do so.

10 Tuatapere Te Waewae Community Board

- two funding rounds per annum. Application close 31 August and 28 February
- funding requests must be for not for profit purposes

- community groups do not have to be a legal entity to apply, and individuals will be considered on a case by case basis
- preference will be given to projects that directly benefit the community board area and its residents
- there is no cap on the amount applications can request
- applicants should be able to demonstrate some degree of self-fundraising towards their project, this will be assessed on a case by case basis
- for project involving capital works, it is expected that the applicant provides two quotes for the works but if it is not possible to get more than one quote it will be expected that there is an explanation for this
- applicants will be invited to speak to the board about their funding request and project.

The Community Partnership Fund came into effect on 1 July. All application forms are available online and at all SDC area offices.

Recommendation

That the Community and Strategy Committee:

- a) Receives the report titled “Community Partnership Fund - Summary of Confirmed Criteria” dated 25 August 2020.**

Attachments

There are no attachments for this report.



Catlins Tourism Partnership Group

Record No: R/20/8/48225

Author: Karen Purdue, Community Partnership Leader

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

Background

- 1 The Catlins Partnership Group was formed to ensure a collaborative and cross boundary approach to all issues and updates relating to tourism in the Catlins.
- 2 “The Catlins” as a tourism destination spans two council boundaries and needs to be looked at from a ‘visitor centric’ approach.
- 3 Issues such as responsible camping for example are important to the Catlins and needs to be looked at holistically for the whole destination.
- 4 Key progress has been achieved to ensure infrastructure is fit for purpose through the collaborative approach.
- 5 Key stakeholders on the group are:
 - Bobbi Brown Great South (Southland RTO)
 - Linda Moore, Libby Hindmarsh Clutha Development (Clutha RTO)
 - Mike Goldsmith, Cr Dane Catherwood Clutha District Council
 - Karen Purdue, Cr Julie Keast, Cr Paul Duffy Southland District Council
 - Pam Yorke Waihopai Toetoe Community Board
 - Brent Affleck, John McCarroll DOC
 - Stevie Rae Blair Awarua Runanga
 - Dianne Miller, Hilary McNab, Lisa Biginto Catlins Coast Inc

Cr Paul Duffy and Pam Yorke also represent South Catlins Charitable Trust

Post Covid

- 6 As part of the Government’s Strategic Tourism Assets Protection Programme (STAPP), Regional Tourism Organisations (RTOs) were able to access funding acknowledging the important role they play in supporting the tourism system (See attachment for full outline of funding).
- 7 The intent is that RTOs lead and co-ordinate activities alongside the tourism industry, stakeholders, iwi and communities.
- 8 Funding was available for 2020/2021 year for RTOs that could demonstrate a commitment towards:
 - advancing the goals of the New Zealand Government Tourism Strategy to create a more productive, sustainable and inclusive tourism sector

- Retaining RTO investment from local government eg this fund is not a substitute
 - adopting a destination management approach in line with MBIE's destination management guidelines which includes working with industry, communities and stakeholders to plan for the future, supporting industry capability and product development opportunities
 - domestic marketing activity that complements Tourism NZ's domestic marketing.
- 9 Great South and Clutha Development submitted investment plans to MBIE which were successful in being allocated funding - \$700,000 for Great South and \$400,000 for Clutha Development.
- 10 Both organisations were well placed in that they have both recently completed their own respective destination management plans which are a key central government focus.
- 11 There were a number of other conditions attached to the funding that were out of scope including that funding could not be used for external organisations such as local promotion groups; events (except event promotion); international marketing and to support external business/tourism operator's expenditure such as leases or salaries.
- 12 Both Great South and Clutha Development have developed their plans in line with the Catlins Tourism Strategy.
<https://greatsouth.nz/storage/app/media/Publications/Catlins%20Tourism%20Strategy%202016-2026.pdf>

Investment plan for the Catlins

- 13 The investment plan for the Catlins is split into three categories (domestic marketing, industry capacity and product development and destination management) as per the requirements of the fund and form the basis of the Catlins Tourism Partnership Plan.
- 14 These projects fit within larger regional planning both related to the MBIE investment plan process, and implementation of both region's destination management plans and Council planning.
- 15 Some examples of the domestic marketing projects are:
- marketing campaigns targeting domestic visitors
 - Southern Scenic Route Partnership
 - event promotion
- 16 Examples of the industry capacity and product development projects include:
- business upskilling
 - engaging with community groups (local stories and favourite places)
 - marketing toolkit resource
- 17 Examples of projects in the destination management category include:
- food tourism
 - Catlins Coastal Trail feasibility study
 - walking opportunities

Proposed approach going forward

- 18 Great South and Clutha Development would like to partner with the Catlins Partnership Group and other stakeholders, iwi, community and businesses as they now move to implement their approved investment plans over the next 18 months.
- 19 Both organisations see the value of collaboration in respect to the Catlins considering the desire of the community to promote, develop and manage an integrated Catlins destination and building on the high level of trust and partnership achieved in recent years.
- 20 The Catlins Partnership Group will meet four times a year (and as required) to receive updates and progress reports from Great South and Clutha Development on the implementation of the Catlins Tourism Partnership Plan, respective investment plans and destination management plans.
- 21 Each project identified, will have its own implementation plan and will be approached individually. However, it is acknowledged that there is an overlap between some which will affect the order of implementation.
- 22 Different RTOs, stakeholders, community, iwi and councils may be involved with various projects.
- 23 In addition, the sustainable Catlins project is a priority for the investment plan. It represents a desire to identify how to develop, manage and promote the Catlins as a sustainable destination.
- 24 It plans to evaluate low emission options, various sustainability frameworks and options. It will involve partnership with Catlins businesses (many of whom are already on their journey) as well as possible accreditation and management options.
- 25 It acknowledges that there are economic opportunities from tourism for the community, but this must be achieved alongside environmental, cultural and social considerations.
- 26 This is an opportunity for the Catlins Partnership Group to add value from existing plans, strategies and stakeholder relationships to support the RTOs in the delivery of the projects that have been identified over the next 12-18 months.
- 27 It's important that Southland District Council are part of the Catlins Partnership Group because strong relationships with the various stakeholders are essential in achieving the vision of the Catlins Tourism Strategy for the benefit of our Catlins communities.

Recommendation

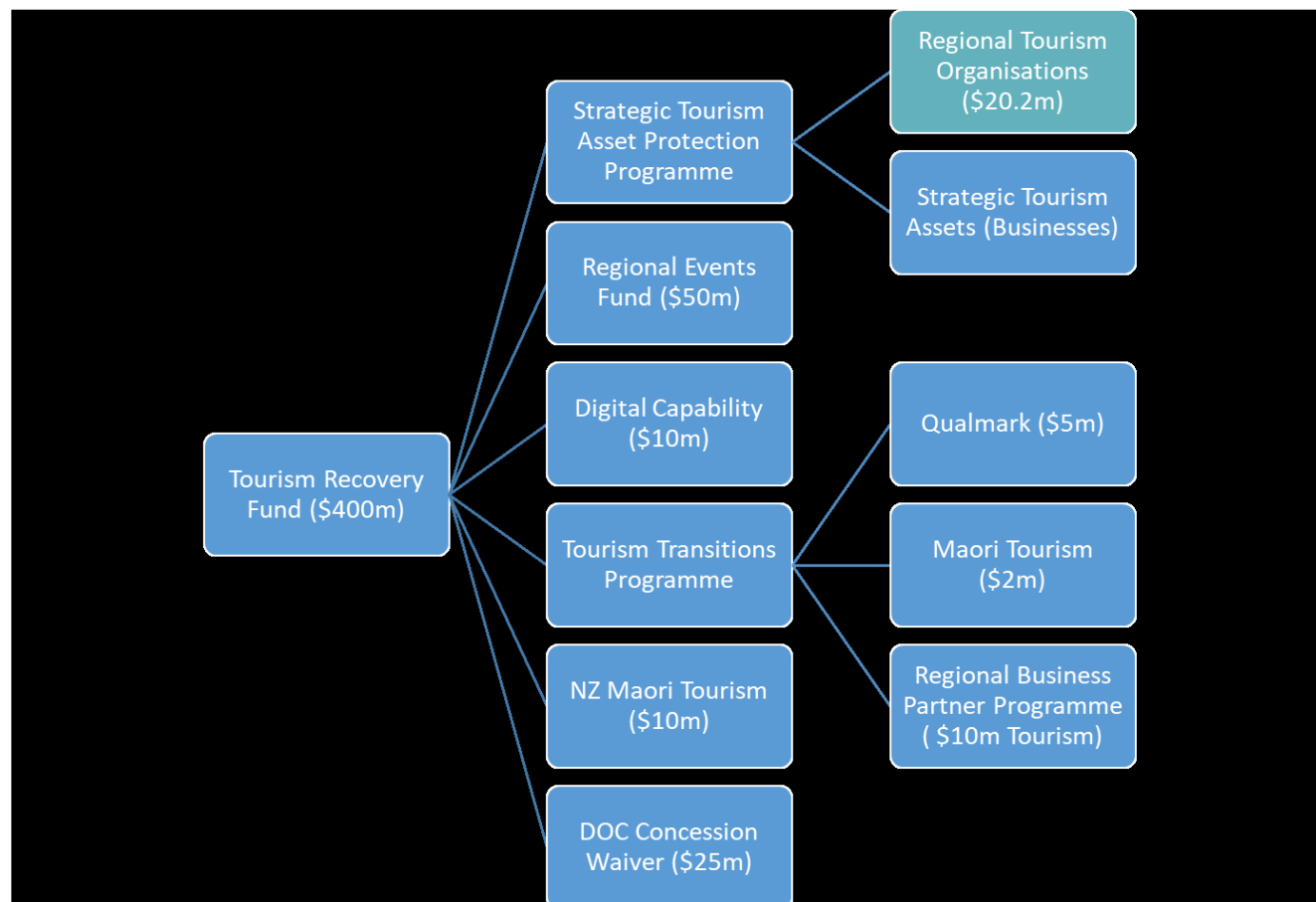
That the Community and Strategy Committee:

- a) **Receives the report titled "Catlins Tourism Partnership Group" dated 26 August 2020.**

Attachments

- A Tourism Recovery Fund [↓](#)

APPENDIX A TOURISM RECOVERY FUND



Southland District - Wellbeing Indicators Snapshot - August 2020

Record No: R/20/8/31210
Author: Shanin Brider, Community & Futures Administrator
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 (the committee) with a data report for the state of the District.

Background

- 2 Investing in community future planning was a consultation topic in the 2018-2028 Long Term Plan. Council identified the need to undertake research and collect data about our changing communities to assist in prioritising and making decisions for the future and consider the overall wellbeing of the people residing in Southland District. 65% of submitters supported Council investing in community planning, research and data; to help future proof and ensure Council has the information needed to make informed decisions for now and into the future.
- 3 Over the last two years Council has invested in research and analysis through BERL and SOLGM and accessed data from other agencies to assist us in ensuring we have relevant and appropriate information for effective and efficient decision making.
- 4 The report presented today is a culmination of collecting and collating information from BERL (Business and Economic Research), SOLGM (Society of Local Government Managers), DotLovesData and Stats NZ to provide a Southland 'state of the District' snapshot across the the four wellbeings; social, environmental, economic and cultural.
- 5 This report provides a high level snapshot of the Southland District and some of the key indicators that contribute to assessing the wellbeing of the District and ensuring Council is informed to assist in decision making for the future.
- 6 The data spans a wide array of issues and while including Southland specific data, staff have also included how Southland compares on a national scale and provided some comparisons in this area. This is useful when considering what may be perceived to be a significant issue for Southland, where in fact Southland may be either far better or worse when compared to other local authority areas around New Zealand. This may assist in decision making at a District level, rather than decision making based on individual circumstances.

Next Steps

- 7 Staff will present a wellbeing indicators snapshot report quarterly to this committee. As this is currently an information only report, in the fourth quarter, or earlier if available, staff will begin to provide comparative analysis of the information provided to the committee, and identify trends for further discussion.
- 8 Staff are interested to hear feedback from the committee on the information being presented.

- 9 The next report will be presented to the committee in November 2020 as there is no scheduled meeting in December 2020.

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled “Southland District - Wellbeing Indicators Snapshot - August 2020” dated 31 August 2020.**

Attachments

- A Wellbeing indicators snapshot August 2020 [↓](#)

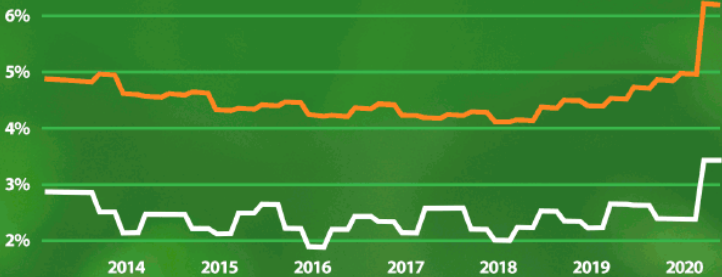




Unemployment and benefit rates

Southland District has a current unemployment rate of 3.42% and ranks 6th best out of 67 TA's for people on job seeker support.

Unemployment rate time series



Current means tested benefit rate

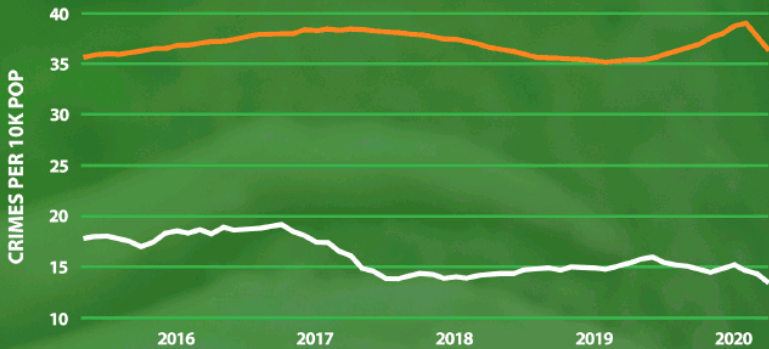


Current single parent support rate

Crime rates

Metrics from June 2015 to May 2020

Southland ranks 3rd best of 67 TA's. The total number of crimes committed from June 2015 to May 2020 was 2886, which gives us a monthly static crime rate of 15.42 per 10, 000 people. For the month of May 2020 this dropped to 13.42



TA's - TERRITORIAL AUTHORITY

● - SOUTHLAND DISTRICT

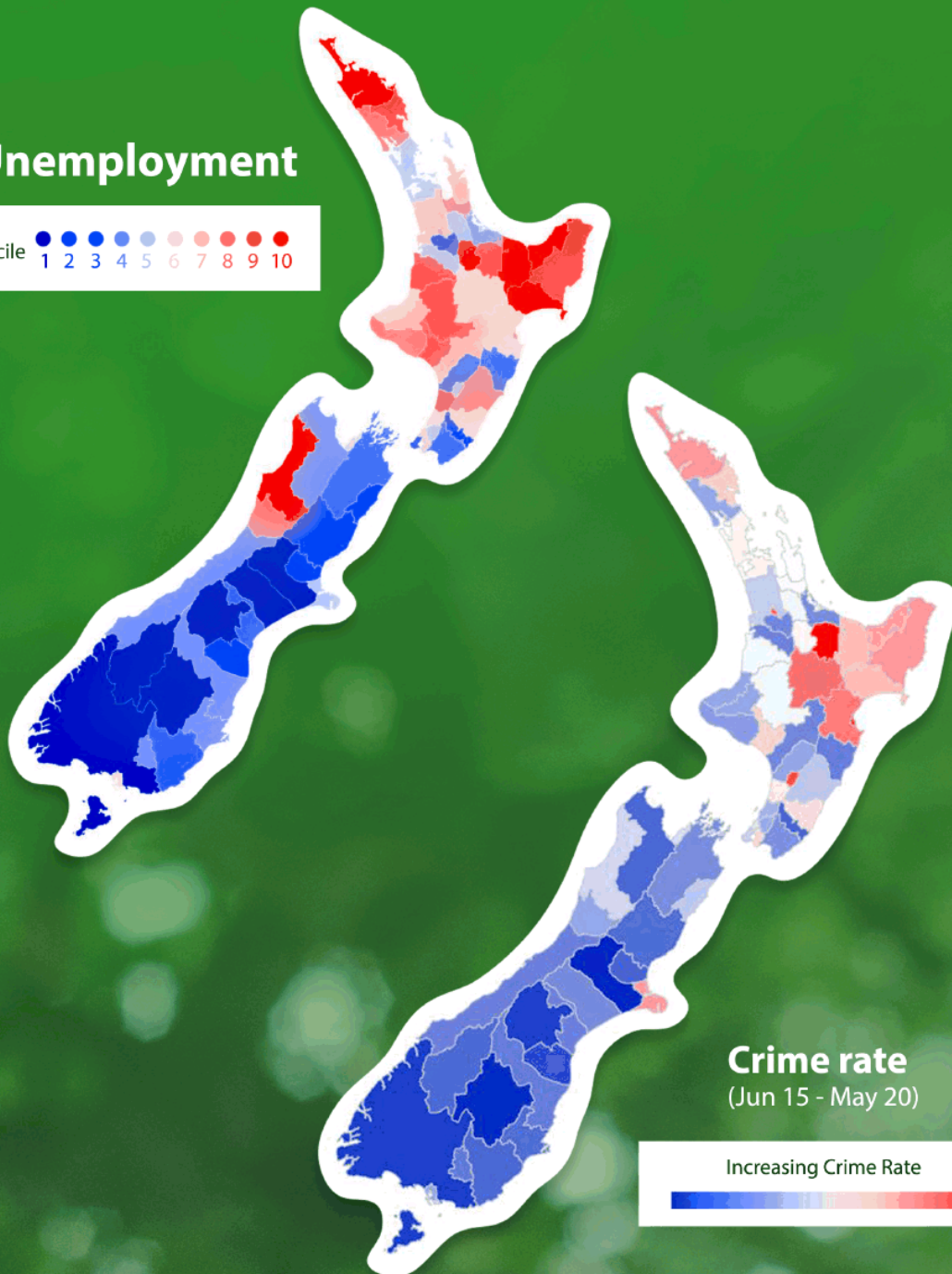
● - NATIONAL RATE

Source - DotLovesData

How we compare to the rest of the country

Unemployment

Decile 1 2 3 4 5 6 7 8 9 10



Crime rate

(Jun 15 - May 20)

Increasing Crime Rate



Source - DotLovesData

Dynamic Deprivation Index

● - SOUTHLAND DISTRICT

● - NATIONAL RATE

67

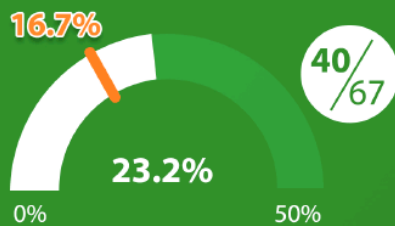
— DEPRIVATION RANK BY TERRITORIAL AUTHORITY

1 is the best ranking and 67 is the worst

Median Household Income

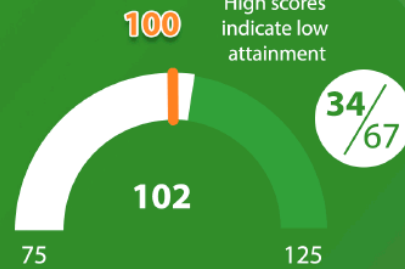
\$77,772

(National Household Income = \$80,287)



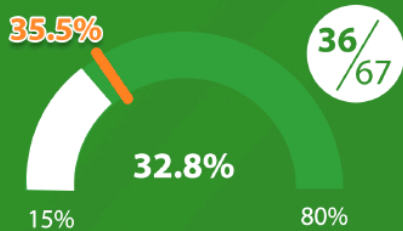
Adults with no qualification

We calculate the proportion of the population aged 18-64 who hold no formal qualifications



Child education score

Using data on the educational attainment of primary and secondary school children we assign an education score to each geographic region

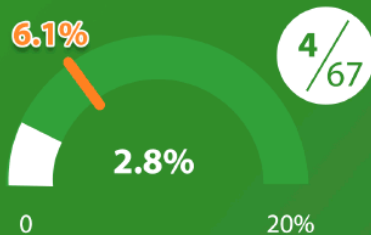


Home ownership

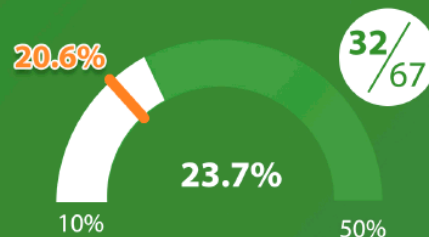
% households who DO NOT own their home



Households with damp and mould

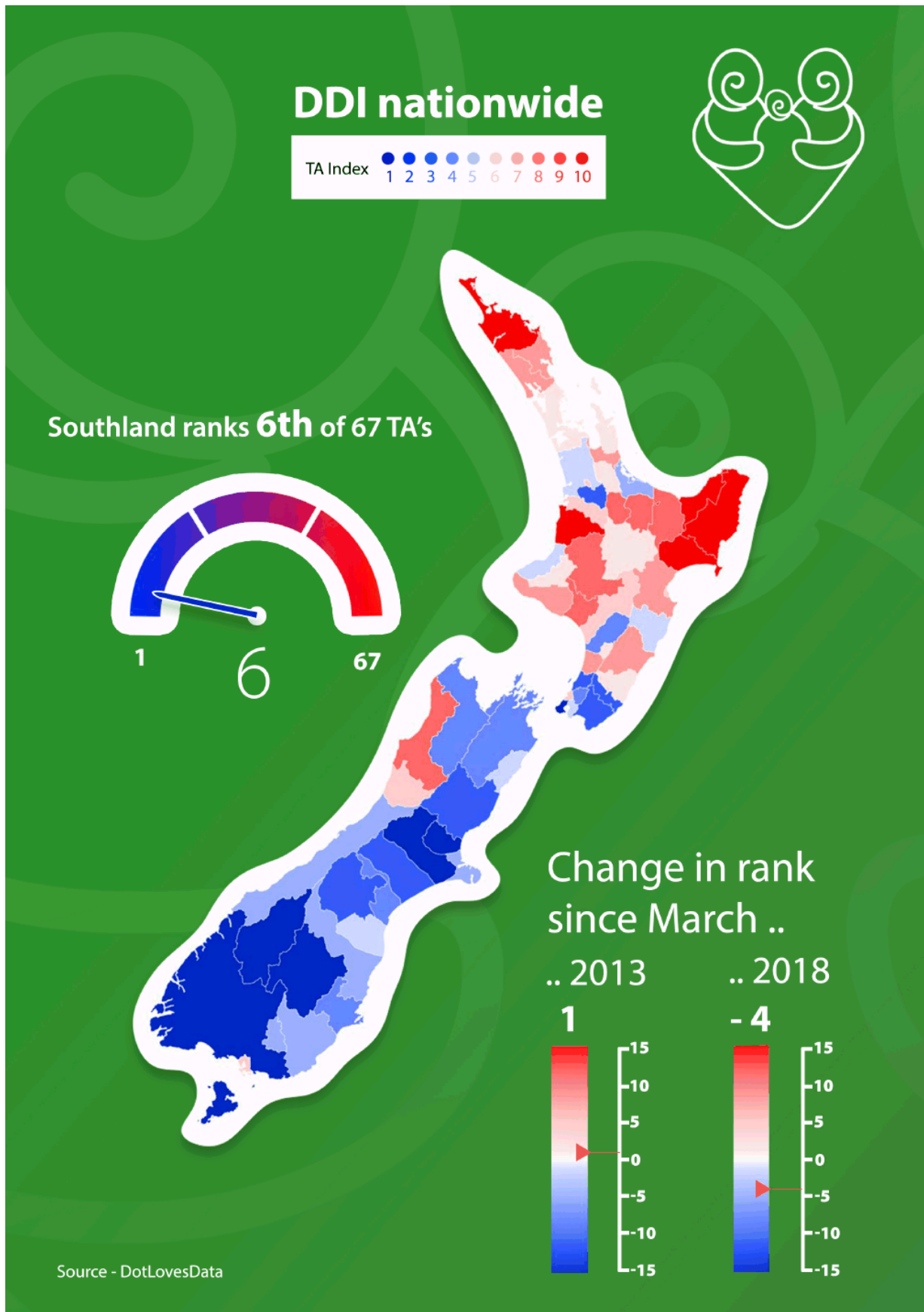


Households with no vehicle access



Households with no internet access

Source - DotLovesData





POPULATION

BY COMMUNITY BOARD AREA



Source: Stats NZ





Impact of Covid-19 on our Community and Voluntary Sector

Record No: R/20/8/48140
Author: Karen Purdue, Community Partnership Leader
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision ☐ Recommendation ☒ Information

Background

- 1 Research was undertaken by the Centre for Social Impact, in partnership with Hui E, Philanthropy New Zealand and Volunteering New Zealand of the impact of Covid-19 on our community and voluntary sector.
- 2 The report details the findings of a national Covid-19 impact survey carried out across the tangata whenua, community and voluntary sector in May-June 2020. This was as the country was moving between Levels 2 and 1 of the Covid-19 lockdown. The findings are based on 1,424 responses from a broad cross-section of the sector.
- 3 The link for the full report is:
<https://www.centreforsocialimpact.org.nz/korero/2020/august/survey-highlights-impact-of-covid-19-on-the-community-and-voluntary-sector>
- 4 We note also that there was significant interest and outreach in the Otago-Southland regions to the survey. Fifteen percent of responses were from organisations solely operating in Southland.
- 5 The findings highlight the experiences of the sector in cherishing and caring for communities throughout Covid-19 and beyond. They take stock of the impact that effort has had on the sector and start the conversation about what now needs to be done.
- 6 The findings will be used to help lead confident, collective, well informed discussions around recovery and re-imagining the future state of a tangata whenua, community and voluntary sector that is well, flourishing and thriving.

Survey insights

- 7 While a sizable number of participating organisations took a hit during lockdown, they mobilised, moved with agility, and in some cases did, and are still doing more with less.
- 8 Effective leadership and fast action by the government was matched by people and communities across Aotearoa.
- 9 High trust models of funding, flexibility and mutual respect between local and central government, philanthropy and the sector created the conditions for some stunning outcomes for communities.
- 10 Survey participants highlighted some clear strengths and service adaptability within and across organisations. In particular:
 - unlocking a previously unknown capacity for flexibility and innovation
 - being responsive, nimble, adaptive and resourceful

- an appreciation of technology as a powerful tool (with caveats), offering new ways to connect and communicate and deliver some services, and the extent to which it was embraced by clients, stakeholders and members alike
- the extent to which Covid-19 revealed the strengths and capabilities of teams and organisations
- the immense value of working together and the huge appetite for collaborating within the not-for-profit sector, which was seen by many as being key to its ongoing sustainability.

- 11 Post-lockdown, the sector is in a fragile, finely balanced position.
- 12 There remains a significant gap in the available and funded resourcing for tangata whenua, community and voluntary organisations to deliver services.
- 13 Many participants lost revenue through cancelled fundraising initiatives, gaming trusts, government or philanthropic repurposing, and reduced corporate and public donations. Some saw further fundraising opportunities being considerably reduced with an expected recession coming as a consequence of the pandemic.
- 14 Survey participants reported reforecasting, restructuring, seeking alternative income streams and changing their business models.
- 15 Survey participants largely remain upbeat and positive, excited about the possibilities for change that Covid-19 has opened up. They have enormous optimism. They developed a new confidence and proficiency through having their own team strengths and capabilities realised.
- 16 The strong sense of togetherness, digital connectivity and revitalised sense of value and purpose resulted in a renewed sense of vibrancy.
- 17 Collective effort across the sector, government and philanthropy is now needed to revive funding sources, replenish reserves, reshape the volunteer base, build technological and social infrastructure and skills, and rethink how services are delivered, supported and funded.

Funding impacts

- 18 We asked survey participants to indicate how Covid-19 impacted their revenue for the year ahead compared to the previous 12 months. A substantial majority (74%) experienced or were expecting reduced funding, 14% forecast no change and only 5% experienced or expected an increase in funding.
- 19 When asked to specify the loss in monetary terms, those who were able to do so (622 responses) indicated losses in the range of less than \$1,000 to \$9 million, with a median decrease of \$35,000. The small number of participants (38) who could specify funding increases were in the range of \$5,000 to \$5 million, with a median increase of \$65,000.
- 20 Responses indicated that most participating organisations had funds or operational funding in reserve to enable some continuity (noting that at the time, almost one-third of participating organisations were accessing the government's wage subsidy).
- 21 Many indicated, without ongoing funding, their positions were clearly precarious. Twenty percent had sufficient funds to maintain staff and activity for two to three months. A further 15% had sufficient funds to enable staff and activity for four to five months. Forty six percent had sufficient funds to maintain staff and activity for six months or more.

Service delivery impacts

- 22 When asked to indicate the impacts of COVID-19 on the level of services, a majority of participants (59%) indicated they had cut back on service delivery. Twenty percent indicated services were maintained at the same level, and 17% indicated some increases in service delivery.
- 23 Reasons for reducing service delivery included social distancing restrictions; restrictions on events or large gatherings; closing or halting operations during lockdown; and reduced income.
- 24 Increased community need was a key driver for increasing service delivery. This included a sharp increase in the demand for services, response to material hardship, and impacts on emotional wellbeing.

Challenges and opportunities

- 25 Participants noted the most common challenges of Covid-19 were meeting the needs of the people they were supporting (66%); ensuring sufficient revenue to maintain viability (58%); ensuring staff and volunteers were well supported (51%); developing new service offerings (41%); changing service provisions to meet public health criteria (40%); and meeting the levels of work required (39%).
- 26 The most common opportunities surfaced by Covid-19 were a stronger sense of community or common values (47%); new ways of connecting with those using services (46%); working closer with other organisations for the common good (40%); greater appreciation for and recognition of work being delivered (38%); options around where and how organisations work (34%); and ability to move quickly (30%).

Key priorities and concerns

- 27 Dealing with financial uncertainty, managing the impacts of this uncertainty on service delivery, and organisational viability were the most prominent priorities or concerns, raised by 43% of participants.
- 28 These responses followed three broad themes: concern regarding diminished or precarious financial resources; challenges to service delivery or viability including the challenge of now doing even more with less; and steps planned or taken to maintain funding continuity or manage impacts of financial uncertainty.
- 29 Other priorities participants identified were meeting the needs of communities (23%); resuming business as usual and operating in the 'new normal' (16%); and recruiting, retaining and supporting the wellbeing of staff and volunteers (11%).

Steps taken in response to Covid-19

- 30 Organisations were asked to indicate if they had made changes to how they delivered services during Covid. Almost all indicated changes. Some 16% made 'minor' changes, 39% made 'some' changes and 31% made 'major' changes. Only 11% said they made no changes.
- 31 Many participating organisations were rapidly innovating and adapting delivery in response to Covid-19.
- 32 Notable areas included delivering more remote online or phone services (54%), seeking new funding sources (35%), and reducing some services (31%). Reducing service costs, changing

organisational rules or purpose to enable new activities, and developing in-person service offerings were each selected.

- 33 Many participating organisations were rapidly innovating and adapting delivery in response to Covid-19.
- 34 Notable areas included delivering more remote online or phone services (54%), seeking new funding sources (35%), and reducing some services (31%). Reducing service costs, changing organisational rules or purpose to enable new activities, and developing in-person service offerings were each selected by 10-11% of participants.
- 35 Lockdown also resulted in some changes in staffing and volunteer input, including reducing volunteer support (14%); reducing staff wages and salaries (12%); reducing staff numbers (9%); increasing volunteer support (12%); and increasing staff (5%).
- 36 Survey participants accessed a wide range of supports in response to Covid-19. Principal among these was the government's Wage Subsidy Scheme, accessed by 35% of participants. A further 18% accessed other government Covid-related funding, and 17% accessed new funding sources. Some 15% received donated goods and services and 11% engaged voluntary support. A large proportion (35%) indicated not applicable.

Short term outlooks and supports needed

- 37 Despite the challenges of Covid-19, survey participants were generally optimistic about the continuity of their organisations. We asked participants to rate on a six-point scale how pessimistic or optimistic they were regarding whether their organisation would still be operating in six months time. Two-thirds (65%) were very confident, rating six. A further 17% rated five. Only 4% rated very pessimistic (rating one) and a further 3% gave a rating of two.
- 38 When asked to indicate the five most needed areas of support, the most highly rated areas of support were fundraising (57%); marketing and communications (45%); digital technology (40%); innovation and strategic advice (36%); grant writing (27%); and more volunteers (26%). These responses indicated there remained significant gaps in the available (and funded) resourcing for community organisations to deliver core services.

Strengthening the sector

- 39 The most commonly needed changes selected by participants to strengthen the community and voluntary sector into the future were collaboration between organisations (65%) and funding to cover salaries and operational costs (62%). Other areas of strengthening included sector-wide leadership to provide voice and influence (40%), access to information and data in one place (35%), strengthening governance knowledge and skills in the sector (34%), and strengthening financial management knowledge and skills (32%).

Lessons from Covid-19

- 40 A range of learning emerged from the experience of Covid-19. Many highlighted the importance of responsiveness and flexibility (12%) and being open to new ways of working. Participants also mentioned significant advances in information technology capability and the value generated by these changes (11%).
- 41 Many reflected on the extent to which Covid-19 revealed the strengths of teams and organisations (10%).

- 42 Covid-19 also appeared to be a powerful catalyst for relationship-building and cross-sector collaboration (6%). Others highlighted the importance of preparedness as a key learning (5%).

Recommendations for recovery

- 43 Government agencies and local government appoint paid community representation on all recovery and funding design and decision-making panels.
- 44 Free or low-cost advisory services for the next 12 months are available to assist community organisations make core recovery decisions about funding, service design and delivery, staffing, and establishing organisational stability.
- 45 Enable organisations to increase recruitment and on boarding of volunteers during recovery by funding volunteering infrastructure (eg for recruitment, training and management of volunteers).
- 46 All recovery funds have 20% set aside for organisations to apply for operational and salary costs.
- 47 Recovery funding is distributed through a place-based model rather than through an application process across multiple agencies. Decision making is made at a regional level.
- 48 Contracted government services are funded at 100% of programme costs and immediately extended to three or five year terms to ensure continuity of service.

Recommendations for improving the system

- 49 While the research focused on the impact of Covid-19 on the tangata whenua, community and voluntary sector, it also highlighted how ongoing and systemic issues hampered organisations' response and recover abilities.
- 50 These issues are underfunding, partial and short-term funding, the resource community organisations need to use to seek funding, and the lack of available data and insufficient representation at a sector, government and political level.
- 51 Hui E, Philanthropy NZ and Volunteering NZ made the following recommendations to strengthen the sector and help maximise its contribution both in this time of crisis and on an ongoing basis.
- government produce accessible and open data on community need, and fund cross-sector collaboration at a national and regional level across government, business, philanthropy and business
 - reduce barriers to volunteers and volunteering by funding volunteering infrastructure to better enable volunteer engagement by organisations
 - develop a set of best practice funding principles for both funders and the sector. These will highlight the importance of fully funding service delivery, the necessity for community organisations to have healthy overheads, longer-term contracts to support planning and stability, and reducing the burden of seeking and reporting on funding
 - re-establish the office for the community and voluntary sector to provide Ministerial advice, support work to build the capacity of the sector, expand knowledge within government about the tangata whenua, community and voluntary sector, and provide policy and engagement advice about the sector to government agencies

- the minister of the community and voluntary sector sit within cabinet to acknowledge the social and economic contribution of the sector and it is an essential part of all government decision-making
- sustainable funding for core national umbrella bodies to support representation, consultation and information sharing.

Southland District communities

- 52 These recommendations for both recovery and improving the system will be of benefit to Southland District communities and organisations who have been profoundly affected by Covid-19. Many people came together, in our communities to be of service to others and helped their community to stay connected, get well, stay well and showed much generosity, kindness and compassion. Much was achieved when we came together for a common good.
- 53 Our next steps will be working with our communities and organisations as they look to reshape their future through the challenges of Covid-19.

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled “Impact of Covid-19 on our Community and Voluntary Sector” dated 26 August 2020.**

Attachments

There are no attachments for this report.



Community Well-beings and Strategic Issues Overview - August 2020

Record No: R/20/8/41538

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 it 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 topics 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 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.

Covid-19 Recovery: A Wake-up Call for Local Government

- 10 Peter McKinlay presents an article looking at community governance and public sector reforms and leadership.

- 11 This article argues that a combination of the way public sector reforms are rolling out regionally, and the strong emphasis on working with communities in the just released final report from the Health and Disability System Review, could make it virtually inevitable central government rather than local government will in future take the lead role in working with communities unless local government moves quickly to make enabling community governance central to the way it works.

<https://www.linkedin.com/pulse/covid-19-recovery-wake-up-call-local-government-peter-mckinlay/>

New Zealand enshrines civil service principles in law

- 12 New Zealand government recently passed a new ‘citizen focussed’ public service legislation bill which aims to encourage collaborative working across agencies.
- 13 Minister of state services Chris Hipkins said the new Public Service Act, which replaces the State Sector Act 1988, will deliver the most significant change in the public sector for 30 years.

https://www.globalgovernmentforum.com/new-zealand-enshrines-civil-service-principles-in-law/?utm_source=GGF+Global+Subscriber+List&utm_campaign=f0dc0e18b6-21%3A00+Timezone&utm_medium=email&utm_term=0_be045faa37-f0dc0e18b6-197372993

Economic Well-being

- 14 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.
- 15 The following is a summary of a selection of recent articles and publications relating to the economic well-being topic.

Dairy farmers make a key contribution through COVID crisis

- 16 An article from Dairy NZ discussing recent economic data showing dairy farmers continue to make a positive contribution to the economy throughout the COVID crisis.

<https://www.dairynz.co.nz/news/dairy-farmers-make-a-key-contribution-through-covid-crisis/>

Agriculture keeps on keeping on

- 17 A new report from the New Zealand Institute of Economic Research shows the country’s land based primary industries performed well in lock down.

<https://farmersweekly.co.nz/section/agribusiness/view/agriculture-keeps-on-keeping-on>

NZ Inc should prepare for a long lockdown

- 18 Tourism and education businesses hoping for the borders to reopen to visitors, students and guest workers within months should challenge their assumptions, warns Bernard Hickey.

<https://www.newsroom.co.nz/1246611/nz-inc-should-prepare-for-a-long-lockdown>

Environmental Well-being

- 19 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.
- 20 The following is a summary of a selection of recent articles and publications relating to the environmental well-being topic.

Resource Management System: A comprehensive review

- 21 *New Directions for Resource Management in New Zealand* is possibly the most significant, broad ranging and inclusive review to take place within the system since the Resource Management Act came into force in 1991.
- 22 The reform of the resource management system is critical to the continued well-being of New Zealand. It addresses pressures on both the natural and built environments.
- 23 The report recommends substantial changes to the present system with two major new pieces of interrelated legislation recommended – the repeal of the Resource Management Act 1991 and its replacement with new legislation suggested to be named the Natural and Built Environments Act and a Strategic Planning Act.
- 24 Of significance also are two matters outside of the review group terms of reference that were commented on. The first relates to the reform of local government suggesting that the resource management system would be much more effective if local government were to be reformed with suggestions that much could be achieved by rationalisation along regional lines, particularly in improving efficiencies, pooling resources, and promoting the coordination of activities and processes.
- 25 The second issue outside the terms of reference relates to the rights and interests of Maori in freshwater resources. It is suggested the Crown and Maori need to resolve this issue sooner rather than later as without a solution the allocation and use of water rights will continue to pose significant difficulties for all involved in the system.

<https://www.mfe.govt.nz/rmreview>

<https://www.pressreader.com/article/281651077437040>

<https://www.pressreader.com/article/281552293189120>

National climate change risk assessment for New Zealand

- 26 This report presents the findings of New Zealand's first National Climate Change Risk Assessment and gives a national picture of how New Zealand may be affected by climate change-related hazards.

<https://www.mfe.govt.nz/publications/climate-change/national-climate-change-risk-assessment-new-zealand-main-report>

<https://farmersweekly.co.nz/section/agribusiness/view/risks-to-agriculture-from-climate-change>

The end of tourism?

- 27 The Guardian article provides a global picture of the impact of tourism on communities and the environment. This is a hard hitting article which provides poses some significant food for thought and opportunities for development and regeneration type conversations.
- 28 The following is quoted from the last paragraph of the article – *“As an international industry, tourism means nothing less than the aggregate of activities that range from building airline engines at Rolls-Royce’s plant in Derbyshire to pulling pints in the Irish pub in Montego Bay. From this global perspective, it cannot easily be planned or controlled. Its natural bosses are municipal, provincial and national governments, and it is these institutions that responsibility for reform now falls.”*

https://www.theguardian.com/travel/2020/jun/18/end-of-tourism-coronavirus-pandemic-travel-industry?CMP=share_btn_tw

Cultural Well-being

- 29 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.
- 30 The following is a summary of a selection of recent articles and publications relating to the cultural well-being topic.

Migration Part and Parcel of Healthy Global Economy

- 31 Migration has been the focus of political debate in recent years. A new study in The World Economic Outlook shows migration improves economic growth and productivity in host countries. In this podcast, International Monetary Fund economist, Margaux MacDonald, says supporting migrants now and ensuring migration trends continue beyond the pandemic will help the global economy recover.

http://imfpodcast.imfpodcasts.libsynpro.com/migration-part-and-parcel-of-healthy-global-economy?utm_medium=email&utm_source=govdelivery

NZ must keep the door open to migrants

- 32 New Zealand is a country built on immigration. A backlash against migration around the globe continues to strengthen. This article deals with common misconceptions related to migrant workers and discusses value added opportunities migrants create for the economy and community.

https://www.newsroom.co.nz/2020/06/22/1240223/nz-must-keep-the-door-open-to-migrants?utm_source=Friends+of+the+Newsroom&utm_campaign=43bfb95b84-Daily+Briefing+22.6.20&utm_medium=email&utm_term=0_71de5c4b35-43bfb95b84-97842367

National/Regional Happenings – The Post Covid-19 Scene

- 33 This section aims to provide information recently highlighted relating to an area/region elsewhere in New Zealand or a topic or initiative of national interest.
- 34 This report highlights three publications related to the topic of the post Covid-19 scene and what this might mean to the world we live in.
- 35 The first report attached as attachment A is from BERL – Economic scenarios to 2030: the post Covid-19 scene. It looks at three scenarios and challenges and opportunities ahead. It was prepared in Hongongoi (July) 2020.
- 36 Particular reference is made to page 11 and 12 of the report – item 4.2 The role and funding of local government.
- 37 The second article is from the International Monetary Fund Finance & Development, June 2020 publication. Six prominent thinkers reflect on how the pandemic has changed the world.
- <https://www.imf.org/external/pubs/ft/fandd/2020/06/how-will-the-world-be-different-after-COVID-19.htm>
- 38 The third article relates to Auckland's recently held economic summit where various business and community leaders discussed ideas and solutions for rebuilding Auckland.

- 39 Discussions throughout the day covered a wide range of topics including international connections, vibrant cities and neighbourhoods, health and social cohesion, creative tech ecosystem, and sustainable futures.

<https://www.newsroom.co.nz/dont-be-complacent-nz>

Recommendation

That the Community and Strategy Committee:

- a) **Receives the report titled “Community Well-beings and Strategic Issues Overview - August 2020” dated 14 August 2020.**

Attachments

- A Economic-scenarios-to-2030-and-COVID-19-impacts [↓](#)





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Economic scenarios to 2030

The post-COVID-19 scene

Hōngongoi 2020

www.berl.co.nz

Authors: Konrad Hurren, Dr Ganesh Nana

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Making sense of the numbers

COVID-19 and beyond

Immediate impact

Immediate spike in unemployment, especially in face-to-face sectors like tourism. Alert level 4 containment measures imply a 21 percent decrease in employment. Alert level 1 containment measures imply a three percent decrease in employment.

Accommodation and food services; construction; and arts and recreation services exhibit a drop in employment of 39, 36, and 36 percent, respectively.

Long term recovery

The economic crisis brought about by the COVID-19 containment measures has seen a sharp drop in economic activity. While official Treasury and Reserve Bank scenarios project a swift recovery, global considerations along with vaccine timelines suggest a recovery over a longer time horizon. We suggest a five to eight year recovery scenario; as opposed to a two year turnaround.

The manufacturing, construction, agriculture, education, and healthcare and social assistance sectors will recover by 2030. Tourism will experience a more prolonged period of lower activity.

Challenges and opportunities

A growing population reinforces the need for local government to continue providing services. While a shrinking working age proportion of the population implies the need to consider new challenges.

New options for local government funding should be explored. Debt financing is a prudent option, especially as long-term interest rates are set to remain low for longer.

The role of local government during the recovery will be to support the demand side by maintaining (if not bringing forward) operating spending. On the supply side, investments in community infrastructure to instil confidence will be important.

Māori have historically been disproportionately affected by economic crises. However, the increasing diversification of Māori economic activity may also be a factor in improving resilience to future crises.

Leisure, work, and ways of living are changing. One common theme has emerged, that is connectedness. Local government has a role to play in facilitating connectedness through effective investment in "third places", including actively advocating for digital inclusion.



Economic scenarios to 2030 – The post-COVID-19 scene
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1 Introduction

The COVID-19 pandemic has resulted in a global health and economic crisis that will have long lasting impacts for local governments across New Zealand. The containment measures adopted in response to COVID-19 requires local governments to reconsider the assumptions, projections, data and supporting information used to prepare long term and annual plans.

The impact of the containment measures is likely to be one of the biggest challenges many of us will face. In particular, the global context is bleak, with the International Monetary Fund (IMF) suggesting the economic impact could be the worst since the Great Depression.

Maintaining an environment that saves lives and a health system that meets the demands placed on it is of the upmost importance during the response to the virus. The containment measures will have long term impacts on the wellbeing of communities up and down Aotearoa and will require maintaining a long term perspective in response. The recovery will impact all four of the wellbeings; economic, social, cultural and environmental.

The uncertainty surrounding the impact on the New Zealand economy of the containment measures makes planning for the future more challenging. The purpose of this report is to provide the Society of Local Government Managers (SOLGM) and its members with early projections of scenarios as to how the New Zealand economy could respond over the short to medium term. The information in this report is intended to inform and guide local councils as they prepare to develop planning documents to outline the response to support community wellbeing during the recovery.

We begin this report by summarising the results of our modelling of the immediate economic effects of the containment measures of COVID-19. Economics is about people and how they sustain themselves in pursuit of the things they value. That is why the focus of our economic analysis is employment, rather than the more typical GDP.

We then summarise the results of our outlook to 2030 under three scenarios. These results are intended to demonstrate how the COVID-19 containment measures will change the New Zealand economy. As of late, there is some tentative optimism as to the New Zealand economic recovery. However, there remains considerable global uncertainty. Our numbers strike a balance between this uncertainty and the tentative optimism. Local government plans in general should be about the recovery.

Our modelling is based on work done by the New Zealand Treasury and Reserve Bank of New Zealand.

Finally we provide some considerations of the challenges and opportunities ahead, including: population, the role of local government, funding local government, Māori, and the future of life (leisure, work, and ways of living).



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2 The immediate impact of the COVID-19 containment measures

Alert levels

The COVID-19 containment measures are categorised into four “alert levels” with varying degrees of restriction on activity. It is useful to briefly summarise the relevant specifics of each alert level. For a full description please see the COVID-19 website.¹

- Alert level 4 is the most restrictive with severely limited travel only allowed for essential activities. As well as closures of all non-essential businesses
- Alert level 3 is slightly less restrictive with an instruction (but not enforcement) of essential-only travel and an allowance of gatherings up to 10 people. Non-essential businesses are effectively closed, aside from deliveries
- Alert level 2 is still less restrictive with businesses being allowed to open to the public, under a set of strict guidelines of physical distancing and gatherings of 100 people permitted
- Alert level 1 is the least restrictive. For all intents and purposes it is a return to “normal” with a suggestion to continue sanitation practises. The key aspect of this policy in terms of the economic effect is that the international border is closed to entry.

Immediate impact

At time of writing New Zealand is officially at alert level 1, having spent some weeks under each of alert levels 4, 3, and then 2. Our estimates of the impact of the COVID-19 containment measures on employment in each industry in New Zealand are summarised in Table 2.1. These estimates are based on information and projections from the Reserve Bank of New Zealand (RBNZ) and the New Zealand Treasury (The Treasury).

Clearly, the greatest effect on employment is under alert level 4, the most restrictive. Under this alert level there is an associated 21 percent immediate decrease in employment in New Zealand. The most strongly impacted industries are accommodation and food services; construction; and arts and recreation services. These industries exhibit declines in employment of 39, 36, and 36 percent, respectively.

The largest decrease numerically is in construction, with 86,950 jobs lost during alert level 4.

Looking at alert level 1 (the current alert level) we calculate that most industries are expected to recover somewhat (netting zero, or relatively few, lost jobs). The largest exceptions to this are accommodation and food services and arts and recreation services. These industries make up almost the entirety of the tourism sector. With the international border closed, employment in these industries at alert level 1 are expected to be 25 and 21 percent lower than pre-COVID levels.

Further, the impact on the employment of Māori of COVID-19 containment measures is summarised in Table 2.2. This information indicates at alert level 1, 11,250 fewer Māori are employed, with more than half of this reduction recorded in the fall in the accommodation and food services sector.

The information summarised in these two tables is used to generate the scenarios for recovery that we present in the following section.

¹ <https://uniteforrecovery.govt.nz/covid-19/covid-19-alert-system/alert-system-overview/>



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Table 2.1 Immediate employment impact of COVID-19 containment measures

Indicative employment loss at each COVID-19 alert level				
Industry	Level 4	Level 3	Level 2	Level 1
Accommodation and food services	-64,890	-58,400	-51,910	-42,180
Administrative and support services	-40,260	-37,750	-12,580	-2,520
Agriculture, forestry, and fishing	-9,690	-4,310	-2,150	0
Arts and recreation services	-17,730	-17,730	-14,770	-10,340
Construction	-86,950	-15,050	-5,020	0
Education and training	-7,740	-7,740	-7,740	-4,650
Electricity, gas, water and waste services	-2,220	-950	-320	0
Financial and insurance services	-6,370	-3,190	-1,590	-530
Health care and social assistance	-10,650	-10,650	-5,320	-5,320
Information media and telecommunications	-5,240	-1,310	0	0
Manufacturing	-54,090	-10,820	-5,410	0
Mining	-2,640	-270	0	0
Other services	-35,620	-23,750	-16,630	-4,750
Professional scientific and technical services	-52,080	-44,060	-9,350	-1,340
Public administration and safety	-5,760	-5,760	-2,880	0
Rental hiring and real estate services	-1,770	-1,770	-890	-300
Retail trade	-63,980	-44,780	-17,060	-6,400
Transport, postal and warehousing	-22,370	-12,780	-2,130	-1,070
Wholesale trade	-27,120	-4,240	-1,700	-850
Total	-517,125	-305,270	-157,430	-80,220



The immediate impact of the COVID-19 containment measures

3

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Table 2.2 Immediate impact of COVID-19 on the Māori economy

Indicative Māori employment loss at each COVID-19 alert level				
Industry	Level 4	Level 3	Level 2	Level 1
Accommodation and food services	-9,310	-8,380	-7,450	-6,050
Administrative and support services	-7,020	-6,580	-2,200	-440
Agriculture, forestry, and fishing	-1,550	-690	-350	0
Arts and recreation services	-2,620	-2,620	-2,180	-1,530
Construction	-13,830	-2,400	-800	0
Education and training	-1,130	-1,130	-1,130	-680
Electricity, gas, water and waste services	-360	-160	-50	0
Financial and insurance services	-530	-270	-130	-50
Health care and social assistance	-1,380	-1,380	-690	-690
Information media and telecommunications	-480	-120	0	0
Manufacturing	-8,760	-1,750	-880	0
Mining	-440	-50	0	0
Other services	-4,410	-2,940	-2,060	-590
Professional scientific and technical services	-4,140	-3,500	-750	-110
Public administration and safety	-860	-860	-430	0
Rental hiring and real estate services	-170	-170	-90	-30
Retail trade	-8,030	-5,620	-2,140	-810
Transport, postal and warehousing	-3,810	-2,180	-360	-180
Wholesale trade	-2,840	-450	-180	-90
Total	-71,670	-41,250	-21,870	-11,250

In terms of the impact on GDP, we note the RBNZ assessed the impacts at each level as in Table 2.3. At level four, the most restrictive, GDP is reduced by 37 percent, level three implies a GDP reduction of 19 percent, level two 8.8 percent, one 3.8 percent. The final entry in the table is the reduction in GDP from a vaccine being available late 2021. We also note that these assessed impacts on GDP are not dissimilar to those estimated by The Treasury, and are consistent with the employment losses tabulated above. As also noted above though, we focus on employment rather than GDP in this document.

Table 2.3 Impact on GDP at different COVID-19 lockdown levels

Alert level	Months	GDP Reduction (%)
Level four	1	37.0
Level three	1	19.0
Level two	5	8.8
Level one	5	3.8
Level one (2021)	6	4.8



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3 Looking forward: three scenarios

Decisions over the next couple of years will set the foundation for the community and economic recovery from COVID-19. This period coincides with a refresh of Long Term Plans (LTP) for the local government sector. To enable local government managers to plan for this future BERL has created three scenarios to illustrate how the recovery might unfold.

Each scenario assumes a different mix of time spent under lockdown levels, time for vaccine development and distribution, as well as a general idea of the spread of COVID-19. The driving force behind the economic effects is the time spent under each level of lockdown.

The scenarios are based on work by The Treasury, as presented in their Budget and Economic Fiscal Update. However, BERL has adjusted those scenarios to reflect alternative considerations around the length of the recovery, as well as length of lockdown assumptions. Scenario 1 is a best case, and assumes the response to COVID-19 carries on its current path with a level 1 alert until a vaccine is developed and distributed in late-2021.

Scenario 2 is a mid-point scenario, assuming there is a second wave of COVID-19 infections and New Zealand reverts to alert level 4 for a period. This is followed by six months at level 2 and the final two months at level 1. The assumed rule in this scenario is three months at level 2 for every month at level 4.

Scenario 3 is a worst case, assuming COVID-19 cases resume and are unable to be contained. New Zealand switches between alert levels 3 and 4 for the foreseeable future.

At present we are fortunate in that it appears scenario 1 seems the most likely, although the timeline for the development and distribution of a vaccine remains admittedly optimistic.

We summarise our three scenarios in Table 3.1.

Table 3.1 Three scenarios

Scenario	Scenario 1 – Best case	Scenario 2 – Mid-point	Scenario 3 – Worst case
Description	Assumes that NZ's eradication strategy is successful following one month at level 4 and one month at level 3.	Elimination is not sustained and there is recurrence of cases soon after level 3. Level 4 measures needed for longer period of time.	Elimination and flattening the curve is not successful and NZ fluctuates between level 3 and 4 measures for months.
Alert level 4	1 month	3 months	3 months
Alert level 3	1 month	1 month	3 months
Alert level 1/2	10 months	8 months	6 months
Critical trend	Cases grow slowly or decrease	Rapid increase in cases	Dramatic surge in cases

In the previous section we summarised the results of the impact on employment in each industry of the COVID-19 containment measures. These impacts can be thought of as a "snapshot" of what can be expected any time New Zealand moves into each alert level. We combine this "snapshot" information with assumptions as to levels of lockdown to generate employment impacts under each of these scenarios. These impacts are summarised in the following section.

3.1 Impact on the economy

The Treasury have made available their modelling on the economic impacts of the COVID-19 containment measures. At a high level, The Treasury expects a sharp drop in economic activity and then an equally sharp recovery, sometimes described as a "V-shaped" recovery.



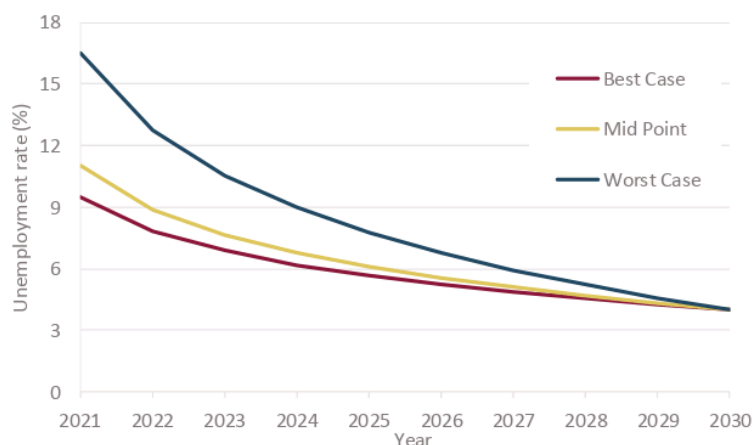
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3.1.1 Unemployment

The unemployment rates in their scenarios reflect this optimistic view.

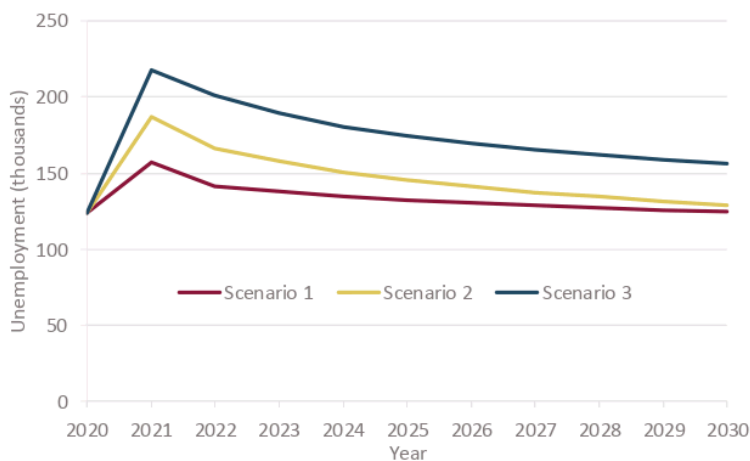
Our analysis, while broadly consistent with the work of The Treasury and RBNZ assumes a shallower recovery. That is, the sharp uptick in unemployment is reversed over a longer period of time. For example, The Treasury suggests unemployment back to near four percent by 2022 in their best case scenario. BERL believes this to be overly optimistic, especially as it implies a rapidly recovering global situation (for both COVID-19 control and economic activity), open borders, and a widely available vaccine. BERL, while still optimistic, sees the recovery as being spread more over a five to eight year horizon.

Figure 3.1 New Zealand unemployment rate for COVID-19 recovery scenarios.



In terms of numbers, unemployment remains over 130,000 until 2026 in our best case scenario.

Figure 3.2 Number unemployed for COVID-19 recovery scenarios



Looking forward: three scenarios

6

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The clear implication of our scenarios is that over the short to medium term all of New Zealand will experience higher rates of unemployment. Council plans for the next ten years need to account for a ratepayer base that will be facing more constrained household budgets. This applies to Council plans from both an expenditure financing perspective as well as from an active intervention perspective. We explore some implications for Councils in the section 4.

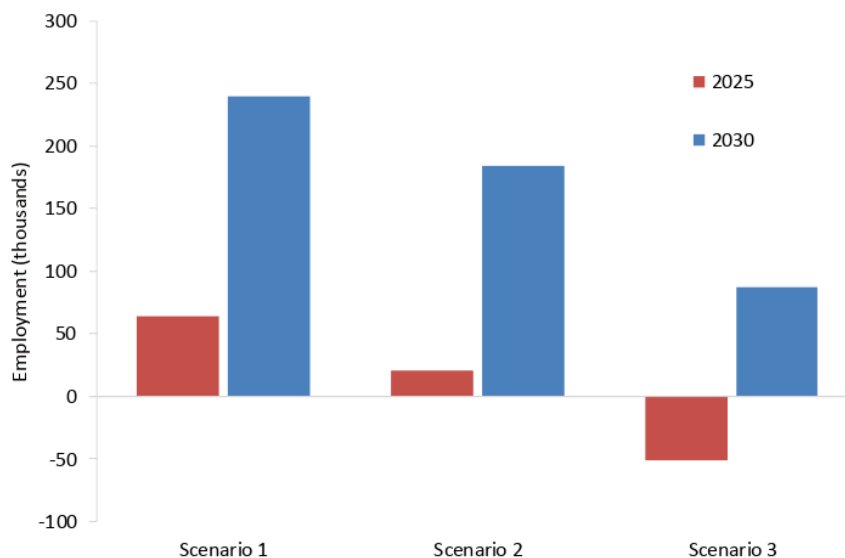
3.1.2 Employment

Turning to employment, we compare the estimates of employment in 2030 under our three scenarios with that of 2020.

Consistent with The Treasury and RBNZ modelling of the immediate effects, most industries will enjoy higher employment in the year 2030 than 2020, under even the worst case scenario. This reinforces BERL's view that New Zealand will, broadly, recover from this economic shock.

Over the coming ten years our worst case scenario sees less than 90,000 net additional jobs created across all industries. In contrast, our best case scenario sees nearly 240,000 net additional jobs created. The figures for increases Māori employment in each are, respectively, 12,000 and 32,500. However, the timing of this recovery is critical, with most of the job increases occurring after 2025 as illustrated in Figure 3.3.

Figure 3.3 COVID-19 scenarios change from 2020 in number employed



Important industries to New Zealand's economy such as manufacturing, construction, agriculture, education, and healthcare and social assistance will recover considerably by 2030. These industries will enjoy higher employment than present, which reflects a slightly growing working age population.



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Table 3.2 summarises Māori employment by industry in 2030. These results are broadly consistent with the economy as a whole with employment recovering by 2030 except in accommodation and food and arts and recreation.

Accommodation and food services and arts and recreation are unlikely to recover employment back to their pre-COVID levels by 2030. These industries make up the majority of what we call the tourism sector (plus a little bit of retail). On the global level, a survey of experts by the World Tourism Organisation (UNWTO) reveals that 45 percent of respondents think domestic tourism will start to recover by July-September and 39 percent think international tourism will start to recover by 2021. However, there is no certainty around how international travel will operate post-COVID-19. How quickly all borders can be reopened and how quickly airlines can get back to operating normally is unclear.

Additionally, the increase in unemployment generally will mute demand for domestic tourism in the short term. Across New Zealand different localities are more or less reliant on tourism. Councils in those areas which are more reliant on tourism will need to build our forecasts of activity in this sector into their ten year plans and consider how to help diversify their local economies.

Table 3.2 Employment by industry 2020 compared to 2030 under three scenarios

Industry	Employment			
	Current year 2020	Scenario 1 2030	Scenario 2 2030	Scenario 3 2030
Agriculture, fishing and forestry	144,220	170,040	166,670	160,320
Mining	6,520	7,690	7,530	7,250
Manufacturing	246,280	290,350	284,560	273,670
Electricity and waste services	19,000	26,340	21,950	21,120
Construction	236,250	278,510	272,920	262,400
Wholesale trade	113,810	131,870	129,250	124,300
Retail trade	197,750	219,550	215,090	206,740
Accommodation and food services	149,780	79,380	77,480	74,140
Transport, postal and warehousing	105,630	122,230	119,790	115,210
Information media and telecommunications	30,990	36,530	35,810	34,440
Financial and insurance services	66,400	77,120	75,590	72,710
Rental hiring and real estate services	34,120	39,720	38,930	37,450
Professional scientific and technical services	192,460	224,440	219,940	211,480
Administrative and support services	111,960	126,090	123,430	118,450
Public administration and safety	141,780	167,160	163,850	157,610
Education and training	166,830	185,500	181,820	174,890
Health care and social assistance	231,710	261,310	256,130	246,370
Arts and recreations services	40,320	26,090	25,470	24,380
Personal Services	77,300	82,580	80,840	77,620
Total	2,313,110	2,552,500	2,497,050	2,400,550



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Table 3.3 Māori employment by industry 2020 compared to 2030 under three scenarios

Industry	Māori employment			
	Current year 2020	Scenario 1 2030	Scenario 2 2030	Scenario 3 2030
Agriculture, fishing and forestry	23,150	27,300	26,760	25,740
Mining	1,350	1,590	1,560	1,500
Manufacturing	39,140	46,150	45,230	43,500
Electricity and waste services	4,020	5,570	4,640	4,460
Construction	38,860	45,810	44,890	43,160
Wholesale trade	10,840	12,560	12,310	11,840
Retail trade	24,950	27,700	27,140	26,090
Accommodation and food services	21,610	11,450	11,180	10,700
Transport, postal and warehousing	19,230	22,250	21,810	20,980
Information media and telecommunications	3,180	3,750	3,680	3,540
Financial and insurance services	5,670	6,590	6,460	6,210
Rental hiring and real estate services	3,170	3,690	3,620	3,480
Professional scientific and technical services	15,830	18,470	18,100	17,400
Administrative and support services	20,200	22,750	22,270	21,380
Public administration and safety	22,040	25,980	25,460	24,490
Education and training	22,260	24,750	24,260	23,330
Health care and social assistance	31,970	36,060	35,340	34,000
Arts and recreations services	6,090	3,940	3,840	3,680
Personal Services	9,780	10,450	10,230	9,820
Total	323,340	356,810	348,780	335,300



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4 Challenges and opportunities ahead

4.1 Population

Modelling the employment and unemployment effects of the COVID-19 containment measures required accounting for population changes. The three scenarios have an effect on population through different effects of net external migration. In the best case scenario external migration is a little higher than in the mid-point and worst case scenarios.

Our estimates are based on Statistics New Zealand population projections². We have modified assumptions on net external migration to account for how the containment measures might affect population.

In general, we project a growing population with around 200,000 to 300,000 extra New Zealanders by 2030. The requirement for the basic local government operations such as the three waters, local roads, and community infrastructure will continue to face growing demand.

Under scenario 3 a peculiar pattern emerges in the working age population (loosely 15 – 65 year olds). This age group first exhibits growth, then falls again as a large cohort of the very late baby boomers and early gen-X reach retirement.

This slowly falling working age population is a well-known artefact of New Zealand's generally ageing population. The coming decade will see the number of people of working age drop relative to those younger and older than working age. This has implications for the plans of local government. The needs of older people and younger people are different from those in the working age. More emphasis on "third places" and community infrastructure will be important to help keep older, recently retired people, engaged in their community. Areas for parents to bring children to play will also continue to be important, including the wealth of parks and facilities dotting New Zealand.

Table 4.1 Population projections to 2030 under three scenarios

Scenario 1	2020	2021	2022	2023	2024	2025	2030
Child - up to 15 years	962,850	973,480	970,330	972,580	971,450	972,120	992,620
Young adult - 15 to 24 years	672,090	670,380	659,290	652,060	651,570	652,290	660,230
Adult - 25 to 64 years	2,582,190	2,620,400	2,621,420	2,636,820	2,631,640	2,631,350	2,670,770
Older adult - 65 years and over	802,830	831,550	848,250	869,280	894,350	920,730	1,055,810
Total	5,019,960	5,095,810	5,099,290	5,130,740	5,149,010	5,176,490	5,379,430
Scenario 2	2020	2021	2022	2023	2024	2025	2030
Child - up to 15 years	962,850	973,480	970,330	967,100	965,940	964,770	981,350
Young adult - 15 to 24 years	672,090	670,380	659,290	648,390	647,880	647,350	652,730
Adult - 25 to 64 years	2,582,190	2,620,400	2,621,420	2,621,970	2,616,710	2,611,440	2,640,440
Older adult - 65 years and over	802,830	831,550	848,250	864,390	889,270	913,760	1,043,820
Total	5,019,960	5,095,810	5,099,290	5,101,850	5,119,800	5,137,320	5,318,340
Scenario 3	2020	2021	2022	2023	2024	2025	2030
Child - up to 15 years	962,850	973,480	970,330	967,100	960,490	957,470	961,150
Young adult - 15 to 24 years	672,090	670,380	659,290	648,390	644,220	642,460	639,300
Adult - 25 to 64 years	2,582,190	2,620,400	2,621,420	2,621,970	2,601,930	2,591,690	2,586,100
Older adult - 65 years and over	802,830	831,550	848,250	864,390	884,250	906,850	1,022,340
Total	5,019,960	5,095,810	5,099,290	5,101,850	5,090,890	5,098,470	5,208,890

² We take that 75th percentile of their range of scenarios.



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4.2 The role and funding of local government

The COVID-19 containment measures have caused incredible disruption to supply chains by forcing people to cease production of non-essential goods and services. This fact is what makes the current economic crisis a supply side crisis.

The unemployment associated with this supply side crisis and the uncertainty associated with the potential of returning to lockdown will continue to subdue the demand side of the equation.

In this view of the world local government has two roles: to be (alongside central government) the last spender in line to maintain the demand side; as well as to continue investment in economic and community infrastructure to maintain confidence generally.

Front and centre for local government must remain the four wellbeings. In pursuit of this kaupapa from the demand side local government could look to maintain, if not bring forward, operating expenditures such as park and garden maintenance work to prop up the demand side in the very short term.

On the supply side, local government should be leveraging their close levels of engagement and relationships with local business to instil confidence in local investment going forward. Social and community networks were shown to be more vital than ever during the COVID-19 lockdowns, local government underpins these networks.

In planning for the future, local government will need a portfolio of local projects built on the kaupapa of intergenerational wellbeing. Local government can play a significant role in promoting these local projects to central government. Local political support along with completion of initial design work would assist in the case to central government.

Critically, local government should continually consider who is in the room, or at the table, when decisions are made. Are all voices being heard in an active and effective way? Planning for active and inclusive community engagement with all members of the community will be critical if the wellbeing of those most vulnerable are to be secured (if not improved).

4.2.1 Funding

We are aware of pressures across councils for zero rates increases. This approach could jeopardise the delivery of future services. This will act directly against the kaupapa of ensuring the wellbeing (across all four dimensions) of current and future generations. However, we understand the need to respond to pressures to minimise rates increases.

As at 1 May 2020 the RBNZ will include Local Government Funding Agency Bonds in its Reserve Bank's Bond Lending Facility. This is a mechanism for the RBNZ to ensure lower long-term interest rates, while short-term rates are more closely linked to the Official Cash Rate. There is a clear indication that interest rates will remain low for longer. Further, noting the global situation, we expect that interest rates will not rise significantly any time soon. This should give local governments confidence in debt financing.

Local governments can continue to use debt financing to ensure long-term community infrastructure projects are able to be pursued consistent with the kaupapa of wellbeing (across all four dimensions).

With the kaupapa of intergenerational wellbeing in mind local councils will need to continue to balance their debt-ceiling constraints against other deficits and debts faced by their communities. Other options for funding include deferred payment schemes. Central government has signalled



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they may be willing to support local government more and alternative funding mechanisms from central government should be actively pursued (together with LGNZ). The economic crisis brought about by COVID-19 provides an opportunity for such a rethink.

Clearly, an untowardly narrow perspective on protecting Council finances will be reflected in deficits across other wellbeing domains. This has been the experience in previous crises and is an experience we should learn not to repeat.

4.3 The Māori economy

Māori have been adversely impacted by every previous economic shock and the impact of the COVID-19 containment measures will be no different. However, a successful response to COVID-19 would look to build Māori resilience against future shocks.

Immediate consequences on the Māori economy will centre on the negative impact on several tourism operators, with employment loss in the accommodation and food services industry. In addition, Māori will be impacted by the large and ongoing shock to forestry caused by slower demand from China. This slowing demand was exacerbated in China by that country's containment measures. The shock to these sectors is summarised in Table 2.2.

Māori have historically been overrepresented in industries such as agriculture, forestry and tourism. However, Māori businesses are thriving across other sectors, with a strong presence in film, technology and business services. Further, Māori entities play a key role in commercial property, housing and social developments.

Nevertheless, Māori continue to earn significantly less than national or regional averages. Notably lower home ownership rates also constrain their ability to enter into self-employed or SME business enterprise.

Longer term, the impact on Māori will be acutely felt by their currently young population. In particular, decisions to defer infrastructure spending (whether on social networks, community facilities, or physical and natural capital) will impact disproportionately more on Māori. This impact will fall especially on Māori rangatahi who will bear more of the load of restoring infrastructure in the future, should it be neglected now.

4.4 The future of life

4.4.1 Leisure

Local outdoor recreation facilities are likely to see increased demand from residents. Regional and national parks are likely to see higher demand as international tourism is reduced.

National employment in the arts and recreation industry will fall by 35.3 percent (14,230 FTEs) by 2030. This will be noticed in local museums and galleries. Ten year plans for revitalisation or an overreliance on this industry in the local economy should be critically evaluated.

A key lesson many people learned during the COVID-19 containment measures is the value of green spaces and natural local areas. These areas promote wellbeing by offering a place to exercise as well as an opportunity to be closer to nature. The latter has been shown to reduce anxiety.

Local governments to date have by and large been successful in providing quality green spaces for recreation. Where possible, flood protection and other infrastructure can enable access to walk or cycle or other nature trails.



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4.4.2 Work

During alert levels 3 and 4 many office workers were able to complete their work tasks from the comfort of their own home. The infrastructure that makes this possible (the internet, as well as ubiquitous computer ownership, and the existence of knowledge work in general) has been in place for some time. However, the COVID-19 containment measures forced the social infrastructure (attitudes and norms) to change.

We expect employers in New Zealand to increasingly use remote work options to attract and retain staff. For local government this implies a shift in the way people use services. We don't envisage a wholesale shift away from city centres. However, more nuanced changes and flexibility in access and use of city centres is inevitable. Plans going forward should accommodate potential changes in where and the way in which people work.

4.4.3 Ways of living

At the intersection of our work and leisure worlds, the way New Zealanders live has changed due to the upheaval caused by the COVID-19 containment measures. A sense of connection will continue to be as, if not more, important for communities across Aotearoa. This includes digital connectedness of communities with health service providers. During alert levels 3 and 4 health centres across the country delivered services by phone or online only to reduce the spread of COVID-19. The disparity in access to isolated communities became clearer. Local governments with significant isolated communities should consider what their role is in getting these communities connected digitally. This includes advocacy to central government about the importance of digital literacy.

We reiterate the importance of "third places". If work and home are first and second places then communal areas such as parks, libraries, cafes can be thought of as third places. These are areas people gather informally to connect to the local community.

If more people are working from home then the importance of third places increases as the old first place (the office) might no longer be physical. People will seek community connections. Local governments can provide third places themselves by building covered areas. They can also work with local businesses to understand how spaces are being used as third places.



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5 Conclusions

This report analyses three possible scenarios of the future of the New Zealand economy following from the economic crisis brought on by COVID-19. We consider that scenario 1 (the best case) is the most likely at present. However, how quickly a vaccine is developed, and how effective other measures are will affect this relatively optimistic outcome.

The immediate impact of the COVID-19 containment measures has been felt in those industries which rely on face to face interactions. Broadly these are accommodation and food services, arts and recreation, and other services. Of these, accommodation and food services and arts and recreation make up the bulk of the tourism sector. This sector is the hardest hit in the economy and we do not expect it to fully recover out to 2030. Councils in localities reliant on tourism should be considering how to help diversify their local economies.

Apart from tourism, the construction industry was also greatly affected by the COVID-19 containment measures. During the full lockdown, alert level 4 more than 85,000 jobs were at risk in construction. This impact on jobs has not lasted and during the current level 1 alert we expect there to be no lasting job losses in construction.

Apart from tourism, all other sectors of the economy will have fully recovered by 2030, with higher employment than pre-COVID levels.

Scenarios of New Zealand's population are also provided. These show a growing population out to 2030. They also show a shrinking proportion of the population accounted for by those of working age. This implies local governments should start to consider how to plan to keep recently retired older people and young families engaged with the community.

Māori have already been disproportionately affected by the economic crisis brought about by the COVID-19 containment measures. We expect this to continue to play out over the ten year recovery period.

The COVID-19 crisis highlights the role of local government. This role is to prop up both the demand and supply side of the local economy through operating expenditure and community infrastructure projects. To this end local government should push back strongly against some entrenched beliefs that zero rates increases are a solution. Additionally, alternative funding sources should also be explored.

Finally, connectedness is an ongoing theme highlighted by the crisis. Connectedness here refers to physical connectedness through the three waters, social connectedness through recreation areas and third places, and digital connectedness through the internet and digital literacy. Local government has a role in ensuring this important aspect of wellbeing is available to all.

