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

Date: **Wednesday, 17 May 2017**
Time: **11am**
Meeting Room: **Council Chambers**
Venue: **15 Forth Street, Invercargill**

Community and Policy Committee Agenda

OPEN

MEMBERSHIP

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

IN ATTENDANCE

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

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

Terms of Reference – Community and Policy Committee

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

The Community and Policy Committee is also responsible for community partnerships and engagement. This includes:
- Monitoring the progress, implementation and effectiveness work undertaken by Venture Southland in line with the Venture Southland Heads of Agreement and specific Service Level Agreement between Southland District Council and Venture Southland.
- Allocations of grants, loans, scholarships and bursaries in accordance with Southland District Council policy.
- International relations.
- Developing and overseeing the implementation of Council's community engagement and consultation policies and processes.

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

(a) Approving all submissions made by Southland District Council to other councils, central government and other bodies.

(b) To approve scholarships, bursaries, grants and loans within Council policy and annual budgets.

(c) Monitor the performance of Venture Southland in the delivery against its Business Plan and Council's letter of expectation.

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

TABLE OF CONTENTS

1 Apologies

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

2 Leave of absence

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

3 Conflict of Interest

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

4 Public Forum

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

5 Extraordinary/Urgent Items

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

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

(i)   the reason why the item was not on the Agenda, and

(ii)   the reason why the discussion of this item cannot be delayed until a subsequent meeting.

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

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

(a)   that item may be discussed at that meeting if-

(i)   that item is a minor matter relating to the general business of the local authority; and

(ii)   the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b)   no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."

6 Confirmation of Minutes

6.1   Meeting minutes of Community and Policy Committee, 05 April 2017

Community and Policy Committee

OPEN MINUTES

Minutes of a meeting of Community and Policy Committee held in the Council Chambers, 15 Forth Street, Invercargill on Wednesday, 5 April 2017 at 11.30am.

PRESENT

Chairperson	Julie Keast
Mayor	Gary Tong
Councillors	Brian Dillon
	John Douglas
	Paul Duffy
	Bruce Ford
	Darren Frazer
	George Harpur
	Gavin Macpherson
	Nick Perham

IN ATTENDANCE

Chief Executive (Steve Ruru) Group Manager, Community and Futures (Rex Capil), Group Manager, Services and Assets (Ian Marshall), Communications Manager (Louise Pagan), Governance and Democracy Manager, (Clare Sullivan) and Committee Advisor (Alyson Hamilton).

1 Apologies

Moved Cr Macpherson, seconded Cr Duffy and **resolved:**
That the Community and Policy Committee accept the apologies from Councillor's Baird, Kremer and Paterson.

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

There was no public forum.

5 Extraordinary/Urgent Items

There were no Extraordinary/Urgent items.

6 Confirmation of Minutes

Resolution

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

That the minutes of Community and Policy Committee meeting held on 15 March 2017 be confirmed as a true and correct record subject to an amendment to Item 8.3 Venture Southland Quarterly Report relating to …"the Singapore Airforce Training proposal is still being considered as well as a proposal for Singapore Airforce training to be based in Ohakea…".

Reports for Resolution

7.1 Venture Southland Draft Business Plan 2017 - 2018

Record No: R/17/3/6231

Rex Capil (Group Manager, Community and Futures) was in attendance and introduced the report.

Paul Casson (Chief Executive, Venture Southland), Steve Canny (Group Manager, Business and Strategic Projects) and Bobbi Brown (Group Manager, Events Tourism and Community) updated the Committee on the draft Venture Southland business plan 2017-2018 seeking Community and Policy Committee consideration and feedback on behalf of Council on the draft Business Plan.

Mr Casson informed each year Venture Southland develops a Business Plan detailing its proposed activities, key performance indicators and budget.

Mr Casson explained the Business Plan is required to be developed in accordance with the Venture Southland Agreement 2014- 2017 and as part of the agreed process Council provided its letter of expectation specifically relating to Community Development priority projects to Venture Southland.

Mr Casson further explained Council also contributed to a combined letter of expectation by owner councils regarding regional priority projects provided to Venture Southland.

Members noted Venture Southland is a Joint Committee of the Invercargill City Council, Gore District Council and Southland District Council, as such it is not a legal entity in its own right but rather its performance and deliverables are undertaken in the name of its "shareholder or owner" Councils.

The Committee was advised the proposed Southland District Council funding level of $1.742 million is consistent with the 2015-2025 Long Term Plan and remains at the same level as 2016-2017.

Mr Casson advised that on request of the owner Councils, Venture Southland has produced a Business Plan detailing the Work Areas and identifying for each the project description, work programme, timeframe, funding/resource allocation and the aim/measure to be achieved.

Mr Canny updated the Committee on Southland Youth Futures which is continuing to work with employers to develop pathways for youth employment, supporting existing programmes and developing new programmes as required.

Mr Canny responded to queries from the committee relating to Southern New Zealand Cruise Strategy, forestry investigation, business efficiency gains through the Lean Management Programme and clarification on productivity per employee with statistics provided through the gross domestic product (GDP).

Following discussion on the options presented to the Committee it was agreed to endorse the Venture Southland draft Business Plan 2017-2018 as presented.

Resolution

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

That the Community and Policy Committee:

a)   **Receives the report titled "Venture Southland Draft Business Plan 2017 - 2018" dated 28 March 2017.**

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)   **Endorse the Venture Southland draft Business Plan 2017 – 2018 as presented.**

Reports

8.1 Corporate Performance Framework Project

Record No: R/17/3/6324

Rex Capil (Group Manager, Community and Futures) presented the report.

Mr Capil advised Corporate Performance Framework Project has been identified as an important strategic project to assist Council in delivering its strategic objective of being a dynamic, effective and efficient Council.

Mr Capil explained Strategy and Policy staff have undertaken a considerable amount of background work over the past 18 months in defining the project and developing the project scope.

The Committee noted this has involved giving due consideration to how Council operates now, how its corporate performance work is undertaken, including a stocktake of systems and processes that exist and a correspondence gap analysis.

Mr Capil advised this work has culminated in the development of the Corporate Performance Framework Project Discussion Document - March 2017 attached to this report, which has been considered by the Executive leadership Team and is now being presented to the Community and Policy Committee for its consideration, feedback and endorsement.

Mr Capil informed following consideration of the Community and Policy Committee it is intended to progress the implementation of the new Framework over an extended period of time.

Mr Capil added there is a significant amount of work to be undertaken over the next 18 months to develop the next stages of this project and implement an effective Corporate Performance framework for the organisation.

The Committee was advised an implementation plan and timeframes will be the next stage of the project development and Mr Capil explained due to human resource constraints in the Strategy and Policy team it is intended to engage an external contractor to deliver the implementation plan on a specific project basis.

Mr Capil highlighted key points within the discussion document which included the corporate performance framework, communication, engagement, implementation and timeframes that are required to be achieved over the next 18-month period.

Mayor Tong expressed appreciation at the work undertaken by staff on this project to date.

Resolution

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

That the Community and Policy Committee:

a) **Receives the report titled "Corporate Performance Framework Project" dated 27 March 2017.**

b) **Endorses the Southland District Council Corporate Performance Framework Discussion Document – March 2017.**

c) **Supports the further development required to progress the implementation of the new Framework in 2017 – 2018.**

8.2 **Community Governance Project and Representation Review Update**

Record No: **R/17/3/6379**

Rex Capil (Group Manager, Community and Futures) presented the report.

Mr Capil advised the purpose of this report is to provide an update and seek formal endorsement of the process being followed to complete the Community Governance Project and the Representation Review to be undertaken in 2017 – 2018.

Mr Capil informed the Community Governance Project has been identified by Council as an important strategic project to assist Council in delivering its priority goals of:

- A dynamic, effective and efficient Council
- The Southland Way – empowering our communities
- Growing our communities

The Committee noted the Representation Review project is a requirement under the Local Electoral Act 2001.

Mr Capil advised there are three processes that form the representation review project. These being;

- A review of the electoral system
- A review of Maori representation
- A review of representation arrangements

Mr Capil advised the Community Governance Project and associated background work undertaken over the past 18 months and the community engagement to be undertaken over the next nine months assists with providing background information and a context for the Representation Review project.

Mr Capil explained the Community Conversations held across the district in 2016 and the Community Development Area Subcommittee election meetings held throughout March 2017 have also provided an opportunity for further input, feedback and discussions around these complementary projects.

Mr Capil advised the Community Governance Project – Elected Representative Working Group was previously established during the last triennium. Mr Capil suggested this Working Group be reconvened as per the updated Terms of Reference and membership reconfirmed for the duration of the Community Governance Project and Representation Review project.

The Committee noted an overview of the Community Governance project approach and alignment to the Representation Review to be undertaken in 2017 – 2018 is provided for members information.

Resolution

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

That the Community and Policy Committee:

a)   **Receives the report titled "Community Governance Project and Representation Review Update" dated 28 March 2017.**

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 continued development of the Community Governance Project to assist in informing and aligning with the Representation Review Project.**

e)   **Endorses the process and timeline for the formal Representation Review Project to be delivered in 2017 – 2018.**

f)   **Approves the continuation of the Community Governance Project – Elected Representative Working Group as per the updated Terms of Reference March 2017.**

g)   **Reconfirms the membership of the Community Governance Project – Elected Representative Working Group to be;**

- **Mayor Gary Tong**
- **Cr Julie Keast**
- **Cr Brian Dillon**
- **Cr Ebel Kremer**
- **Andre Bekhuis**
- **Pam Yorke**
- **Brian McGrath**
- **Pam Naylor**

The meeting concluded at 11.40am

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF THE COMMUNITY AND POLICY COMMITTEE HELD ON WEDNESDAY, 5 APRIL 2017.

DATE:...

CHAIRPERSON:..

People First
Southland District Council
Te Rohe Pōtae O Murihiku

Community Initiatives Fund Financial Report and Application Summary

Item 7.1

Record No: R/17/5/9140
Author: Bronwyn Affleck, Administration Manager
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision   ☐ Recommendation   ☐ Information

Community Initiatives Fund financial report and summary of applications received in the funding round closing 31 March 2017.

1   Grant recommendations provided for review and approval.

Purpose

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

3     $100,000 available for distribution per annum.

Recommendation

That the Community and Policy Committee:

a)   **Receives the report titled "Community Initiatives Fund Financial Report and Application Summary" dated 11 May 2017.**

b)   **Approve the allocation of funds for the Community Initiatives Fund as per the attached schedule including any amendments made during the review.**

Attachments

A   Community Initiatives Fund Financial Report and Summary of Applications received in the Funding Round closing 31 March 2017 ⇩

Item 7.1 Attachment A

Community Initiatives Fund Financial Report

<table>
<tr>
<td colspan="2" align="center">Southland District Council
Community Initiative Fund
As at 31 March 2017</td>
</tr>
<tr>
<td><u>Summary</u></td>
<td>Actual</td>
</tr>
<tr>
<td>Opening balance, 1 July 2016</td>
<td>235,948</td>
</tr>
<tr>
<td><u>Add:</u></td>
<td></td>
</tr>
<tr>
<td>Rates Revenue</td>
<td>82,426</td>
</tr>
<tr>
<td>Reversal Prior Year Commitments</td>
<td>13,700</td>
</tr>
<tr>
<td>Interest 2016/2017*</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>332,074</td>
</tr>
<tr>
<td><u>Less:</u></td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>2,240</td>
</tr>
<tr>
<td>Prior year Commitments</td>
<td>13,700</td>
</tr>
<tr>
<td>Current Commitments</td>
<td>60,990</td>
</tr>
<tr>
<td>Refunds/Stale Cheques/Reversals</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>76,930</td>
</tr>
<tr>
<td>Funds Held in Reserves</td>
<td>255,144</td>
</tr>
<tr>
<td><u>Less:</u></td>
<td></td>
</tr>
<tr>
<td>Minimum Balance Required</td>
<td>200,000</td>
</tr>
<tr>
<td>Funds Available for General Distribution</td>
<td>55,144</td>
</tr>
</table>

*   Interest earned for the period has not been included. The actual amount will not be known until the end of the financial year when interest is allocated across Council's investments (30 June 2017).

Prior Years Commitments	Committed	Uplifted	Balance
2001/2002 Rakiura Carving Pole	2,500	-	2,500
2013/2014 Heritage South	850	-	850
2013/2014 Lumsden Playcentre	2,000	-	2,000
2013/2014 Riversdale Community Board	2,000	-	2,000
2014/2015 Lumsden Community Pool Trust	1,000	1,000	-
2014/2015 Wyndham Edendale Community Health Centre	1,000	-	1,000
2014/2015 South Catlins Promotions	2,000	-	2,000
2015/2016 Edendale Rugby Club	1,000	-	1,000
2015/2016 Marakura Yacht Club	200	-	200
2015/2016 South Caitlins Charitable Trust	750	-	750
2015/2016 Riversdale Plunket	1,000	1,000	-
2015/2016 Waianiwa Community Kindergarten Inc	1,000	-	1,000
2015/2016 Catlins Coast Incorporated	1,000	1,000	-
2015/2016 Dipton School	450	450	-
2015/2016 Edendale Rugby Football Club	2,000	2,000	-
2015/2016 Fortrose Domain Board (Hall Committee)	1,000	1,000	-
2015/2016 Helping Hands	1,000	1,000	-
2015/2016 Mid Northern Southland Toy Library	400	400	-
2015/2016 Mid Northern Southland Toy Library	500	500	-
2015/2016 Northern Southland Community Resource Centre Chari	1,000	1,000	-
2015/2016 Northern Southland Development	1,000	1,000	-
2015/2016 Northern Southland Medical Trust	1,000	1,000	-
2015/2016 Northern Southland Medical Trust	1,000	1,000	-
2015/2016 Otautau Community Swimming Pool	3,500	3,500	-
2015/2016 Rakiura Heritage Trust	400	400	-
2015/2016 Riverton Community Charitable Trust	800	800	-
2015/2016 Seaward Downs Playgroup	1,500	1,500	-
2015/2016 South Coast Environment Society Inc.	2,000	2,000	-
2015/2016 Southland Ski Club Inc.	750	750	-
2015/2016 Stewart Island Pavilion Trust	1,500	1,500	-
2015/2016 Te Anau Flower Show Committee	750	750	-
2015/2016 The Parenting Place – Attitude Youth Division	2,000	2,000	-
2015/2016 Tokanui Golf Club	1,500	1,500	-
2015/2016 Tuatapere Community Baths Society Inc.	500	500	-
2015/2016 Tuatapere Community Baths Society Inc.	1,500	1,500	-
2015/2016 Venture Southland	1,800	1,800	-
2015/2016 Winton Community Support	400	-	400
	44,550	30,850	13,700

Item 7.1 Attachment A

Item 7.1 Attachment A

Current Year Commitments	Committed	Uplifted	Balance
December 2016			
Balfour Home and School	1,000	1,000	-
Brydone Community Centre Inc	1,500	1,500	-
Central Southland Senior Citizens Centre	750	750	-
Central Southland Vintage Machinery Club	2,000	2,000	-
Edendale Plunket	500	500	-
Edendale Wyndham Community Board	750	750	-
Eventing Southland	1,000	1,000	-
Fiordland Rowing Club Inc	2,000	-	2,000
Gorge Road Country Club	1,500	-	1,500
Heritage South	1,500	1,500	-
Lumsden Heritage Trust	2,000	-	2,000
Lumsden Playcentre	1,000	1,000	-
Makarewa Playcentre	500	500	-
Menzies Netball Centre	800	800	-
Nightcaps CDA	750	750	-
Northern Southland Community Resource Centre Charitable Trust	1,000	1,000	-
Orawia Community Centre	2,000	2,000	-
Otahu Flat School Restoration Committee	1,000	1,000	-
Otahuti Tennis Club	750	750	-
Otautau Flowers, Quilts & Craft Days	500	500	-
Otautau Plunket	500	500	-
Otautau Promotions	750	750	-
Riversdale Golf Club	3,000	-	3,000
Riversdale Playcentre	1,000	1,000	-
Riverton/Aparima Community Board	750	750	-
Riverton Heritage & Tourist Centre Trust (Te Hikoi)	1,000	1,000	-
South Catlins Charitable Trust	1,000	1,000	-
Southern Naturally Inc	400	400	-
Southland Life Education Community Trust	2,500	2,500	-
Stewart Island Community Centre Trust	2,000	-	2,000
Stewart Island/Rakiura Community Board	750	750	-
Takitimu District Pool	1,510	1,510	-
Te Anau Tennis Club	3,000	3,000	-
Te Anau Youth Worker Trust	1,000	1,000	-
Thornbury CDA	750	750	-
Thornbury Vintage Tractor and Implement Club	1,000	1,000	-
Venture Southland - Water Treatment Course	680	680	-
Venture - Southland Arts Festival	3,000	3,000	-
Winton A&P Assn	1,000	1,000	-
Winton Central Bowling Club Inc	1,000	-	1,000
Winton Community Support	1,500	1,500	-
Winton Contract Bridge Club	1,000	1,000	-
Winton Football Club Inc	600	600	-
Winton Golf Club Inc	1,000	-	1,000
Winton Library	1,000	1,000	-
Wyndham & Districts Historical Society	2,000	2,000	-
Wyndham Edendale Community Health Trust	1,000	-	1,000
Wyndham Rugby Club	1,500	-	1,500
Youthline Southland Inc	2,000	2,000	-
	60,990	**45,990**	**15,000**

Community Initiatives Fund

Application Summaries

Funding Available $55,144   **Total of Recommendation $45,256**

1   **Alzheimers Society Southland Inc**

Request assistance towards the purchase of a second hand van. The Education Advisor has developed a new Cognitive Stimulation Therapy programme which required working in group settings with clients. For the programme to work effectively it is important to have the ability to transport clients, their family/whanau and carers to activities in a variety of locations.

Total Project Cost	$45,000		
Amount Requested	**$10,000**	Recommendation	**Nil**

2   **Dipton Community Baths Trust**

Request assistance towards costs associated with replacing the roof on the Dipton Community Baths.

Total Project Cost	$44,000		
Amount Requested	**$3,000**	Recommendation	**$3,000**

3   **Edendale Scouts**

Request assistance towards costs associated with repairing the Den's leaking roof and replacing old and dangerous heaters with heat pumps. The kitchen is in bad repair and there is little storage for tents, kayaks and other gear. Once renovated the facility will be available to the community for functions, meetings etc.

Total Project Cost	$18,402		
Amount Requested	**$2,000**	Recommendation	**$2,000**

4   **Friends of Lumsden School**

Request assistance towards the purchase of octagonal picnic tables. As well as being used by students for lunch breaks they will be used for family events, at weekends and throughout the holidays.

Total Project Cost	$2,180		
Amount Requested	**$1,000**	Recommendation	**$750**

5   **Gorge Road Swimming Pool**

Request assistance towards the purchase of a new roller for the pool cover.

Total Project Cost	$2,759		
Amount Requested	**$2,000**	Recommendation	**$1,000**

6   **Lions Club of Lumsden**

Request assistance towards costs associated with erecting display noticeboards at the three entrances to the Lumsden township to inform community happenings, safety warnings, street/road closures, social/sporting events etc. This is a Lions Centennial project.

Total Project Cost $4,793
Amount Requested   **$2,793**   Recommendation   **$1,200**
                        Request Lions Club to liaise with the Lumsden Community Board

7   **Makarewa Squash Club**

Request assistance towards costs associated with having an architect draw up concepts/designs for a new building and including two additional squash courts. The drawings once approved will be used for costs estimates/quotes and funding applications.

Total Project Cost $6,030
Amount Requested   **$3,015**   Recommendation   **$1,500**

8   **Milford Community Trust**

Request assistance towards the purchase of a tennis net, basketball tower and associated freight costs. The Milford Community Trust recently built a new sports court at Milford School for the use of the 250+ residents. This is the only recreational area. It is intended to develop a picnic and provide outdoor exercise equipment as funding allows.

Total Project Cost $2,357
Amount Requested   **$2,357**   Recommendation   **$1,000**

9   **Mossburn School**

Request assistance towards costs associated with re-roofing the old pool building to ensure it is weather proof. It is intended to transform this space into an indoor sports area where indoor cricket, soccer, table tennis, gymnastics etc can be held. This multi-use area will be utilised by the school and will be available to community groups outside school hours at no cost.

Total Project Cost $46,000
Amount Requested   **$5,000**   Recommendation   **$3,000**

10   **New Zealand Red Cross - Invercargill Branch**

Request assistance towards costs associated with running the New Zealand Red Cross Young Humanitarians programme within the Southland District.   The programme provides an opportunity for young people to experience hands on volunteering in their communities, learn about low-level emergency preparedness, develop positive relationships with their peers and others.

Total Project Cost $1,300
Amount Requested   **$1,300**   Recommendation   **Nil**

11   **Northern Southland Amateur Swimming Club**

Request assistance towards costs associated with creating a secure storage area for platforms, lane ropes and general swimming gear.

Total Project Cost	$3,000		
Amount Requested	**$1,000**	Recommendation	**$1,000**

12   **Northern Southland Community Pool Trust**

Request assistance towards the purchase of a new thermal blanket and reel system.

Total Project Cost	$35,470		
Amount Requested	**$2,500**	Recommendation	**$2,500**

13   **Northern Southland Community Resource Centre Charitable Trust**

Request assistance towards costs associated with bringing a guest speaker to the Northern Southland area and also towards the purchase of a truck load of compost for the raised vegetable beds.

Total Project Cost	$1,400		
Amount Requested	**$1,000**	Recommendation	**$750**

14   **Oreti Plains Community Hall**

Request assistance towards costs associated with replacing the hall's tables and chairs.

Total Project Cost	$4,463		
Amount Requested	**$3,963**	Recommendation	**$1,200**

15   **Otautau Community Board**

Request assistance towards costs associated with relocating/repurposing the church bell from the Otautau Presbyterian Church, which closed recently, to the Otautau Cemetery.

Total Project Cost	$11,188		
Amount Requested	**$1,500**	Recommendation	**$1,500**

16   **Otautau Museum Trust**

Request assistance towards roof repairs to the Museum building, formerly the Courthouse. The Museum is open every Sunday afternoon and also for special functions and by request.   The Museum has an extensive collection of photographs and artefacts from the area.

Total Project Cost	$19,602		
Amount Requested	**$2,000**	Recommendation	**$2,000**

17   **Otautau Skate Park Committee**

Request assistance towards costs associated with a skate park development. It is proposed that the skate park will be adjacent to the BMX track on the main road in Otautau. This is a well-used recreational area.

Total Project Cost	$20,334		
Amount Requested	**$2,000**	Recommendation	**$2,000**

18   **Rakiura Heritage Trust**

Request assistance towards costs associated with holding a Titi Exhibition at Labour Weekend 2017. The Exhibition will focus on the cultural importance of the mutton-birding tradition to the Stewart Island Maori.

Total Project Cost	$1,500		
Amount Requested	**$850**	Recommendation	**$850**

19   **Riverton Baths Society**

Request assistance towards costs associated with removing and replacing the old ventilation system from two changing rooms and the installation of an efficient and economical to run system.

Total Project Cost	$3,260		
Amount Requested	**$3,000**	Recommendation	**$1,200**

20   **Riverton/Aparima Community Board**

(a)   Request assistance towards the re-print of the Riverton Heritage brochure. The brochure is a popular resource for tourists and visitors to the region, giving them a comprehensive guide to the heritage sites in the area. Content will be reviewed prior to re-print to ensure all information is accurate and up to date.

Total Project Cost	$1,706		
Amount Requested	**$706**	Recommendation	**$706**

(b)   Request assistance towards costs associated with the purchase and installation of a basketball and netball hoops at the Taramea Bay recreation area.

Total Project Cost	$2,274		
Amount Requested	**$1,000**	Recommendation	**$750**

21   **Riverton Heritage & Tourist Centre Trust**

Request assistance towards costs associated with replacing three large interpretation/information panels which are situated outside Te Hikoi to provide information and encourage visitors to go through the Museum.

Total Project Cost	$1,800		
Amount Requested	**$1,000**	Recommendation	**$600**

22   **South Coast Environment Society**

(a)   Request assistance towards coordinator costs to complete resource kits and educational brochures to enable the programme to be launched Southland wide.

Total Project Cost	$2,500		
Amount Requested	**$1,500**	Recommendation	**Committee to Discuss**

(b)   Request assistance towards tutor travel and material costs to ensure all Southlanders can access the courses on a range of self-sufficiency and self-reliance models which will save them money and be empowering to both individuals and communities.

Total Project Cost $3,500
Amount Requested   **$2,000**   Recommendation   **Committee to Discuss**

23   Southern Reap Incorporated

Request assistance towards tutor and crèche costs associated with providing the NCEA4U courses for parents and caregivers.

Further information to be provided at meeting.

Total Project Cost $30,355
Amount Requested   **$9,600**   Recommendation   **Committee to Discuss**

24   Southland District Council - Stewart Island Library

Request assistance towards costs associated with applying UV filter film to protect books and furnishings.

Total Project Cost $1,600
Amount Requested   **$1,600**   Recommendation   **$800**

25   Southland Heritage & Building Preservation Trust

Request assistance towards costs associated with the development of an interpretation concept plan for Kohi Kohi Cottage (Riverton).   The Cottage is in the final stages of restoration and the next part of the project is establishing the interpretation content that will go on-site to tell its story.

Total Project Cost $5,000
Amount Requested   **$1,000**   Recommendation   **$1,000**

26   Stewart Island Community Centre

Request assistance towards costs associated with moving the boiler from the middle of the building to a safer purpose built extension on the outside of the building.   The current waste oil burner is in good condition and can be satisfactorily re-used with a new 120kw hydraulic boiler and wall mounted fan coiled radiator.   The current hot air circulating heating system is inefficient and needs to be replaced urgently before there is further deterioration in the building from retained moisture.

Total Project Cost $22,240
Amount Requested   **$12,240**   Recommendation   **$2,500**

27   Taki Rua Productions Society Inc

Request assistance towards venue costs associated with the Invercargill performance of Tiki Taane Mahuta at the Civic Theatre in June 2017.

Total Project Cost $9,160
Amount Requested   **$4,000**   Recommendation   **Nil**

28 **Te Anau Lions**

Request assistance towards costs associated with building an information kiosk and the information panels for the Linwood Park Cemetery in Te Anau.

Total Project Cost	$6,385		
Amount Requested	**$2,000**	Recommendation	**$1,500**

29 **The Parenting Place - Attitude Youth Division**

Request assistance towards costs associated with delivering a programme that encourages mental and emotional resilience and to help prevent youth suicide, teen pregnancy, drug and alcohol abuse and a low sense of worth. The quality programme challenges students to think by giving them the info5mation they needs to make well-informed decisions about their futures. Attitude presenters will be in Southland in August 2017 and April 2018 and will deliver 22 presentations to over 1,000 students. Presentation to be held: Aparima x2, Central Southland College x4, Fiordland College x 3, Menzies College x 4, Northern Southland College x3, Waiau Area School x3, Winton Primary School x1, Halfmoon Bay School x2.

Total Project Cost	$30,110		
Amount Requested	**$2,296**	Recommendation	**$2,000**

30 **Thornbury Vintage Tractor & Implement Club Inc**

Request assistance towards costs associated with hosting the New Zealand National Ploughing Championships in Thornbury in April 2018. Costs include: Traffic Management plans, toilet and shower facilities, security, First Aid, sound system, marquee, advertising and promotion.

Total Project Cost	$20,450		
Amount Requested	**$2,500**	Recommendation	**$2,500**

31 **Venture Southland for ILT Kidzone Festival**

Request assistance towards subsidising the cost of bus transport to and from the ILT Kidzone Festival from various locations around the Southland District. The subsidy enables the costs to attendees to be keep at $2.00pp for the return trip.

Total Project Cost	$286,100		
Amount Requested	**$1,800**	Recommendation	**$1,800**

32 **Waimumu Exhibition**

Request assistance towards hall hire costs associated with holding the 8th annuals arts and crafts exhibition in the Waimumu Te Tipua Hall which will run from 12 - 16 May 2016.

Total Project Cost	$9,258		
Amount Requested	**$1,500**	Recommendation	**Nil**

33 **Western District Country & Variety Music Club Inc**

Request assistance towards costs associated with providing a bus from Dunedin to Tuatapere to bring country music artists and supporters from Dunedin, Balclutha and Gore Clubs to the annual Hoedown at Tuatapere held in the Waiau Town and Country Club on 11 June 2017.

Total Project Cost $2,150
Amount Requested   **$1,150**   Recommendation   **$800**

34   **Winton Community Centre**

Request assistance towards costs associated with providing six information sessions (one a week) for senior community members. The success of last year's sessions and requests for more has prompted this application. Topics being explored include: Fall prevention, Awarua Synergy/ Warm Homes, Age Concern, Disability Resource Centre.

Total Project Cost $950
Amount Requested   **$750**   Recommendation   **$750**

35   **Winton Croquet Club**

Request assistance towards costs associated with painting, wallpapering and replacing the curtains at the Clubrooms and purchasing a microwave oven.

Total Project Cost $3,375
Amount Requested   **$2,000**   Recommendation   **$1,000**

36   **Tokanui Lions / Scouts**

Request assistance towards costs associated with upgrading the Scout Den.

Total Project Cost $1,800
Amount Requested   **$900**   Recommendation   **$600**

37   **Woodlands Primary School – Riparian Planting Committee**

Request assistance towards developing stage two of the riparian planting programme which includes: further planting, a path, signage explaining the project, picnic tables, nesting boxes and bird feeders.

Total Project Cost $9,000
Amount Requested $2,000   Recommendation   **$1,500**

39   **Garston Gun Club**

Awaiting further information – to be provided at the meeting.

Total Project Cost $
Amount Requested $ Recommendation   **$**

People First
Southland District Council
Te Rohe Pōtae O Murihiku

District Heritage Fund Financial Report and Application Summary

Item 7.2

Record No: R/17/5/9159
Author: Bronwyn Affleck, Administration Manager
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision ☐ Recommendation ☐ Information

District Heritage Fund financial report and summary of applications received in the funding round closing 31 March 2017

1   Recommendations provided for review and approval.

Purpose

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

3    $60,000 available for distribution per annum.

Recommendation

That the Community and Policy Committee:

a)   Receives the report titled "District Heritage Fund Financial Report and Application Summary" dated 11 May 2017.

b)   Approve the allocation of funds for the District Heritage Fund as per the attached schedule including any amendments made during the review.

Attachments

A   District Heritage Fund Financial Report and Summary of Applications - March 2017 ⇩

District Heritage Fund - Financial Report to 31 March 2017

Southland District Council
District Heritage
As at 31 March 2017

Summary	Actual
Opening balance, 1 July 2016	34,274
Add:	
Rates Revenue	46,224
Interest 2016/2017*	-
Reversal Prior Year Commitments	-
Total	**80,498**
Less:	
Current Year Commitments	42,250
Advertising	1,120
Refunds	-
Total	**43,370**
Funds Available for General Distribution	**37,128**

*   Interest earned for the period has not been included. The actual amount will not be known until the end of the financial year when interest is allocated across Council's investments (30 June 2017).

Prior Years Commitments	Committed	Uplifted	Balance
2015/2016 Fiordland Vintage Machinery Inc	5,000	5,000	-
2015/2016 Rakiura Museum Trust	10,000	10,000	-
	15,000	**15,000**	**-**

Current Year Commitments	Committed	Uplifted	Balance
December 2016			
Riverton Heritage and Tourist Centre Trust (Te Hikoi)	21,500	21,500	-
Thornbury Vintage Tractor Club	4,500	4,500	-
Waikaia Museum (Switzers)	5,750	5,750	-
Waikawa Museum	7,500	7,500	-
Wyndham & Districts Historical Society	3,000	3,000	-
	42,250	**42,250**	**-**

District Heritage Fund

Application Summaries

Funding Available $37,128   **Total of Recommendation $24,680**

1   Central Southland Vintage Machinery Club

Request assistance towards operational costs including: power, insurance, rates, stationery and postage.

Total Project Cost	$9,000		
Amount Requested	$5,400	Recommendation	**$5,400**

2   Fiordland Vintage Machinery Museum Inc

Request assistance towards operational costs including: insurance, power, rates, postage and stationery and accounting fees.

Total Project Cost	$8,800		
Amount Requested	$7,000	Recommendation	**$5,280**

3   Otautau Museum Trust

Request assistance towards operational costs including: internet costs, power, office, equipment and stationery.

Total Project Cost	$4,320		
Amount Requested	$	Recommendation	**$2,500**

4   Rakiura Heritage Trust

Request assistance towards operational costs including: administration costs, audit fees, insurance, electricity and phone charges.

Total Project Cost	$19,504		
Amount Requested	$13,000	Recommendation	**$11,500**

5   Waikawa Museum

Request assistance towards operational costs to cover the shortfall from the last application (November 2016) where we applied for $10,538 and received $7,500.

Total Project Cost	$3,070		
Amount Requested	$3,070	Recommendation	**Nil**
			Not eligible to apply until November 2017

People First
Southland District Council
Te Rohe Pōtae O Murihiku

Item 7.3

SportNZ Rural Travel Fund Financial Report and Application Summary - May 2017

Record No: R/17/5/9185
Author: Bronwyn Affleck, Administration Manager
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision ☐ Recommendation ☐ Information

SportNZ Rural Travel Fund financial report and summary of applications received in the funding round closing 31 March 2017.

1 Recommendations provided as per the funding formula based on the number of kilometres travelled, for review and approval.

Purpose

2 The SportNZ Rural Travel Fund is to assist with transport costs associated with participating in regular local competitions. Sports clubs and school based clubs with young people aged between 5 – 19 years are eligible to apply.

3 $13,000 available for distribution per annum.

Recommendation

That the Community and Policy Committee:

a) **Receives the report titled "SportNZ Rural Travel Fund Financial Report and Application Summary - May 2017" dated 11 May 2017.**

b) **Approve the allocation of funds for the SportNZ Rural Travel Fund as per the attached schedule including any amendments made during the review.**

Attachments

A   SPORTNZ Rural Travel Fund Financial Report and Application Summary ⇩

Item 7.3 Attachment A

Southland District Council
Sport NZ
As at 31 March 2017

Summary

	Actual
Opening balance, 1 July 2016	2,028
Add:	
Grants Received	13,326
Reversal Prior Year Commitments	250
Interest 2016/2017*	-
Total	**15,603**
Less:	
Current Year Commitments	6,950
Prior Year Commitments	250
Advertising	560
Grants not uplifted and cancelled/Refunds	-
Total	**7,760**
Funds Available for General Distribution	**7,843**

* Interest earned for the period has not been included. The actual amount will not be known until the end of the financial year when interest is allocated across Council's investments (30 June 2017).

Prior Year Commitments	**Committed**	**Uplifted**	**Balance**
2015/2016 Waiau Area School	250	-	250
2015/2016 Aparima College	800	800	-
2015/2016 Northern Southland College	1,200	1,200	-
2015/2016 Southland Boys' High School	1,500	1,500	-
2015/2016 Southland Girls' High School	800	800	-
2015/2016 Central Pirates Rugby Football Club	800	800	-
	5,350	**5,100**	**250**

Current Year Commitments	**Committed**	**Uplifted**	**Balance**
Balfour Hockey Club	500	500	-
Central Southland College	1,000	1,000	-
Fiordland Athletics Club	1,500	1,500	-
Netball Fiordland Club	1,500	1,500	-
Northern Southland College	1,000	1,000	-
Waiau Area School College Football	250	250	-
Winton Cricket Club	1,200	1,200	-
	6,950	**6,950**	**-**

SPORT NZ Rural Travel Fund
Application Summary

Funding Available $7,843   **Total of Recommendations $7,025**

1   **Aparima College – Basketball & Clay Bird Shooting Teams**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 11,650   Recommendation as per travel formula   **$1,000**

2   **Aurora College – Rugby – 15% of players from SDC area**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 1,800   Recommendation as per travel formula   **$75**

3   **Central Southland College - Clay Bird Shooting Teams**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 4,200   Recommendation as per travel formula   **$750**

4   **Fiordland Athletics Club**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 5,000+   Recommendation as per travel formula   **$1,000**

5   **Makarewa Squash Club**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 5,700   Recommendation as per travel formula   **$750**

6   **Northern Southland College – Rugby, Hockey, Basketball**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 4,600   Recommendation as per travel formula   **$750**

7   **Northern Southland College – Young Farmers Agri Kids Team Grand Final**

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 2,440   Recommendation as per travel formula   **Nil**

Item 7.3 Attachment A

8   Riverton Athletics Club

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 5,000+   Recommendation as per travel formula   **$750**

9   Southland Girl's High School - 30% of players from SDC area

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 3,272   Recommendation as per travel formula   **$225**

10   Tokanui Netball Club

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 4,200   Recommendation as per travel formula   **$750**

11   Verdon College – Rugby Boys & Girls Teams – 30% of players from SDC area

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 3,200   Recommendation as per travel formula   **$225**

12   Winton Football Club Inc

Request assistance towards travel costs associated with participating in regular local competition.

Kms = 5,400   Recommendation as per travel formula   **$750**

People First
Southland District Council
Te Rohe Pōtae O Murihiku

Additional Community Initiatives Fund Application for Consideration

Item 7.4

Record No: R/17/5/9724
Author: Bronwyn Affleck, Administration Manager
Approved by: Rex Capil, Group Manager Community and Futures

☒ Decision ☐ Recommendation ☐ Information

Lumsden Swimming Pool Mural Project

1   Request assistance towards costs associated with the design and painting of a mural on the Lumsden swimming pool walls. Costs include: paints and brushes, promotion, mural design and artist fee (for 9 days).

Total Project Cost: 1,725

Amount Requested: $900   Recommendation: $600

Recommendation

That the Community and Policy Committee:

a)   Receives the report titled "Additional Community Initiatives Fund Application for Consideration" dated 11 May 2017.

b)   Approve a grant from the Community Initiatives Fund to enable the project to proceed prior to the next funding round.

Attachments

There are no attachments for this report.

People First
Southland District Council
Te Rohe Pōtae O Murihiku

Item 8.1

Use of Unmanned Aerial Vehicles Policy

Record No: R/17/4/7951
Author: Robyn Rout, Policy Analyst
Approved by: Ian Marshall, Group Manager Services and Assets

☐ Decision   ☒ Recommendation   ☐ Information

Purpose

1   This report outlines the feedback that has been received on the draft Use of Unmanned Aerial Vehicle (UAV) Policy and discusses how that feedback has been considered and incorporated.

Executive Summary

2   The draft Use of Unmanned Aerial Vehicle Policy is a policy that generally allows UAVs (such as drones) to be flown on or above Council owned or controlled land. There are some situations where flying UAVs is restricted, and in these situations, Council approval is required.

3   Three submissions were received on the draft Policy, which raised a number of suggestions. As a result, some minor amendments have been made to the draft Policy.

4   This report advises the Community and Policy Committee (the Committee) to endorse the Policy and recommend to Council that the Policy be adopted (with any other desired amendments).

Recommendation

That the Community and Policy Committee:

a)   **Receives the report titled "Use of Unmanned Aerial Vehicles Policy" dated 4 May 2017.**

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 draft "Use of Unmanned Aerial Vehicle Policy".**

e)   **Recommends that Council adopt the revised Use of Unmanned Aerial Vehicle Policy.**

Item 8.1

Content

Background

5   New rules introduced by the Civil Aviation Authority (CAA) came into effect on 1 August 2015. The rules require people to obtain approval before operating UAVs on or above other people's land. As a land owner, Council can now choose its approach to UAVs.

6   Early last year a draft Policy was presented to the Policy Review Committee. The draft Policy generally permits the operation of UAVs on or above Council land, however there are situations where UAV use is restricted, and in these circumstances, written approval from Council must be obtained. The Policy Review Committee endorsed the draft Policy and staff then engaged with Community Boards and Community Development Area Subcommittees to identify any areas where flying should be prohibited or restricted. No further areas were identified.

7   At the end of last year the Committee then endorsed the draft Policy for release for public consultation, and public feedback was sought through December and January of this year.

Issues

8   Through the consultation process three submissions were received, and these submissions suggested a number of changes to the draft Policy. A copy of the submissions has been included as Attachment A. Two of the submitters supported the draft Policy, and the other submitter neither supported nor opposed it.

Definition Section

9   One submitter suggested that UAVs under 250g should not be included in the definition of an 'Unmanned Aerial Vehicle', as they felt UAVs under 250g are essentially toys and have a limited range of around 30 meters. Officers have elected not to alter the definition in the draft Policy to incorporate this suggestion. As lightweight UAVs could cause injury, unnecessary distraction and be a nuisance, which is what the Policy is trying to prevent, officers felt lightweight UAVs should be included in the Policy.

General Criteria Section

10   Two submitters were also in favour of Council having a system where operators of UAV become registered with us. It was suggested this could include operators having to confirm and sign that they have read and understood the CAA Rules and Council's Policy. Officers believe that as the Policy is enabling and generally permits UAVs to be flown, it is unnecessary to have a registration system.

11   One submitter thought having a map of all land owned and controlled by Council (so the land this Policy relates to), would be helpful for users. This submitter was also hoping Council's UAV Policy could be integrated into an online resource called 'Airshare', which outlines where you can and cannot fly a drone in New Zealand. Officers agree that having these resources available would be helpful, but that due to the nature of the restricted areas in the draft Policy (such as use being restricted within 50 metres of livestock, or within 50 metres of any building on Council land), it would not be practical to illustrate this on a web mapping system. The size of the restricted areas, such as a cemetery or a formed road, would be so small on a picture map covering all of Southland that it would make such a fixed scale map unhelpful.

Item 8.1

12   A submitter has also raised that the operators of UAVs should wear a high visibility vest to help notify other park users of the UAV. Officers support this suggestion as wearing a high visibility vest will make the UAV operator more noticeable to other members of the public, making it easier know who to approach to raise any concerns. This submission has been incorporated into the draft Policy. The draft Policy has been included as Attachment B, and amendments are shown in red.

Restrictions Section

13   One submitter has also raised that they would like to see the Policy give clear direction on how members of the public should get Council's approval for flying UAVs in restricted circumstances, by way of an email address or an online form. Guidance was also given on what the form should include. Officers believe that when the Policy is formally adopted and on the Council's website, there should be a link with the Policy to an online application form. When the form is submitted, this would then automatically be sent to Council. The online form would be easily accessible and give guidance to applicants, making sure all of the required information is provided. Slightly more detail has been added to the paragraph about requesting approval from Council, to highlight that approval will not always be given.

14   It was also raised that Council owned toilets and camping sites need to be added as restricted areas. Officers believe that UAV flight is already restricted in those areas as UAVs cannot be flown around other open space users, or around buildings.

15   It has also been raised that there may be issues with too many UAVs operating at once. Under the original draft Policy, if one user was operating their UAV and another user then came into the area, the first user would then have to immediately ground their UAV. To remedy this and for safety reasons, an amendment has been made to the Policy that a UAV operator cannot fly within 100 metres of another UAV operator, unless they get Council approval.

16   A submitter also felt that signage will be needed in some areas where UAVs may aggravate wildlife or threaten sensitive habitats. If UAV use becomes a problem over particular areas of Council owned or controlled land, signage outlining the Policy is definitely an option.

Prohibited Areas

17   Submitters also felt the Policy should stress, where possible, that UAV users also have to comply with Parts 101 and 102 of the CAA rules. A reminder is given in the General Criteria section that Council policy must be followed in addition to the CAA rules. Officers believe it would not be appropriate to further relay the CAA rules in Council Policy, and that UAV users are responsible for ensuring they abide by all of the other rules.

18   **Reporting incidents and near misses**

Feedback identified that there should only be a requirement to report incidents or near misses of a reasonably serious nature (not minor incidents relating to trees etc). Officers have altered the language of the Policy accordingly. A request was also made to specify where incidents and near misses should be reported. A link will be made available with the draft Policy, on the website.

Item 8.1

Factors to Consider

Legal and Statutory Requirements

19   Council is empowered to adopt a position by the CAA rules. The CAA has power to enforce its rules (including permission and conditions of land owners) using mechanisms ranging from warnings and infringements to prosecutions. In the event of a breach of the policy, Council staff would report any incident to the CAA.

Community Views

20   The consultation process has captured a range of community views on this draft Policy.

Costs and Funding

21   There are no costs associated with implementing the Use of Unmanned Aerial Vehicles Policy. A small amount of staff time will be taken up processing requests to fly UAVs in restricted situations and in dealing with reports received on incidents and near misses. Staff time may also be spent dealing with breaches of the Policy or breaches of approvals given for UAV use in restricted circumstances. Any enforcement action would be referred to the CAA, so it would not require staff time.

Policy Implications

22   If the Use of Unmanned Aerial Vehicles Policy is adopted, members of the public will be permitted to fly UAVs on or above Council owned or controlled land, unless it is one of the restricted situations outlined in the draft Policy. In restricted situations, Council approval must be obtained.

23   If adopted, the Policy will be referred to in Council's Reserves Management Policy.

Analysis

Options Considered

24   Two options have been considered regarding Unmanned Aerial Vehicles. These are:

- Option 1 – Endorsing the revised 'Use of Unmanned Aerial Vehicle Policy' (with amendments as required by the Committee. The revised Policy considers the feedback received through submissions.

- Option 2 – Not proceeding with a policy.

Analysis of Options

Option 1 – Endorsing the revised Policy (with amendments as required by the Committee)

Advantages	Disadvantages
• The revised Policy takes into consideration feedback that has been received from UAV users in the District.	• A small amount of staff time will be taken up dealing with applications, breaches, and reporting.
• The approach in the Policy would be manageable and would provide restrictions in specific areas (eg cemeteries and playgrounds) and	

situations (eg no use permitted during sporting activities). • The approach considers the rights of both UAV users and other users of public spaces.	

Option 2 – Not proceeding with a Policy

Advantages	Disadvantages
• This option would provide flexibility and discretion to respond to local community concerns.	• The public will not know Council's approach to UAV, and it may result in a number of requests being made to Council. This would take up staff time. • Request to use UAVs over Council land would be processed on an ad hoc basis. • This option may not create consistency and may result in the perception that Council is not being impartial. • Providing consent on a case-by-case basis without general criteria results in more work for Council staff.

Assessment of Significance

25 This matter is assessed as having a lower level of significance. It is not affecting a large number of people or stakeholders or a specific community. Council's ability to make decisions in relation to UAV use are established by CAA rules and the proposed approach is generally permissive.

Recommended Option

26 It is recommended that the Committee proceed with Option 1 - Endorsing the revised draft Policy with any amendments as required by the Committee.

Next Steps

27 If the Committee endorses the revised draft Policy, the draft Policy will then be presented to Council to be formally adopted.

Attachments

A   Submissions on draft Use of Unmanned Aerial Vehicle Policy 2017 ⇩
B   Draft Use of Unmanned Aerial Vehicle Policy ⇩

Submitter Details

First Name: **Alf**
Last Name: **Maclean**
Street:
Suburb:
City:
Country:

Resident or Ratepayer:
⦿ Ratepayer   ○ Resident   ○ Non-resident ratepayer   ○ Other

Which Community Board Area is your property in?
○ Athol   ○ Balfour   ○ Browns   ○ Colac Bay
○ Curio Bay   ○ Dipton   ○ Edendale   ○ Fortrose
○ Garston   ○ Limehills Centre Bush ⦿ Lumsden   ○ Manapouri
○ Mararoa Waimea   ○ Milford Sound   ○ Mossburn   ○ Nightcaps
○ Ohai   ○ Orepuki   ○ Otautau   ○ Other
○ Riversdale   ○ Riverton   ○ Stewart Island Rakiura ○ Te Anau
○ Thornbury   ○ Tuatapere   ○ Waiau Aparima   ○ Waihopai Toetoes
○ Waikaia   ○ Wallacetown   ○ Winton   ○ Winton Wallacetown

Correspondence to:
⦿ Submitter
○ Agent
○ Both

Submission

Do you support or oppose the draft Policy?

☑ I support the draft Policy
☐ I oppose the draft Policy
☑ I neither support nor oppose the draft Policy

Do you have any comments on the general criteria (section 4.1 of the draft Policy)?

Comments
i think anyone using a UAV over council property must first register as a user using some form of
suitable ID. they must also sign that they have read and understood both the CAA and SDC rules
regarding UAVs before being granted npermission to use in a SDC park/area.

Do you have any comments on restrictions (section 4.2 of the draft Policy)?

Comments
i think operators must wear a high viz vest and have a 'drone landing area' and/or 'drone operating'
sign or printed on their vest to warn other park users.

Do you have any comments on prohibited areas (section 4.3 of the draft Policy)?

Comments

Do you have any comments on reporting incidents and near misses (section 4.4 of the draft Policy)?

Comments
near misses involving power lines, people, property etc should be reported, but trees and things are not necessary.

Do you have any comments on enforcement (section 4.5 of the draft Policy)?

Comments
condition of permission should include surrender of equipment if instructed by a SDC warden or similar authorised agent of the SDC

Attached Documents

File
Draft Use of Unmanned Aerial Vehicle Policy

Item 8.1 Attachment A

Submitter Details

First Name: **Arthur**
Last Name: **Steinhauser**
Street:
Suburb:
City:
Country: **New Zealand**

Resident or Ratepayer:
⊙ Ratepayer   ⦿ Resident   ⊙ Non-resident ratepayer   ⊙ Other

Which Community Board Area is your property in?

⊙ Athol	⊙ Balfour	⊙ Browns	⦿ Colac Bay
⊙ Curio Bay	⊙ Dipton	⊙ Edendale	⊙ Fortrose
⊙ Garston	⊙ Limehills Centre Bush	⊙ Lumsden	⊙ Manapouri
⊙ Mararoa Waimea	⊙ Milford Sound	⊙ Mossburn	⊙ Nightcaps
⊙ Ohai	⊙ Orepuki	⊙ Otautau	⊙ Other
⊙ Riversdale	⊙ Riverton	⊙ Stewart Island Rakiura	⊙ Te Anau
⊙ Thornbury	⊙ Tuatapere	⊙ Waiau Aparima	⊙ Waihopai Toetoes
⊙ Waikaia	⊙ Wallacetown	⊙ Winton	⊙ Winton Wallacetown

Correspondence to:
⦿ Submitter
⊙ Agent
⊙ Both

Submission

Do you support or oppose the draft Policy?

☑ I support the draft Policy
☐ I oppose the draft Policy
☐ I neither support nor oppose the draft Policy

Do you have any comments on the general criteria (section 4.1 of the draft Policy)?

Comments
General comments: 1. I would like to get an email address for the SDC Team where we can sent applications, questions or inquiries about UAV usage on SDC land. sth. like uav@s.... 2. I would like to see a application form for a permission outside of the general rules with a link to the form within the policy for example under point 4.2 Restrictions. A similar form was released by the ICC at: http://icc.govt.nz/wp-content/uploads/2015/12/Unmanned-Aerial-Vehicle-booking-form.pdf To give you some examples where we operate a drone outside the standard rules: Events like the Colac Bay Classics surf competition or TOUR OF DUTY CRUISE etc. In the form there should be the following thing mandatory: - contact details, operation details, insurance, 3. I hope you can create a digital map or a picture map of the SDC areas so we can all see where we need to apply to this rules. Because most people don´t know the boundaries. Long term I sill hope it can be integrated in the Airshare map (https://www.airshare.co.nz/maps) with a link to the policy as this is THE map everybody uses always. 4. I would recommend to do an exemptions for Drones under 250g as these drones are real toys with a very limited rage (mostly 30m) 5. If you have any further questions we are here to help. With 7 years international experience in the UAV business we can provide examples and guidelines to improve safety and accessibility for the public. 6. And just in addition I would recommend to put the sentence in that the operation must follow all CAA Rules under Part 101 and 102.

Do you have any comments on restrictions (section 4.2 of the draft Policy)?

Comments

Do you have any comments on prohibited areas (section 4.3 of the draft Policy)?

Comments
- Here would be a hint important to restricted zones issued by CAA to comply with them, like the no fly zone around Oreti beach and the controlled airspace. I think it is not just enough to tell people that they need to follow the CAA rules, too. Especially the hint to the controlled airspace is I think important as it´s over council land. https://www.airshare.co.nz/maps

Do you have any comments on reporting incidents and near misses (section 4.4 of the draft Policy)?

Comments
- As already noticed please give us an email address or a contact person for reports, permissions etc.

Do you have any comments on enforcement (section 4.5 of the draft Policy)?

Comments

Attached Documents

File
Draft Use of Unmanned Aerial Vehicle Policy
Draft Use of Unmanned Aerial Vehicle Policy

[handwritten: please forward to Team ... would submit on council 6pm - 5.30pm]

outhland District Council

Close My Session

Draft Use of Unmanned Aerial Vehicle Policy

Please click on one or more of the following tabs to begin your submission.

Once you have finished please save your work and "return home" to then submit your document to us by pressing the "submit" button.

Return Home   Submit

Submitter Details

Save Submitter Details

Introduction

The Southland District Council is keen to get feedback from the district about its draft Use of Unmanned Aerial Vehicle Policy.

Click here to view the Policy.

Generally the draft Policy allows unmanned aerial vehicles, such as drones, to be used on or above Council owned or controlled land or property. The Civil Aviation Authority rules must be followed, and users must both comply with the Office of the Privacy Commissioner guidance on preserving peoples' personal privacy, and be courteous of other park users.

Approval would have to be obtained from the Southland District Council if operators wanted to fly their unmanned aerial vehicles in a way that is restricted under the Policy.

Privacy Statement

Consent to Receive & Store Information in Electronic Form
Use of these services means that you agree to provide information through electronic means. This means you agree to provide any relevant information, documents and attachments in the format and to the standards described for each transaction. It also means you agree and understand that the information will be retained in electronic form.

Security
Online services are provided through a secure website. However, you acknowledge and agree that internet transmissions are never entirely secure or private, and that any information you send to or via the website (including credit card information) may be read or intercepted, even where a website is stated as being secure. Southland District Council shall have no liability for the interception or hacking of its website by unauthorised third parties.

Submitter Details   Import From Profile   Clear Details

First Name: *   Last Name: *

Allan & Robina   Johnston

31/01/2017

Organisation:

On behalf of:

Postal Address:

57 Dolamore Park Road

If your address is not found please enter your full address for
service below.

Suburb: City:

Upper Charlton   Gore

Country: PostCode:

                                 9777

Daytime Phone: Mobile:

032081912   0272081912

eMail:

Eg. joe@example.com

To update your email address please go to "My Account"

Resident or Ratepayer *
◉Ratepayer   ○Resident   ○Non-resident ratepayer   ○Other

Which Area is your property in? *
○Athol   ○Balfour   ◉Browns   ○Colac Bay
○Curio Bay   ○Dipton   ○Edendale   ○Fortrose
○Garston   ○Limehills Centre Bush   ○Lumsden   ○Manapouri
○Mararoa Waimea   ○Milford Sound   ○Mossburn   ○Nightcaps
○Ohai   ○Orepuki   ○Otautau   ○Riversdale
○Riverton   ○Stewart Island Rakiura ○Te Anau   ○Thornbury
○Tuatapere   ○Waiau Aparima   ○Waihopai Toetoes   ○Waikaia
○Wallacetown   ○Winton   ○Winton Wallacetown

Correspondence to:
◉Submitter   ○Agent   ○Both

Save Submitter Details

Online Form

Save Answers

Do you support or oppose the draft Policy?*

☐ I support the draft Policy

31/01/2017

☐ I oppose the draft Policy
☑ I neither support nor oppose the draft Policy

Do you have any comments on the general criteria (section 4.1 of the draft Policy)?

Comments

We've experienced a number of drone activities now -
Glenlethnot Farm neighbouring Dolamore Park agreed with formal consent contract to film our land for 2016 Moonshine Trail video. Participated for 10 years but we were forced to pull out of recreational activity as issues addressed didn't get resolved. Consent from landowners granted and opportunity to EDIT VIDEO was VERY much appreciated BUT an area MISSED was the flight pathway of activity which would of been valuable notification. We carried out unnecessary action due to not enough information. They only filmed 20% of land suspect.

So add that UAV user must provide a map of area to you likely to be in the filmage. You then have evidence they've breached the permit granted.

Do you have any comments on restrictions (section 4.2 of the draft Policy)?

Comments

Toilets need to be added and any camp sites owned by Council.
Does seem sufficient 50m but people don't understand wildlife and sensitive habitats so signage needed. Gore's Dolamore Park is an area that UAV's have to get permission but NO SIGNAGE stating this and the bull has bolted and copy cats will use this. It's been reported of terrorising of birds before todays incident. Last week only had permitted parks and still no notice and UAV filming in camping ground with high ecological values that a average person wouldn't understand. SIGNS needed.

Do you have any comments on prohibited areas (section 4.3 of the draft Policy)?

Comments

SDC Camp sites/ SDC public toilets not in policy

Do you have any comments on reporting incidents and near misses (section 4.4 of the draft Policy)?

Comments

31/01/2017

Individuals won't self monitor this is doomed to fail. Too much information on CAA page more simple streamlining or Council putting important facts out.

A Certificate or registration system for all UAV operators whom wish to use on Council/Public/Private land is needed in my opinion.   How many drones can their be on one space? How many individuals use the CAA site and read the rules and commit to safe air practices as no obligation? An agreement of commitment to the rules seems highly professional. Poor behaviour - assisting burglaries, damage to other people's property, privacy issues, poaching etc.   If they don't abide by the rules what are the repercussions, some maybe minors, do you get guardianship or parent permission for those under 18? How can I identify the user if he's in his/her vehicle, hiding or just finished, how does one say I don't want to be in your footage please.

Do you have any comments on enforcement (section 4.5 of the draft Policy)?

Comments

Minor's are a concern so guardianship/parent permission required for those under 18 with the Permission Permit Activity.

Vehicle registration vital on the permission permit granted and UAV person carry this so public can request.

We are in a common airspace neighbouring Croydon Aviation, training flight path to Gore Air field and Fiordland air-pathway and then there is agriculture activity in this airspace.

Save Answers

Return to top of this form

Supporting Documents

Submit

Query

No records to display.

Use this section if you want to attach supporting documentation to your submission.

Select Files for upload (doc, docx, gif, jpeg, jpg, pdf files only):

Select

Submit

31/01/2017

SOUTHLAND DISTRICT COUNCIL

USE OF UNMANNED AERIAL VEHICLES POLICY

This policy applies to:

DOCUMENT CONTROL

Administered by: Strategic Manager (Property)	TRIM reference number: r/15/12/22465	Effective date: «type date»
Approved by: Council	Date approved: «type date»	Next review date: «type date»

CONTENTS

USE OF UNMANNED AERIAL VEHICLES POLICY

1 .   PURPOSE

This policy sets out the conditions for use of Unmanned Aerial Vehicles (UAVs) on Council owned or controlled land.

2 .   DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Unmanned Aerial Vehicle (UAV)	The term UAV covers all electric powered remote controlled model aircraft, including the type commonly referred to as "drones" that are capable of vertical take-off and landing and small hand-launched gliders less than 1.5 metre wing span. UAVs are also known as drones, Remotely Piloted Aircraft Systems and Unmanned Aerial Systems. The term UAV does not include the following: • Fixed wing electric-powered model aircraft greater than 1 metre wing span. • All fixed - winged model aircraft that are internal combustion engine (petrol) powered. • Gliders greater than 1.5 metre wing span and bungee-launched gliders. • Single rotor helicopters that are electric powered or internal combustion engine (petrol) powered. • Jet powered models.
Civil Aviation Authority Rules / CAA rules	Civil Aviation Rules are set by the Minister of Transport. The rules are divided into parts. The two parts relevant to UAVs are: • Part 101: *Gyrogliders and Parasails, Unmanned Aircraft (including Balloons), Kites, and Rockets - Operating Rules*, and • Part 102: *Unmanned Aircraft Operator Certification*.

Item 8.1 Attachment B

3 BACKGROUND

Under rules introduced by the Civil Aviation Authority (CAA) on 1 August 2015, Council can grant or decline consent for the use of UAVs on property that it owns or controls. This policy establishes criteria for UAV use over Council owned and controlled land in the Southland District.

4 . POLICY DETAILS

4.1 General Criteria

In addition to the CAA rules, the following criteria apply to the use of UAVs over land or property owned or controlled by Southland District Council. They do not apply to the use of UAVs by Southland District Council.

Operators of UAVs must:

- Comply with the Office of the Privacy Commissioner guidance on preserving peoples' personal privacy by not flying over other people or adjoining private property without their consent.

- Be courteous of other park users, who often are there for the quiet enjoyment of Council's parks, reserves and open spaces.

- Wear a high visibility vest.

4.2 Restrictions

Operators do not need approval to use UAVs over land or property owned or controlled by the Southland District Council except in the following situations:

- Over a sports field if in use by others, or within 50 metres of any organised activity taking place in a reserve or Council controlled open space.

- Over or above Council owned or controlled cemeteries, commercial forestry or formed roads.

- Over or within 50 metres of other users of open spaces. If another open space user moves within this range, the UAV user must immediately land their UAV.

- Over or within 50 metres of any building on Council land or any playground equipment or swimming pool.

- Within 50 metres of livestock, wildlife or sensitive wildlife habitats. If livestock or wildlife move within this range, the UAV user must immediately land their UAV.

- Within 50 metres of a reserve boundary where residential housing or stock farming adjoins.

- Within 100 metres of another UAV user.

Written Council approval must also be obtained for any organised event involving the use of UAVs.

If requested to cease operations by Council officers operators must land their UAV immediately.

If the Council owned land or property is held under a lease or licence from Council, or there is an organised event taking place, the applicant must obtain written approval from the lessee, licensee or the event organiser, prior to seeking approval from Council. Operators of UAVs must comply with any additional conditions imposed by the lessee, licensee or event organiser.

Council's approval can be sought by making a written request to Council's property department. Council will notify the applicant about whether or not approval has been granted. If a request to fly a UAV in a restricted situation is declined, Council will outline the reasons why.

4.3 Prohibited Areas

There are some areas where the use of UAVs is prohibited unless written approval has been granted by Council. These areas are:

- There are no prohibited areas.

4.4 Reporting incidents and near misses

UAV users must report all incidents and near misses of a significant nature (such as those involving people and property (including animals, buildings and power lines) to Southland District Council. This obligation also extends to other reserve users involved in any incident or near miss relating to UAV use.

4.5 Enforcement

Any breach of the above conditions could result in termination of your permission to fly unmanned aircraft over Council land.

Council will report breaches to the Civil Aviation Authority, which may result in infringements or prosecution.

5. ASSOCIATED DOCUMENTS

- Civil Aviation Authority Rules and Guidelines: http://www.caa.govt.nz/rpas/
- Southland District Council District Reserves Management Policy

6. REVISION RECORD

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

Item 8.1 Attachment B

People First
Southland District Council
Te Rohe Pōtae O Murihiku

Item 8.2

Draft Significance and Engagement Policy

Record No: R/17/4/8939
Author: Robyn Rout, Policy Analyst
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision   ☒ Recommendation   ☐ Information

Purpose

1   This report requests that the Community and Policy Committee (the Committee) endorses the draft Significance and Engagement Policy and recommends to Council that the draft Policy be adopted.

Executive Summary

2   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 draft Significance and Engagement Policy is clearer and easier to understand than Council's current Policy. The draft Policy outlines a 3-step process which involves:

- Determining significance;

- Identifying community views; and

- Deciding how and when to engage with the community.

3   The draft Policy was put out for consultation in March and April this year, but no submissions were received. This report advises the Committee to endorse the Policy and recommend to Council that the Policy be adopted (with any other desired amendments).

Item 8.2

Recommendation

That the Community and Policy Committee:

a)   **Receives the report titled "Draft Significance and Engagement Policy" dated 2 May 2017.**

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 draft Significance and Engagement Policy.**

e)   **Recommends to Council that the draft Significance and Engagement Policy be adopted.**

Content

Background

4   Section 76AA of the Local Government Act (2002) (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.

5   Council's Significance and Engagement Policy is reviewed each triennium in the lead up to the release of the Long Term Plan.

6   The draft Significance and Engagement Policy would introduce a new 3-step process. The first part of the Policy involves determining the significance attached to particular matters. The factors to assess significance have been revised, and these are now more in line with the Act. How Council assesses significance, and how it determines what matters are significant, are important because it drives how Council makes decisions, and what analysis and engagement is required by Council.

7   The second part of the draft Policy involves identifying community views. In the draft Policy, Council would determine what it knows about community views and identify if there is a need for more information.

8   The last part of the draft Policy provides guidance to staff and the community on how and when community views would be sought. Levels of significance are linked to an appropriate level of engagement, and then for each level of engagement, a range of engagement tools is listed.

9   The draft Significance and Engagement Policy was presented to the Committee in March this year. At that time the draft Policy was endorsed and released for public consultation. The public was notified that Council was seeking community feedback by an advertisement being placed in the Southland Times, and by having a copy of the draft Policy on the Council's website.

Issues

10   No submissions were made on the draft Policy, so officers are not aware of any concerns or changes that need to be made.

Factors to Consider

Legal and Statutory Requirements

11   Under section 76AA of the Act, a significance and engagement policy is required to outline:

- Council's general approach to determining significance; and

- any criteria or procedures are to be used by Council in assessing the extent to which matters are significant or may have significant consequences; and

- how Council will respond to community preferences about engagement, including the form of consultation that may be desirable; and

- how Council will engage with communities on other matters; and

- a list of Council's strategic assets.

14   Section 79 of the Act enables Council to exercise its discretion about certain requirements (including how to comply with certain requirements in sections 77 and 78 of the Act), in proportion to the significance of the matter or decision. For example the significance of a matter impacts:

- the degree to which Council must identify and assess 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.

15   If 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 section 80 of the Act.

16   When adopting or amending a significance and engagement policy, Council must consult in accordance with section 82 of the Act, unless it considers on reasonable grounds that it has sufficient information about community interests and preferences to enable the purpose of the policy to be achieved.

Community Views

17   Members of the public have been given an opportunity to present their views on the draft Policy.

Costs and Funding

18   There are no significant costs associated with adopting or implementing the draft Policy.

Policy Implications

19   If adopted, this draft Policy will result in a slightly different approach being used to assess significance. It is likely however 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

20   Option 1 – Endorse the draft Significance and Engagement Policy (with any desired amendments) and recommend to Council that the draft Policy be adopted.

21   Option 2 - Not endorse the draft Significance and Engagement Policy and continue to use the current policy.

Analysis of Options

Option 1 – Endorse the draft Policy with any desired changes

Advantages	Disadvantages
• The draft Policy would enable members of the public to better understand the significance Council places on particular matters	• Staff will have to learn to apply a new policy • There is a very small chance staff may interpret the draft Policy differently from

• The draft Policy would enable members of the public to better understand how and when Council is likely to engage • The draft Policy would be easier for staff to use • The change to the factors to assess significance would be more in line with the definition of 'significance' in the Act.	the current policy, which could potentially result in changes to the frequency and form of community engagement.

Option 2 – Not endorse the draft Policy and continue to use the current Policy

Advantages	*Disadvantages*
• Staff would not have to learn to apply a new policy. • The current Policy would still provide guidance on how to assess significance and determine an appropriate level and type of engagement.	• The current policy does not give the public clarity on the significance Council places on particular matters • The current policy does not give the public clarity on how and when Council is likely to engage • The current policy is not particularly easy for staff to use • The factors to assess significance in the current policy do not align with the Act, meaning that Council is required to consider both when assessing significance.

Assessment of Significance

22   This decision is assessed as having a lower level of significance.

Recommended Option

23   It is advised that the Committee endorses the draft Significance and Engagement Policy (with any desired amendments) and recommends to Council that the Policy be adopted (Option 1).

Next Steps

24   If the Committee endorses the draft Policy and recommends it is adopted, the draft Policy will then be presented to Council to be formally adopted.

Attachments

A   Draft Significance and Engagement Policy ⇩

SOUTHLAND DISTRICT COUNCIL
SIGNIFICANCE AND ENGAGEMENT POLICY

This policy applies to: **Council, Elected members, Council staff and the general public**

DOCUMENT CONTROL

Policy owner: Chief Executive	TRIM reference number: r/16/11/19694	Effective date: To be confirmed
Approved by: Council	Date approved: To be confirmed	Next review date: 2020

CONTENTS

SIGNIFICANCE AND ENGAGEMENT POLICY

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 performs 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 unlike 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 basis[1], 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;

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[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_verti cal.pdf on 2 January 2017.

- 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.

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 is in the hands of the public.

Item 8.2 Attachment A

	Low level of significance			High level of significance	
Level	Inform	Consult	Involve	Collaborate	Empower
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 e.g. 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

Party/Parties	Roles and Responsibilities
Communications Manager, Management Team	Ensure that engagement with the community meets the degree of significance determined by Council
Council	• 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

Item 8.2 Attachment A

9   APPENDICES

APPENDIX 1: SIGNIFICANCE AND ENGAGEMENT FLOWCHART

Is it a legislative requirement to consider community views on the matter under the LGA or any other Act?

No

Is the matter considered significant with particular regard to section 2

Yes

In general, where a matter is considered significant the Council will consider the range of views in the community provided it is necessary, appropriate and possible to do so.
Consider:
Is there a strong case to suggest that community views should be considered under Step 2 of this policy?

In general where a matter is not considered significant community views will not be considered, although the Council may decide to consider the range of views held in the community if it is necessary, appropriate and possible to do so.
Consider:
Did the matter come close to meeting the significance thresholds or criteria?
And is considering community views necessary, appropriate and possible under Step 2 of this Policy?

No   Yes

Yes   No

The Council will consider community views on this matter.
The Council will determine the appropriate extent and scope of engagement guided by Table 1: Southland District Council's Engagement Spectrum Approach

The Council will not engage on this matter as it is either not necessary, appropriate or possible.
While the Council is not undertaking engagement, it must still give consideration to the views and preferences of persons likely to be affected by, or have an interest in the matter.
Council will focus on the appropriate process for informing and educating the community

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.

Southland District Council Creative New Zealand Creative Communities Scheme Grants Awarded May 2017

Record No: R/17/5/9286
Author: Bronwyn Affleck, Administration Manager
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision   ☐ Recommendation   ☒ Information

Creative Communities Scheme Community Committee

1   The Creative Communities Scheme Community Committee met on 2 May 2017 to consider applications received in the funding round closing 31 March 2017.

Grants Awarded

	Applicant	Project	Amount Awarded
1	Southland Competitions Society	Annual Performing Arts Competitions	$1,000
2	Southland Art Foundation	Exhibition	$1,206
3	Southland Workers Education Assn	Workshops in conjunction with the Riversdale Arts Event	$3,160
4	Southland Museum & Art Gallery	Matariki	$1,325
5	Invercargill Repertory Society	Production of Calendar Girls	$1,000
6	Riverton Heritage and Tourist Centre	Tamatea/Dusky Sound exhibition and workshop	Withdrawn
7	Toi Rakiura Arts Trust	Arts on Tour: Andrew London Trio	$281
8	Studio Seed - Lumsden	Mural painting	$500
9	Jay Coote	Matariki celebrations—star dome	$400
10	Murihiku Maori and Pasifika Cultural Trust	Performing arts workshops for youth	$2,500
11	Southern REAP Inc	Korawai weaving workshops	$1,555
12	Waimumu Exhibition	Exhibition	$1,000
13	Jazz Time Dance – Paul Horo	Infinity Dance Workshops Sui May and Ellis Chow	$500
Total Available for Distribution $15,113	**Total Awarded**		**$14,427**

Item 9.1

Recommendation

That the Community and Policy Committee:

a)   Receives the report titled "Southland District Council Creative New Zealand Creative Communities Scheme Grants Awarded May 2017" dated 11 May 2017.

Attachments

There are no attachments for this report.

People First
Southland District Council
Te Rohe Pōtae O Murihiku

Item 9.2

Financial and Reserve Contribution Fund Financial Report to 31 March 2017

Record No: R/17/5/9415
Author: Bronwyn Affleck, Administration Manager
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision ☐ Recommendation ☒ Information

Financial and Reserve Contribution Fund financial report to 31 March 2017

1 There are no applications or project requests for funding to this Fund in the application round closing 31 March 2017

Recommendation

That the Community and Policy Committee:

a) **Receives the report titled "Financial and Reserve Contribution Fund Financial Report to 31 March 2017" dated 5 May 2017.**

Attachments

A Financial and Reserve Contribution Fund Financial Report to 31 March 2017 ⇩

Southland District Council
Financial and Reserve Contribution Fund
As at 31 March 2017

Summary

		Actual
Opening balance, 1 July 2016		
Contribution Reserve	269,985	
Fonterra Contribution Reserve	284,030	554,015
Add:		
Interest 2016/2017*		-
Refunds		105,000
Total Funds		**659,015**
Less:		
Current Year Commitments		-
Prior year Commitments		32,000
		32,000
Funds Available for Distribution		**627,015**

* Interest earned for the period has not been included. The actual amount will not be known until the end of the financial year when the interest allocation across the Council's total investments and associated reconciliation of reserves is finalised at the end of the financial year (30 June 2017).

Prior Years Commitments	Committed	Uplifted	Balance
Lumsden Toilet	15,000	-	15,000
District Wide Amenity	17,000	-	17,000
	32,000	-	32,000

Current Year Commitments	Committed	Uplifted	Balance
No current year commitments	-	-	-
	-	-	-

Refunds			
Edendale Community Board - Edendale Hall	105,000	105,000	-
Total Refunds	**105,000**	**105,000**	**-**

Community Futures 2040

Record No: R/17/4/8615
Author: Rex Capil, Group Manager Community and Futures
Approved by: Steve Ruru, Chief Executive

☐ Decision   ☐ Recommendation   ☒ Information

A View Towards our Community Futures 2040

Purpose

1   The purpose of this report is to continue to build on the conversations and future thinking work that has started to be undertaken by this Council.

2   This report aims to make Councillors aware in more detail of some of the topics associated with the future thinking necessary. It also provides information to assist in developing an initial understanding of why there is a need to invest in this work.

3   It is anticipated further detail and discussion documents will be developed as the thinking evolves which will be submitted for consideration as part of the LTP 2018 – 2028 development and associated resource allocation requirement discussions.

Introduction

4   There is a lot of discussion – nationally, regionally and locally – about future pressures, future opportunities and future decisions required to ensure our communities are sustainable, affordable to live in and are fit for purpose to deliver on expectations for an appropriate and acceptable level of service from a quality of life perspective.

5   Over recent years and specifically with regards to the 2016-2019 triennium the Southland District Council has committed to being proactive and to front foot such issues and the opportunities that they might create.

6   Council has expressed an interest and a desire to having the courageous conversations with its communities and playing a leadership role with, for and on behalf of the communities it serves. This doesn't mean that the conversations are going to be easy. It doesn't necessarily mean decisions are going to necessarily be accepted by all.

7   When significant change is afoot it is important to acknowledge and accept that equitable solutions are not in fact equal solutions. There is a difference between equitable and equal. We need to define what we mean by 'equitable' within our business.

8   Many may consider 2040 to be out of reach when considering future challenges and opportunities – but to provide some context this is seven trienniums from this one – the same number that Cr Dillon will have served at the completion of this triennium from 1998-2019. This provides a sense of realism to the thinking that 21 years is not long term in the context of local government planning.

9   Thinking 20+ years into the future requires us to get out of our own 'world view' and imagine a future beyond ourselves when many of us will be retired or handing over the reins to our successors.

10   Thinking of the kinds of communities our children and grand-children will inherit requires us to think of the various scenarios and possibilities available in the future.

11   But thinking 20+ years into the future is also difficult. The human brain is 'hard wired' for pattern recognition and 'what we know'. And patterns, by their nature, are based on events

that have already happened and the behaviours that we have become accustomed to accept.

12   The Southland District Council is positioning itself to front foot and be best prepared for having the courageous conversations required. As Futurist Stephen Yarwood stated recently – *"if we are going to apply the last 20 years experiences to plan for the district's future - there is a view we are best to move on"*

13   But it takes work and planning. As the Chinese proverb states – *"The best time to plant a tree was twenty years ago. The second best time is now."* Being a resilient community and district means investing now, to be future ready.

Current Context and Relevance

14   There is a lot of interest in this space – with much international and national work being undertaken.   Below is a sample list of some examples of readings and discussions highlighting the community futures thinking:

- *LGNZ – July 2016 – The 2050 challenge: future proofing our communities. http://www.lgnz.co.nz/our-work/publications/the-2050-challenge-future-proofing-our-communities/*
- *The NZ Initiative – 2015 – The Local Formula – myths, facts & challenges – Jason Krupp and Bryce Wilkinson https://nzinitiative.org.nz/insights/reports/the-local-formula/*
- *Maxim Institute – 2017 – Growing beyond growth – rethinking the goals of regional development in NZ – Julian Wood http://www.maxim.org.nz/growing-beyond-growth/*
- *McKinlay Douglas Ltd – March 2013 – The future direction of Local Government – what it means for rural and provincial NZ – Peter McKinlay http://www.mdl.co.nz/site/mckinley/Local%20government-future-rural%20and%20provincial%20New%20Zealand.pdf*
- *Linkedin – Dec 2016 – Five maps that reveal new truths about America's Megaregions https://www.linkedin.com/pulse/five-maps-reveal-new-truths-americas-megaregions-bruce-upbin*
- *Bernard Salt – 2006 – The Big Picture – life, work and relationships in the 21st century*
- *Paul Spoonley – 2016 – Rebooting the regions – why low or zero growth needn't mean the end of prosperity*
- *PWC – July 2016 – Connecting the dots – Local Government Infrastructure Matters http://www.pwc.co.nz/PWC.NZ/media/pdf-documents/government/pwc-connecting-the-dots-local-government-and-infrastructure-matters-july-2016.pdf*
- *SOLGM – August 2016 – Building community resilience https://www.solgm.org.nz/Category?Action=View&Category_id=1258*
- *Stuff – March 2017 – Tough choices ahead for small town NZ – Libby Wilson, Debbie Jamieson and Joanne Carroll http://www.stuff.co.nz/business/89940608/tough-choices-ahead-for-small-town-new-zealand*
- *Newshub – March 2017 – It's time to stop propping up small town NZ – Ryan Bridge http://www.newshub.co.nz/home/new-zealand/2017/03/ryan-bridge-it-s-time-to-stop-propping-up-small-town-nz.html*
- *NZ Herald – March 2016 – Why are migrants snubbing NZ's regions? – Lincoln Tan http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=11569008*
- *Stuff – July 2016 – Pubs forced to reinvent themselves – Chris Hutching http://www.stuff.co.nz/business/82383752/Pulling-pints-and-serving-a-pie-no-longer-enough-for-pubs*

- *NZ Herald – January 2016 – Where the cheapest houses in NZ are – Lane Nichols http://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=11566597*
- *Stuff – March 2016 – NZ regions have to adapt or face a 'fairly dismal future' warns academic Paul Spoonley – Joanne Carroll http://www.stuff.co.nz/business/84888305/Rural-regions-have-to-adapt-or-face-a-fairly-dismal-future-says-academic-Paul-Spoonley*
- *Stuff – March 2016 – Shamubeel Eaqub: land planning key to saving towns http://www.stuff.co.nz/business/opinion-analysis/78273585/Shamubeel-Eaqub-land-planning-key-to-saving-towns*
- *Stuff – March 2016 – Westpac closures reflect bigger trend affecting small town NZ – John Bisset http://www.stuff.co.nz/business/industries/83464715/westpac-closures-reflect-bigger-trend-affecting-small-town-new-zealand*
- *Stuff – August 2015 – Migrant workers may save South Island towns in decline – Tess McClure http://www.stuff.co.nz/the-press/business/the-rebuild/71495784/Migrant-workers-may-save-South-Island-towns-in-decline*
- *RadioNZ – January 2017 – NZers not mixing with new migrants enough http://www.radionz.co.nz/news/national/321789/nzers-not-mixing-with-new-migrants-enough-community-group*
- *Economist – January 2017 – Japanese Demography - Desperately seeking young people http://www.economist.com/news/asia/21713868-there-arent-many-and-cities-are-growing-desperate-desperately-seeking-young-people*
- *Linkedin – February 2017 – Communities are living systems. Don't engage them with dead strategies and plans https://www.linkedin.com/pulse/communities-living-systems-dont-engage-them-dead-plans-lynne-wardle*
- *NZ Herald – November 2016 – Feeding Asia's Thirst for Milk – Bloomberg http://www.nzherald.co.nz/the-country/news/article.cfm?c_id=16&objectid=11741772*
- *Economist – April 2017 - Fading echoes: East Germany is running out of people - http://www.economist.com/news/finance-and-economics/21720578-rest-country-and-large-swathes-europe-will-face-similar-problems?cid1=cust/ddnew/n/n/n/20170411n/owned/n/n/nwl/n/n/ap/Daily_Dispatch/email&etear=dailydispatch*
- *NZ Herald – April 2017 – Top source countries for migrant workers are not Asian - http://www.nzherald.co.nz/front-page-top-stories/news/article.cfm?c_id=698&objectid=11842859&ref=CE-NZH-DND-AM*
- *Radio NZ – April 2017 – Sea level prone homes set for insurance cutoff - http://www.radionz.co.nz/news/national/329709/sea-level-prone-homes-set-for-insurance-cutoff*
- *NZ Herald - May 2017 – The Great Tourism Squeeze: Squeeze on the Government to ease tourism pressure - http://www.nzherald.co.nz/front-page-top-stories/news/article.cfm?c_id=698&objectid=11844832&ref=CE-NZH-DND-AM*

15 It is also worth noting that Council's Group Manager Community and Futures is a member of the SOLGM Sector Policy and Outlook Working Party – which is tasked with providing input and feedback to futures thinking in the sector at a national level.

16 A simple conclusion from the above examples of readings and discussions happening in this space is that the issues 'of the future' in fact are real, in fact are happening around us now, and shouldn't necessarily be seen as future issues anymore. They are today's topics of tomorrow.

17 This work is not about predicting the future – but it is about being aware of the future and being prepared accordingly.

Item 9.3

18 The LGNZ Conference 2017 to be held in July picks up on this future focus with the theme for this year's conference being 'creating pathways to 2050: liveable spaces and loveable places.' Topics to be covered include

- Building communities from the ground up: strengthening local democracy and engagement.

- Community faces: how people are shaping the future.

- Building tomorrow's places 2050: the role of technology.

- Creating tomorrow's places 2050: attracting inward investment to boost local economy.

- Liveable spaces and loveable places: community infrastructure.

- Sustainable development 2050: inspired action to build great communities.

- Looking after tomorrow's places 2050: meeting our nation's water needs.

- Future proofing our communities.

Snapshot of Topics for Future Consideration

19 The following is a snapshot of topics with summary points detailing challenges and opportunities for future consideration. The topics are presented in no particular order of priority or significance but this snapshot is an attempt to identify 'top of mind' points for consideration.

20 The information has been sourced from a wide range of papers and readings and is intended to be a starting point for thinking and as a lead in for further work to be undertaken over the short term from now to 2020.

Demographic Trends

21 The two most significant trends are population ageing and rural depopulation.

22 Ageing will increasingly affect demand for services, transport and connection networks, and housing patterns. An ageing population will generally place greater demands on health services. There will also be different needs for education, recreation, retail and community services.

23 Rural depopulation means that many of our village and local communities' population numbers are static or reducing. A combination of out migration and more deaths than births is increasingly resulting in declining populations in rural areas. This has implications for affordable levels of service.

24 Rural depopulation, along with population ageing, will make it harder for the maintenance of key infrastructure and services because of a diminishing rating base and a higher proportion of the population on lower incomes.

25 Declining amenities and services over time make it more difficult for people remaining to satisfy needs locally, meaning that they need to travel to larger centres for services and facilities.

26 Depopulation can therefore be self-reinforcing – decline creates conditions that increase the potential for decline.

27 It is important to note that in many ways we are just seeing the start of rural depopulation which is projected to increase over time. In saying this there are other areas of the district with population growth requiring increased servicing and infrastructure needs.

28   The 'two speed' economy of the district poses significant challenges – and reinforces that equity and equality are two different considerations.

29   Changing migration patterns and ethnic diversity will continue to change the characteristics, values and needs of the district population.

Central Government Influence

30   Government continues its focus on economic growth: growing exports, improving infrastructure, improving productivity, attracting investment, increasing labour skills and supporting high value, knowledge intensive business.

31   Regional economic development has been focussed on as a priority – and SoRDS is an example of a project and process supported by central government with investment in diversification of Southland's economy – specifically aquaculture, primary sector and agriculture, tourism, international education and skills training.

32   Government is still seeking improvement in efficiency and effectiveness of local government, and promoting the ease of doing business. The discussion around the delivery and transfer of core services and functions raise many opportunities and challenges for local government.

33   There is a clear requirement to consider the purpose and role of local government – especially with regards to local representation and what this means as compared to being a local service delivery provider and how these align – or not?

34   Increasingly the private sector and other alternative delivery structures are being considered as potential partners to support public servicing and infrastructure provision delivery.

Natural Hazard Risks

35   Natural hazard risk is increasing due to climate change (increasing storm intensity and potential for coastal erosion).

36   There is an increased emphasis on hazard management since the Christchurch and Kaikoura earthquakes.

37   Climate change risks continue to develop with impacts on infrastructure, insurance, farming, water supply, biodiversity needing addressed. In recent years the understanding and acceptance of the reality of climate change has increased.

38   Climate change has the most potential to affect the general wellbeing of the district, particularly over the medium/long term. Short term effects include storm, flood, drought effects on the economy and in some cases human safety. Longer term there will be effects on biosecurity risk, ecosystems and biodiversity, viability of agricultural products, coastal erosion and coastal hazards.

Technological Change

39   Computers, the internet and smartphones are now old technology.

40   New technologies are rapidly arising that will change the way we live and work – such as drones, robotics, artificial intelligence, virtual reality et al.

41   It is a commonly held view – the future is here.

42   A recent NZIER analysis noted that half of all jobs in New Zealand are at risk of technological displacement over the next three decades. Most job losses will be in areas staffed by the less qualified and skilled workforce.

43   New technologies will also create jobs but these are likely to be in smaller numbers and for more skilled workers.
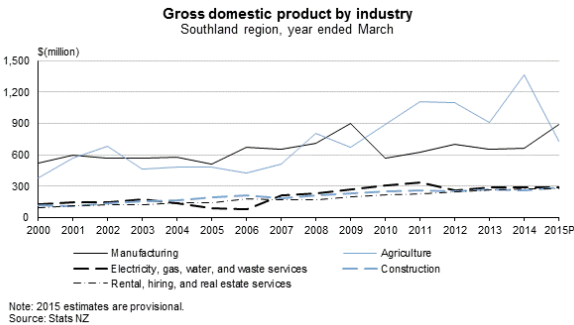
44   New ways of generating, accessing and analysing data are providing new opportunities to understand all manner of subject matter.

45   Internationally the number of electric vehicles on roads is increasing at an accelerating rate. Driverless car technology is also developing rapidly, with aspects of the technology already in many new cars.

46   The Ministry for Primary Industries Strategic Intentions 2015-2020 report notes that new technologies are providing new opportunities for primary producers to bring greater precision to their production and harvesting systems, improve their productivity and to understand and service customers.

47   However, new technology can also be a threat to farming. There has been an increase in researchers and start-ups focusing on synthetic production of milk and protein.

48   Technological advancement has also assisted communities to replace a passive relationship with council with a dynamic one filled with new possibilities, obligations and consequences. Technology in the next twenty years will have a transformative effect on how residents interact with council, what they expect from council, and what they can provide to council.

49   Technology can be a great enabler allowing real time, two way engagement and improving the relationship between council and residents.

Economic Trends

50   Southland's economy and associated economic activity remains stable – but variant due to the global and national externalities which impact on economic activity and indicators.

51   International and national economic trends strongly influence the district, including patterns of trade, tourism, commodity production, GDP and currency.

52   The global economy is changing rapidly – with the commonly held belief that the nineteenth century was the British century, the twentieth century the American century and the twenty first century is the Asian century.

The Asian Center of Gravity

There are more people living inside this circle than outside of it.

POPULATION: Asia = 4 Billion > Americas (1 Billion) + Europe/Middle East/Africa (2 Billion)

"HALF THE WORLD'S POPULATION NOW LIVES WITHIN THAT CIRCLE AND THAT'S NOT GOING TO CHANGE". PARAG KHANNA

FOOD FOR THOUGHT
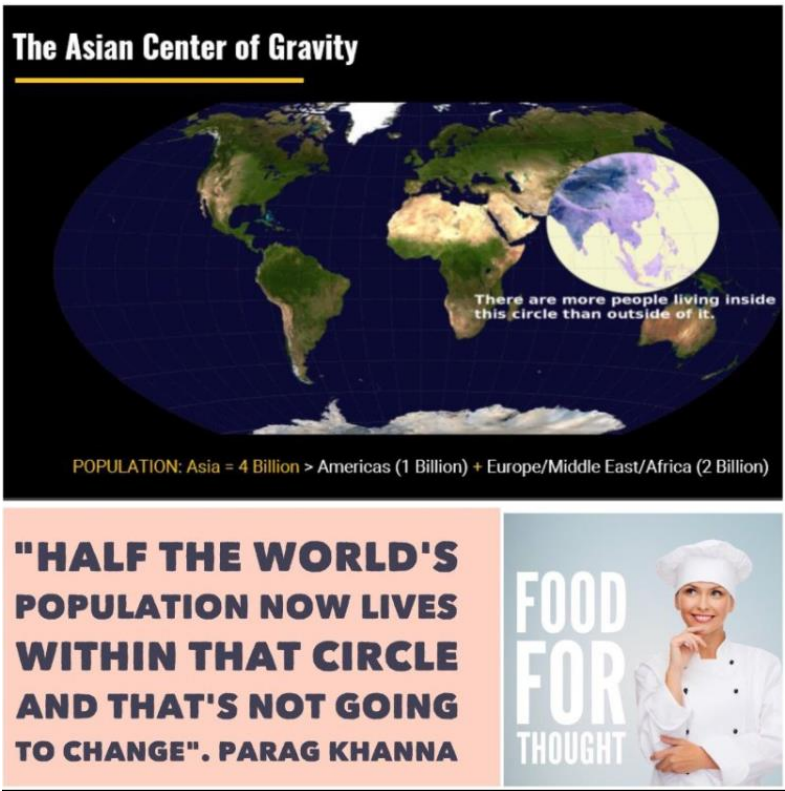
53   At a regional level , in nominal terms (unadjusted for inflation), Southland's economy with data sourced from Stats NZ is assessed as:

- From 2011–16 the Southland economy increased 3.7 percent (well below the national average of 23.8 percent). During this period, Southland's contribution to GDP fell 0.4 percentage points to 2.0 percent.

- In 2014, Southland's GDP increased 13.5 percent, benefiting from a 50.9 percent increase in the agriculture industry (mainly dairy cattle farming).

- In 2015, Southland's economy decreased 5.8 percent, reflecting a decline in the value of agricultural production (mainly dairy cattle farming) of 46.4 percent. This fall was partly offset by increases in several other industries, particularly manufacturing.

- In 2016, Southland's GDP decreased 1.0 percent due to a further fall in the agriculture industry.

Gross domestic product by industry
Southland region, year ended March

Note: 2015 estimates are provisional.
Source: Stats NZ

Item 9.3

Gross domestic product
By region
Year ended March 2016

1. Northland
2. Auckland
3. Waikato
4. Bay of Plenty
5. Gisborne
6. Hawke's Bay
7. Taranaki
8. Manawatu-Wanganui
9. Wellington
10. Tasman / Nelson
11. Marlborough
12. West Coast
13. Canterbury (includes Chatham Islands)
14. Otago
15. Southland

Source: Stats NZ

Southland

Regional GDP, 2016

GDP value, (billion)

$5.1

2.0% of NZ GDP

GDP per capita

$52,497

Min   Average   Max

All regions

Change in GDP, 2011–16

3.7%

2011   2016

New Zealand's regional economies | 2016

GDP by region for the year
ended March 2016, (billion)

$93.5
$20.9
$1.6

GDP per capita

National average
$ 54,178

$36,531 $71,297

Min   Max
└─ All regions ─┘

Northland
Auckland
Bay of Plenty
Waikato
Gisborne
Taranaki
Hawke's Bay
Manawatu-Wanganui
Tasman / Nelson
Wellington
Marlborough
West Coast
Canterbury
Southland
Otago

$251.8 billion

**New Zealand gross
domestic product (GDP)**

	GDP value, $(billion)	GDP per capita, $	Change in GDP, 2011–16, %
Northland	6.2	36,531	18.2
Auckland	93.5	58,717	31.1
Waikato	20.9	47,119	20.6
Bay of Plenty	13.1	44,997	21.7
Gisborne	1.8	36,955	14.8
Hawke's Bay	6.8	42,366	15.0
Taranaki	8.3	71,297	-4.3
Manawatu-Wanganui	9.6	40,645	12.1
Wellington	34.0	67,888	21.4
Tasman / Nelson	4.4	43,954	19.0
Marlborough	2.6	57,046	32.3
West Coast	1.6	48,156	1.1
Canterbury	33.1	55,727	31.9
Otago	10.7	49,407	22.3
Southland	5.1	52,497	3.7

National average
54,178

National average
23.8

54   In considering the Southland district's well-being it is important to consider it based on overall socio economic factors. Inequality is increasing in New Zealand and the implications for Southland need to be considered as part of the overall future planning and thinking required.

55   A 2015 International Monetary Fund report stated that *"Widening income inequality is the defining challenge of our time".* OECD figures show that New Zealand's inequality has been growing faster than most with 50% of the population owning 3.8% of the wealth compared to 10% of the population having more than 50% of the wealth. Wealth inequality in New Zealand is about two to three times higher than income inequality.

56   The IMF report stated that growing inequality reduces a country's growth with the problem being that the middle class has relatively less disposable money which means less money is circulated to grow the economy.

Environmental Considerations

57   Southland's natural environment provides tremendous benefits and opportunities on several levels. Easy access to pristine wilderness and good air quality support a high quality of life for Southlanders which are shared with increasing numbers of visitors.

58   It is important environmental considerations are considered as part of the future conversations to be had and environmental limits are not compromised. Water quality, soil quality and biodiversity are all important considerations along with increasing demand for water.

59   It is important any decline in the district's natural capital and associated ecosystem services are important considerations in future decisionmaking. Especially when considering greenhouse gas emissions are increasing, pollution of freshwater is spreading over a wider area and the country's biodiversity is under threat.

60   Local Government NZ has launched a new piece of work to create a comprehensive framework that brings freshwater issues and water infrastructure into a coherent policy. "Water 2015" will develop a framework for water that coherently integrates freshwater quality and quantity, standards, rights and allocation, land use, three waters infrastructure, cost and affordability, and funding.

Intergenerational Shifts

61   As societal changes take hold and intergenerational influencers change, the impact on how communities function, are governed and make decisions will change accordingly. It is a global trend that the level of trust in institutions and governments is decreasing.

62   Changes in 2014 to the Local Government Act 2002 require local authorities to be more strategic in their approach to delivering services. The new requirements encourage local authorities to seek efficiencies and improve arrangements for service delivery.

63   In particular, equipping elected representatives with the information and skills to make decisions about appropriate and affordable infrastructure and service delivery in a changing environment for the future is critical.

64   Communities' and people's values, needs and wants are becoming more differentiated due to increasing ethnic and cultural and intergenerational diversity and wealth and income inequality.

65   There is an increasing emphasis placed on sustainability practices with a priority on seeking reductions in energy use, waste production and an increasing understanding of living within environmental limits and reducing environmental damage.

66   Consumer expectations and behaviours are changing rapidly. People are increasingly buying on line – requiring instant service and being able to access the best price for the product they want.

67   Social media means that consumers are more empowered with information on products, having the ability to talk back and the ability to spread opinion. Consumer expectations for safety, sustainability, traceability, quality, suitability and product genuineness are increasing.

Next Steps

68   Being realistic and responsible and considering the future challenges and opportunities now means Council is being responsible and is preparing the ground for decisions to be made in 2021 and beyond.

69   To this end there is some 'big picture analytics' type work that needs to be undertaken to assist in informing the courageous conversations required to be had and to inform with data, insights and futures thinking decisions that will need to be made.

70   This 'big picture analytics' type work will also assist in developing Council's position on various long term related challenges and opportunities which in turn will provide a clear strategic direction and position statements which will be used by activity managers to inform and populate activity management plans for future service delivery and levels of service provided with communities.

71   The work programme is still to be developed but is to be based on future scenario planning and also forecasting from data insights allowing analytical modelling with a future focus.

72   The following key or core themes (in no particular order) are identified for specific work to be undertaken for the Southland district to be defined, scoped and completed by December 2018 – to primarily inform the 2021 LTP process and development and subsequent political decisions.

Macro to Micro Analytics and Forecasting
    a. Data Stocktake
        With consideration of the areas of interest requiring insights and data to inform future decisions:

        - An assessment of what data exists
        - Who holds or is the source of the data?
        - Availability and accessibility of the data
        - Partner with Environment Southland on similar and related data requirements projects.

    b. Population and demographics
        Consideration of future scenarios to gain an understanding what Southland district communities (of interest) will look like including data analysis of:

        - Demographics
        - Age structure
        - Ethnicity
        - Educational qualifications
        - Income assessment
        - Employment by sector
        - Households and dwellings
        - Socio economic assessment including deprivation index levels.

Item 9.3

c. Socio Economic Indicators – what do they say and mean for Southland district.
Using standard socio economic indicators:

- What is the current picture painted for Southland district – as a whole and for different communities within the District?
- What is the forecasted picture painted for Southland district – as a whole and for different communities within the District?

d. Southland district core industries – what is the now and what is the future?
Consideration of future scenarios for the Southland 'primary sector big' industries - Dairy, Sheep and Beef, forestry etc including:

- Method of delivery
- Ownership structures
- Land use patterns
- Technological influencers
- Quantitative assessment of number of farms, size of farms, number of employers
- Economists view on the outlook for these primary sector big industries for Southland – giving consideration to the net impact for Southland comparative impact with the rest of NZ

e. Tourism
Consideration of future scenarios relating to:

- What is the tourism/visitor sector?
- How big is the sector in comparison to other sectors in Southland?
- What economic activity is classified tourism and how does this equate to FTE employment in the tourism/visitor sector? Can this be broken down by sub sector or industry classification?
- What is Southland baseline Tourism information – what are employment levels, contribution to regional GDP?
- What do we define as a visitor and how do we collect the data?
- How much economic activity is measured and how by way of traditional methods e.g. CAM – and how much is not re VFR, AirBNB, Freedom Camping, Camper Vans etc?
- What and how are measures appropriate for future forecasts?
- From an economist perspective what are the upside/benefits related to projections for the tourism sector and conversely what are the risks/disbenefits of such?
- What are the implications for SDC as local government provider re infrastructure, funding and revenue policy and rates affordability?
- Visitor number projections
- Visitor market assessment – source, type and flow
- Relationship of domestic and international visitor trends and influencers
- Identified risks
- Sector vulnerabilities
- District and local implications – infrastructure and planning requirements

f. Environmental drivers
Consideration of and implications of global and national drivers and policy statements relating to:

- Land and Water
- Clean Air

- Fresh Water
- Climate Change

g. Transport and connectivity
Consideration of future modes of transport and transport requirements relating to product demand:

- Demand analysis and purpose for local transport network
- Future of the state highway network
- Combined network requirements and what will this look like
- Economic modelling requirements and regional development drivers of demand
- Implications of people vs. product assessment
- Implications on health, education, social service delivery

h. Affordability and rating
Consideration of the socio economic profile of the district and different Southland communities:

- Rating levels and the ability to afford and pay
- A profile of ratepayers
- Analysis of the proportion of household income spent on rates
- District and local funding models
- Policy implications.

Recommendation

That the Community and Policy Committee:

a)   **Receives the report titled "Community Futures 2040" dated 11 May 2017.**

b)   **Endorses the approach to undertake the 'big picture research and analytics' work to inform the associated work programme as part of the 2018-2028 LTP consultation process.**

c)   **Endorses the approach to proceed with scoping the next stage planning and implementation requirements post the initial 'big picture research and analytics' work and to report back to this Committee once scoped.**

Attachments

There are no attachments for this report.

Community Organisation and Volunteer Futures Sector Research

Record No: R/17/4/8254
Author: Michelle Stevenson, Community Partnership Leader
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision   ☒ Recommendation   ☐ Information

Purpose

1   The purpose of this report is to submit to the Committee the Community Organisation and Volunteer Futures Sector Research, commissioned by Southland District Council to be undertaken as part of the Letter of Expectation to Venture Southland Community Development. The report, completed by Venture Southland in March 2017 is in response to a project brief provided by Council in August 2016.

Executive Summary

2   The purpose of this research was to investigate the not-for-profit Community Organisation and Volunteer sector in the Southland District in order to gain an understanding of the current situation and identify future opportunities, and to determine the level of service in the Southland district from the not-for-profit sector.

3   Service provision at a community level can be categorised into four areas; central government, local government, private enterprise and not for profit sector – or a combination of some or all.

4   The not-for-profit sector is a significant service delivery arm in the Southland district. Services range from Community Organisations delivering Central Government contracts to groups run entirely by volunteers, and cover a wide range of sectors including education, health, social services, culture, social groups, sporting and recreation, faith based, and emergency.

5   There were three key objectives to be achieved from this research, linked to both evaluating the current situation and assessing future options and strategies.

      -    Objective one was the development of a database to determine Community Organisation service delivery to rural Southland;

      -    Objective two was a service map of the District to determine what this level of service delivery is; and

      -    Objective three was to provide a summary of findings and key observations and recommendations as we look to the future of Community Organisation service delivery in Southland.

      The Southland Community Organisation Database has not been included as an attachment as it contains personal details relating to community organisation and volunteer members.

6   The not-for-profit sector plays a significant role in the Southland district, and the need to identify opportunities for ensuring this continues into the future may be critical to the success of the District as a whole.

7   The effectiveness of the not-for-profit sector relies heavily on the demand for services and groups, and on the ability of rural communities to service that demand. Considerations for succession planning of an aging volunteer sector base, and reliance on annual contracts and grant funding may leave much of the sector in a vulnerable position and require the sector to adapt to changing demographics and situations that impact their ability to deliver services. Therefore, a strong focus on the future opportunities for not-for-profit service delivery in the District is a crucial component of this brief.

8   There are a number of recommendations that have been put forward in this research, and Council staff will investigate the merit of any or all of the recommendations that may influence future work of Council throughout the District.

9   The cost of this research was allocated according to the Letter of Expectation between Southland District Council and Venture Southland 2016/17.

Recommendation
That the Community and Policy Committee:

a)   **Receives the report titled "Community Organisation and Volunteer Futures Sector Research" dated 3 May 2017.**

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 Council staff to assess the recommendations and findings identified from the research and determine any future opportunities in relation to**

   -    **Council activities and work streams**

   -    **Multi agency partnership opportunities**

e)   **Acknowledges and supports that additional work identified (where appropriate) to be undertaken on behalf of Southland District Council by Venture Southland as part of the Letter of Expectation 2017/18 priority community development projects.**

Content

Background

10   As part of the Community Development Letter of Expectation 2016/2017, Southland District Council commissioned Venture Southland to undertake the Southland Community Organisation and Volunteer Futures Sector Research.

11   The research brief identified the scope of the Community and Volunteer sector to include all not-for-profit community organisation service delivery in the Southland District Council boundary, irrespective of where that service is physically located or of their legal status. The research brief specifically excluded from scope all not-for-profit community organisations based in surrounding Local Authority boundaries, which did not have the mandate for service delivery in the Southland District, and all not-for-profit community organisations that ceased to operate in the Southland District prior to August 2016.

12   The not-for-profit sector is a significant service delivery arm in the Southland District. Services range from Community Organisations delivering Central Government contracts to groups run entirely by volunteers, and cover a wide range of sectors including education, health, social services, culture, social groups, sporting and recreation, faith based, and emergency.

Issues

13   Southland District has a vast geographical area, and is serviced by many diverse not-for-profit organisations. While the research has identified that geographic isolation can be both a strength and a barrier, population and demographic shifts throughout the Southland District may have a significant impact on the number and types of services needed and delivered within Southland into the future.

14   A key goal of this research was to help identify future community partnership opportunities, and to look at how the levels of service required by our communities can be maintained, sustained and remain or grow to be fit for purpose.

15   The effectiveness of the not-for-profit sector relies heavily on the demand for types of services and groups, and on the ability of rural communities to service that demand. The level of service from not-for-profit groups physically based within Southland District shows challenges in maintaining a strong and diverse volunteer base, attracting funding (often competing on a regional and national stage), and where there are gaps in the level of service it is important that Council understands the future implications of this to its communities. The purpose of this research was to identify any such gaps and identify what impact, and what opportunities this might have on future levels of service to the District.

16   For the future of not-for-profit levels of service in Southland District it is important to reflect on the sustainability of our community organisations and volunteer sector. Considerations for succession planning of an aging volunteer sector base, and reliance on annual contracts and grant funding may leave much of the sector in a vulnerable position as the demographics of the Southland District continue to change.

17   The expectation of the brief was for the research to clearly determine where an organisation or group were geographically funded to deliver a service, and where they physically delivered that service. The purpose behind this was to determine the expected level of service based on funding contracts and the actual level of service based on a physical or delivery of service presence. The identification of this allows for further discussion around the level of service

being delivered to our communities, and identification of any gaps or opportunities for future service provision.

18   To help determine the level of community organisation and volunteer sector service to our communities, a key aspect of this research was to consider what opportunities for the future were seen by both the sector themselves, and by the analysis of the findings in the research. The purpose of this was to determine what support or challenges face this sector in both the immediate term and in the years ahead.

Factors to Consider

Community Views

19   A cross section of not-for-profit community organisations and Volunteer Sector members were interviewed as part of this research. Over 90 face to face interviews were conducted over a period of 6 months from services located within the Southland District. The views of organisations and volunteers who deliver a level of service to the Southland District, irrespective of being physically based within the District were not captured in the research, and this will provide some limitations to determining the level of service to the Southland District.

Costs and Funding

20   The cost of this research was allocated according to the Letter of Expectation between Southland District Council and Venture Southland 2016/17. There are no additional costs to Southland District Council for the completion of this report.

Next Steps

21   Council staff will assess the recommendations and findings put forward in the research, based on the interviews conducted, and determine any future opportunities in relation to Council work streams.

22   Preliminary assessment of the recommendations identify that the majority of recommendations provide baseline information and therefore may have limited benefit. There are some recommendations made that provide a future focus approach in the not-for-profit level of service across the District and will be assessed further by staff.

23   Any additional work may be undertaken as part of the Letter of Expectation between Southland District Council and Venture Southland 2017/18.

Attachments

A   Final report Southland Community Organisation and Volunteer Futures Sector Research 15 March 2017 ⇩
B   FINAL Community Organisation & Volunteer Sector Research Project Brief ⇩

March 2017

Southland Community Organisation and Volunteer Futures Sector Research

1

2

Table of Contents

3

4

Item 9.4 Attachment A

List of Figures

5

List of Appendices

Appendix 1   Not-for-profits organisations consulted via structured interviews and not-for-profit organisations consulted via less structured interviews.

Appendix 2   Questions for consultation with community organisations.

Appendix 3   Breakdown of the structured interviews by ward and sector.

Appendix 4   Snapshot of key service sectors.

6

Executive summary

The Southland District is a territorial authority at the southernmost tip of New Zealand. The District covers the largest geographic area within the wider Southland Region, and has a dispersed population of 30,900 (as of June 30, 2016). The District is adjacent to the urban centres of Invercargill and Gore and has a largely farming based, and increasingly tourism based, economy.

Methodology:
This project's objective was to examine the level of service of the not-for-profit sector in the Southland District, both now and into the future. This was undertaken by developing and analysing a database of 1117 not-for-profit organisations and subsequent consultation with 100 of these not-for-profit service delivery groups. These consultations were then analysed and key themes for discussion were identified as well as analysis by certain sectors that the groups fitted within. Further consultation was undertaken with specific stakeholders and organisations in order to expand on and validate the project's eight identified findings and 13 recommendations.

The Southland Situation:
Presently, this research attests to the Southland District's strong and vibrant community. Numerous locally-based not-for-profit organisations offer an avenue for resident participation in shaping their community and future. They provide specific, targeted services in response to local needs which builds community wellbeing and ensures access to a multiple of services which contribute to the high quality of life Southland is known for.

The Southland District is also serviced by a range of not-for-profit organisations from outside the District, often providing more specialist services and largely based in the urban centre of Invercargill.

Levels of Service:
The project confirmed that the level of service provided by numerous volunteers and staff working under non-profit structures reflects resilient rural communities who have traditionally provided a lot of services themselves (with the increasing support of others from outside the District in areas such as Social Services and Health). Similar to other parts of New Zealand and around the world, government entities are increasingly contracting community services out to the not-for-profit sector rather than providing them directly.[1] Both local and regional not-for-profit organisations provide services to communities in the District using resources from government contracts. The region has a wide range of philanthropic funds which also provide crucial resources for the work of the not-for-profit sector, and enhance the resources organisations are able to mobilise directly from the community and the private sector.

These foundations of an engaged community and extensive network of district based and regional not-for-profit organisations provide a wide array of services. This will position the District well in supporting communities to thrive into the future but also ensure the Southland community spirit and identity is preserved.

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[1] Tennant, M., O'Brien, M., & Sanders, J., Sokolowski, W., Salamon, L. (2008). The New Zealand Non-profit Sector in Comparative Perspective. Office for the Community and Voluntary Sector.

7

Role of Local Government:
The future of the not-for-profit sector is of particular interest to the Southland District Council. Southland District Council's Long Term Plan 2016-2025 states that it is a key goal to help the District adapt to changes in community demographics to ensure the diverse needs of the community are catered for (2015).

Local government's role in addressing current and future community needs can include being a provider (of facilities and services), a facilitator/advocate (for the needs of the Districts' residents), and a partner with other sectors to address communities' needs. Council already provides a level of service which is delivered through the Venture Southland Community Development Team. Numerous organisations specifically acknowledged this Council commitment which was valued. In particular, how this ongoing support enabled the development of community capacity, particularly in an increasingly complex environment. These groups want and do help themselves.

Looking Forward:
The population of the District is spread across many towns. Each has its own challenges and plans for the future, with some communities projected to grow while others face a declining population considering overall trends such as an ageing population.

This report explores the way in which the effectiveness of services provided by the not-for-profit sector in enhancing community wellbeing will hinge on an understanding of how each community might change over time, what services they might need to support their wellbeing, and how these services are best delivered. A number of recommendations are put forward including ongoing capacity building support for this sector, and an annual "community wellbeing check" to help proactively inform a shared understanding of how communities are changing, their evolving needs, and how to best respond.

This research found that funding is a key issue for the sustainability of the not-for-profit service sector and population changes are placing new demands on organisations. The many ways that organisations are adapting within a complex and changing environment were also observed - including partnerships, new service delivery models, and methods such as online services.

This research confirmed that service delivery in particular sectors such as Health and Social Services is characterised by a "hub and spoke" model with the majority of regional services based in urban centres outside the District, but also a network of local organisations helping connect residents to out-of-area services as well as delivering a range of services directly. The project found that these "bridging" organisations that provide a crucial local connection to health and social services in particular, are under particular strain in areas such as funding and governance capacity. Key recommendations include further support for these organisations - as well as further investigation of community hubs as a focus point and facilitator of access to services within local communities. In view of this pattern of service delivery and the distance providers and residents need to overcome to deliver and access services, efforts to improve transport services and internet access were also recommended.

8

Not-for-profit organisations have a significant role to play in delivering services - in partnership with the community, government and business - to contribute to Southland communities' wellbeing. The success of this contribution into the future will revolve around:

- The resources and support available for this sector to thrive;
- The sectors' engagement of community/partners and relevance to community needs;
- Organisations' capacity to harness community participation and resources effectively to address these needs.

The themes that came out of this research provide many positive indications around the level of Southland District not-for-profit services into the future, and noted trends that - if dealt with effectively - could strengthen the not-for-profit sectors role as a partner in enhancing community wellbeing into the future.

Summary of the eight key findings of this research:

Finding 1	Southland District Communities are resourceful, and while there are challenges maintaining funding and volunteers, there are many good examples of adaptation *(Themes 1-3).*
Finding 2	Bridging organisations are a crucial component of the Districts' not-for-profit service delivery and significant risks to their sustainability have been identified *(Theme 3).*
Finding 3	There were a range of gaps in service delivery and multiple barriers for some populations, but no significant duplications were identified *(Themes 6 and 8).*
Finding 4	There are gaps in facilities to host services and some duplications *(Themes 7 and 8).*
Finding 5	Population and demographic changes are impacting on demand for certain services, and will impact on service levels into the future *(Theme 4).*
Finding 6	Geographic isolation can be both a barrier and strength, however there are significant transport barriers to accessing services that organisations are trying to address *(Theme 5).*
Finding 7	There are changes in how services are being delivered, and improving Internet connectivity will play a key role in levels of service into the future *(Theme 9).*
Finding 8	Organisations are working in partnership and developing models to improve service access, and further opportunities exist *(Theme 10).*

9

Item 9.4 Attachment A

Summary of the key recommendations include:

Recommendation 1	Support not-for-profit networking to learn and share successes, and provide continued capacity building support.
Recommendation 2.1	Increased support for "Bridging" organisations
Recommendation 2.2	Ensure a more reliable funding base for "Bridging" organisations.
Recommendation 3.1	Build a shared understanding of the community and not-for-profit sector with the help of a "community wellbeing check"
Recommendation 3.2	Support the Regional Community Funder Forum
Recommendation 3.3	Enable Community Leadership and Networking Opportunities
Recommendation 4	Further Investigation into the Provision of Facilities to maximise access to services
Recommendation 5.1	Support early identification of Southland District communities needing more services or at risk of losing services, with strategies including a "community wellbeing check"
Recommendation 5.2	Consideration of ways to attract more locally based services in response to emerging need.
Recommendation 5.3	Investigate how tourism growth in some areas can not only "rejuvenate" and benefit local communities but also support the provision of services.
Recommendation 6	Partner to investigate and implement transport solutions.
Recommendation 7	Priority be given to maintaining Internet connection in communities where schools are closing, in particular look at ways to equip other community facilities.
Recommendation 8	Support relevant networks in their development of partnerships and better delivery models.

1. Project overview

1.1. Purpose

The Southland Community Organisation and Volunteer Futures Sector Research Project was commissioned by the Southland District Council and undertaken by Venture Southland from August 2016 through to March 2017.

The aim of the project was to investigate the not-for-profit community organisation and volunteer sector in the Southland District. This was to gain knowledge of the current situation and future opportunities for the not-for-profit sector by understanding the services being delivered in communities - and the 'what', 'why', 'how', and 'who' around this.

The primary objective sought to assess the level of service delivery of not-for-profit services in Southland rural communities in both current and future perspectives. Three key sub-project goals were developed in order to achieve this objective. These were:

a) **Project Goal 1:** To develop a database to provide a snapshot of not-for-profit service sector delivery in rural Southland;

b) **Project Goal 2:** To create a service map of the Southland District to determine levels of service delivery

c) **Project Goal 3:** To provide a summary of key findings and recommendations with a view looking towards the future of not-for-profit service delivery in the Southland District.

A key consideration throughout this process was not only exploring the level of service (or how many services are available) but understanding how accessible these services are to residents of the Southland District.

11

1.2. Definitions

"Not-for-profit"

The "not-for-profit" sector has been defined in this project to include all community and volunteer groups and organisations that deliver a service to communities in the Southland District irrespective of legal status and location. This is derived from the definition used by the Department of Internal Affairs (consistent with the United Nations) which holds that not-for-profit organisations have the following characteristics including:

- Institutional separation from government;

- Not returning profits to owners, directors, and not primarily guided by commercial goals.[2]

"Southland District"

The Southland District (the District) is the territorial authority of Southland District Council in the South Island of New Zealand. The District is divided into five wards to allow areas within the District to be recognised in the local government planning process. In the Southland District, there are five wards; Mararoa-Waimea, Stewart Island Rakiura, Waiau-Aparima, Winton-Wallacetown, and Waihopai-Toetoes. In this report, data and key findings are analysed and reported by ward, however "communities of interest" (see definition below) are also a key a consideration.

"Service Delivery"

A "service" can be defined as *the action of helping or doing work for someone.*[3] "Service delivery" can be defined as *the act of providing a service to customers.*[4]

Types of "services" provided by not-for-profit organisations range from recreational, educational, sporting and social activities - to cultural experiences and welfare. Examples include a facilitating play groups, running a museum, maintaining a nature reserve, or providing medical treatment, transport or counselling.

While the primary focus of this project was the "service delivery" of not-for-profit organisations, those organisations with a large volunteer base provide an important vehicle for community members to not only *receive* services - but take part in their delivery - and *contribute* in other ways to the organisation and community. For example in a local sporting club, a parent may coach the team of the sporting club (deliver a service) that provides a recreational service to their children (as a beneficiary).

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[2] Department of Internal Affairs. (2016). *"Defining the community and voluntary sector"*. Retrieved from www.dia.govt.nz/Resource-material-Our-Policy-Advice-Areas-Community-Development-Policy
[3] Oxford English Dictionary, 11th ed., 2008.
[4] Cambridge English Dictionary Online. Retrieved from www.dictionary.cambridge.org/

12

"Service Map"

The definition of a "service map" is not exact and can be interpreted in many ways. In this research, a service map defines the level of services in communities. This mapping was done by undertaking a series of consultations and extracting the key themes which define the levels of service in the Southland District.

"Sectors"

For the purposes of this project, not-for-profit organisations were grouped into eight sectors:

I.   Education – e.g. Parents and Teachers Associations, kindergartens, toy libraries.

II.   Social Services – e.g. self-help groups, support and advocacy groups, some Community Trusts.

III.   Health – e.g. Plunket and Health Trusts.

IV.   Economic, Social and Community Development – e.g. service clubs, recreational and hobby groups (such as Senior Citizens), special interest groups (environmental, tourism, agriculture).

V.   Culture and Arts – e.g. museums and cemetery trusts.

VI.   Sports and Recreation – e.g. Clubs, Girl Guides.

VII.   Faith Based/Religion – e.g. Churches, Catholic Women's League.

VIII.   Emergency, Disaster and Relief – such as Civil Defence and St Johns.

These categories correspond to the New Zealand Standard Classification of Non-Profit Organisations (NZSCNPO) with the following exceptions:

- Environment has been combined with Economic, Social and Community Development;
- Advocacy organisations have been grouped under Social Services (rather than Law, Advocacy and Politics);
- Disaster has been added to Emergency and Relief.[5]

All of the organisations entered into the database were assigned to one of these eight categories to reflect their primary area of service delivery.

"Organisation Type"

Through this Project, three types of organisations were identified as key components of the not-for-profit service delivery "system" in the District.

- Local: usually all volunteers, clearly defined locality and focus (e.g. play groups and recreation groups).

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[5] Statistics New Zealand. "*New Zealand Standard Classification of Non-Profit Organisations*". Retrieved from www.stats.govt.nz/methods/classifications-and-standards/classification-related-stats-standards/non-profit-organisation

13

- Bridging Organisations: aim to respond to a range of community needs, with a wider brief and service area than local groups (e.g. Community and Health Trusts, Maori Providers). These are organisations with a good local presence – either physical or via networks (e.g. Rural Women).
- Regional: servicing the whole Southland District, usually have paid staff, sometimes volunteers (e.g. large non-government organisations providing social programs, a regional sporting body with a membership of local sporting clubs).

"Bridging" organisations are usually based "on the ground" and can harness this greater accessibility and associated trust to connect people with the services they need. As such they are also an important "bridge" between the local community and out-of-area services.

However trusted out-of-area organisations can also have this role, depending on the strength of their relationships with the community and its leaders. Furthermore, multiple organisations and individuals can have "bridging" functions for residents in a given locality, depending on the nature of their relationship and the need to be addressed. For example one parent might feel more comfortable approaching a trusted teacher at their child's school, whereas another might feel confident approaching a community centre.

"Organisation Legal and Charitable Description"

Not-for-profit organisations with legal status are usually a charitable trust or an incorporated society. Those that do not have any legal status are referred to as 'informal' in this Project.

With the introduction of the Charities Act 2005, organisations who were exclusively charitable were required to register with the Charities Commission (which evolved to becoming Department of Internal Affairs Charities Services) if they wished to retain their income tax exemption. There are exemptions and many sporting groups are exempt. Donee status with IRD is directly related to charitable status.

"Communities of Interest"

This concept goes beyond geographic or political boundaries (i.e. a community by virtue of living in the same location) to focus instead on what place, and with which group, people identify. In rural communities this can be shaped by multiple factors such as transport networks, where jobs and services are located, historical patterns and community identity – and may not align with boundaries on a map.

14

1.3.   Methodology

A key research question was derived from the project objective:

"What is the level of not-for-profit service delivery in the Southland District?
Both now and into the future"

The following methods were used to gather and analyse information in answer to this question:

I.   Face-to-face consultations were undertaken with 100 not-for-profit organisations operating within the Southland District. These were done in two "rounds". The first round of consultations were conducted with 88 not-for-profit organisations based within the Southland District (see Appendix 1). Set questions were used (see Appendix 2) to gain an understanding of the group, their perspectives, and key themes to be explored in depth in the second round of consultations. The second round of consultations were undertaken with nine regional and three "bridging" organisations and were in an open and less structured format to allow for the discussion of the key themes identified in the first round of consultations.

II.   The data and knowledge collected from the first and second rounds of consultations was analysed using excel, 'SurveyMonkey' software, and thematic desktop analysis.

III.   Observational research was used by the project team to capture their years of knowledge working in Southland's communities, particularly with local organisations. This analysis complemented findings from the consultations.

IV.   Concurrently with the consultations, desktop research was undertaken including the creation of a database of all not-for-profit organisations based in the Southland region. Information for this database was primarily collated from the New Zealand Companies Office Register and the Charities Services Register and analysed using Excel.

V.   Consideration of previous work undertaken, including the "Community Organisation Needs Assessment (2010)" and the "Community Workers in Rural Southland (2015)" to allow for comparisons.

VI.   In addition to the consultations, a number of other individuals and organisations were contacted throughout the project to gain feedback and explore options – drawing from the extensive contacts of the Community Development Team at Venture Southland. This was important in order to validate some key themes and findings.

15

1.4. Scope and Limitations

1.4.1. Limitations

The database and service mapping potentially included all Southland Region not-for-profit organisations who have a mandate for service delivery in the Southland District, regardless of their base of operation (which may be Invercargill or Gore). However the following limitations apply:

I.   Excluded Sectors: Eight sectors were chosen for the database and consultations which were seen as capturing a significant proportion of the level of Not-for-profit service delivery in the District. The consultations were spread both across these sectors and all District wards to better represent each sector and the District as a whole (detailed in 3.1.1). Some of the areas of not-for-profit service delivery not included in these eight sectors include employment services, services by unions, and professional associations.

II. While the above efforts were made to maximise geographic and sector representation in the sample, as random sampling was not used to select groups to interview, results were indicative only and interpreted alongside all the other data gathered.

III. Bridging organisations: While a number of these were consulted in both the structured and less structured interviews, a more comprehensive picture of community needs and service responses could be gained by further consultation with all of the rural community workers.

IV. Regional Organisations: The consultations were predominantly Southland District based organisations covering a narrower geographic area than regional organisations – reflecting the type of organisations with which Venture Southland's Community Development Team has worked extensively in their capacity building role across the District.

While a number of regional organisations are currently reflected in the database and nine were interviewed, further data collection would be required to more comprehensively populate the database better reflecting service delivery in the Southland District. For example, relevant government departments for each of the eight key sectors could be asked to supply a list of not-for-profit organisations each department contracts to deliver services in the Southland District (e.g. Ministry of Health, Ministry of Social Development etc.). Some of these requests have been made and are still being processed.

A further round of consultation with this more complete list of regional organisations is likely to be needed to accurately identify service delivery levels and areas. For example, further engagement with Iwi and Tangata Whenua organisations.

1.4.2. Selection of sectors to analyse

Out of the eight sectors included in the data collection and snapshot, four were chosen to analyse further and gain a greater understanding of service levels. These priority sectors were Health, Social

16

Services, Education and the Economic, Social and Community Development. Further analysis of sectors would result in a more comprehensive picture of the not-for-profit sector.

1.4.3. Consideration of government services

Although two of the sectors analysed are heavily serviced by Central Government (Health and Education), it was appropriate to include a general overview of these "systems" to provide a context for not-for-profit service delivery. These government services are critical to the wellbeing of rural communities, and how they are delivered affects the provision of other services.

1.4.4. Territorial authority and regional government Boundaries

While the focus of this project was Southland *District* territorial authority (versus the Gore District and Invercargill City territorial authorities), references were made to Gore District and Invercargill City as well as the Southland region as whole (consisting of all the three territorial authorities) for the following reasons.

- Not-for-profit service delivery in the predominantly rural Southland District is heavily reliant on organisations based in the predominantly urban districts of Invercargill City and Gore District. The term "regional" organisations is used in this report to reflect organisations with catchment areas encompassing the whole Southland District – but in many cases their mandate for service delivery aligns with *Southland Region* boundaries and they have a base in Invercargill.
- Some data is only available on a Southland regional level.
- All three territorial authorities are committed to a regional approach, reflected in the goals of Venture Southland (a joint initiative of the three Councils integrating events, tourism, economic and community development within Southland).

To avoid confusion the term "District" is used throughout this report to refer to the area within the geographic boundary of the Southland District (excluding Invercargill City and Gore Districts) – and "Southland region" is used to refer to the area encompassed by all three District boundaries.

17

2. Not-for-profit service sector database snapshot

> **Project goal 1:**
> *"To develop a database to provide a snapshot of not-for-profit service sector delivery in rural Southland"*

2.1. Creating a "snapshot"

A snapshot of service delivery in the Southland District was taken by collating a database of not-for-profit organisations based in the Southland region. Across the Southland region, there are 1117 organisations which provide services to the Southland District. Out of these, 661 indicate their base of operations is within the Southland District.

Sources used for collating this database included:
- Department of Internal Affairs Charities Services;
- Ministry of Business, Innovation and Employment Companies Office including the Incorporated Societies and Charitable Trusts' registers;
- Sport Southland;
- Citizens Advice Bureau;
- Ministry of Social Development, including the Family Services Directory;
- Membership of the Southland District Interagency Forum.

More detailed information was collected from the 88 structured interviews with SDC based organisations in areas such as legal and charitable status, staffing and areas serviced (and anonymised).

The following observations can be made about the level of services in the District based on an analysis of this data.

2.2. The snapshot

2.2.1. The largest number of not-for-profit organisations servicing the Southland District are based in Invercargill – this reflects the "hub and spoke" pattern of service delivery often seen in rural districts *(See Figure 1)*.

2.2.2. The highest number of organisations based in the Southland District were in the wards of Waiau-Aparima (202) and Mararoa-Waimea (189). Winton-Wallacetown ward has a lower number of organisations (135), despite being the most populous ward. This is probably related to its closer proximity to Invercargill and many residents travelling the shorter distance into town to access services there. It may also be related to the size and scope of some groups which may be larger and wider in some wards compared to others. Stewart Island Rakiura has the highest rate of not-for-profit organisation per head of population *(see Figure 3)*. This is possibly related to the physical limitations residents experience accessing services and activities off the Island which leads to residents creating these opportunities for themselves.

18

2.2.3. The highest proportion of not-for-profit organisations fall in the Sport and Recreation sector across all wards – followed by Economic, Social and Community Development. Once again, Stewart Island Rakiura's not-for-profit organisations displayed some striking differences from the other four wards. Winton-Wallacetown provides the strongest contrast (*Figures 16 and 18*). They have the highest percentage of Sport and Recreation organisations (45%) while Stewart Island has the lowest (27%). This could reflect a possible higher proportion of younger families in the former ward and its role as a "hub" for sporting activities and facilities, and the relative isolation of the latter - resulting in young people leaving the Island to complete their education. Stewart Island has the highest percentage of cultural and arts groups at (15%) – possibly related to the significance of tourism to the economy and social fabric of the Island.

2.2.4. There is a high proportion of informal organisations (a pattern which is also consistent with the rural population base of the District). 46% of not-for-profit organisations based in the District had no legal status (*see Figure 6*). Many of these had a narrow and quite defined purpose and service to deliver such as running a hall. Some also had relationships with other organisations acting as the legal body for purposes such as property ownership or grant applications.

2.2.5. A noticeable proportion, 8 out of 39 (or 21%) informal organisations consulted in the first round of interviews were registered charities but have no other legal status – this limits their sources of funding (as many funding bodies require legal standing) highlighting an exposure in the sector to legal and financial risk. However, it is understandable as with the introduction of the Charities Act 2005, many non-sporting groups were required to become a registered charity in order to qualify for income tax exemption.

2.2.6. Of the organisations consulted through structured interviews, only a small proportion had actual service delivery areas which were different from their intended or contracted service delivery areas. These differences tended to be temporary in areas such as emergency services where, for example, back up might be provided to another station from time to time. This was not a significant trend, perhaps due to the targeted purpose of many of the SDC based organisations.

Comprehensive spatial mapping of actual and intended service delivery areas across the District would require a consultation with a much larger sample of organisations, however a theme of the consultations was that even though many social service organisations service the District "on paper", clients need to travel to Invercargill to receive these services and face considerable barriers such as lack of public transport.

2.2.7. The highest number of organisations belonged to the sport and recreation sector (41%) following a cultural and historical trend across New Zealand of not-for-profit activity being heavily weighted towards sports and recreation (*see Figure 4*).[6]

2.2.8. As suspected, the top sources of funding in the structured consultations were grants and fundraising (*see Figure 9*). However the diversity of funding sources utilised by not-for-profit

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[6] Tennant, M., O'Brien, M., & Sanders, J. (2008). *The History of the Non-profit Sector in New Zealand*. Wellington: Office for the Community and Voluntary Sector.

organisations was also highlighted in the survey results, with a fairly even spread across multiple sources. Taken as a whole this could be viewed as a strength in terms of the sector having a diverse funding base. However in the consultations, even within categories such as "grants", organisations indicated that they were relying on multiple sources. This data supports the challenges reported by smaller organisations around finding the capacity for grant writing and accountability reporting.

2.2.9. The high proportion of not-for-profit organisations in the structured interview sample with a turnover of less than $5,000 (30% of those consulted – *see Figure 10*) is consistent with the District's high proportion of small groups with an informal structure (*Figure 5*) and less funding related-activity.

2.2.10. An unexpected result is the number of District based groups with a sizeable turnover (20% had a turnover greater than $50,000, and a third of all groups consulted had a turnover above $26,000). This reflects the prudent reserves of some organisations, and the rural base of the District. For example, some organisations generate significant income from fundraisers such as calf sales. The wealthier demographic in some areas is also successfully engaged to raise funds through activities such as charitable dinners, and some groups to articulate "a good cause" in such a way that motivates donors to give (e.g. a Home and School Committee raising funds to employ a second teacher).

2.2.11. Given the wider trend of an aging volunteer population, the project team were also surprised by the high proportion of volunteers in the 36-51 years bracket among the SDC groups consulted in the first round (*see Figure 11*) - although post-retirement volunteers were still a large group, especially given some were included in the largest 52-67 year old band of volunteers. It is likely that the spreading of the sample for consultations across sectors contributed partly to this result. The sector sampling ensured that sport and recreation and education groups were appropriately represented and these tend to engage a younger cohort than volunteer groups as a whole.

2.2.12. The highest percentage of Southland District based not-for-profit organisations engaged 6 – 10 volunteers, followed by groups engaging 11 – 15 volunteers (*see Figure 12)*. Similar to the results around funding levels, this also reflects the weighting towards small to medium volunteer groups in the District.

2.2.13   This relatively low rate of volunteers per group, and the high percentage of volunteers who reported volunteering elsewhere (over 50% - *see Figure 13*) is an important reminder of how volunteering with rural communities can be concentrated with a handful of people, and the associated vulnerability of losing these volunteers through personal circumstances and wider processes such as population ageing or decline. This supports continued efforts by government and others to demonstrate to community leaders their work is valued. Capacity building is also a priority to assist groups around succession planning, find new ways of recruiting and keeping volunteers, and adapt their governance structures to new circumstances.

20

Figure 1: Number of regional non-profit organisations servicing the Southland District by base of location
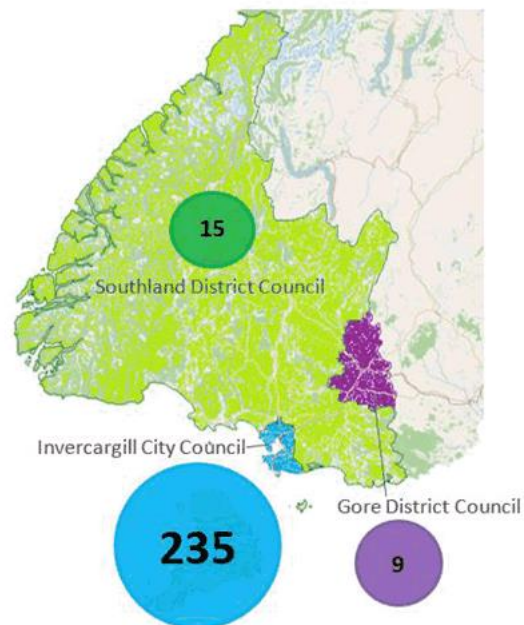

Figure 2: Number of not-for-profits based in Southland District Council wards
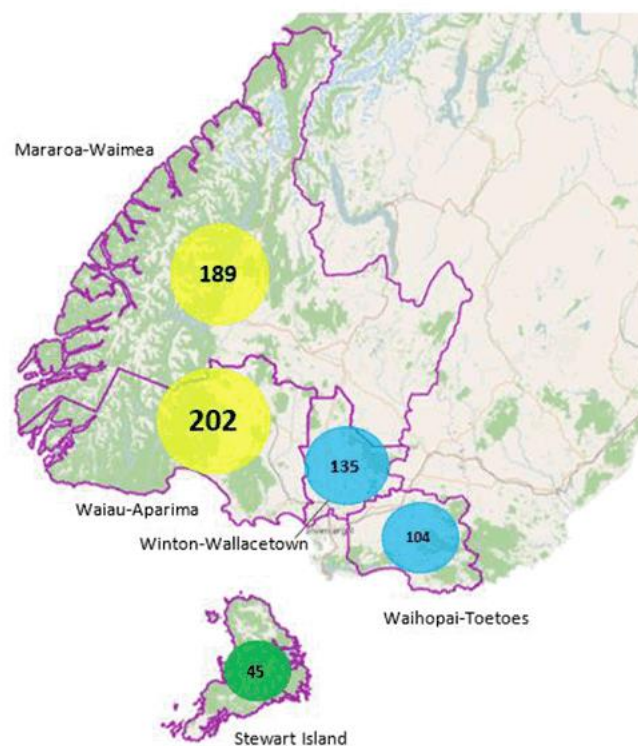

21

Figure 3: Rate of not-for-profit organisations in the Southland District (per 1000 population) by ward
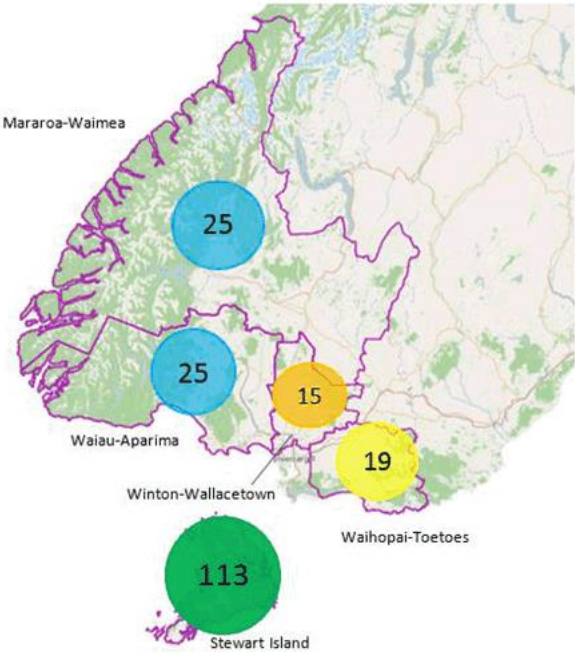

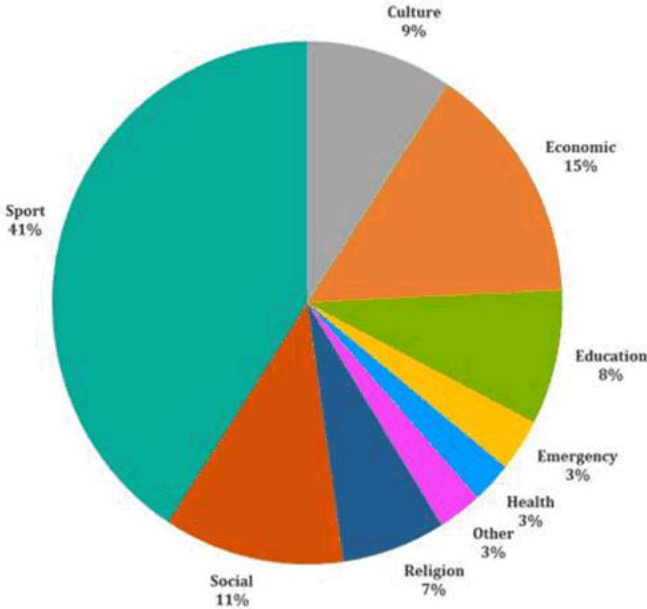Figure 4: Proportion of not-for-profit organisations servicing the Southland District by sector

22

Figure 5: Legal structure of not-for-profit organisations in the structured interviews (88 organisations)
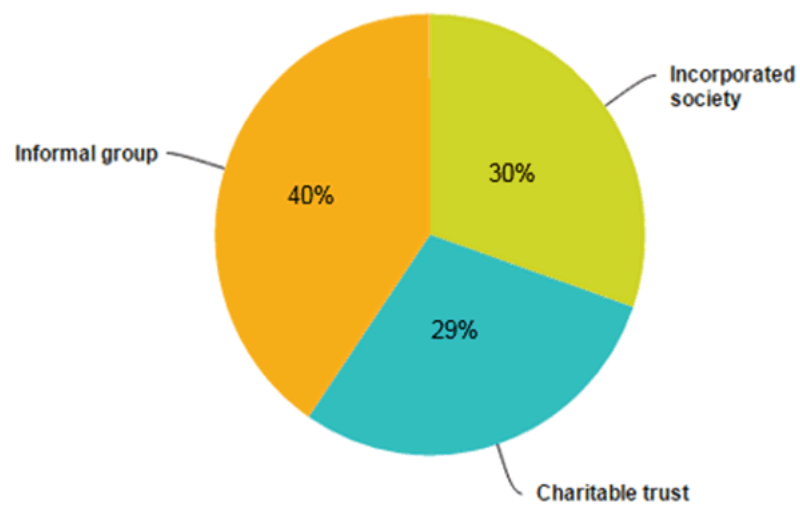

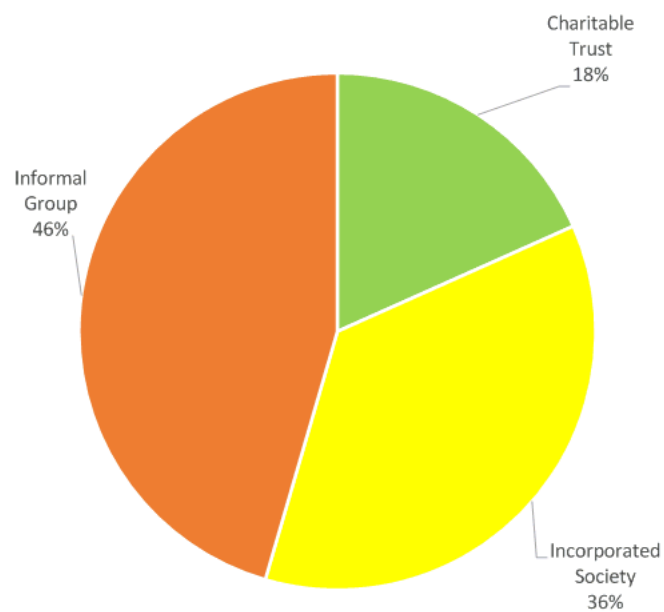*Figure 6: Legal structure of not-for-profit organisations in the Southland District*

23

Item 9.4 Attachment A

Figure 7: Charity status of not-for-profit organisations in the structured interviews (88 organisations)

Not a registered charity — 45%

55% — Registered charity

Figure 8: Charity status of not-for-profit organisations in the Southland District

Registered Charity

Not a registered charity — 58%   42%

24

Figure 9: Sources of funding utilised by not-for-profit organisations in the Southland District

Figure 10: Annual turnover of not-for-profit organisations in the structured interviews (88 organisations)
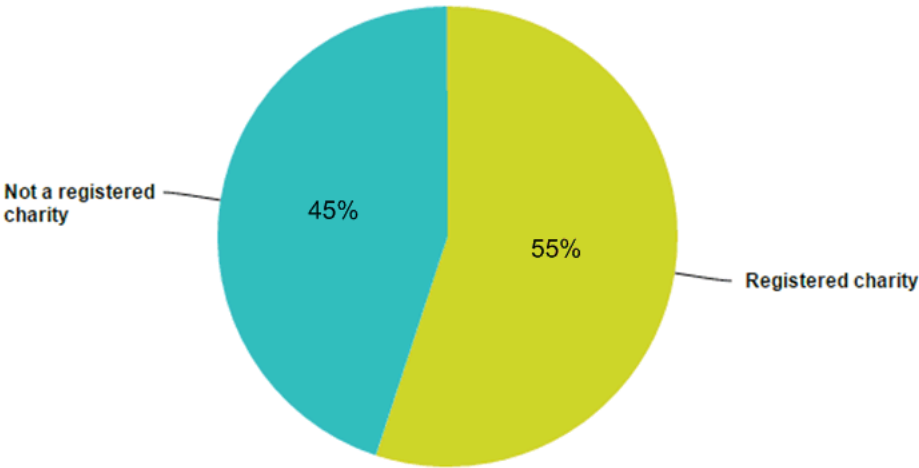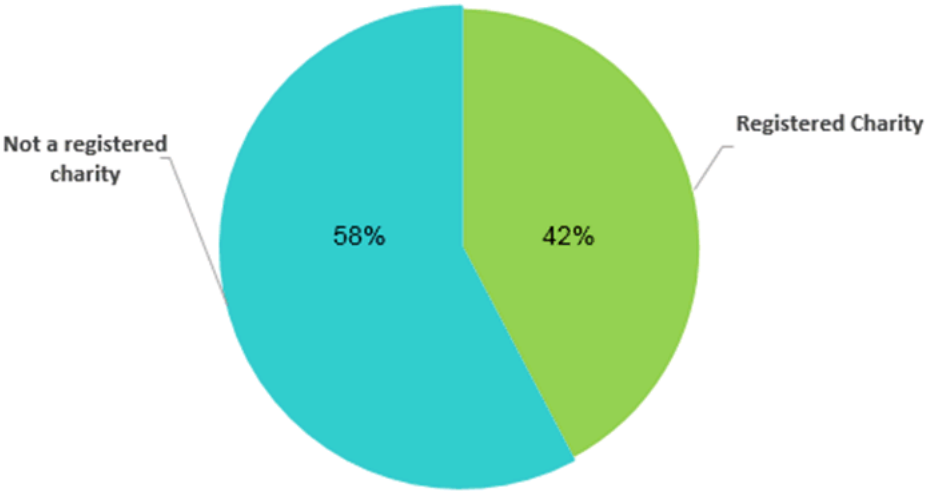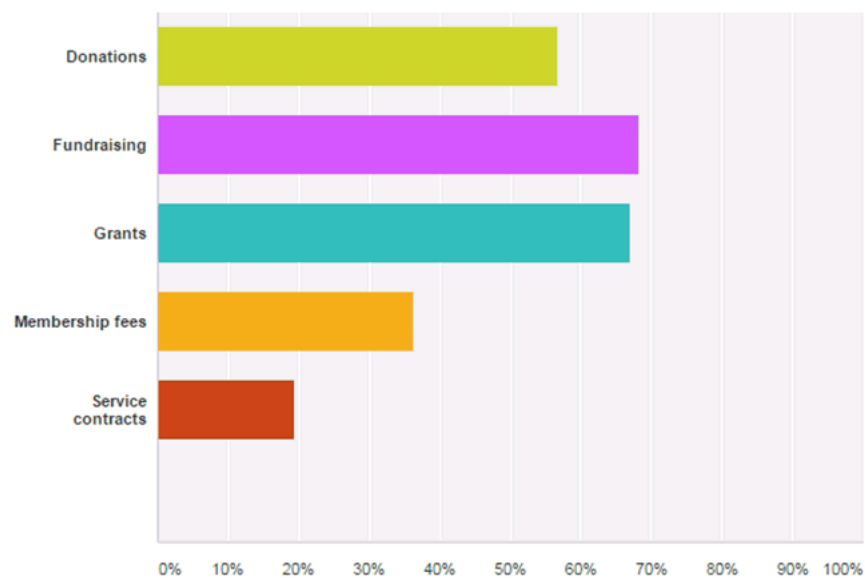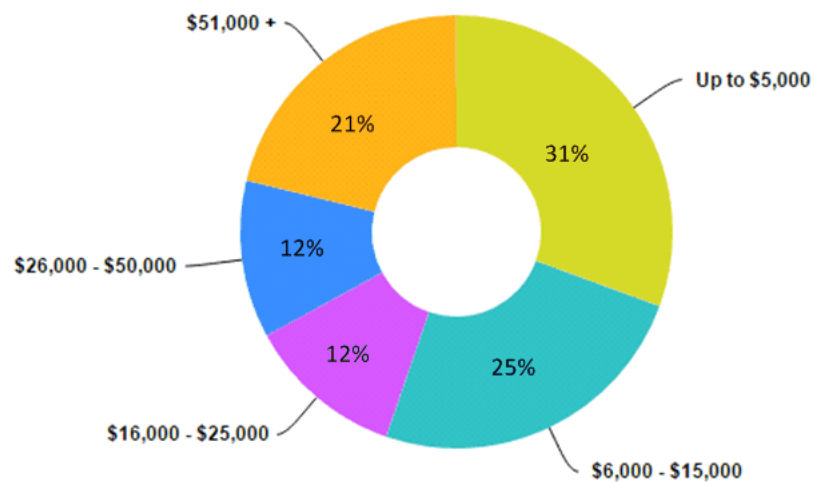

25

Figure 11: Age ranges of volunteers of not-for-profit organisations in the structured interviews (88 organisations)
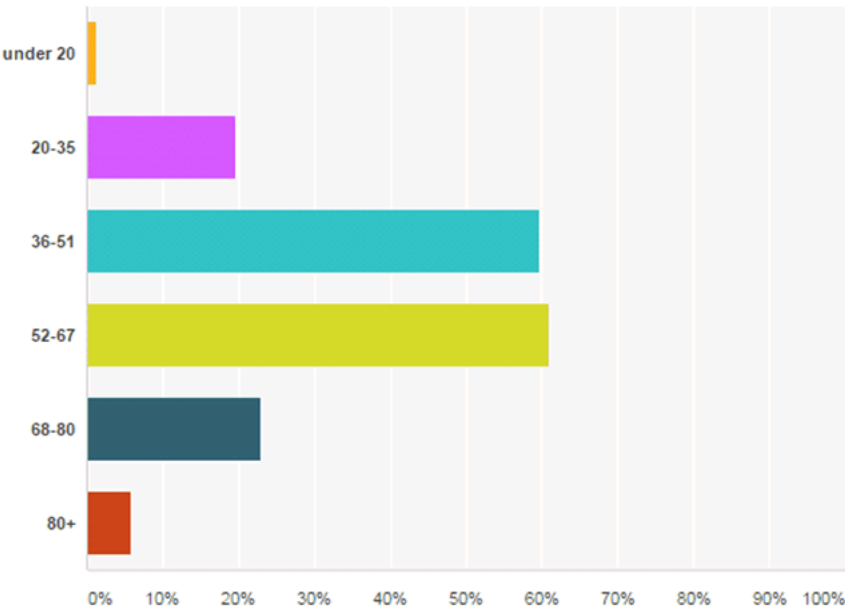

Figure 12: Number of volunteers utilised in not-for-profit organisations in the structured interviews (88 organisations)

26

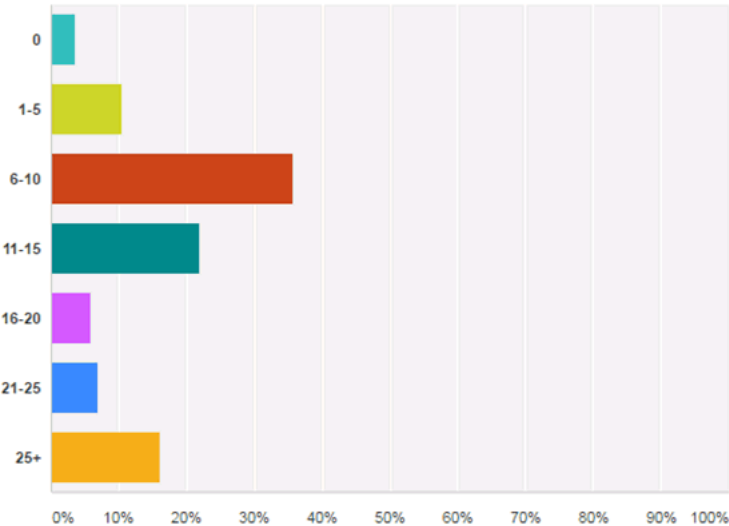*Figure 13: Proportion of volunteers who also volunteer elsewhere in not-for-profit organisations in the structured interviews (88 organisations)*
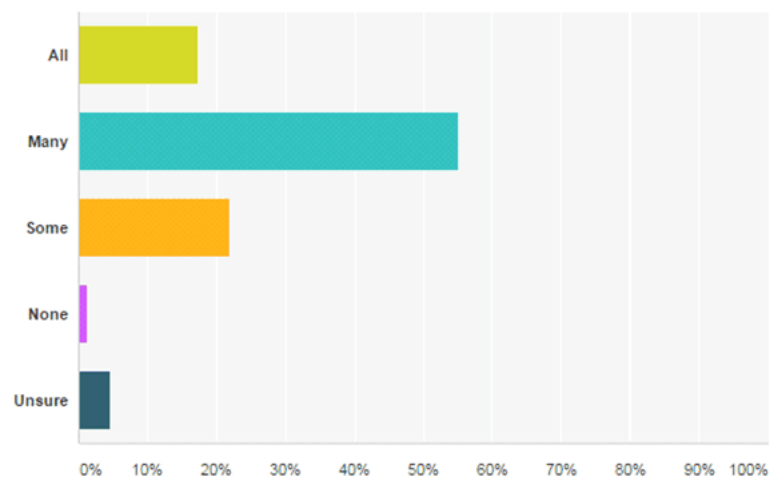
Not-for-profit organisations servicing each SDC ward by sector

Figure 14: Waihopai-Toetoes

Waihopai-ToeToes

- Culture 7%
- Economic 21%
- Education 10%
- Emergency 7%
- Health 2%
- Other 2%
- Religion 7%
- Social 1%
- Sport 43%

27
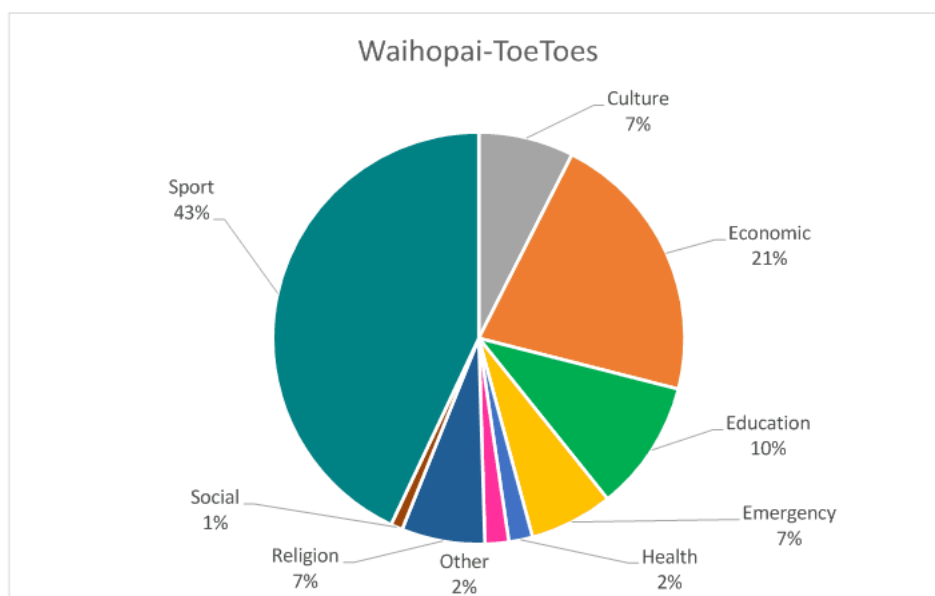
Figure 15: Mararoa-Waimea

Mararoa-Waimea

- Culture 11%
- Economic 20%
- Education 13%
- Emergency 6%
- Health 3%
- Other 1%
- Religion 4%
- Social 3%
- Sport 39%
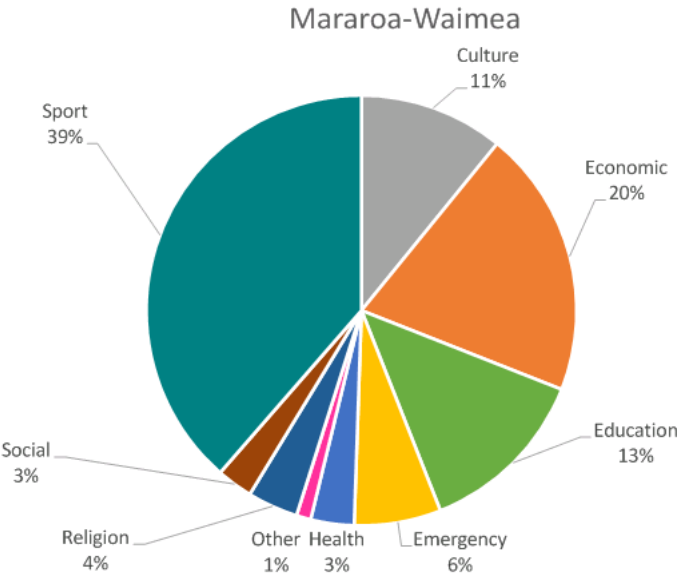
Figure 16: Winton-Wallacetown

Winton-Wallacetown

- Culture 5%
- Economic 19%
- Education 10%
- Emergency 6%
- Health 2%
- Other 3%
- Religion 4%
- Social 6%
- Sport 45%

28
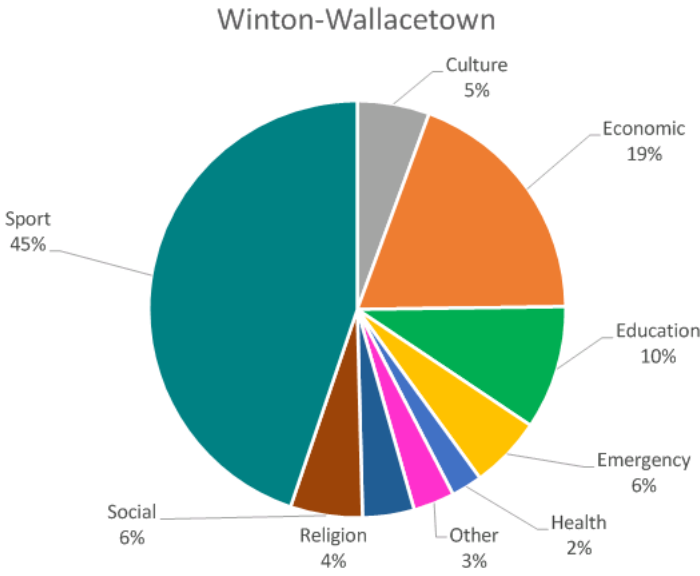
Figure 17: Waiau-Aparima

Waiau-Aparima

Figure 18: Stewart Island-Rakiura

Stewart Island-Rakiura

29

3. Service map of the Southland District and levels of service

> **Project goal 2:**
> *"To create a service map of the Southland District to determine levels of service delivery"*

3.1.   Overview of consultations undertaken

Section 2 detailed the development of a database of 1117 organisations who service the Southland District. A snapshot of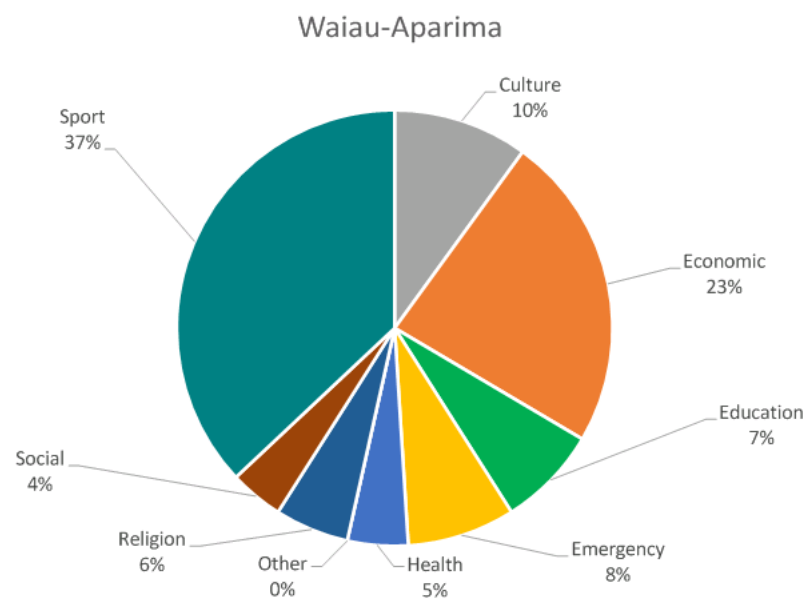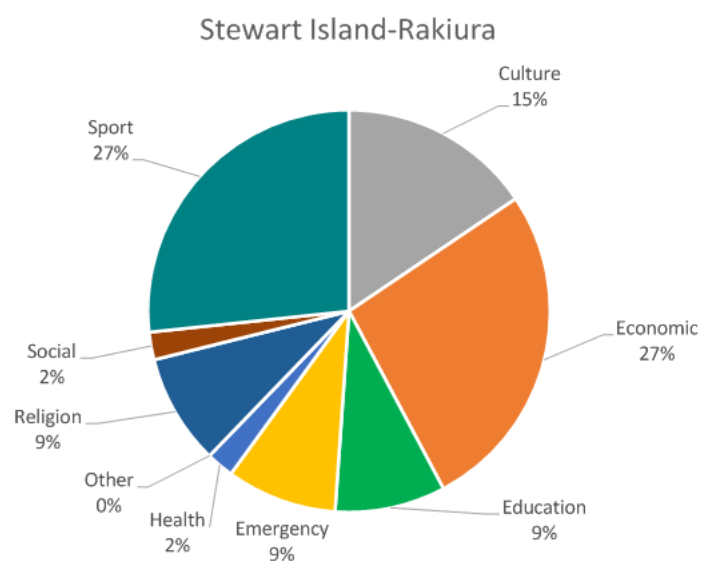 these was then developed and key findings presented. In order to gain a greater understanding of the delivery of services in the District and to create the service map, the following not-for-profit organisations were then consulted:

- 88 SDC based organisations via structured interviews;

- 9 Regionally based and 3 SDC based organisations via less structured interviews.

See Appendix 1 for a list of these organisations and 1.3 for more details regarding the overall project methodology.

As per the project brief, the selection process for the structured interviews ensured a representation of organisations:

- Across the five Southland District wards; and

- Across the eight identified sectors within each ward.

Please see Appendix 3 for a breakdown of the 88 structured interviews by ward and sector.

A number of other informal consultations were conducted with government representatives, elected Council members, key organisations and community members. These were important in order to validate findings and explore themes further.

3.2.   Analysis by sector

Appendices 4 – 7 provide an analysis of the consultations by sector (refer to 1.4.2). This includes a brief overview of the Southland situation for each of the four key sectors including funding and operational summaries. Please note that they are intended to be brief overviews and not comprehensive assessments or critiques of the performance of individual sectors. Factors affecting the current levels of service are identified as are issues and challenges from the consultations and then opportunities looking forward.

It was important to gain a perspective through a sector lens, particularly to understand the wider context that some of these findings/issues/challenges were sitting within.

3.3.   Identification of key themes

Quantitative data from these consultations has been included in the Not-for-profit service sector database snapshot (see Section 2).

Further themes arising from all of these consultations (supported by a thematic analysis of the structured interviews), observations by the project team and desktop research are detailed below.

In line with the project brief, these themes aim to capture issues related to how and what services are delivered (funding, staffing, location, opportunities and challenges, partnerships, gaps and duplications). There was a particular emphasis on any insights relating to factors that may impact on the level of not-for-profit service delivery into the future.

These key themes alongside the sector analysis and database snapshot form the basis for the next section which seeks to identify and summarise key findings and recommendations with a view looking towards the future of not-for-profit service delivery in the Southland District.

3.4.   Exploration of key themes

There were 10 key themes identified and more detail is provided below.

Key theme 1:	Southland District communities are resourceful and maximise the benefits from the resources available to them.
Key theme 2:	There is a healthy level of volunteering, but there are concerns about some shortfalls in supply and skills, and the impact on service levels into the future.
Key theme 3:	Funding is a key issue impacting on access to, sustainability, and overall delivery of services - and organisations are trying to adapt.
Key theme 4:	Population and demographic changes are impacting on demand for certain services.
Key theme 5:	Geographic isolation can be both a barrier and strength, however there are significant transport barriers to accessing services that organisations are trying to address.
Key theme 6:	There are a range of gaps in service delivery and multiple barriers for some populations.
Key theme 7:	There are gaps in facilities to host services.
Key theme 8:	No significant duplications were identified.
Key theme 9:	There are changes in how services are being delivered that impact on access.
Key theme 10:	Organisations are working in partnership and developing models to improve service access, and further opportunities exist.

Overall, the findings of the consultation concluded that the key issues for Southland District based not-for-profit organisations have not changed significantly since the "Southland Community

31

Organisation Needs Assessment" facilitated by Venture Southland in 2010. These included challenges around funding (namely increasing fragmentation of funding sources and compliance demands), a shortage of volunteers (and particularly a shortfall in certain skills) and demands on existing volunteers. This is shaped by trends such as an aging population, declining population in some areas, and an increase of transient workers and their families in the dairy industry. However, there are some areas experiencing growth in the Southland District and which had seen an increase in the delivery of services to respond to the demand.

The feedback from the consultations validated the long established understanding that many Southland District organisations are struggling to attract volunteers, members, and to implement long-term succession planning. However, the community spirit that has enabled these groups to exist for so long is still there and groups maximised the benefit of what resources they had available to them. There are still many passionate members of Southland communities who are willing to contribute. Only one group had doubts about whether they would still be around in five years. All others either hoped or had plans to grow or at least still have a significant presence in their community. New ways of doing things to adapt to a changed environment were evident. This was a positive sign in terms of the medium-term future of services provided by these organisations.

Due to the focus of the consultations on service delivery levels and the associated inclusion of not-for-profit organisations which are regionally based, the consultations identified additional impacts of the trends noted in the 2010 research. It was evident that funding and compliance trends are putting a strain on the governance capacity of some Southland District based organisations. In the health and social services sector there are organisations delivering a wide range of services to vulnerable populations with more specialist services delivered by regional organisations.

Service demands and closures associated with population changes have resulted in strains on the capacity of remaining locally based services. Additionally, residents are needing to travel further for health and education than previously or relocate. It was evident that urban-centred patterns of delivery and the absence of public transport continue to create barriers for service access.

The consultations highlighted some effective service delivery models and partnerships to address these barriers and respond to these trends, and identified some of the risks and opportunities for future service access. This is explored further in Section 4.

Key theme 1:

Southland District communities are resourceful and maximise the benefits from the resources available to them.

The feedback from those interviewed reinforced a very strong and positive "can do" attitude. Almost all were very clear about their purpose, were committed to working hard to achieve it and felt as though they had adequate resources available to achieve their objectives. While groups were not denying that there were some very big challenges (many out of their control), there was a real sense of belief that these could be overcome with support.

32

96% of the responses analysed from Southland District groups said that they had resources available to them. These resources ranged from pro bono skills e.g. lawyers and accountants - to volunteer hours, local community fundraising and many forms of donations (e.g. land use, monetary donations, and use of machinery). Support from Venture Southland and the Southland District Council was also acknowledged by many and appreciation was shown.

This demonstrated confidence in the resources available in the community gives a strong indication of the level of "social capital" available in the Southland District.

Communities who harness the skills and resources of emerging populations are also making an investment in their future levels of service. For example, not-for-profits (and businesses) are offering pro-bono services to the community using volunteers with professional skills, taking the opportunity presented by a higher proportion of residents from professional backgrounds in locations such as Te Anau and Winton.

Key theme 2:

There is a healthy level of volunteering, but there are concerns about shortfalls in supply and skills and the impact on future service levels.

The strength of this theme in the survey responses was hard to quantify as responses were so varied, however overall volunteer supply into the future was a concern. It is important to reiterate that almost all of the groups at a local level depend on volunteers to operate their groups and deliver their services (with the exception of when a local group moves to become a "bridging" organisation it is more likely to employ staff – but then this can also then present other pressures for volunteers running these groups associated with funding and management of staff).

The challenge of maintaining enough volunteers and/or members was often raised, although it was hard to differentiate between members and volunteers in some cases. It appeared that many groups operated with structures where they had a defined group of people who volunteered to run the group and then another wider group of volunteers or members who supported the organisation and its objectives, but were less able (or inclined) to participate in the group (e.g. may just help with fundraising or "one off" events).

Some groups identified a trend of having enough "one-off" volunteers to call on if organising an event, or working bee - but not enough volunteers to commit to governance roles or being on a committee - this was particularly evident amongst organisations where their service delivery is associated with more complex funding arrangements and higher compliance requirements e.g. health trusts or groups that were responsible for employing staff.

It was evident that the ability of groups to deliver their services and achieve their purpose was closely linked to the makeup of their groups in terms of individuals. Different groups required different skill sets of people and many groups had adapted their operating models to accommodate this or the burden fell to some individuals who were more skilled or able than others.

For example a health trust found that they were struggling to find a single person who could "run their trust and business" but also "run their health facility and manage health professionals"- two very distinct skills sets with one requiring institutional knowledge of, or experience within the health sector

33

and the other more generic management and administration skills. Once they realised this, they then adapted their operating model, accepting that they would not be able to find someone able to perform both functions and looking at other resources and skills available to them within their Trust.

Interestingly and in contrast to above, some organisations found it easier to recruit committee members than members for activities such as working bees - the example was given of the high proportion of women on dairy farms who have professional backgrounds. These skills are increasingly sought after on committees, however their household and business responsibilities often precludes daytime volunteering. Many women also do prefer the mental stimulation of being in certain role as well and this is important to consider.

There were many comments on the age of volunteers, most were older and some were wanting to move on did not feel there was anyone to take over their role.

In contrast it is also suspected that potential new members may be "put off" by the fact that the same people have been involved with a group for a very long time.

It is also important to acknowledge that many of these older volunteers or members have a lot of institutional knowledge "in their heads" and collected from many years. There needs to be consideration around how to share this and build on this for the benefit of the organisation.

A number of groups said that they currently had enough volunteers, however they also indicated that their volunteer numbers were static or decreasing. Some (including Home and School Committees and play groups) reported challenges in engaging an increasingly itinerant proportion of the community in volunteering.

It is important that the motivations for why people volunteer is understood and accepted and also perceived barriers to whether they will volunteer or not. Organisations then need to fit around this in terms of who they recruit, what they ask of them and how they run their meetings/organisation. This requires leadership and an acceptance that groups are "competing" for volunteers who have numerous choices of who to give their precious time to.

For example, if you want highly skilled professional people who work during the day, then meetings will have to be at night so they are able to attend. If you persist with day meetings, you have to accept the type of people who can therefore attend your meeting.

Groups who had tailored roles specifically to the skills of members seemed to be succeeding. For example, one hall committee consulted had someone who wanted to volunteer and they knew she was a keen gardener. Instead of making them the "treasurer" and even requiring her to attend meetings. They instead asked if she would help with maintaining the gardens around the hall.

This is similar to the use of sub committees for a specific purpose which involved getting volunteers with a particular skill set involved for a particular project e.g. a lawyer involved to help update a group's health and safety policy for short period pro bono and then once they have completed this task, their involvement ceases as does the subcommittee.

34

Key theme 3:

Funding is a key issue impacting access, sustainability and overall delivery of services - and organisations are trying to adapt.

40% of groups in the structured interview sample indicated that their funding has changed over time. In some instances their main funding has been reduced – with implications of now having to go to more than one funding agency to cover their costs (reflected in Section 2), and a more labour intensive process to fund their services.

In particular, this meant that there was more pressure for groups to have the people skilled enough to be able to apply for, manage and account for the funds (feedback strongly indicated that this was not an easy task).

Some of this 40% were referring to the way in which their own fundraising methods have had to evolve over time – for example something that worked in the past (such as selling cheese rolls or raffle tickets) is no longer as successful and this could be because it does not raise enough funds, could be labour intensive for the group, or other community groups are also competing by doing the same fundraising activities.

Strain associated with funding and compliance was particularly apparent amongst some of the "bridging" organisations such as Community and Health Trusts is consistent with previous research facilitated by Venture Southland *(Community Workers in Southland Project Report, 2016)*. This research looked the experience of rural community workers and their governing organisations and identified that each group had to apply to an average of up to 5 funds in order to keep operating, with some applying to up to 10. Responding to a wider range of needs than other locally based organisations often requires them to pursue multiple funding sources which target particular issues, and their wholly volunteer based governance groups have to maintain the capacity to meet compliance standards associated with employing staff and working with vulnerable populations.

Levels of funding for services was a significant issue for some "bridging" and regional services in the health and social services area. Organisations reported funding levels stagnating (medical centres) or reducing (family support), and a reliance on volunteers and funders money (e.g. Community Trust of Southland) to fill the gaps in staffing and travel.

Impacts are particularly being seen in the health sector, where funding constraints were linked to an increase in phone support, greater travel times to services and some older people having to relocate closer to services.

"Bridging" organisations also reported a lack of long-term funding which brings stability and security. Concerns were raised that funders appeared more interested in new and innovative projects than day-to-day operations. Similarly, it was noted that when employing staff, it was important to be able to give long term job security in order to attract quality people to rural areas - many groups were only able to guarantee year to year contracts because they were dependent upon funding.

A positive example given was from an organisation which ran a museum which said the operating grant (collected from a heritage rate) from the Southland District Council towards day to day costs of running their facility, had been a game changer for them and was much appreciated. It fitted their service delivery model where approximately 20 volunteers "manned" their facility. This financial

35

security supported these volunteers, allowed them to focus on enhancing the service and experience provided and also to look forward to future needs and projects.

Groups that depended on community grants had a high awareness that funders did change their priorities for how they allocated and prioritised their funds. There was a feeling from many that they felt disconnected from how these priorities were determined so they had to make the best of what the situation was. Groups were conscious of the need to stay informed of funding priorities.

Many of those interviewed acknowledged the need for reliable, expert and ongoing support to guide their organisations through a constantly changing, complex environment - particularly linked to changes in legislation (Charities Act 2005) and funding. It was not an easy environment to be in, many believed it to be more complex than ever before and this was a similar perception shared by many volunteers.

The role of Venture Southland and the Southland District Council was specifically acknowledged (having an impartial, reliable support service to go to when they needed too) and many groups had developed trusted relationships with key staff over many years. The institutional knowledge that these staff have regarding individual groups, sectors and the wider Southland picture was noted as being invaluable. Particular note was made of the expertise they provided to groups with packaging or presenting projects for funding applications and overall project planning.

It was noted that some funders had recently changed to not just wanting to "fund" projects, but wanting to help groups with the process to prepare applications. This was appreciated as groups could see that this could help.

Key theme 4:

Population and demographic changes are impacting on demand for certain services.

Population changes such as an aging population, increasingly transient workforce and larger numbers of migrants from overseas were identified in some locations. The population decline that has occurred in some areas and increase in others, and changes to the makeup of these communities (such as skill profile) were also noted. As well as succession challenges and the harnessing of professional skills noted above, these trends were linked to a reduction in volunteering associated with more people being transient, and a struggle for local organisations to provide support to migrant's settlement needs (including advocacy, JP services) - especially in localities further away from Invercargill.

Declining populations

The service levels of some groups had grown or altered in some instances to fill a gap created by service closures associated with population decline.

For example Brydone Community Centre became the main community hub when the school closed. The desire to keep "the only club left in the area" (and local access to the services they provide) can be strongly felt by long term residents, who will go to great lengths to keep organisations alive even if members drop to very low levels. While an indication of community strength, this highlights risk to the long-term level of service in some areas despite the confidence expressed by groups consulted.

36

Services and facilities provided in a community are seen as symbols and representations of a thriving community - particularly by residents. Many people have historical and sentimental ties to the communities they live in with families having lived there for many years/generations and some often being involved in building the community - building facilities, establishing organisations that deliver services etc. Therefore, when services, schools and facilities are threatened and lost, the local community struggle with not only the actual impact of this, but more around the loss of history and things that they identify with and which shape their community.

Venture Southland facilitated research undertaken by Dr Natalie Jackson in late 2016 which focussed on providing a population, labour workforce and demographic assessment of future scenarios for Ohai and Nightcaps. The research firstly acknowledged that global population growth will end around the end of the present century. The cause is structural population ageing (sometimes accelerated by net migration loss of young adults) and population growth will not end evenly affecting some areas earlier than others. As this transition occurs from growth to decline there will be many sub national challenges linked to service, facility and infrastructure provision in areas of population decline such as Ohai Nightcaps which have a structurally older population and are aging faster - and a need to support these communities through this change.

This was backed up with feedback gained from groups consulted in Ohai and Nightcaps. One particular recreational group indicated they were struggling for members and were worried about their future existence *"can't see young people coming on board and don't think we will be around in 5 years unless there is an influx of people".* Existing members were all over 65 years with some as old as 82. Families had moved out of Ohai, parents worked and had less time and the population had declined overall.

Older populations

Some of the "bridging" organisations providing services reported that older people were now their main client group, with more complex health and higher information needs (e.g. Winton). For example community workers are providing additional support to help many older people stay connected around events and services as so much of this information is now online only.

Many are relying on services for social connectedness and this could be another reason why some groups are clinging to stay in operation. For example, some services delivered by an organisation in Northern Southland baked Christmas cakes for senior citizens in their local community and then delivered them on Christmas Day. This same group also holds regular Tai Chi exercise classes. It cannot be underestimated how these services contribute to community spirit and attractiveness of communities for people to live in alongside the provision of more "essential" services.

There are areas of growth in the Southland District which can be partly attributed to older populations who are retiring in particular. These areas include Riversdale, Winton and Te Anau. Some have left farms and wish to retire in their community (or close to it) so they can keep in touch with family and friends. Some also require aged care and rest homes in rural areas become an attractive option for these people.

The provision and availability of suitable and affordable housing is a key factor affecting older populations. There has been recent investigation into developing more housing in growth areas such as Te Anau.

37

Diversifying populations

The Catlins is an example of a community which has had to diversify in order to survive. Similar to other places, they had experienced population loss and demographic changes, primarily due to change in industry (forestry) and loss of work opportunities that encouraged young people to stay. What they have done as a community is band together to develop tourism as a solution with a hope that this will help stimulate the economy, provide jobs and encourage people to live there which in turn will support the continued provision of infrastructure and services for everyone. Subsequently, there is a growth in the role of economic and tourism related groups in this area and the key services they provide. These services are wider than the not-for-profit sector and target local businesses reflecting an integrated community approach.

Some organisations noted that there had been more demand for services to support newcomers to their communities, many of whom are from non-English-speaking. The Southland Regional Development Strategy Action Plan aims to increase Southland's population by 10,000 people. If many of these are migrants, there is concern about how adequate levels of services will be provided.

Vulnerable populations

The strain was apparent on services supporting vulnerable populations, and this stands to impact on the wellbeing of the whole community if not addressed appropriately. A particular concern is around the wellbeing of more vulnerable community members, who despite representing a greater portion of clients of e.g. social services, may still not be getting the support they need, and who can further suffer from being targeted as "draining" (already inadequate) resources.

Key Theme 5:

Geographic isolation can be both a barrier and strength, however there are significant transport barriers to accessing services that organisations are trying to address.

Geographic isolation

In reference to the highly dispersed population of the District, over two thirds of District groups surveyed (66%) did not feel their location or isolation was an issue of concern *for the operations of their group*. In many instances they commented that their distance from major centres was really the reason for their existence, and was something they considered to be a strength and not a barrier to operation. For example, groups located in Waikaia and Stewart Island felt this made their communities stronger and more cohesive. The issue wasn't where the community was located, but rather the people who made the community.

However it is important to note that the location of some communities meant that some areas did not have a lot of choice in regards to volunteers and some skills were not available. The challenges to service access from geographic isolation were also noted by regional groups and funders as well as individual residents.

38

Transport

Transport is both a service, and an enabler of greater access to a range of other services, especially in rural communities where geographic isolation is an issue.

Provision of a quality roading network in Southland is essential if services continue to be based out of key hubs and residents are required to travel to access them - as noted in the *Southland Integrated Transport Study* 2005.[7]

Health shuttles, programme delivery which includes transport (e.g. picking people up for appointments), and home or community based appointments are some of the strategies that Southland District not-for-profit organisations reported using to overcome geographic isolation.

However the significant lack of transport services in the Southland District come through strongly in the consultation, as did concerns about recent reductions of services in some areas such as the bus service from Winton to Invercargill (relied on by residents to attend Work and Income NZ appointments for example). Particular hotspots where communities are disadvantaged due to transport issues include Ohai, Nightcaps and the Catlins.

The consultations and the snapshot analysis also confirmed that face-to-face delivery in the social services area in particular is "urban-centric". Consultations with rurally based workers highlighted that many services are only available in Invercargill, with an expectation that Southland District residents will travel there to access services.

It was reported that some regional organisations often cite lack of funding for travel and safety concerns in rural delivery locations as barriers to delivering services in rural areas.

On the other hand, regional organisations identified efforts they had made to subsidise travel. For example, those delivering national contracts may have negotiated with their national organisation to fund this. However, they are likely to only receive a small proportion which does not factor in time and cost for servicing rurally. These organisations sometimes go to community funders to seek assistance (or to subsidise with reserves or profits from other parts of the business).

The cost of travel for residents to access services was identified as an issue (especially for courses which often run for 8-10 weeks and are only delivered in Invercargill). There's a risk to employment for individuals who require time off work and confidentiality when accessing services such as drug and alcohol counselling.

Significant issues to access were identified in relation to acute mental health services for Southland District residents, including the compounding factors of isolation and the difficult logistics of transport to urban services when levels of assistance exceed health shuttles.

The cumulative effects of personal circumstances limiting transport options were noted by police and communities workers during consultation. These included having multiple driving offences, vehicle infringement fines i.e. no registration or warrant, combined with factors such as low income and poor budgeting skills.

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[7] GHD Limited. (2005). *Southland Integrated Transport Study*. Auckland: New Zealand.

39

Extensive assistance with transport by private citizens was reported. However, more opportunities exist. These range from carpooling to help partners of dairy workers get out of the house during the day - to systems harnessing the sharing economy principles e.g. Uber.

Health shuttles where they are available, are highly valued by residents. It was noted these services are not consistently available across the District. The importance of transport models to support people with more complex needs (e.g. support workers/carer involvement in travel) was identified and the underutilisation of health shuttles for clients requiring mental health support was reported.

Wider consultation for this research highlighted Southland District residents with disabilities and other support needs are missing out on travel subsidies available through the National Total Mobility scheme due largely to the lack of local transport providers. An opportunity exists for not-for-profit organisation to deliver demand responsive mini-bus services, given the availability of this subsidy and their ability to "top up" otherwise non-profitable services through fundraising.

Key theme 6:

There are a range of gaps in service delivery and multiple barriers for some populations.

Residents in centres such as Riverton, Winton and Te Anau have a higher level of access to services as a product of their population. They do, however, still experience some barriers similar to other communities such as Ohai/Nightcaps.

In general, proximity to Invercargill increases the likelihood of outreach services being provided (e.g. Winton), however Te Anau's *greater* distance from a larger urban centre and population characteristics (supply of skilled workers) has been a driver for the establishment of *locally based* (rather than outreach) services.

The need for services to cater for specific local needs was highlighted in the consultations. For example, it was reported that dairy farmers across the District struggle to access longer hours of childcare during periods such as calving as do hospitality workers in Te Anau during after-hour shifts.

The importance for funders of services to consider local needs and adequately resource services was also raised. For example, school enrolments fluctuate with seasonal workforce in dairy communities and funding formulas need to take this into account. Specifically, more resources are needed to cater for the needs of migrant families.

A number of unmet needs were identified in the Southland District including:

- Budgeting and money management;
- Domestic violence;
- Mental health;
- Public transport;
- Family conflict and fragmentation;
- Isolation – for example amongst parenting partners of dairy farmers;
- Ageing related health and support needs;

40

- Support for migrants from Non-English speaking backgrounds;

- GP services;

- Early childhood services;

- Disability access to facilities and waiting times for equipment assessments;

- Emergency housing (no services located in the District);

- Maori families in some localities (the identification of whose needs to be guided by Runangas and providers such as the Nga Kete Matauranga Pounamu Charitable Trust).

Some of these unmet needs are locality specific. For example, the need for early childhood services was identified in the growing community of Te Anau, whereas other communities were concerned about declining enrolments in their local kindergartens. A welcome increase in services in some of these areas in response to these needs was noted – for example family support services coming to Winton and Te Anau.

Significant access issues were identified in relation to acute mental health services for Southland District residents, including the compounding factors of isolation and the difficult logistics of transport to urban services when levels of assistance exceed health shuttles.

The inequities in accessing services which help sustain older people living in rural communities came through strongly in this research. It reinforces the need for Ministry of Health initiatives such as the effective use of technology in monitoring health conditions[8]

Transport services was identified as a significant unmet need for residents across the District, particularly for residents who are elderly or without a car.

Key theme 7:

Gaps in facilities to host services.

A lack of facilities in communities for services to operate out of was noted in the health and social services sectors. In particular, localities such as Lumsden identified a need for appropriate facilities for counselling and health related support services to use.

This is an important issue impacting on future levels of service for which local government, in partnership with communities, has a key role to play and is explored further in the final section.

It is important to acknowledge that while some communities may have some or many facilities, they may not be "fit for purpose". The specific needs of how services need to be delivered should be considered. For example, if some old halls are cold, draft prone, have outdated kitchens and limited heating they will be unattractive to users. An example of this is Lumsden Memorial Hall which recently upgraded their meeting room facilities with new heaters, carpet, tables and "easier to use" kitchen

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[8] Associate Minister of Health. (2016). *Healthy Ageing Strategy*. Wellington: Ministry of Health.

41

facilities. Feedback has been received that this facility is much more "fit for purpose" and subsequently is now very well utilised.

It is suspected that if a community has a "fit for purpose" facility, it will naturally assist with the process of rationalising or prioritising overall facility provision. In most cases, people will use the facility which best suits their needs.

Similarly, location of facilities can be important (including their proximity to other facilities) and how easily accessible they are. Privacy and security are also important factors for the delivery of some services and facilities need to accommodate this.

Service providers also commented that the resources within facilities are also important as they will enable service deliverers to make presentations and communicate with audiences. For example, availability of audio-visual equipment as well as connectivity to the internet and ability to skype are increasingly important features.

Funders of facilities need to be aware of how services are delivered and their direct relationship with facilities. It may be that if there is a desire to no longer fund facilities, that there is consideration around how else to enable the delivery of that service e.g. transport. An example of this could be swimming pools. It may be that funders look to subsidise transport to pools (particularly pools which are "fit for purpose").

The concept of a "physical hub" is important to communities. These hubs have previously been formed around schools and this "bricks and mortar" is actually a tangible way to connect communities. It is important that there are defined hubs and consultations identified opportunities for collaboration and enhancement of this concept.

There was also feedback that indicated that there was not an expectation from service delivery organisations and communities that they all have their own purpose-built facilities. Rather, there is a willingness for shared, multi-use, "fit for purpose" facilities which will affect the type and level of services delivered in rural communities.

Key theme 8:

No significant duplications were identified.

Of the responses analysed, 83% said there were no similar groups operating in their location.

Some had a group in their wider surrounding area that provided a similar service such as early childhood education services. However it is important to note that while these centres cater to a similar target market, they in fact provide a different service which is responding to new and growing demand within this sector of the community e.g. both parents are needing to work and require childcare to enable this (see key theme 9 and the final section for more detail).

It is important to acknowledge the "narrow service delivery focus" of so many local groups as a factor in this lack of duplication. For example, groups are seen as resourceful (key theme 1) and are helping themselves, often being historically established to perform a set task. They seem to be quite content performing this service and not going beyond their set brief e.g. running a community hall. Some duplications were identified by the Project team, and these are explored further in the final section.

42

It is also suspected that because many volunteers wear multiple hats and are associated with numerous groups, this is in fact helping to avoid duplication of services. They individually have a wider awareness of what groups are delivering what services and there is a high level of collaboration already occurring (see key theme 10).

Key theme 9:

There are changes in how services are being delivered - in particular online service delivery.

Some service delivery organisations are looking are different ways to deliver their services keeping in mind funding considerations, the burden of an ageing network of facilities, and the need to be more efficient and effective. There is also increased demand and not always increased resources, to meet this demand. This also parallels changes in local communities with more online communication including the growth in social media.

In the social services and education sectors, a trend away from delivery by community based services to the private sector or larger more regional organisations delivering services was noted in some locations. Early childhood services that require parent involvement to maintain operations are losing enrolments in some locations to more "drop and run" private providers (reflecting changing demands on families), and Regional organisations usually have greater capacity than local organisations to win and service contracts. The impact of this trend goes beyond service levels to the greater quality assurance that can accompany scale on the one hand. On the other, as grassroots participation declines, so does the ability of services to respond to "on the ground" needs and non-commercial goals.

Some regional service providers noted that they use 0800 numbers or phone calls to initially access a client and scope out potential services required. This then may be followed up with a visit and many said they would schedule numerous client appointments in a single visit so to make the most out of the trip. So in a way this could be perceived as helping to overcome cost issues.

An ambulance service for example, noted that they had evolved their approach to deliver their service. Their service is reliant on volunteers working out of their town base, many of whom live out of town. Having to travel when on shift was costly and inconvenient and made the service inoperable. Therefore, they adapted their delivery model to include providing accommodation in their town base which then allowed people to stay (and not have to travel).

Online service delivery

The move to online service delivery was a significant issue in the consultations, with barriers identified for residents including only having a phone, needing a computer to access the full functionality of many websites (to upload forms etc.), and lack of privacy for activities such as to do a video job interview in the limited public access computers in town.

43

Item 9.4 Attachment A

This identified the importance of connectivity and in particular access to fast and reliable internet. There are many areas within Southland which still do not have access to the internet or cell phone coverage, let alone acceptable quality speed internet. In some areas, the schools are the only guaranteed source of internet connectivity as they have fibre connections. This then raises another issue around "what happens when that school closes". It is not just the fact that the school closes but the impact on the wider community. Service providers noted that many rural people still did not have the ability to access internet at home and this meant that children struggled to do homework, farms could not pay people via internet banking and emergency services struggled with communication and service delivery.

Key theme 10:

Organisations are working in partnership and developing models to improve service access, and further opportunities exist.

A large proportion of responses analysed from Southland District groups analysed (83%) said that they work in collaboration with others in their community to deliver their service. This could vary from joint fundraising initiatives through to joint delivery of a service or event.

There was evidence of effective collaboration to identify needs and find innovative ways to get people to services or services to people. However this research found it varied from locality to locality and was complex in terms of having lots of different partners involved, including community workers, health trusts, regional services and emergency services.

Groups reported the need for independent facilitation and ongoing trusted support, particularly in developing clear strategic frameworks as well as when working alongside multiple stakeholders in partnership approaches. It was not always easy finding the common ground upon which partnerships were formed and it was a skill which was more and more needed (to be able to facilitate these partnerships considering the individual perspectives and desired outcomes of all). Acknowledgement was made to the value of Venture Southland in providing this service. Often because they have had no direct interest or conflict (e.g. not a landowner), they have been well suited to a role of facilitator.

In the social services and health area, partnerships between local and regional organisations were being used effectively to respond more flexibly to resident's needs – including use of space, and maintaining close links to support effective referrals.

"Bridging" organisations such as community trusts often fund vouchers for petrol for people to attend appointments for which regional services are contracted to provide. Given the resource constraints of the former in particular, there appears to be an opportunity for closer partnerships to ensure greater equity. This may also be an issue of funders or some regional services not understanding the unique challenges associated with Southland and the need to travel to services.

A number of regional providers were making efforts to engage the community prior to starting up new services, and maintaining relationships and a presence in the community – a practice which was reported to have a positive impact on uptake of their services.

"Wrap around" models are integral to some of the regional providers' approaches, and a preparedness to draw on their own reserves and develop responses using responding to need or a

44

whanau/family centred model was apparent. These strategies reflect a wider commitment to both integrated and "joined up" service delivery at a governmental level. For example, the Southern Strategic Health Plan[9] and the Delivering Social Services Every Day[10] document.

Community Hubs

The value of community or service hubs to improve access to services was identified (for example the Fiordland Medical Centre identified themselves as a hub). However the need for these to be neutral spaces was highlighted. A number of locations (Otautau, Wyndham, Waikaia, and Lumsden) were identified by service delivery organisations as places to possibly develop community or service hubs. It is thought that this would further enhance the level of service delivery.

Careful consideration needs to be given to communities of interest. For example, Ohai, Nightcaps, and Otautau are 20 to 30 minutes' drive apart, however integrating services in the future could be challenging and may in fact result in decreased service access. While they are close in proximity, they are different communities with different cultures and histories. Otautau is a dairy farming community with a mill based industry, while Ohai and Nightcaps have a coal mining history and strong shearing community.

Other examples of partnerships and alternative models of delivery raised included:

- *Collaboration between a number of groups doing separate fundraising to maximise their reach.* It was suggested that groups in the not-for-profit sector who provide similar psychosocial support could combine their fundraising efforts and provision of generic services.

- *Harnessing the skills in the community.* The innovative work being done in parts of the District to harness professional skills existing in the community pro bono reduces the demand on government/philanthropic funding (e.g. the Central Southland Hospital Charitable Trust) is a good example of community using their capacity to make community services more sustainable in an increasingly constrained funding environment.

- *Strategies to attract regional services.* Visiting services can be made much more viable for regional providers if they not only have suitable facilities to deliver a service, but can service a number of communities in one circuit of the Southland District. The rural community workers network successfully advocated for services such as family support to provide outreach, and is an ideal forum to identify common needs of residents (e.g. counselling or financial advice) and coordinate this sort of strategy in collaboration with the Southland District Interagency and providers.

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45

4.   Summary of findings and recommendations

> **Project Goal 3:**
> *"To provide a summary of key findings and recommendations with a view looking towards the future of not-for-profit service delivery in the Southland District"*

This Project has identified a number of issues impacting on current and future levels of not-for-profit services in the Southland District. Section 2 and 3 analysed the data gathered through the consultations, observational research and desktop analysis - organising this information into a snapshot and key themes. This final section of the report will focus in on key findings and recommendations arising from this enquiry into the future level of not-for-profit service delivery in the Southland District.

A note on the recommendations

A collaborative approach is needed across the Southland District inclusive of community, iwi, funders, not-for-profit organisations, and central and local government to help ensure good decisions are made to support the delivery of not-for-profit services into the future. As a key audience for this report is Southland District Council, consideration of the roles of local government in recommendations arising from this Project are warranted.

Local government can play a variety of roles in enhancing community wellbeing by improving access to services delivered by the not-for-profit sector. These include:

- **Facilitator:** Gathering information, facilitating and advocating for solutions, with the active involvement of the community and relevant stakeholders.

- **Partner:** For example providing facilities or co-locating services to help make community hubs viable, building volunteer group capacity, or contributing funds to transport solutions.

- **Service provider:** Delivering some community services directly e.g. through after school or holiday programmes and libraries.

Recommendations in relation to Southland District Council are made with the need for both wider collaboration, and the potential role of local government, in mind.

A note on the findings:

Not-for-profit organisations contribution to community wellbeing through the delivery of services into the future will revolve around:
- The resources and support available for this sector to thrive;
- The sectors' engagement of community/partners and relevance to community needs;
- Organisations' capacity to harness community participation and resources effectively to address these needs.

46

The 10 key themes that came out of this research provide many positive indications around the level of Southland District not-for-profit services into the future, and noted trends that if dealt with effectively could strengthen the not-for-profit sectors role as a partner in enhancing community wellbeing.

Findings developed from these themes and associated recommendations are listed below.

Finding 1:

Southland District Communities are resourceful, and while there are challenges maintaining funding and volunteers, there are many good examples of adaptation (Themes 1-3).

Themes 1-3 highlighted the many ways in which Southland District not-for-profit organisation are adapting to harness resources effectively and address shortages in volunteer supply and skills - an encouraging trend in relation to the services provided by these organisations into the future. Sharing this learning, as well as sustained capacity building support was identified as critical. There could also be opportunities to match skilled and available volunteers with gaps in the volunteer sector.

> **Recommendation 1: Support not-for-profit networking to learn and share successes, and continued capacity building support.**
> It is recommended that opportunities be sought for not-for-profit organisations to share their successes in adapting to a constantly changing, complex environment through the provision of networking opportunities (see recommendation 3.3). Venture Southland and others to continue to provide support to assist organisations to navigate through this environment.

Finding 2:

Bridging organisations are a crucial component of the Districts' not-for-profit service delivery and significant risks to their sustainability have been identified (Theme 3).

This research found a key area of risk is the viability of organisations and roles that function as connectors to services across the Southland District. For example

- In recent years schools (which function as hubs of very small communities) have been closing at a rate of one per year;

- Community worker trusts who already rely on very fragmented funding are possibly poised to lose some core funding;

- Health trusts also face a stagnant or dwindling funding base to service an aging population and heavy demands on their volunteer boards.

These organisations are a critical component of service access into the future, providing support on the ground and facilitating access to a broad range of health, education, and social services - particularly for vulnerable residents. As community-governed organisations, local Trusts are a crucial

47

vehicle for local participation in determining and addressing local needs - therefore strains on their capacity and sustainability into the future are of significant concern.

The fragmented and/or unreliable funding base of bridging organisations is a considerable risk to levels of service into the future - for example short term funding contracts make it very difficult to attract and retain staff. Many examples of Trusts' adaption to these challenges were identified, however targeted support is recommended as an investment in community wellbeing into the future.

> **Recommendation 2.1: Increased Support for "Bridging Organisations"**
>
> It is recommended that SDC and the Venture Southland Community Development team offer targeted support to this group of organisations as they face these challenges, assisting them to identify their specific needs and opportunities to enhance their service delivery. Different groups may require different support e.g. mentoring; project, organisational and business planning. An overall assessment could also then be obtained of the bigger picture (including identifying potential gaps and duplication) by looking at all of these organisations side by side and also continuing to work alongside community funders to support the important work of these organisations.

> **Recommendation 2.2: Ensure a more reliable funding base for these organisations.**
>
> The Ministry of Social Development and Southern District Health Board can make an important contribution by to maintaining core operational funding for these services, in addition to ongoing efforts at an organisational level to develop more sustainable funding models with the support of community funding organisations.

Finding 3:

There were a range of gaps in service delivery and multiple barriers for some populations, but no significant duplications were identified (Theme 6 and 8).

The consultations identified a high level of variation in resident's access to services depending on factors such as location, age and socio economic status across the District. A range of unmet needs was identified - in particular access to transport services.

The consultations with locally based groups found little discrepancy between their stated and actual areas of service delivery presence in community. However Regional services were more likely to service the District "on paper" as clients were often expected to travel into Invercargill for appointments and faced considerable barriers.

This research also identified that there was no significant duplication of services from the perspective of the Districts' not-for-profit organisations. However it is acknowledged these concerns have been raised by funders of services in some parts of the District. District based organisations consulted were very focussed on providing a response to an often well-defined need in their immediate locality, so tended to not "geographically" compete. While some duplication of services has been reported among

48

the "service" offered by facilities such as meeting and function space, the picture is more complex that it appears on the surface (*see key theme 7*).

49

Recommendation 3.1: Build a shared understanding of the community and not-for-profit sector with the help of a "community wellbeing check"

The nature of the way not-for-profit services are delivered in the District is characterised by a large number of organisations delivering a variety of services. Many groups are relatively content to deliver their own part and are not as concerned with the wider picture. Given the significance of not-for-profit services to community wellbeing and the considerable gaps across the District, there is a case for taking a holistic approach to build and maintain an understanding of how all these pieces of the puzzle fit into a larger jigsaw.

A "community wellbeing check" - or regular review of the overall picture of the not-for-profit sector and the services they provide is recommended towards this aim. This process would go beyond occasional reviews using population statistics (or "top down" analysis"), to maintain a "bottom up" understanding of how the pieces fit from a community perspective, whether services are meeting their needs, what their evolving needs are, what different groups are doing and their strengths and challenges, and what services would help enable their communities to thrive. The Venture Southland Community Development team is well positioned to deliver a "bottom up" process, given their community engagement skills and extensive community relationships. *See Recommendation 5 for further details.*

Recommendation 3.2: Support the Regional Community Funder Forum

The Funders forum which regularly brings representatives from community funders associated with the Region together, will continue to be a good forum to share knowledge of duplications and gaps to ensure that funders do not inadvertently contribute to service fragmentation and the benefit of social investment is maximised. This forum should be prioritised and continue to be supported.

Recommendation 3.3: Enable Community Leadership and Networking Opportunities

In a competitive funding environment, strategies such as continued support for leadership on the ground to resolve issues such as duplication (such as working towards complementary services and points of collaboration, while respecting the strong identification members have with their respective groups) will help ensure public funds are targeted to produce the most community benefit. Effort should be focussing on assisting local communities to identify and implement local solutions and working with each other where possible to identify efficiencies and avoid duplication.

50

Finding 4:

There are gaps in facilities to host services and some duplications (Theme 7 and 8).

This project reinforced the commonly understood notion that people are more likely to access services in localities and spaces with which are not only more practically accessible, but with which they identify (their "community of interest") and feel comfortable. It is crucial that communities of interest are factored into any decisions about the location of Council facilities and services.

Information about the sorts of facilities that will facilitate service access into the future was a theme of this research (see Theme 7 and 8 - the importance of Internet connectivity was noted), and some alternative approaches to funding were raised (such as funders assisting with transport to facilities, rather than only funding facilities).

Facilities that were 'fit for purpose' were highlighted as essential.

A key concept that emerged through the consultation and research was the value of service hubs where visiting spaces are provided to link residents into services at a local level - reducing travel time and addressing transport barriers.

Recommendation 4: Further Investigation into Provision of Facilities Maximise Access to Services

SDC and Venture Southland are currently undertaking a review of community facilities. A key objective of this project is to understand the relationship between the provision of facilities and demand - as well as who is providing facilities and challenges associated with this and any duplications or gaps. The availability and suitability of facilities to function as "community hubs" could be considered in this review - taking into account communities of interest and the sorts of requirements identified in this project *(see Recommendation 7 below)*.

An important opportunity exists for SDC and funders to support the development of service hubs. A range of strategies could assist (depending on the governance structure of the organisation hosting the hub and specific needs in a locality) including the provision of facilities, secure operational funding, and co-location of services and Council staff (and perhaps other wider community services).

To support the development of hubs, further work would be needed to establish factors to prioritise decisions about which localities, organisations and facilities to provide assistance to.
For example, the level of existing services is important - if a town has a high school which is already drawing rural families into town for education access can be increased by providing other youth and family services in the town. However multiple factors need to be considered - a town may be centrally located geographically ("on the map"), but not be accessible by public transport or reflect the community of interest of some of the intended "feeder" communities.

Meaningful community input into these decision making processes is critical to empower communities and ensures decisions are informed by local knowledge about barriers/preferences.

51

Finding 5:

Population and demographic changes are impacting on demand for certain services, and will impact on service levels into the future (Theme 4)

The Southland District is geographically large with the population spread across many small towns. Each has its own challenges and plans for the future, with some communities projected to grow while others will face a declining population. The goal is to understand how each community might change over time, what services they might need and how these are provided. The key is also to look at the situation from various perspectives including township, ward, territorial authority, Southland region and community of interest.

Demographic changes such as migration, population decline, aging, and diversification were noted in Theme 4. Impact on service demands as well as wider community impacts were noted. These trends will also have a significant impact on service levels into the future.

School closure both reflects changes in the population and demographics of communities, but where they occur, prompt further depopulation as families relocate closer to education services.
A lack of both suitable housing, transport and services in a number of smaller communities is also a driver for older residents to move away from their community closer to suitable housing and health services, and younger families closer to education facilities.

Housing issues include a high proportion of poor quality housing stock, and a lack of suitable housing for retirees. Winton, Riverton and Riversdale are seeing increased demand and supply of housing suitable for retirees, and in Te Anau this is at development stage.

52

Supply and suitability of housing are key issues to be considered in relation to the population targets in the Southland Regional Development Strategy (2016).

Recommendation 5.1: Support early identification of Southland District communities needing more services or at risk of losing services, with strategies including a "community wellbeing check"

Supporting strategic work to identify communities where there is the greatest need for services and/or are at risk of losing services such as schools before it is too late (and depopulation and community leadership start to be lost) and support successful strategies to sustain services in community (such as service hubs) is a key recommendation of this report. This could include enriching any current flow of information that arises from the planning mechanisms that government departments (such as the Ministry of Social Development and Ministry of Education) use understand population changes and changing/emerging needs - to organisations such as funders and SDC.

The idea of a yearly "community wellbeing check" conducted by Venture Southland's Community Development team could build on the foundational work done in this project to provide SDC and others with a District-wide perspective on where preventative action could be taken to address the factors which can contribute to entrenched socio/economic disadvantage or population decline. A consistent set of social indicators could be developed in collaboration with communities to evaluate the "health" of their community – e.g. how many volunteer groups operate locally, and trends in school enrolments, facility closures, population. A strategy of this nature would further develop the Venture Southland Community Development team's capacity to contribute to District-level social planning.

Recommendation 5.2: SDC and partners to consider ways to attract more locally based services in response to emerging need.

Some regional organisations have recently decided to set up a base in the Southland District (e.g. family support and aged care services in Te Anau). Whether this is a requirement of their service contract or a purely operational decision, SDC in partnership with others could consider what could be done to address the sorts of factors that attract services to "set up shop" (e.g. a workforce with appropriate skills) in locations where a bricks and mortar service are most needed.

Recommendation 5.3: Investigate ways tourism growth in some areas can not only 'rejuvenate' and benefit local communities, but also support the provision of community services.

Tourism presents an opportunity for communities to diversify and adapt to and/or address population issues. In some areas such as the Catlins and Te Anau, it is already 'rejuvenating' local communities. It could be that tourism offers a way to sustain other essential services and infrastructure (such as transport, facilities and telecommunication upgrades) and even with partnerships with the private sector/not for profit sector and Council. The other side of tourism growth also needs to be considered, that is pressure on existing services including housing, schools etc.

53

Finding 6:

Geographic isolation can be both a barrier and strength, however there are significant transport barriers to accessing services that organisations are trying to address (Theme 5)

The urban-centric pattern of service availability in the District (particularly in the social services sector), costs of travel for residents to access services in Invercargill and the lack of available services, and gaps in funding for Regional staff to travel out to the Region were all noted.

However the value placed on existing services such as health shuttles and solutions being found to overcome transport barriers was also recognised. Many organisations prioritise travel to improve service access. However they report a heavy reliance on trust funds or their own reserves to subsidise client travel, or top up mileage costs for staff to cover the larger distances required to service the Southland District. This is a reminder of the importance of government funding formulas reflecting not only the number of people to be serviced, but the costs of servicing which are higher due to additional transport in rural communities.

Recommendation 6: Partner to investigate and implement transport solutions.

The transport services that do exist in SDC are highly valued and the facilitation of, and financial assistance for, additional transport solutions such as sharing-economy models is an area where SDC, VS and funders could potentially assist. There are opportunities for new providers to make these services more viable via subsidies available for passengers (such as Total Mobility). There are also opportunities for both not-for-profit and corporate organisations to harness their respective strengths in operating in this space - ability to fundraise for otherwise unprofitable services in the former, and social responsibility mandates of the latter.

Finding 7:

There are changes in how services are being delivered, and improving Internet connectivity will play a key role in levels of service into the future (Theme 9)

This research identified only a fraction of the many ways that not-for-profit organisations are adapting to a changing environment - such as the move to online services - to sustain service levels and access for Southland District residents. Alternative methods of service delivery such as phone and internet are being increasingly used, and while the driver is partly funding constraints, multiple methods of services delivery can enhance access (for example for rural youth who are regular users of social media platforms and for whom confidentiality can be a barrier to presenting in person at local services). Internet access provides a general contribution to community's sense of connectedness – in very small communities where schools have closed, the school was one of the few places with reliable Internet access.

54

> **Recommendation 7: Priority be given to maintaining Internet connection in communities where schools are closing, in particular look at ways to equip other community facilities.**
>
> The high costs of bricks and mortar and in-person services in low population rural areas are recognised, however they are important to maintain where possible to increase not only service access, but a range of other community benefits such as community cohesion, capacity building and a sense of belonging.
>
> Bricks and mortar facilities can also be used to support other methods of service access in addition to face-to-face. Teleconferencing (between remote health professionals and patients at a local site) is being used effectively in the health sector to help reduce patient travel time and delivery. Community Hubs equipped with this technology could be used not only for activities such as counselling, but for training and supporting the functions of volunteer groups. One idea cited in the consultations was for a number of groups to share a "virtual secretary" who does the minutes for a number of groups – and they could use this technology to join meetings remotely. Funding this equipment is an area of potential support by SDC and other funders.

Finding 8:

Organisations are working in partnership and developing models to improve service access, and further opportunities exist (Theme 10)

Rurally based not-for-profit do struggle to recruit committee members with the skills increasingly required to govern. Similar requirements are being made of boards in like-organisations, and suggestions are often made around consolidation. However previous research and consultation with rural community trusts has highlighted the risk of losing a locality-focus through consolidation at this level (e.g. one board over a number of locations) - especially if there is a combination of urban and rural sites (as the priority of rural sites tends to get lost).

As identified in theme 10, effective collaboration is occurring at a service level - to find better ways to get people to services or services to people - and does not necessarily require shared governance. Through the course of this research, numerous examples of partnerships and alternative delivery models were identified in the District - as well as potential partners and opportunities. Brokering partnerships can be complex, and the value of ongoing support by organisations such as Venture Southland to support Southland District not-for-profit organisations navigate this process was highlighted.

55

Recommendation 8: Support relevant networks in their development of partnerships and better delivery models.

Good examples of regional organisations effectively engaging communities prior to starting a new service were identified in this project. In the social services sector in particular, further work could be done alongside networks such as the Southland District Interagency and Rural Community Workers network to identify models which are working and develop further partnerships and models to increase service access.

56

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57

Item 9.4 Attachment A

Appendix 1

Not-for-Profits Organisations Consulted Via Structured Interviews

	Name	Base of operation	Primary Sector
1	Athol Cemetery Trust	Athol	Economic
2	Balfour Squash Club	Balfour	Sport and Rec
3	Bayswater Tennis Club	Drummond area	Sport and Rec
4	Browns Athletics Society	Browns	Sport and Rec
5	Brydone Community Centre	Brydone	Economic
6	Bushman Museum - Tuatapere Community Information Centre	Tuatapere	Culture and Arts
7	Central Southland Hospital Charitable Trust*	Winton	Health
8	Central Southland Youth Centre	Winton	Economic
9	Colac Bay Progress League	Colac Bay	Economic
10	Deep Cove Outdoor Education Trust	Manapouri	Education
11	Dipton Community Baths Trust	Dipton	Sport and Rec
12	Dipton Community Social Committee Incorporated	Dipton	Sport and Rec
13	Dipton Home and School	Dipton	Education
14	Dipton Volunteer Fire Brigade	Dipton	Emergency
15	Drummond Golf Club Incorporated	Otautau	Sport and Rec
16	Edendale Medical First Response Trust*	Edendale	Emergency
17	Edendale Presbyterian Church	Edendale	Faith based
18	Edendale Scouts	Edendale	Sport and Rec
19	Edendale Vintage Machinery Club Inc	Edendale	Culture and Arts
20	Fiordland Firearms Club	Te Anau	Sport and Rec
21	Fiordland Search and Rescue	Te Anau	Emergency
22	Fiordland Trails Trust	Te Anau	Sport and Rec
23	Forest Hill Foundation	Winton	Economic
24	Foveaux Foodies	Stewart Island	Sport and Rec

58

25	Friends of Winton Maternity	Winton	Social Services
26	Knit and Knatter	Stewart Island	Culture and Arts
27	Lions Club Of Mossburn Northern Southland Charitable Trust	Mossburn	Economic
28	Lochiel Community Church	Winton	Faith based
29	Lumsden and Areas Miniature Bodies Society	Lumsden	Education
30	Lumsden Heritage Trust	Lumsden	Economic
31	Manapouri Hall Committee	Manapouri	Economic
32	Menzies Netball Centre	Wyndham	Sport and Rec
33	Moores Reserve Combined Sports Facility Trust	Winton	Sport and Rec
34	Mossburn Pre School	Mossburn	Education
35	Mossburn Presbyterian Church	Mossburn	Faith based
36	Nightcaps Medical Centre	Nightcaps	Health
37	Nightcaps Playcentre	Nightcaps	Education
38	Northern Southland Community Resource Centre Charitable Trust*	Lumsden	Economic
39	Oban Presbyterian Church Prayer Circle	Stewart Island	Faith based
40	Ohai Indoor Bowls Club	Ohai	Sport and Rec
41	Orawia Community Centre	Orawia	Economic
42	Otautau Flowers, Quilts, and Crafts Day Committee	Otautau	Culture and Arts
43	Otautau Museum Trust	Otautau	Culture and Arts
44	Otautau New Life Centre	Otautau	Faith based
45	Otautau Returned Services Association Incorporated	Otautau	Economic
46	Pine Bush Committee	Pinebush	Culture and Arts
47	Rakiura Education Trust	Stewart Island	Education
48	Rimu Home and School Committee	Rimu	Education
49	Riversdale Golf Club	Riversdale	Sport and Rec

59

Item 9.4 Attachment A

50	Riverton Coastguard	Riverton	Emergency
51	Riverton Community Arts Centre Charitable Trust	Riverton	Culture and Arts
52	Riverton Community Charitable Trust*	Riverton	Social
53	Riverton Lions Club	Riverton	Economic
54	Rotary Club of Fiordland Incorporated	Te Anau	Economic
55	Stewart Island Rakiura Community Environment Trust (SIRCET)	Stewart Island	Economic
56	South Catlins Charitable Trust*	South Catlins area	Economic
57	Southern REAP Inc*	Winton, Gore	Education
58	St Johns Otautau Area Committee	Otautau	Emergency
59	Stewart Island Community Garden	Stewart Island	Economic
60	Stewart Island Health Committee	Stewart Island	Health
61	Stewart Island LANSAR	Stewart Island	Emergency
62	Stewart Island News	Stewart Island	Economic
63	Stewart Island Pavilion Trust	Stewart Island	Economic
64	Stewart Island Promotions Association	Stewart Island	Economic
65	Stewart Island Women's Institute	Stewart Island	Economic
66	Switzers Museum Waikaia Incorporated	Waikaia	Culture and Arts
67	Te Anau Plunket Group	Te Anau	Health
68	Te Anau Youth Worker Trust*	Te Anau	Social Services
69	The Central Southland Vintage Machinery Club	Winton	Culture and Arts
70	Thornbury Vintage Tractor and Implement Club Inc	Thornbury	Culture and Arts
71	Toetoes Swimming Pool Committee	Tokanui	Sport and Rec
72	Toi Rakiura - Arts Trust (Stewart Island)	Stewart Island	Culture and Arts
73	Tokanui Memorial Hall Community	Tokanui	Economic
74	Tuatapere Senior Citizens Association	Tuatapere	Economic
75	Tuatapere Toy Library	Tuatapere	Education

60

76	Waikaia Home And School	Waikaia	Education
77	Waituna Landcare Group Incorporated	Waituna Catchment	Economic
78	Wallacetown Garden Club	Wallacetown	Sport and Rec
79	Wallacetown Volunteer Fire Brigade	Wallacetown	Emergency
80	Winton Area Promotions	Winton	Economic
81	Winton Community Support Worker Committee	Winton	Social Services
82	Winton Football Club	Winton	Sport and Rec
83	Winton Skate Park Trust	Winton	Sport and Rec
84	Wyndham and District Historical Society	Wyndham	Culture and Arts
85	Wyndham Districts Toy Library Inc	Wyndham	Education
86	Wyndham Edendale Community Health Centre Trust*	Wyndham	Health
87	Wyndham Rugby Club	Wyndham	Sport and Rec
88	Wyndham Volunteer Fire Brigade	Wyndham	Emergency

*Could be considered a "bridging" organisation (refer 1.2)

Item 9.4 Attachment A

61

Not-for-Profit Organisations Consulted Via Less Structured Interviews

	Organisation Name	Base of operation	Primary sector
1	Age Concern Southland Incorporated	Invercargill	Social Services
2	Barnardos - Invercargill, Gore, Bluff, Nightcaps and Mataura (under the umbrella of Barnardos New Zealand Incorporated)	Invercargill	Social Services
3	Cancer Society of New Zealand, Otago and Southland Division Incorporated	Invercargill	Social Services
4	Citizens Advice Bureau Invercargill Incorporated (Southland)	Invercargill	Social Services
5	Dairy Women's Network - Southern Southland Regional Group (Charitable Trust name: Network For Women In Dairying)	Invercargill	Economic
6	Disabilities Resource Centre Southland Charitable Trust	Invercargill	Social Services
7	Family Works - Southland Invercargill PPS (under the umbrella of Family Works New Zealand Charitable Trust)	Invercargill	Social Services
8	Kindergarten South = Southland Free Kindergarten Association Incorporated	Invercargill	Education
9	Nga Kete Matauranga Pounamu Charitable Trust	Invercargill	Health
10	Winton Community Support Committee (under the umbrella of Central Southland Hospital Charitable Trust)*	Winton	Social Services
11	Northern Southland Community Resource Centre Charitable Trust*	Lumsden	Social Services
12	Otautau Community Worker	Otautau	Social Services

*Could be considered a "bridging" organisation (refer 1.2)

62

Appendix 2

Questions for Consultation with Community Organisations

All information gathered is confidential will be de-personalised and used as primary data for a research project being completed by Venture Southland on the investigation into the not-for-profit community organisation and volunteer sector in the Southland district.

Organisation Details

1. Organisation Name
2. Person spoken with and position in organisation – how long have they been involved with the organisation? How long has the organisation been operating?
3. Sector of organisation - identify from the following (*If identify with two indicate which is the primary sector for the group*)
    - Culture and Arts
    - Sport and Recreation
    - Education
    - Health
    - Social Service
    - Economic
    - Emergency
    - Religion
4. The type of your organisation? (are you a charitable trust, informal (committee), Incorp society) and are you a registered charity with Charities Services?
5. Meeting frequency? How often, structure, where and when?
6. What local facilities does your organisation use?
7. Where is your organisation located/based? What geographical area does your organisation cover?
8. Interviewer's comments

Membership

9. Does your organisation utilise volunteers? If so;

    a. How many volunteers does your organisation have?

    b. One off volunteers (for specific activities) compared to volunteers on a committee?

    c. Breakdown of age bracket and gender of volunteers?
       (Under 20, 21 – 35, 36 – 50, 51 – 65, 65+)

    d. Do those volunteers live locally, or travel to volunteer their time for the organisation?

    e. Do you have enough volunteers? Is your number increasing or decreasing

    f. Do your volunteers volunteer with other organisations as well?

    g. Motivation for volunteering? passionate about the groups purpose or scared of the group folding if didn't take on a role

    h. Your observations of attracting and retaining volunteers?

10. Does your organisation employee any staff? If so what is your FTE equivalent and how is this made up (e.g 2 people part time to fulfil the 1 FTE.) How do fund your employee/s?

63

Item 9.4 Attachment A

11. How many members do you have? Is there a membership fee? Has this changed/fluctuated over time? Any trends or comments?
12. Interviewer's comments

Purpose/Objective of Group

13. What is the purpose and function of your organisation (what do you do? what is your function in the wider community? has this changed over time)
14. Interviewer's comments

Service Delivery

15. Role in the community of your group – narrow or wide focus?
16. What resources are available to you that help you delivery your service? (in kind, special donations)
17. Are there other similar groups/or similar delivery of services in your geographical area, comments on this?
18. Does your organisation work in collaboration with other agencies to deliver your aims/objectives/services? If not, is this something your organisation has looked at?
19. Interviewer's comments

Organisations Capability (funding situation)

20. Annual turnover of the group (helping us to categorise the size of groups)
       (Up to $5k, $6k – $15k, $16 – $25k, $25k-$50k, $50k+)
21. How is your organisation funded? Interested in all aspects of funding from donations to grants etc.
22. Does your funding specify you cover a particular area with funding received?
23. Has your funding changed/evolved?
24. Challenges with funding? How is the group responding to these?
25. Reporting requirements, impact to your organisation?
26. Interviewer's comments

Challenges/Looking Forward

27. Rural location - isolation/barriers to your group?
28. Changing communities – how has your group adapted – have they adapted?
29. Commentary on other community groups – what's happening?
30. Where do you see your group in 5 years?
31. Interviewer's comments

64

Appendix 3

Breakdown of the 88 structured interviews by ward and sector

Ward	Education	Social Services	Health	Economic, Social and Community Development	Culture and Arts	Sports and Recreation	Faith Based/ Religion	Emergency, Disaster and Relief	Number of consultations in ward	Number of Not-for-Profits based in ward
Mararoa/Waimea	4	2	1	4	2	4	1	1	19	184
Waiau/Aparima	2	1	1	5	5	3	1	2	20	177
Winton/Wallacetown	2	2	1	3	3	6	1	2	20	116
Waihopai/ToesToes	2	0	1	3	2	5	1	2	16	107
Stewart Island/Rakiura	1	1	1	3	2	3	1	1	13	45
TOTAL	11	6	5	18	14	21	5	8	88	658

65

Appendix 4

Snapshots of key service sectors

1. Social Services Sector

The Southland Situation

Social services in the Southland District provide a range of services, advocacy and support to enhance the wellbeing of residents. These include areas such as mental health, emergency food provision and/or housing, family support, disability services, groups for children and young people and/or their caregivers, support for migrants and culturally appropriate support for Maori community members.

There is an overlap with other sectors and in particular health, education, economic, social and community development amongst others.

Key facilities located in communities such as Community Centres, Schools, Church Buildings and Plunket Rooms provide an important role in facilitating local access to services.

Networks such as the Southland District Interagency Forum and Community Workers network also provide an important forum for the coordination of these services.

Operation and Funding of the Sector

Services are delivered with a combination of Southland District Council (SDC) based organisations (who are providing a response to their local community) and larger Regional organisations servicing the district from urban centres such as Invercargill.

SDC based organisations include some informal groups (such as 'New Mum' Support Groups, and Church based Youth Groups) as well as registered charities and incorporated associations e.g. Northern Southland Resource Centre Charitable Trust. Regional services tend to be provided by larger not-for-profit organisations e.g. Age Concern and Family Works and have a base of operation outside the District.

Some SDC based, and some Regional organisations have "bridging" functions (see Definitions, section 1.2). They aim to respond to a range of community needs, have a wider brief and service area than many Local organisations and a good local presence – either physical or via networks (e.g. Rural Women).

SDC based organisations are more likely to be staffed by volunteers or part time staff in advocacy and support roles, and regional organisations by paid staff, who are more likely to be in specialist roles.

66

Organisations secure funds from central government (in particular Ministry of Social Development), grants and fundraising. There is sometimes a negative effect concerning funding when national organisations tender for funding (which will be used to deliver services in Southland). The flow on effect is that often Southland based regional groups receive less than the actual real cost to delivery to clients in rural localities.

Regional organisations often approach local funders, and of particular significance is the level of support provided by the Community Trust of Southland to help cover programmes and fuel costs for organisations to travel out to residents to deliver services.

Levels of Service Delivery

The greatest levels of locally based services exist in Winton, Lumsden, Otautau and Riverton. This reflects not only population density (in the case of Winton) but additional factors such as being a greater distance from Invercargill (in the case of Te Anau). Communities themselves have identified the need for services based in these areas and have subsequently set up Trusts and services based on this need and the availability locally of skilled people. Te Anau is a growth area for services - the demographics and availability of a skilled workforce here have influenced some Regional organisation's decisions to adopt Te Anau as a base.

Levels of service delivery by outreach services tend to be higher in communities where a community centre or hub is located. For example Te Anau has attracted a range of visiting services through the provision of facilities at the medical centre.

The level of service delivered can depend on availability of fit for purpose sites. While many Regional services require residents to travel to Invercargill, local sites for the delivery services include:

- Council buildings - In Otautau, the community worker is based in an SDC building which enables discrete access to services by clients and a safe environment for both workers and clients.
- Medical or health centres - for example Colac Bay Marae houses mobile nursing services and Otautau Medical centre (Nga Kete).
- Schools - The Social Workers in Schools program delivered in a Nightcaps School by Barnardos is an example of initiative that places a Social Worker in a school community (one day per week). Other social workers will also deliver services and visit clients at school with agreement of principals and family and if part of the overall support plan.
- Homes - It is noted that Social Services frequently undertake home visits as part of their casework.
- Community facilities - community centres, RSA rooms and church halls will be used by some social service providers to run programmes if the facilities are fit for purpose and available.

67

Challenges and Issues Identified from Consultations

- The dispersed population in the district, predominant location of social service organisations in urban centres, lack of funding for staff to travel, and lack of public transport services are key barriers for residents in accessing services.

- Other challenges include recognising the social stigma that can be attached to accessing services, risks to confidentiality and/or employment by having to take a lot of time off to get to appointments in urban centres.

- Funding for transport from sources such as Community Trust of Southland and not-for-profits discretionary funds are a crucial strategy to overcome barriers to service access due to distance, lack of public transport and population aging. However while transport remains outside the core funding for services it is vulnerable if not-for-profits are no longer able to "foot the bill" or chase these funds or funders do not make funds available for this purpose.

- Volunteering is an important strategy for engaging the community and volunteers make a unique contribution in the social service sector (such as peer support and local knowledge) that is distinct from the contribution of paid staff (more likely to involve the contribution of professional skills and knowledge). However organisations also increasing rely on volunteers (in governance and providing the service) to make funds stretch further. This research found that Regional organisations that harness volunteers for example, as visitors to Elderly or as Buddies for children have been affected by the general trend of less availability of local volunteers to deliver their services in sites across the district.

Opportunities Looking Forward

- Networks such as the Rural Community Workers network and Southland District Interagency provide important forums to discuss issues and for further development of appropriate models for servicing the District and strategies to improve access to services. Models and strategies identified in this research could be further developed in consultation with these networks.

- As Social Services are so urban-centric and respond to a lot of sensitive issues, "bridging" organisations are a crucial component of social service delivery to provide "trusted" link residents with out-of-area services. Risks around the sustainability of these services where they are locally based were identified through this research, and recommendations made around ways to support them (see sections 3 and 4).

- Of particular focus are the community trusts which employ community and youth workers in rural Southland. There are six workers located in Tuatapere, Takitimu area, Otautau, Lumsden, Riverton and Winton. Recent research undertaken by Venture Southland in association with the Regional Funders group, identified that these groups are under significant

68

pressure and facing some huge challenges. These relate to recruitment of qualified and skilled staff and governors as well as funding changes with the development of the new Ministry for Vulnerable Children. Community and youth workers are a key tool and interface and it is essential that these roles remain. There is a risk that the groups that hire them are struggling and may not survive and the funding that pays for them currently may not always be there. Specific attention and support must be provided to these groups including working with funders and other stakeholders to better support them. The research undertaken already provides a framework to follow to explore this further.

- Mobile services and good community engagement are important to rural service access. For example Nga Kete Matauranga Pounamu Charitable Trust works on a village principal with whanau at the centre of their service provision model and provide some mobile services to the District. There are opportunities to explore other options and solutions more, particularly in some sectors.

- There are strong benefits to being 'visible' in the community to gain 'trust' so that people engage with services and providers build relationships in the community. But there are also safety considerations, which validate the need for outreach service bases - or local "hubs" - in communities. As in the health sector, local service "hubs" are a crucial strategy being used in the district to simplify delivery for out-of-area organisations and provide a single point of access for residents, and technology to provide local points of service access.

References

http://www.msd.govt.nz/
"Community Workers in Southland" A Summary Report prepared by Venture Southland, May 2016.

2. Education Sector

The Southland Situation

The education sector in Southland consists of a high quality range of schools and education opportunities from early childhood right through to tertiary studies. Of the 84 schools in the province, just under half are rural primary schools. There are several small town primary and secondary schools with some big city schools in Invercargill which is also where the Southern Institute of Technology (SIT) tertiary facility is located. SIT is a government accredited tertiary provider of NZQA programmes at certificate, diploma, bachelor degree, postgraduate and masters level.

As many Education services are provided by Central Government and the private sector, a general overview of the sector is provided below.
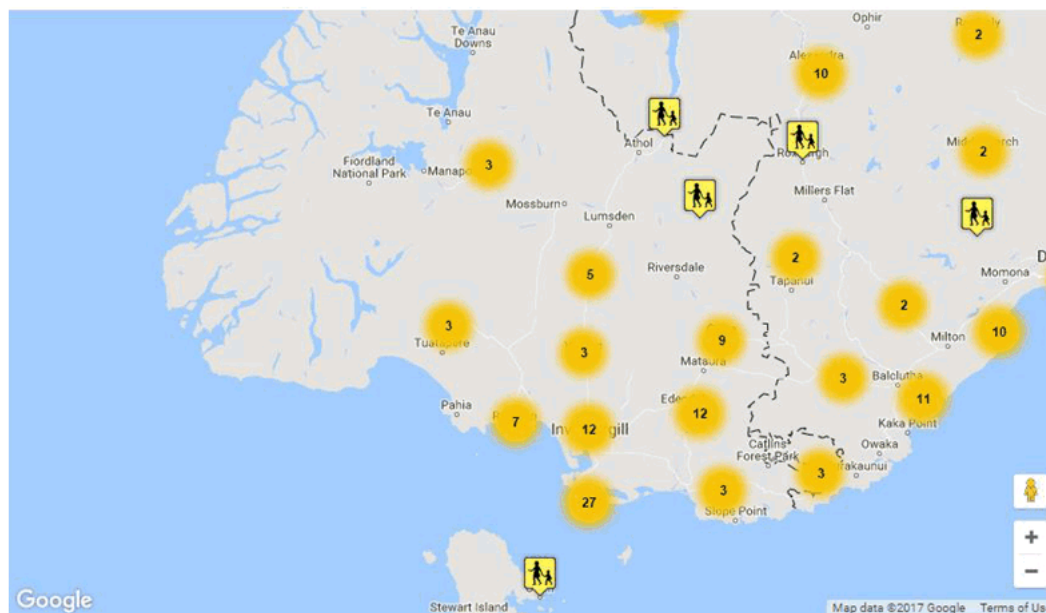
Region Summary 2015

Description	Southland Region	New Zealand
Number of students (2016)	16,611	787,960
Number of teachers in state and state integrated schools (2015)	1,305	53,861
Number of schools (2016)	84	2,529
Percentage of children starting school who have attended ECE (2015)	96.8	96.2
Percentage of students at or above expected reading levels (2015)	80.3	78.0

http://www.educationcounts.govt.nz/find-school/districts?region=15

International Students – A Growing Opportunity

International students and migrants are looking beyond the larger cities and recognise Southland as an ideal place to learn English while experiencing New Zealand life and culture. There are seven schools in Southland offering programmes for international students as part of the Education Southland initiative. Over the past decade, through the contribution of Southern Institute of

70

Technology, seven schools united under the banner of Education Southland, and the efforts of a number of individual schools, the region has created a successful international education story. In 2015, enrolments totalled 1,470 students, an increase of 18% on the previous year, and a healthy 1.2% of enrolments nationwide. Southland's growth was led by the Southern Institute of Technology accounting for 82% of the enrolments.

Early Childhood

Early childhood education is available for children from birth to school entry age. It is mandated by the Education Act 1989 which is administered by the Ministry of Education. While not compulsory, it is available for children up to 5 years of age. Early childhood education facilities can be privately owned or community-based and be teacher or parent led .In the Southland District, there are 25 early childhood education services. The main providers are kindergartens, play centres, child-care centres, home-based networks, correspondence school and playgroups.

There are approximately 10 toy libraries in communities across the Southland District, many of these are supported by the Toy Library Federation of New Zealand. While not considered by some to be an early childhood education service, they do cater towards the same market and are valuable resources and services for this market.

Operation and Funding of the Sector

As would be expected, the Ministry of Education is the key body responsible for the operation of the sector and this includes funding which is administered directly to schools and their Boards of Trustees for operations, staff salaries, and property maintenance. Individual parent groups such as Parent and Teacher Associations and Home and School Committees often exist to encourage interactions between families and the community, facilitate fundraising for additional teaching resources, and run events for the children of the school.

The Southern Institute of Technology has a unique and ground breaking operating and funding model. With campuses in Invercargill, Christchurch, Queenstown, Gore and Auckland, it also allows students to study via the SIT2LRN Distance Learning programme. It offers a "Zero Fees Scheme", which means that tuition fees are covered.

The early childhood sector is more diverse with facilities being privately owned or community-based and can be teacher or parent led. These services vary in organisational structure and include kindergartens, pre-schools, play centres and playgroups. Most early childhood providers will have a varying payment schedule for their services and families can qualify for 20 free hours per week from the Government, if their child is between three and four years old.

Local early childhood education organisations are typically supported by umbrella organisations such as the Southland Playcentre Association and Kindergartens South to assist with funding, administration and training.

71

Levels of Service Delivery

The Ministry of Education determines the level of service delivery in Southland and this is influenced by changes in population levels and other factors.

At a local level, volunteers are very important in order to deliver some early childhood services in particular, play centres which are predominantly parent led. Volunteers also play an integral role running Home and School or PTA committees which are the fundraising bodies that schools rely on for extra teachers and resources. Because of the reliance on parents and volunteers to run these committees, there are implications on service delivery if there are not enough parents and funds are not raised.

In common with other sectors, the geographic size of Southland means that there is a need to consider the level of, and access to, education services across the whole province and the provision of appropriate transport to facilitate access. Some schools fundraise to get to regional events, and transport costs can influence decisions about whether schools attend events like Polyfests and Stage Challenges.

Challenges and Issues Identified from the Consultations

- Reduced parent involvement is having an impact on the crucial fundraising provided by Home and School and PTA Committees.

- Community-run early education services such as kindergartens are also struggling in a number of locations due to reduced parent involvement, as well as loss of enrolments to child care centres and greater regulation requirements.

- Growth in demand for child care centres in particular is thought to be associated with the longer opening hours (aligning with people's hours of work); growth in the need for two parents to both work, and the ability to not have to stay with the child (which is the case with other types of early childhood e.g. play centres).

- Access to education is seen as a key decision making factor in family's decisions about where to live and work. This appears to be consistent over all sectors within education. Families and communities appear to consider the distance for children to travel to school and the availability of school buses amongst other things. It appears that it is difficult for families to stay in an area where there is no school for example so the future makeup of communities will be dictated by the provision of these types of facilities.

- While SIT provides an excellent tertiary option, many young people still leave Southland to study at other tertiary institutions. If this is to continue to be the case, the focus therefore should be on how to attract them back to live in the area at a later date and to also look at the needs of those young people who do not continue to study.

72

- School closures have occurred in recent times (Brydone, Dacre, Mataura Island, Seaward Downs, Waimahaka and Blackmount) and will most probably continue to occur alongside population decline in some areas. Community concerns include reduced access to education, loss of the "hub" role that schools have to help bind small communities, and the impact on community morale.

Opportunities Looking Forward

- There is a need to understand and monitor the unique balance of supply and demand when looking at the provision of education in Southland. For example what are the changing needs of communities, and how does this align with the current and future delivery model of education (e.g. Communities of Learning), and who are the wider communities of interest of education providers?

- Another opportunity exists to highlight the importance of education in attracting families to live and work in Southland. This involved ensuring education opportunities are continued to be promoted alongside other economic, community and 'quality of life' factors in the overall marketing and promotion of Southland. ERO reports show that without a doubt nationally, localised Southland schools perform extremely well with student achievement and this also should be promoted to attract families to live and work here.

- School closures can be a new opportunity for communities to review what they need and develop new solutions. For example, where a school has closed, some communities have rallied together to purchase disused buildings to repurpose for community uses. Rather than necessarily viewing school closures as a negative situation, the focus could be that it is positive and a unique opportunity to review future options. SDC can play a key role with the purchase of buildings (e.g. Blackmount). Venture Southland has played a key role with facilitation of these processes which can be complex.

- In many Southland District locations, schools are linked with fibre and often the wider community is not linked. There could be future opportunities to improve communication, access to internet and telecommunications if for example, new community hubs were based close to schools to optimise their connectivity.

- International and secondary school students present a huge opportunity to fill labour work force shortages if they can be matched to jobs on graduating or leaving school. There is an opportunity to do this specifically in rural areas where there is already a natural interest to live there (many have grown up there). New migrants can bring their families and young people can bring vitality and balance to the ageing population trend. Supporting initiatives such as the Youth Futures programme and International Education Strategy is essential. Other consideration needs to be given to the types and levels of services which can enable this (around migration, settlement support and youth).

- Ongoing collaboration between education and other sectors to implement strategies to improve education outcomes is critical. For example strategies such as the zero fees scheme

73

and *Southern Regional International Education Strategy* aim to keep young people in the broader region and improve levels of post-school education.

- Strategic alignment between education and local government sectors is also crucial. There could be further investigation into community governance approach between the education and local government sectors. Southland is already seen as leading the way and perhaps this needs to be further assessed and solutions identified.

74

3. Health sector

The Southland Situation

Health services are provided by Central Government and the private sector and various services within the sector are interlinked meaning that pressure created in one part affects others. A general overview of the sector is provided below, including not-for-profit services.

The health sector in Southland is managed overall by a Government-funded organisation called the Southern District Health Board (Southern DHB) which is responsible for providing, or funding, the provision of most health services in the district. Formed on 1 May 2010, it was created as the result of the merger of Southland and Otago DHBs. There are two units, a public health unit (Public Health South) which delivers regional public health services that focus on environmental health, communicable disease control, tobacco control and health promotion. There is also the Primary Health Organisation (PHO) for the region (WellSouth PHO) which supports general practices to provide primary health care services for Southland.

Primary health care can be defined as:
"The professional health care provided in the community, usually from a general practitioner (GP), practice nurse, pharmacist or other health professional working within a general practice."
http://www.health.govt.nz/our-work/primary-health-care

There are several primary health care providers or medical centres operating throughout the District, who provide a range of service and levels of service, depending on the size and population of the town or area they are in, and the funding they receive.

Operation and Funding of the Sector

The Southern DHB receives government funding of over $800 million per annum, of which approximately half is applied to traditional hospital and mental health services delivered from Southland Hospital (Invercargill), Lakes District Hospital (Queenstown), Dunedin Hospital (Dunedin) and Wakari Hospital (Dunedin). These services are managed and delivered through Southern DHB facilities and staff, collectively known as the 'Provider Arm'.

The other half of funding is applied through contracts with a range of primary and community health providers, including some 'not-for-profit' and some 'for-profit' providers. This funding is distributed and monitored by the Southern DHB 'Planning and Funding Team' to providers such as Primary Health Organisations (general practices), pharmacies, laboratories, aged residential care facilities, Pacific Islands and Maori Health providers, non-governmental mental health services, rural hospitals and primary maternity facilities.

Individual medical centres (usually under Community Health Trusts - see below) have unique contracts with the PHO for funding. For example, a medical centre may receive funding for a set amount of nurse or doctor hours per week.

75

Other organisations such as Plunket have variable funding streams which can give them an element of independence, but also require a partnership approach to child health. In the case of Plunket these partners include:

- Government (they are funded to provide Well Child services for the Ministry of Health).
- Community (through local fundraising and volunteer contributions. Funds raised locally stay locally and help to fund local services and family centres.)
- Business (a number of corporate business partners support them through sponsorship, goods in kind and funding for particular initiatives).

It is important to note that there are a number of other fundraising initiatives such as "Movember" for prostate cancer; "Relay for Life" for the Cancer Society etc.

Typically each primary and community health care provider will have a governing body or board of volunteers predominantly, which often operates as a Charitable Trust, and is also a registered charity. Larger centres (such as Winton or Tuatapere) often then have a registered company running the operational side of the centre and employing staff.

The number of staff (GPs, nurses, administration staff) varies between centres. In some instances there can be staff that work in more than one centre. For example a GP from Otautau Medical Centre works for two mornings per week at the Nightcaps Medical Centre (which is otherwise only staffed with one nurse).

Trust or board members are usually volunteers and there can be a high level of complexity associated with these roles.

Levels of Service Delivery

As detailed above, the Government and the private sector predominantly determine the level of service delivery in Southland.

In the Southland District (not including Invercargill) there are six main rural medical centres, located in:

- Winton
- Riverton
- Otautau
- Te Anau
- Tuatapere
- Lumsden
- Wyndham

All of these centres have GPs and nurses available for appointments. Other centres such as Nightcaps and Ohai have limited access to GPs via other practices who travel to these centres one or two days per week. Resident's community of interest does not necessarily align with Local Government boundaries e.g. Many Wyndham and Edendale people use the Mataura Medical Centre. Some

76

communities have facilities for Regional health providers to visit and some do not - there is variance across the Region.

Plunket also operate 16 clinics throughout the Southland district (using a range of community facilities), and there are two rural maternity centres providing birthing units and postnatal care (in Lumsden and Winton).

Challenges and Issues Identified from the Consultations

- Primary health services in some areas struggle to recruit and retain suitably qualified staff. This can be a costly, stressful process which is often required to be repeated and can severely affect the level of service able to be provided in rural areas in particular. Selling the 'quality of life' opportunities is important and attracting health professionals must continue to feature in all regional attraction and recruitment initiatives.

- The governing bodies for running rural medical and maternity centres (often Health Trusts) are finding it hard to recruit skilled trustees and governors, who are almost all volunteers. There is a high level of complexity and compliance associated with running these types of organisations as well as a sense of heightened responsibility and time required – particularly when compared to other not for profit volunteer groups - however these trusts cannot operate without these people. It is also important that these trusts have a range of different types of people with varying skills but also who reflect the wider community and have an understanding of what services are required to be delivered.

- There is also a significant variance in funding from Health Trusts that are funded for after hours GP services and those that are not.

- Access to (and availability of) health services is essential, particularly to an ageing demographic of the community. It is thought that the number of services in some areas in Southland may continue to decrease if funding continues to be allocated based on population and rural and this in turn creates more pressure on ensuring there are reliable and affordable transport options to access where the services are. The continued need for this transport to access health services is reflected in the sustained client levels for the Otautau Health Shuttle over the past three years.

- For one Health Trust consulted their funding contract with the DHB has not increased for over three years. This has meant the Trust are in a tight financial position and rely on goodwill from local people and successful funding applications to carry out all functions. (The role of Venture Southland in preparing funding applications was acknowledged).

Opportunities Looking Forward

- Efforts are already underway in the Health sector, but other pragmatic solutions must also be investigated in the following areas in order to identify how to deliver consistent and quality levels of service – particularly if the alternative is no service.

77

- Doctor Shortages: if doctors cannot be attracted, then the focus may continue to be training nurse practitioners (NPs). NPs are licensed registered nurses with advanced academic and clinical training at the master's or doctoral level. NPs provide both medical and nursing care under their own license. NPs are licensed to give orders, prescribe medications, and direct medical care of patients. This is acknowledging that rural areas may need to develop different delivery methods to ensure availability of services (which are complementary to the bigger picture).

- Maternity Centres: there are different models to delivering maternity services in rural areas and the overall regional picture/wider service delivery options must be understood as well as ongoing assessment of what people actually want/demand. Lumsden Maternity Centre is a good example of a facility which has recently changed how it operates. Their previous model was financially unsustainable and the facility was at threat of closing. Whereas the Trust previously employed the midwives, now the midwives are self-employed contractors, who have an access agreement with the Trust to perform their maternity functions.

- Investigation into transport options and the overall network of services for people to be able to access services in key centres is also important. A number of health shuttles run independently, and coordination (e.g. the ability to return with another provider from Invercargill Hospital rather than wait for other patients) would significantly improve patient wait times. Other strategies include the development of resources such as a fridge magnet which shows all options, and investigation into coordinated funding and delivery options.

78

4. Economic, Social and Community Development Sector

The Southland Situation

Southland is fortunate to have a plethora of groups who provide a range of services linked to the economic and social well-being of Southlanders. Some of these groups are social and recreational in nature (e.g Senior Citizens) or are service clubs and undertake key fundraising (e.g Lions, Rotary). Others play key role managing facilities such as (Manapouri Hall Committee, Dipton Community Baths Trust) or are environmental and business groups (Federated Farmers, Forest Hill Foundation). The description and purpose of a selection of these organisations is listed in a table at the end of this section.

Operation and Funding of the Sector

Because of the diverse number and variety of organisations which provide services, this then leads to diverse governance, operation and funding situations.

Overall, this is one of the sectors most heavily dependent upon volunteers and this is reflected with a lot of Not for Profit organisations (including all types, legal entities and charitable organisations). In particular, there are a high number of informal groups compared to other sectors.

These groups have a variety of different purposes and this then links through to how they are funded and how they operate. For example if we look at the example of a hall committee:
- Their purpose is to operate a hall and they probably receive revenue from hall hire users (and possibly Council rates).
- This revenue would be used to run the hall including maintenance, power and any cleaning etc.
- They may have members who run the committee but they also may have other volunteers who may help with mowing the lawns or doing the gardens.
- They may apply for small community grants which help them provide tables, chairs, curtains etc and they may also be working towards a larger capital development project to upgrade the hall or replace the roof etc (so may be saving for this).
- They may have a partnership with the local Council or other users which will also affect how they are funded and operated.

It is difficult to generalise because of the diversity of this sector, however, it is thought that there is less reliance on regional service delivery agencies in many cases. Therefore, funding is often looked at and sourced at a local level.

Levels of Service Delivery

It is difficult to define or comment on the levels of service delivery as this sector has so much diversity within it. The diversity of these groups represents the quality of life opportunities offered in rural communities. Many of these people care for and love their community and see it as their responsibility to "give back". All these groups and services together create the heart of the community, more so than facilities and buildings. The question is then that if these services are no longer delivered (or to varying levels), what type of communities does Southland have? If you want to shape the future of a community, look at these individual building blocks which make it up.

It could be said that Southland is fortunate to have a high number of local community organisations, many of whom have a narrow or quite defined service to deliver. Many were established many years ago and have volunteers who have been members for many years and are often older in age. They are often concerned about what is in their backyard only.

Within the sector there does appear to be groups which have a wider service delivery focus than others and these can be referred to a 'Bridging organisations'. They also overlap into other sectors such as health and social services. However, there are also groups which are more 'active than others' and this can be cyclical depending on individual communities and also what demand there is. For example, with more newcomers or migrants coming to Southland, there has been more demand to settle these people in communities and groups which deliver these services have had subsequently more pressure on them.

Similarly, groups which are associated with tourism and promotion have been more active in recent time with the growth of this sector and opportunities presented.

Some groups in this sector have a key role of advocacy (Federated Farmers, Rural Women) while others see themselves as fundraisers for key projects (Rotary, Lions).

Challenges and Issues Identified from Consultations

- This sector's heavy reliance on volunteers means it has been significantly impacted by issues such as:
    - the difficulty recruiting volunteers with the right skills for e.g. committees; and
    - the increasing age of volunteers reducing succession options and future vulnerability.
  This is explored in more details in the key themes and overall project recommendations.

- Consultations identified variations in the availability of volunteers across the district.
    - For example in more affluent dairy farming and retirement districts, volunteers with professional skills increasingly needed on volunteer boards, were increasingly drawn from women based on the farm who were also running their dairy (and other) farming businesses. This subset of the community had adaptable skills and often many were also educated and skilled in other occupations which are extremely transferable and useful for Not for Profit organisations.

80

- There were also a number of retirees from various professions who were able (and were motivated) to volunteer (having time and inclination).
- The reliance on these two sectors of the population presents concern considering that the 2015 Labour Work Force Strategy identifies that two out of the four key strategies to meeting projected labour shortages were associated with encouraging retirees and women to return to the workforce. If these people are not able to then volunteer, what does that then mean for the groups they support and services they provide in the Not for Profit sector?

- Volunteer groups managing community facilities such as pools and halls face challenges including costs associated with earthquake standards health and safety compliance, ongoing repairs and maintenance and securing funds for capital upgrades of facilities (especially where multiple "legacy" facilities exist in a town whose population has now declined) while also maintaining operation of a facility.

- Many groups stated they struggled to find office bearers for groups and in particular secretaries and treasurers and in some cases, chairs. In contrast, many groups could access a wide number of other volunteers who were happy to come in and help with a specific task. This often was a fundraising activity or working bee. This raises an issue around whether people are not wanting to put their hand up for leadership roles and why. Some feedback from consultations indicated that there was a perception that there was a lot of responsibility, time needed and understanding of complex compliance issues etc associated with leadership positions. It was also compared to how a business would have a paid and/or skilled employee who had the knowledge to fulfil this but in the case of Not for Profit sector, volunteers are being asked to do this. It is off putting and beyond what many people see as the traditional role of a volunteer.

- This sector and the groups within it appeared to be strong drivers for the community to get together and played a key role with social belonging and connectedness (especially with groups with older members e.g.senior citizens, RSAs). E.g. meetings were often held alongside supper or dinner when members were asked to bring a plate. It is wondered if younger and more busier people found this a barrier to being involved. Many may just wish to turn up, have the meeting and go home.

- Also important to consider the hours that people work and particularly in rural communities - it is not a normal 9 to 5 work day and some times of the year are busier than others (lambing, calving, shearing). For the elderly, many are not as affected by this and it may suit them to have meetings at lunch time (and may even result in a better uptake). For families with school children, parents may not be as available on weeknights and at meal times and may prefer weekends (but also considering children's weekend sport commitments).

- People in these groups did not see themselves as 'isolated' and this maybe is because of the social benefits of being in a group. While the groups deliver key services for the local community, they also serve another important purpose - that of bringing people together under a shared purpose. It is wondered if there is a correlation between the strong sense of

81

community spirit that Southland is known for and the high and diverse number of these types of groups.

- Some people on these groups had been members for many years and were proud of this. There did not seem to be a high number of new people coming into some groups and it is wondered if new people were not actively recruited, nor really wanted by existing members. Saying that though, the older people were often the ones less likely to move from community to community so it is understandable that they are the stalwarts of many of these groups compared to other more transient sectors of the population and community.

- Groups said it was important that others understood and looked at it from the local perspective and their community as they see it. The variety of local groups delivering services in this sector represent the unique culture and history on which they were built. For example Otautau has a strong farming heritage, Nightcaps/Ohai has a coal mining history and Stewart Island a strong fishing and maori heritage. These are the things which should be celebrated and preserved.

- There are also groups like the Winton Skate Park Trust who were formed specifically to achieve a project and operated for a short time only. This type of group (and service delivery model) providing this type of service appeared to appeal positively to volunteers as it was quite clear what the objective was, goals were clearly defined people with the required skill sets were recruited and then just got on and got the job done. It is intended that the skate park will be handed to Council once the project is completed.

Opportunities Looking Forward

- Leadership continues to be a critical resource as is groups having volunteers with the skills to prepare funding applications and package projects in order to secure funding. Organisations such as Southland District Council and Venture Southland have a crucial role to play here in continuing capacity building such as supporting effective local leadership, mentoring and training. This is also alongside community funders.

- Identify different ways to support these groups so they can get on and deliver their services keeping in mind that different groups may require individual solutions and must be worked with on a case by case basis. For example:

  - Importance for succession planning of volunteers to secure the right people for committees (and office bearer roles). This could be a future topic for workshops in the communities.

  - Concept of a "Virtual Secretary" could be explored. Look at how (if possibly linked to community hub concept), these types of services could be enabled and provided. A minute taker may not need to be in the room physically, if the technology allows it – they could skype in.

82

- Prioritisation of some key groups and a higher level of support provided – e.g. some of the groups that provide multiple services, employ workers or essential services also referred to as 'bridging organisations'.

- Amalgamation or closer collaboration of some types of similar groups or groups with common goals or targeting similar clients/target markets. There is a need to consider funding and long term sustainability which can make this a complex (but not unachievable) undertaking.

- Improvements in connectivity and ability to communicate (as well as technology) could allow more support to be given to groups delivering key services. For example, better facilities and resources could allow regional providers to skype in and provide services in this way. Also, social media could identify previously unidentified people/sectors of populations who need services.

- Opportunities to strategically look at all the groups in a local area regularly as sort of a "community health check". Look at the whole community and what groups are operating, which are not, which are struggling. By understanding this, Council and Venture Southland can ensure services are provided to support where the need actually is. The risk is that things are looked at in silos or isolation of each other. Look at them individually (towns) and then collectively (wider ward or community of interest).

Types of Groups included in this Sector:

ORGANISATION	DESCRIPTION AND PURPOSE (from their websites)
ROTARY	• Rotary are 1.2 million neighbours, friends, and community leaders who come together to create positive, lasting change in our communities and around the world. • Rotary are over 10,000 Kiwis who are committed to Rotary's motto of "SERVICE ABOVE SELF". • Differing occupations, cultures, and life experiences give Rotary a unique perspective. Rotary's shared passion for service helps them accomplish the remarkable.
LIONS	• To be the global leader in community and humanitarian service. • To empower volunteers to serve their communities, meet humanitarian needs, encourage peace and promote international understanding through Lions clubs. There are 410 Lions Clubs throughout New Zealand that are open for membership for men and women aged 18 plus. Some clubs are all male, some all-female and some mixed. Lions Club members are a distinct group of individuals making a significant impact in their local community as well as communities worldwide.

83

	Under this umbrella, there are also New Century clubs for younger adults, Pakeke clubs for older people, Leo clubs for students and Lioness clubs that are exclusively female. There is also an international pin-trading club for those with this special interest. Members are Lions Clubs' most important assets. Their service efforts go beyond the support of vision care, and they address unmet health and education needs, disaster relief, youth recreation and much more.
PROGRESS LEAGUES	Objects from the Colac Bay Progress League state: • To develop recreational and cultural facilities for the benefit of the residents of Colac Bay and districts. • To encourage a sense of community spirit by developing suitable sports, recreation and cultural activities within the district.
SENIOR CITIZENS ASSOCIATIONS	• Each senior citizen association is different. • The general purpose of these associations are to promote and assist in the general wellbeing of senior citizens and to provide social activities and entertainment for members.
RETURNED SERVICE ASSOCIATIONS	The RSA was formed in New Zealand in 1916 by returning Anzacs during World War One to provide support and comfort for service men and women and their families. The Royal New Zealand Returned and Services' Association is made up of over 180 local RSAs around the country, each an entity in their own right, with over 100,000 members. Local RSAs are managed by their own executive committee while being united with the RNZRSA in our strategic pillars, vision, and values. We believe in a nation joined by a heartfelt connection to the Anzac spirit of courage, commitment, comradeship and compassion. While honouring the past is an important part of who we are, we're also focused firmly on the present. Support is at the heart of what we do. The National Office is responsible for helping local RSAs with the great work they do, from classic kiwi hospitality, to support for our past and present servicemen and women including the NZ Police, and their dependents. This can be anything from financial assistance and advocacy to creating support networks with other RSA members who have had similar experiences. We take pride in representing our current and ex-service personnel nationally, as well as internationally, and fostering a positive relationship with other organisations in the Royal Commonwealth Ex-Services League. There is also a number of other ex-service associations in New Zealand which are affiliated to the RSA.

84

RURAL WOMAN	Rural Women New Zealand is a charitable, membership-based organisation which supports people in rural communities through opportunities, advocacy and connections. Members are diverse, but all share rural interests that connect and energise women. They are the leading representative body promoting and advocating on rural health, education, land and social issues. They provide information, support and practical learning and leadership opportunities. Rural Women have groups throughout New Zealand. Some groups meet for networking and friendship, often supporting their local communities through events or fundraising. Others are focused on education and learning, and facilitate training days and workshops. Rural Women NZ policy goals: • All rural people have fair access to all services. • Inequalities are addressed (with government intervention and regulation as necessary). • The wellbeing and dynamic growth of rural communities is taken into consideration from the beginning of all policy and legislative development. • Policies that work well are retained and not changed for ideological reasons.
PROMOTIONS ASSOCIATIONS	The local promotions groups each have their own individual objects. Many in Southland take on the role (at a local level) of promoting the area, (e.g. websites, maps and other promotional material), and holding community events to attract people to the area. This often is alongside the Regional Tourism Organisation (Venture Southland) who has more of a regional perspective. Some of the promotions groups also provide an advocacy role alongside other community organisations and write submissions on relevant topics which affect their community. It depends on what other services and groups there are in particular areas.
FEDERATED FARMERS	Federated Farmers exists to help and support our members build better businesses in a competitive world: • They aim to get you a fair deal through representing needs at a local and national level. • They provide information specially designed to improve farming business. • We keeps you up to speed on the latest farming news through regular publications. They are a voluntary, member funded and not for profit organisation
CITIZENS ADVICE BUREAU	The Citizens Advice Bureau aim to help people to know and understand their rights and obligations and how to use this information to get the best

85

	outcomes, provide people with the confidence and support they need to take action, and work for positive social change within communities and wider society. They provide a free and independent service to all. The aims of Citizens Advice Bureau New Zealand are to: • ensure that individuals do not suffer through ignorance of their rights and responsibilities, or of the services available, or through an inability to express their needs effectively. • exert a responsible influence on the development of social policies and services, both locally and nationally. Their service is provided by more than 2,600 trained volunteers, in more than 80 locations around New Zealand. Their volunteers are supported by a comprehensive database and regular learning. They use client enquiry statistics, client case studies, anecdotal evidence and our knowledge and experience to identify systemic problems, raise issues, and effect change.

86

SOUTHLAND COMMUNITY ORGANISATION AND VOLUNTEER FUTURES SECTOR RESEARCH

Project Brief August 2016

Southland District Council has commissioned Venture Southland to undertake this project as part of the Community Development Letter of Expectation 2016/2017.

The information below details the research that is desired, and the reporting requirements.
_____

1.   Project Aim

    1.1 Definition of the Community and Voluntary Sector

2.   Project Objectives

    2.1   Database of the Southland Not-for-Profit Community Organisations Sector
    2.2   Service Map of Community Organisations to determine the level of service
    2.3   Summary of findings, key observations and recommendations

3.   Scope

    3.1   Inclusions in the Community Organisation and Volunteer Database
    3.2   Exclusions in the Community Organisation and Volunteer Database
    3.3   Inclusions in the Community Organisation and Volunteer Service Mapping
    3.4   Exclusions in the Community Organisation and Volunteer Service Mapping

4.   Methodology

    4.1 Timeframe
    4.2 Costs
    4.3 Project Management
    4.4 Project Milestone
    4.5 Enquires

    Appendix A

    Appendix B

    Appendix C

    Appendix D

1.

Project Aim

To investigate the Not-for-Profit Community Organisation and Volunteer sector in the Southland District in order to gain an understanding of the current situation and future opportunities; what, why, how and who services are delivered for/in the community.

1.1 Definition of the Community and Voluntary Sector

For the purpose of clarity, the Community and Voluntary Sector organisations will be referred to as not-for-profit. This will include all groups and organisations that deliver a service to communities in the Southland District, irrespective of their legal status. The Department of Internal Affairs[2], as based on the United Nations definition determine the not-for-profit sector to have the following characteristics:

- *"organisations with some degree of internal organisational structure, meaningful boundaries, or legal charter of information*
- *non-profit, that is, not returning profits to their owners or directors and not primarily guided by commercial goals*
- *institutionally separate from government, so that while government funds may be received, the organisation does not exercise governmental authority*
- *self-governing, which means the organisations control their management and operations to a major extent*
- *not compulsory, which means that membership and contributions of time and money are not required by law or otherwise made a condition of citizenship"*

2. Project Objectives

The primary objective of this research is to look at the level of service delivery for Community (not-for-profit) services in Southland rural communities. From this, three key objectives are to be achieved from this research, linked to both evaluating the current situation and assessing future options and strategies. Objective one is the development of a database which will provide a snapshot of Community Organisation service delivery to rural Southland; objective two is a service map of the District to determine what this level of service delivery is; and the last objective is to provide a summary of findings and key observations and recommendations as we look to the future of Community Organisation service delivery in Southland.

2.1. Database of the Southland Community Organisation and Volunteer Sector

Develop a database of the Southland Community Organisation and Volunteer sector. This will provide a snapshot in time of services being delivered in Southland rural communities, and create the backbone to a database of Community Organisations in the not-for-profit sector for future information.

2.2. Service map of Community Organisations and Volunteer Sector in Southland District

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[2]

https://www.dia.govt.nz/diawebsite.nsf/Files/Definition%20of%20the%20community%20and%20voluntary%20sector/$file/Definition%20of%20the%20community%20and%20voluntary%20sector.pdf

Create a service map that may be an extension of the database, or a separate document. The service mapping of not-for-profit community organisations and volunteer sector will ideally be strengths based and will include:

- Purpose and function of the organisation (what do they do, what function do they have in the wider community? This may be split by sectors to be more meaningful – for example health, recreation, culture, faith-based, social service, education)
- Location (where are they situated considering Council boundaries and communities of interest; where do they physically deliver their service; are there issues associated with groups who are located in different areas such as rural/urban/national, what local facilities do they use)

- Description and type (e.g. charity vs legal entity; local Trust etc) – how does Southland sit compared to nationally (more informal groups or charities than others)
- Funding (what sector and geographical area are they funded to service; the type of funding they have – contract/grant/gift/fundraising; length of time funding will cover)
- How many employ staff (how many FTE equivalents, and their breakdown; for example 2 FTE's made up of 6 people working part-time); key contact information
- How many utilise volunteers (including but not limited to, a description of how many people are volunteering, their distance travelled to engage in volunteering, age and gender breakdown, increase or decrease in volunteering numbers/organisations, motivations for volunteering, barriers, and an understanding of how people volunteer – has this changed over time, do people volunteer for more than one group)

Please note that it is important that the definition of the 'volunteer sector' and the term 'non-profit organisations' is clear because of the breadth of the term. Consideration to be given to the categories that Statistics New Zealand use to allow comparison of data.

2.3. Summary of findings, key observations and recommendations

As we look to the future of Community Organisation (not-for-profit) service delivery in and from communities in Southland, what observations, analysis and recommendations can be put forward. This should include, but not be limited to all of the following:

- Are there duplications of services
- Are there gaps in levels of service and/or service delivery
- Identify cross-agency or group partnership opportunities
- Alternative delivery mode opportunities
- Impact of levels of service on declining and aging population
- Impact of isolation and distance to travel for the future of Community organisation levels of service across Southland
- How could future levels of service be maintained or increased (sustainability models)
- Are there areas that are at risk – for example, sectors or communities that rely on the volunteer sector or individual people heavily that need to be aware of changes in volunteers? What opportunities could this present?

- Increasing numbers of migrants to the areas – key opportunities or considerations?

- Managing and supporting community organisations and volunteers – ideas to implement in Southland? Opportunities associated with 'collective impact' which looks at developing

structures to combine governance while maintaining operational arms being activity specific.

3. Scope

The scope of this research is to give insights, data analysis, and assessments to inform and provide a way forward for community organisation and volunteer sector service delivery across the Southland District. The scope of this research will include, but not be limited to the following sector and geographical inclusions and exclusions:

3.1. Inclusions in the Community Organisation and Volunteer Database

- Health sector

- Cultural groups
- Social Service sector
- Educational sector
- Faith-based groups
- Sports and Recreation sector
- All not-for-profit community organisation service delivery in the Southland District Council boundary

3.2. Exclusions in the Community Organisation and Volunteer Database

- All not-for-profit community organisations based in surrounding Local Authority boundaries, that **do not** have the mandate for service delivery in the Southland District
- All not-for-profit community organisations that have ceased to operate in the Southland District prior to August 2016

3.3. Inclusions in the Community Organisation and Volunteer Service Mapping

- Health sector
- Cultural groups
- Social Service sector
- Educational sector
- Faith-based groups
- Sports and Recreation sector

- All not-for-profit community organisation service delivery in the Southland District Council boundary

3.4. Exclusions in the Community Organisation and Volunteer Service Mapping

- All not-for-profit community organisations based in surrounding Local Authority boundaries, that **do not** have the mandate for service delivery in the Southland District

- All not-for-profit community organisations that have ceased to operate in the Southland District prior to August 2016

4. Methodology

The Approach

The research will include, but not be limited to the following methodologies:

- Face-to-face consultation with a minimum of 90[3] community organisations and volunteer groups across the Southland District. This should be representative across sector and geographical areas of interest and include no less than:
  - 15 community organisations from within each Southland District Council Ward (Mararoa/Waimea, Waiau/Aparima, Winton/Wallacetown, Waihopai/Toetoes, Stewart Island/Rakiura)
  - Within each Ward a minimum of 3 community organisations across 6 Sectors of importance (key sectors identified in 3.1; additional sectors of importance may be determined by Venture Southland staff)
- Observational study; exclusive of longitudinal study given the short timeframe for this project
- Desktop Evaluations
- Consideration of previous work undertaken to allow for comparisons

The Report

A written report will be provided to Southland District Council upon the completion of the project and will include, but not be limited to:

- Database of Community Organisations who deliver community services, including geographic communities of interest (to be defined), and Sector or Activity groups (to be defined)

- Service map that includes but may not be limited to, assessment of the purpose, result, achievement, effectiveness of not-for-profit community organisations; and analysis of the level of service delivery including duplication, gaps, significance and relevance to the Southland District, sustainability and thoughts around future modes of delivery; including collective impact

- Summary of findings

- Recommendations to support community organisation service delivery in Southland and to align with the Southland District Council's Service Delivery work being undertaken. Recommendations will consider community organisations future levels of service to/for the District, and provide direction and priority areas to help inform future projects.

4.1. Timeframe

The Community Organisation and Volunteer Futures Sector Research will be undertaken by Venture Southland Community Development staff. The completion date for this research is 28 February 2017, with an interim progress update to be submitted to the Southland District Council Community Partnership Leader by 7 November 2016.

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[3] The required methodology, as it currently stands, is for 90 face-to-face consultations with community organisations across the District. This number may be altered to either more or less once the database (2.1) is underway and there is a greater understanding of the community organisation sector in the District. The final number will need to be a representative reflection of community organisations in the District. In addition, there may need to be some consideration around the number of community groups consulted with on Stewart Island if the minimums identified above cannot be met.

4.2. Costs

All costs for this project have been allocated according to the Letter of Expectation between Southland District Council and Venture Southland 2016/17.

4.3. Project Management

Southland District Council has requested Venture Southland undertake this work on its behalf. Venture Southland staff will undertake this project, and be responsible for ensuring the agreed objectives and deliverables are achieved. Venture Southland are expected to carry out all necessary research to ensure the completion of the Community Organisation and Volunteers Futures Sector Research and the successful provision of project objectives within the timeframe as identified in this project brief. The project will be overseen by the Southland District Council Community Partnership Leader.

4.4. Project Milestones

Key milestones for this project are:

Action	Timeframe	Person responsible	Date Completed
Finalisation of Project Brief	Friday 12 August 2016	Michelle Stevenson	Friday 12 August 2016
Checkpoint – review database with Community Partnership Leader to allow refinement of organisation consultations	Monday 19 September 2016	Nic Wills	Thursday 29 September 2016
90 Community Organisation interviews undertaken	Friday 14 October 2016	Nic Wills	February 2017
Project Brief update completed	Monday 7 November 2016	Nic Wills	Received Monday 7 September 2016. Revised to Monday 21 November 2016
Database of community organisations completed	Tuesday 28 February 2017	Amy Bird	15 March 2017
Final report completed	Tuesday 28 February 2017	Amy Bird	15 March 2017
Analysis and assessment report to SDC ELT project team	Friday 31 March 2017	Michelle Stevenson	
Issues and options report to ELT project team	Tuesday 30 May 2017	Michelle Stevenson	

4.5. Enquiries

All communications relating to this project brief or requests for clarification or further information to be directed in the first instance to:

<u>Venture Southland</u>
Nicola Wills | Community Development Team Leader
T +64 3 211 1803   M +64 21 064 5467 | E: <u>nicola@venturesouthland.co.nz</u>

In the event that further clarification or information is required that cannot be met by Venture Southland staff, communication should be directed to:

Southland District Council

Michelle Stevenson | Community Partnership Leader

T 0800 732 732   M +64 27 201 9802 | E: michelle.stevenson@southlanddc.govt.nz

Appendix A
Non Profit Institutions Satellite Account: 2013 (Statistics New Zealand)

Non-profit institutions satellite account: 2013 measures and analyses the contribution of non-profit institutions to New Zealand's economy and includes an estimate of the contribution volunteers make to their activities. This release includes information about financial and non-

financial information for the year ending March 2013. The statistics in this release update the 2004 account we published in 2007.

Non-profit institutions include: cultural societies, sports clubs, social service institutions, private schools and hospitals, churches, environmental groups, trade unions, political parties and charitable trusts. Overall, the methodology and classifications used for the 2013 statistics are the same as we used for 2004. However, we've implemented improvements to source data between 2004 and 2013 when compiling the latest statistics.

The NPISA supplements the existing New Zealand System of National Accounts (NZSNA). Satellite accounts are recognised internationally as a way of rearranging existing information in a country's SNA, so an area of particular economic or social importance (eg non-profit institutions) can be analysed more closely.

Links are maintained between the satellite account and the central national accounting framework. This is important as it enables us to present new information alongside standard economic measures such as gross domestic product.

http://www.stats.govt.nz/browse_for_stats/economic_indicators/NationalAccounts/non-profit-institutions-2013.aspx

NZSCNPO has 12 major activity groups:

- culture and recreation

- education and research

- health

- social services

- environment

- development and housing

- law, advocacy, and politics

- grant making, fundraising, and voluntarism promotion

- international

- religion

- business and professional associations, unions

- not elsewhere classified (a residual category).

- Composition of largest NPI activity groups The largest groups, and the institutions that make them up are:

Culture and recreation – the largest group, this includes institutions such as film societies, community theatres, toy libraries, historical associations, garden societies, operatic societies, pipe bands, Māori performing arts groups, sports clubs, regional sports trusts, racing clubs, tramping clubs, and vintage car clubs.

Culture and recreation subgroups

The culture and recreation activity group has four distinct subgroups.

The culture and arts subgroup consists of NPIs involved in: visual and performing arts; architecture, media, and communications societies; historical, literary, heritage, and humanistic societies; museums, libraries; and zoos and aquariums.

The sports subgroup has the full range of sports clubs, physical fitness, sports competition services, and events.

The third subgroup is 'other recreation and social clubs', and includes NPIs providing services to members, using recreational and community facilities. Examples are local country clubs, men's and women's clubs, Lions and Rotary clubs, and returned and services associations.

The fourth subgroup includes NPIs providing supporting services for culture and recreation, where actual participation in culture and recreation are not the primary activities.

Social services – includes social service providers, emergency and relief services, and institutions providing income support and maintenance. Examples are: early intervention services, services for the disabled and elderly, food banks, self-help and other personal social services.

Development and housing – includes NPIs working towards improving the quality of life within communities or the economy to improve public well-being. Examples include community centres, community development trusts, neighbourhood support groups, employment services, and tangata whenua governance institutions that manage the affairs of iwi, hapū, and marae.

Religion – includes churches and associations promoting religion or administering religious services. Examples are: bible chapels, churches, and temples. Service agencies with religious affiliations, in fields such as health, education, and social services, are grouped with related service providers rather than being included here.

Business and professional associations, unions – brings together three distinct types of membership institutions. This group includes institutions that promote, regulate, and safeguard the interests of businesses, professionals, and workers. Examples are: trade unions, professional associations, chambers of commerce, and industry associations.

Education and research – includes kindergartens, playcentres, kōhanga reo, private primary and secondary schools, private tertiary providers, other education providers (eg English for speakers of other languages), and research institutions. However, public education institutions such as universities, polytechnics, and state and integrated schools are not included.

Appendix B

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http://www.stuff.co.nz/southland-times/news/features/79211592/riverton-rsa-who-will-step-up

Appendix C

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http://www.scoop.co.nz/stories/CU1606/S00155/volunteering-statistics-point-to-effective-managers.htm

Appendix D

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http://www.stats.govt.nz/browse_for_stats/economic_indicators/NationalAccounts/non-profit-2013-mr.aspx

http://www.stats.govt.nz/browse_for_stats/economic_indicators/NationalAccounts/non-profit-satellite-infographic.aspx

People First
Southland District Council
Te Rohe Pōtae O Murihiku

Item 9.5

Venture Southland Quarterly Report March 2017

Record No: R/17/4/8723
Author: Hunter Andrews, Communications Manager Venture Southland
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision   ☐ Recommendation   ☒ Information

Venture Southland Quarterly Report – Third Quarter

1   Report on progress of all activities undertaken by the organisation.

Recommendation

That the Community and Policy Committee:

a)   Receives the report titled "Venture Southland Quarterly Report March 2017" dated 26 April 2017.

Attachments

A   Venture Southland Quarterly Report March 2017 ⇩

QUARTERLY REPORT

Third Quarter 2016/17

This report contains a complete breakdown of Venture Southland's Business Plan Key Objectives/Performance Measures for 2016/17. Each measure has a commentary and a status provided; green for completed, orange for ongoing and red indicating work is yet to start.

Additional information may be provided at the end of each section or as an appendix.

Some highlights contained within this report

Tourism continues to perform strongly, particularly the international visitor market and recent figures back up anecdotal industry feedback. For the year ended January 2017, MBIE report that revenue collected from tourism in Southland has increased to $605 million, up 6% on the previous year and up 14% since 2015. This is impressive considering SoRDS have a goal of increasing revenue from $530 million in 2015 to $1billion so it shows we are well and truly progressing in a positive direction.

Another success this quarter has been the World Shearing and Woolhandling Championships. VS proud to be supporting the hard working organising committee in a number of ways.

Tourism Growth Partnership funding successes - Business case development complete for 2 Tourism Growth Fund applications to a total funding value of $1,050,000

A funding agreement has been entered into between Education New Zealand and Venture Southland until June 2019 for the delivery of the Regional Business Programme. The International Education Coordinator has been appointed and will be attending the Australian New Zealand Agent workshop in Cairns between the 5-7 April 2017 with Education New Zealand and most other regions from around New Zealand involved in International Education. The ANZA Workshop is the most efficient and cost effective way to personally meet a large number of high quality agents committed to sending students and youth travellers to Australia and New Zealand. In 2016 the ANZA Workshop hosted 419 participants from 290 organisations in 47 countries and it is expected a similar number will also attend in 2017.

Joice Dondalski has been appointed to the position of International Education Coordinator. Joice is originally from Brazil and has a Bachelor in Tourism, and also a DipGrad in Applied Management and International Marketing. Portuguese is Joice's native language and she is very fluent in Spanish and English. Joice for the past 4 years has been working within the International Education sector in Auckland developing marketing campaigns for the Latin American Market.

Regional Statistics

Priority Area: Increase in Population – SOURCE: 2013 CENSUS

Population	97,339	↑	+3961	Up on 2006 Census
				NZ
Population Over 65	16.1%	↑	+0.4%	14.6%

Priority Area: Increase in Regional GDP

				NZ
GDP Per Capita	$52,497 Year to Mar 2016	↓	-1.8% Year to Mar 2016	$54,178
Regional GDP	$5.1 billion	↓	-$52 million On year end March 2015	

Priority Area: Increase in Number of New Businesses – FOR 2016 - SOURCE: MBIE

Business Units	14,022		
New Businesses	39	↓	Down on 2015

Priority Area: Increase in Job Opportunities – SOURCE: MBIE DEC 2016

				NZ
Participation Rate	75.6%	↑	+1.1%	69.8%
Unemployment Rate	5%	↑	+0.5%	5.2%
NEET Rate (15 to 24 year olds not in employment, education and training)	13.8%	↓	-0.3%	12%

Job Seeker Benefit Recipients by TLA – December Quarter 2016- SOURCE: MSD

	Total		Sept Quarter Total	18-24 age		Sept Quarter 18-24 age
Gore District	332	↑	330	88	↑	84
Invercargill City	1,835	↓	2239	402	↓	535
Southland District	430	↓	446	83	↑	70

Priority Area: Increase in Household Income - SOURCE: MBIE

				NZ Mean Income
Mean Household Income	$84,889 For 2016	↑	+4.9% Up on 2015	$94,587 For 2015
				NZ Mean Rent
Mean Weekly Rent	$235 year to Feb 2017	↑		$415 Year to Feb 2017
				NZ Mean House Value

Item 9.5 Attachment A

Mean House Value	$224,627 year to Sept 2016	↑	+5.8%		$588,374 Year to Sept 2016
Deprivation Index*	5.0 2013 Census	-			NZ: 5.4 2013 Census
					NZ Internet Access
Household Internet Access	71.6% 2013 Census	-			76.8% 2013 Census

*The New Zealand deprivation is an index of socioeconomic deprivation based on census information. Meshblocks (the smallest geographic area defined by statistics New Zealand) are assigned to deciles, with 1 representing least deprived areas, and 10 representing most deprived areas.

Priority Area: Increase in Number Visitor Nights and Occupancy Rate
SOURCE: STATISTICS NZ COMMERCIAL ACCOMODATION MONITOR YEAR END JANAURY 2017

			Guest Night
Southland Guest Nights RTO	5.1%	↑	439,644
International Guest Nights	24%	↑	150,968
Domestic Guest Nights	-2.6%	↓	288,618
Fiordland Guest Nights RTO	16.5%	↑	638,990
International Guest Nights	25.9%	↑	474,081
Domestic Guest Nights	-4.0%	↓	164,911
Southland Total Spend	3.9%	↑	$379,000,000
Fiordland Total Spend	14.9%	↑	$226,000,000
Overall Southland Occupancy Rate	35.44%	↑	Increased from 34.73%
Overall Invercargill Occupancy Rate	38.64%	↓	Decreased from 41.38%
Overall Fiordland Occupancy Rate	43.03%	↑	Increased from 37.06%
Excluding all holiday parks Southland RTO excluding Fiordland RTO	43.6%	↓	-1.1% on year ended 2016

KEY INITIATIVES

Section 1:   Regional Strategies, Assessments and Advocacy

As a regional organisation Venture Southland is able to act in the best interests of the region as a whole, rather than being confined by traditional council boundaries. This is evident when preparing and facilitating strategies, assessments and advocating on the region's behalf.

Key Objectives/Performance Measures
Successfully facilitate the completion of:

		Status	Notes
1.1	Southland Cycling Strategy	ONGOING	Draft document complete - undergoing stakeholder consultation. Key projects already being implemented e.g. Cycle Fiordland initiative.
1.2	Southland Visitor Strategy	YET TO START	Awaiting recommendations from Councils. RFP prepared.
1.3	Community Organisation and Volunteers Futures Project	ONGOING	The project brief has been finalised by SDC and the project is on schedule. Currently in the community consultation phase. See 10.1
1.4	Swimming Pool Heating Assessments	COMPLETE	Pool heating assessments have been completed for eight identified pools. A generic report providing a summary of the findings for use by any pool committee, is currently being finalised. Work overlaps to Section 4, Energy Efficiency & Section 10 Community Development.
1.5	Regional Export Value Research	ONGOING	Working with Statistics NZ to develop tools that will allow this to occur.
1.6	Provision of support and advice towards the development of cycle ways in Gore	COMPLETE	A range of support provide to Gore District Council and the local community. Funding of $20,000 approved from Impetus Fund and uplifted.
1.7	Facilitate a stakeholder's meeting to progress the Southland Museum and Art Gallery redevelopment	ONGOING	Working alongside SMAG, ICC and Southland Regional Heritage Committee to investigate and progress the project.
1.8	Support Sport Southland in the creation of a Southland Sport and Recreation Strategy	ONGOING	Initial discussions held with Sport Southland.
1.9	Southland Perception Study	ONGOING	The Perception Study is complete, the full results have been publicised and an infographic summary is being prepared for release in April 2017.

Item 9.5 Attachment A

Support the implementation of the following:

		Status	Notes
1.10	Southland Regional Development Strategy	ONGOING	Venture Southland prepared extensive information that was included in the preparation of the strategy. Venture Southland participated and serviced the following strategy action teams: Vibrant Urban Centres, Destination Attraction and Tourism, Inclusive communities, New Industries, Broadband and Education.
1.11	Southland Regional Labour Market Strategy 2014-2031	ONGOING	MOU signed with MBIE outlining collaborative approach forward between MBIE and Venture Southland. The MOU is consistent with the Southland Labour Market Strategy, Youth Futures Initiative and enables the implementation of The Regional Labour Market and Settlement activities. Specific areas of action are currently being undertaken including work with MBIE on attraction initiatives, retention of skilled migrants and their spouses and employer education. Further action plans will be developed focusing on local workforce skill development, attraction and retention to the region by the Regional Labour Market Coordinator.
1.12	Southland Digital Strategy	ONGOING	Digital Survey complete – 214 responses received. Internet speed test complete and submission made to Rural Broadband Initiative/ Ultra-Fast Broadband/ Mobile Black Spot Fund Crown Fibre process. Mobile coverage on State Highways and other key routes complete and available online. Independent expert review of long term options for telecommunications in Southland commenced to be delivered next quarter. Support being provided for Telecommunications providers submissions to Crown Fibre Holdings. Digital Strategy action plan review commenced.
1.13	Southland Regional Heritage Research 2016	COMPLETE	Research has been completed and Venture Southland are currently working alongside the Southland Regional Heritage Committee to finalise the document and assess implementation options.
1.14	Southern NZ Cruise Destination Strategy 2016	COMPLETE	Strategy complete and implementation options currently being assessed considering wider sector happenings- cruise network, key actions and resources.
1.15	Catlins Tourism Strategy Review 2016	COMPLETE	Strategy complete and implementation underway alongside Catlins Coast Inc. Opportunities to partner with Lotteries also being investigated.
1.16	Around the Mountains Cycle Trail Business and Marketing Plan	ONGOING	Continued activity of promotions in coordination with the NZCT (New Zealand Cycle Trail), ATMCT (Around the Mountains Cycle Trail), trail operators and Southland District Council.

1.17	Creative New Zealand's Regional Arts Pilot 2016-17	ONGOING	Creative NZ project commenced with governance group, planned activities and resources attributed. 23/3 Governance board now in place. Staff appointments pending.
1.18	Electricity Authority submitted to on cheaper public network pricing	COMPLETE	Paper submitted to Electricity Authority aimed at promoting equitable transmission pricing and the associated benefits for Southland. The document included coordinated submissions from Southland stakeholders.
1.19	Participate in the Milford Opportunities Project	ONGOING	Awaiting direction from SDC. Ongoing visitor and visitor flow monitoring has been undertaken and reported. Visitor satisfaction social media monitoring has been undertaken.

Item 9.5 Attachment A

Item 9.5 Attachment A

Section 2: Diversification of Southland's Economy

Venture Southland works to identify opportunities for investment which are complementary with the regional economy and ensure they are promoted to relevant domestic and international markets. Opportunities include silica, oat based health and wellness foods, aquaculture, oil, gas and lignite exploration, tourism and satellite tracking.

Venture Southland's role is to investigate the potential of these opportunities. Some of the projects are ongoing. It is important to have relevant and up to date information available so that when the time is right, an investor will take up the opportunity.

Key Objectives/Performance Measures
Successfully facilitate the completion of:

		Status	Notes
2.1	Facilitate six investment opportunities	ONGOING	Investment profiles completed for Oats opportunity and Curio Bay Heritage Centre. Proposal for Singapore Airforce Training Base compete. Promotion continues of Awarua and Lochiel Ground Stations and Earth AdVantage concept. Silica opportunity report and profile completed – no further action until silica pricing strengthens. Earth Advantage investment proposal has also been developed
2.2	Aerial Magnetic & Radio Surveys completed and data available to Stakeholders	ONGOING	First portion of survey work completed. Second component is in progress. The southern Southland area commissioned by ICC, SDC, GDC and ES has been completed ahead of schedule, during the 2015 – 2016 summer period. An RFP is currently being prepared to undertake interpretation of this data.
2.3	Deliver services to 5 international satellite and space organisations	ONGOING	Ongoing assistance to Planet, European Space Operations Centre, Spire Global and Spaceflight, with new contract signed with Kongsberg Satellite for a new ground station. ESA Arrangement renewed. CNES services agreement being renegotiated.
2.4	Aquaculture - target water space identified and environmental investigations commenced	ONGOING	Spaces have been identified – awaiting feedback and direction from stakeholders for any further actions.
2.5	Identify film opportunities for the region	ONGOING	Working with Film Otago Southland to promote film opportunities for the region. Southland secured the Ultimate Waterman event (1 – 9 April 2017) which will be filmed as a 3 part documentary by Red Bull Media House and available online free to a worldwide audience. Location scouting and promotional support are being provided.

Section 3:   Business Service Efficiency and Competitiveness

Venture Southland offers business services to Southland businesses, such as business advice referral services, funding support, and facilitating mentoring services. This is to ensure Southland businesses are operating as efficiently as possible and to encourage research and development and innovation.

In addition, Venture Southland runs specific business efficiency services such as Lean Manufacturing and Dairy Lean "Farm Tune" and facilitates business innovation programmes such as new product development workshops and digital enablement training.

Programmes delivered through business services enables extension of existing businesses and industry.

Key Objectives/Performance Measures
Facilitate the Regional Business Partner Programme

		Status	Notes
3.1	$200,000 in funding allocated to Southland businesses	ONGOING	$180,000 allocated for first three quarters of the contract. Discussions are underway with NZTE to access additional support funding – on target.
	50 Mentor Client Matches	ONGOING	32 matches made Year-to-Date – Increase in requests anticipated following interactions with early stage businesses. Increased focus on agri-focused mentor matches. Southland has maintained its rating as an 'A' mentor agency
	Complete 140 Client Assessments	ONGOING	141 NZTE registered assessments and actions plans undertaken – on target. Over 300 assessments and start-up advise provided to-date
	Train 50 mentors	ONGOING	Training scheduled for July 2017. 10 mentors currently registered to participate in this programme. These new mentors will add to the current total of 54.

Coordinate and promote business efficiency through Lean Management and Lean Dairy in Southland

		Status	Notes
3.2	Deliver Lean Management training to seven businesses	ONGOING	The 2016 Lean Management Cluster Programme concluded in October, with ongoing health checks and site visits underway. This programme saw 6 businesses participated in and complete the six month programme. While interest in the 2017 programme has been higher than previous years, many businesses have indicated that they are currently not in a position to commit to the time requirements of the programme due to existing workloads. Most have indicated a desire to participate in the 2018 programme. As a result, a smaller number of companies, anticipated to be 3, will

Item 9.5 Attachment A

		Status	Notes
		ONGOING	participate in the programme. Additional programmes have been developed to meet the growing demand of smaller businesses. These programmes include a stand-alone Process Improvement Programme and Workplace Management course. These courses continue to be highly subscribed.
	Deliver Dairy Lean to 12 farms	ONGOING	The Dairy Lean ("Farm Tune") programme is currently being delivered by DairyNZ, with the support of Venture Southland to 10 farms across 2 training sites in Southland. Venture Southland is providing contracted services to DairyNZ for review of material and delivery of the programme. Feedback to-date has been positive.
	30 Businesses attend other lean support initiatives including site-visits, networking and the Southland Lean Forum	ONGOING	Health checks completed in February, with previous course participants. Planning is currently underway to the next series of site-visits, following the success of the NZAS visit in November. A Lean Forum is also planned for mid-year.

Development of a report identifying gaps within Invercargill business/industry and tourism and what is needed to fill those gaps

		Status	Notes
3.3	Deliver four Research and Development and innovation events/programmes	COMPLETE	Four workshops delivered on Design Thinking – with over 40 business attending. Many participants have gone on to undertake one-to-one training and assistance in implementation of Design Thinking, which Venture Southland has supported through the NZTE Capability Voucher Programme. Workshops Delivered: • New product development • Design thinking • Practical application of design thinking tools • Integrating product development into day to day business Planning for the next Innovation series is currently underway.

Section 4:   Energy Efficiency

Venture Southland has a number of projects that aim to promote energy efficiency and alternative fuel sources in Southland. This is one of the ways Venture is promoting business efficiency and competitive advantages.

Key Objectives/Performance Measures

		Status	Notes
4.1	Switch 0.15 PJ of boiler capacity to waste wood fuel	ONGOING	Project is progressing well with three months remaining. There are 5 high priority engagements ongoing. The Grants Programme closed to feasibility studies in December, with one trial completed in the last quarter. 31 March is the deadline for capital grants – 5 applications are expected. The final conference of the programme is planned for 7 June 2017.
4.2	Facilitate a professional development programme in partnership with EECA and The Bio Energy Association of New Zealand	ONGOING	First programme delivered in Wellington. South Island workshop planned for April.
4.3	Complete trial of methane recovery on dairy farms	COMPLETE	New Zealand's first dairy pond methane recovery and generation system has been commissioned and early issues are being worked through. Third party monitoring is ongoing and planning for advocacy and promotion is underway.

Section 5: Attracting and Retaining Skilled Workforce

Southland, like other regions, is facing a workforce shortage due to an aging population. For business to grow, skilled staff are required. Venture Southland is active in attracting migrants to the region, and also ensuring the skilled workers remain in the region. Without people, new businesses and new industries can-not develop, and existing industries cannot be extended.

In 2014 Venture Southland commissioned the Southland Region-al Labour Market Assessment from the University of Waikato, to provide insight into the expected labour market conditions in Southland for 2014 to 2031. The assessment used historical population data to project future labour supply and demand.

Overall the report highlighted the need for the Southland region to develop plans to increase its labour supply to meet the projected demand. Southland is not alone with this challenge, which highlights the importance of implementing a strategy now to minimise the impact in an increasingly competitive market.

The Southland Regional Development Strategy has also set a population target of 110,000, an increase of 13,000 from the current population.

Venture Southland host MBIE support personal on a monthly basis and also hosts the immigration stakeholder meetings in conjunction with MBIE.

Key Objectives/Performance Measures
Successfully facilitate the completion of:

		Status	Notes
5.1	Identify with employers, industry groups and Immigration New Zealand (MBIE) initiatives to support migrant attraction and retention	ONGOING	Venture Southland and MBIE are working with a range of employers to assist with migrant retention and attraction. Specific work is currently being undertaken with the dairy sector around pathways to residency. A Survey of dairy farm owners was completed by DairyNZ at the end of 2016 asking about potential impacts of immigration changes on migrant work forces. Venture Southland is coordinating a survey of migrants on the same topic to enable a full understanding of potential social and economic impacts of changes to immigration policy. This survey closes on the 30th March, after which analysis will be undertaken in partnership with DairyNZ and Federated Farmers to assess the social and economic impacts of the changes.
5.2	Work with Education New Zealand for pathways to employment	ONGOING	Pathways to employment is one of the six strategy goals and work is ongoing through Southern Education Alliance.
5.3	Work with the Relationship Manager at (MBIE) to assist with joint initiatives for	ONGOING	MOU signed with MBIE to establish joint development of programmes that support migrant retention. Work currently underway to develop a regional development agreement. Action plan currently being

	migrant retention		developed as the basis of a regional partnership agreement.
5.4	Deliver 2 management skills workshops, based on regional workforce need where there is a gap in the market	COMPLETE	Delivered digital enablement workshop 2015 and retail workshop 2016.
5.5	Complete and circulate welcome to Southland packages to new employers and other sectors	COMPLETE	Complete and available online. Further update of materials and additional information being undertaken in partnership with MBIE.
5.6	To have 11 youth employment programmes operating in Southland	ONGOING	Southland Youth Futures continues to work with employers to develop pathways for youth employment, this includes supporting existing programmes and develop new programmes as required. Dates for employer talks to schools is now completed. Planning underway for site visits and Year 12/employer 'speed dating' programme. The delivery of the in-schools employment opportunities programme is currently underway.
5.7	To have trained 30 'youth friendly' employers in the region	ONGOING	9 foundation youth friendly employers established, a further 25 identified or partially through training. Reach of this programme is currently being expanded to meet increased demand on services.
5.8	To have all secondary schools in Southland actively participating in the Southland Youth Futures	COMPLETE	All Southland secondary schools engaged. Delivery is currently underway for 2017 programme.

Item 9.5 Attachment A

Item 9.5 Attachment A

Section 6: International Education

Key Objectives/Performance Measures
Successfully facilitate the completion of:

		Status	Notes
6.1	Review and update the Regional International Education Strategy with Education New Zealand	COMPLETE	The Southern Regional International Education Strategy has been completed. The document was been sent to Education New Zealand for feedback and was presented to the Southern Education Alliance Governance Group for feedback and approval on the 21 November 2016 prior to the Southern Regional Development Strategy launch on the 30 November 2016.
6.2	Implementation of the Regional International Education Partnership Programme	COMPLETE	A funding agreement has been entered into between Education New Zealand and Venture Southland until June 2019 for the delivery of the Regional Business Programme. The International Education Coordinator has been appointed and will be attending the Australian New Zealand Agent workshop in Cairns between the 5-7 April 2017 with Education New Zealand and most other regions from around New Zealand involved in International Education. The ANZA Workshop is the most efficient and cost effective way to personally meet a large number of high quality agents committed to sending students and youth travellers to Australia and New Zealand. In 2016 the ANZA Workshop hosted 419 participants from 290 organisations in 47 countries and it is expected a similar number will also attend in 2017.
6.3	Establish an International Education Governance Group for Southland	COMPLETE	An inaugural Education Governance Group has been established – through an invitation sent by the Chair of SoRDS.
6.4	The appointment of a Southland Education Alliance (SEA) coordinator	COMPLETE	Joice Dondalski has been appointed to the position of International Education Coordinator. Joice is originally from Brazil and has a Bachelor in Tourism, and also a DipGrad in Applied Management and International Marketing. Portuguese is Joice's native language and she is very fluent in Spanish and English. Joice for the past 4 years has been working within the International Education sector in Auckland developing marketing campaigns for the Latin American Market.
6.5	Align regional education opportunities to Education New Zealand's vision for continued growth of international	COMPLETE	During this quarter Venture Southland has been involved in hosting both a Chinese inbound agent in collaboration with James Hargest High School, Southland Girls High School, Southland Boys High School and Waihopai Primary School and a Media group from the Philippines. Representatives included Robert Abano from the Philippine Daily Enquirer, Krizette Chu from

	education		the Manila Bulletin, and Sara Siguion from the Lifestyle Asia, hosted by Janet Bache from Education New Zealand. Again a significant opportunity to expand the education sector into the Philippines through the media and hosting this group in the city.

Section 7:   Destination Promotion

While Venture Southland and Destination Fiordland's approach aligns with being Regional Tourism Organisations (RTOs) and is promotion, marketing and industry focussed, it is becoming more and more evident that there is a need for an integrated approach across the community development, business, tourism and events teams. There is also a need to ensure appropriate infrastructure development which aligns with the tourist experience proposition and this requires collaboration with Councils and other providers.

The Venture Southland work programme approach consists of seven key work programmes as listed below and these are delivered by the two RTOs (Venture Southland and Destination Fiordland) as well as the Invercargill i-SITE.

Key Objectives/Performance Measures
Media Engagement

		Status	Notes
7.1	Generate 52 media pieces with 18 media famils	ONGOING	109 media pieces year to date (+50 this quarter) 13 media famils year to date (+6 this quarter) Please see Appendix A for a detailed list. Individual articles can be provided on request.

Develop Trade Channels

		Status	Notes
7.2	Engage with 105 IBO/wholesale/trade agents through a minimum of four Trade Shows presenting regional profile and product offerings of 60 Southland operators	ONGOING	25+ engagements (RTOW) (annual total 286) Attended 1 trade show (3 to date) Further Information regarding Trade Channels provided in Appendix B.
7.3	Participate in eight International Marketing Alliance activities and develop three trade itineraries/campaigns	ONGOING	2 International Marketing Alliances (IMA) activities undertaken. 6 trade itineraries prepared (including Cruise NZ, and Tourism NZ and TIA post TRENZ).

Marketing and Promotional Campaigns

		Status	Notes
7.4	18 campaigns facilitated as part of annual programme	ONGOING	4 campaigns executed (19 to date) Further Information regarding Campaigns provided in appendix C.

7.5	Create tourism marketing packages with a specific focus on the Chinese Market	ONGOING	Coordinating with SOUTH and Eastern stream of TRENZ 2017

Digital Marketing

		Status	Notes
7.6	Growth of consumer/trade digital databases (+5%), social media community (+12%) and website traffic (+8%)	ONGOING	Digital database + 1,041 (+11%). Social media community + 2,312 (+5%). Website Traffic (44% of target). Further Information regarding Digital provided in Appendix D.
7.7	120 operators, 24 destination events, and 24 events articles listed online through Southlandnz.com and Newzealand.com	ONGOING	Operators (368) – 14 new this quarter

Engagement with Industry

		Status	Notes
7.8	Facilitate three regional tourism workshops and engage with 100 tourism operators within the Southland region	COMPLETE	
7.9	Participate in nine national tourism activities (including Tourism New Zealand, RTONZ; TIANZ; SOUTH, i-SITE and TEC)	ONGOING	9 national tourism meetings (18 in total to date) Further Information regarding Digital provided in appendix E.

Product Development

Item 9.5 Attachment A

		Status	Notes
7.10	Undertake research to identify gaps for tourism product in Invercargill and Western Southland and research into current Southland visitor characteristics and behaviour	ONGOING	Integrative framework draft prepared to undertake research and development into current Southland visitor characteristics and behaviour with implementation underway. Understanding market insights from 7.12 important part of this objective.
7.11	Assist with the development of four new trade ready tourism sector products	ONGOING	• 3 trade products assisted in quarter • 7 additional businesses assisted with feasibility and concept development • Business case development complete for 2 Tourism Growth Fund applications to a total funding value of $1,050,000
7.12	Statistics, Market Insights and Analysis	ONGOING	• Three generic monthly reports completed, uploaded on VS website and distributed via tourism and business newsletters • six individual reports prepared as requested (inc. Milford Sound Monitoring Report, Curio Bay analysis, Tuatarium/ Kakapo analysis, Lumsden and Invercargill FIT analysis, Stadium Southland report)

Visitor Information

		Status	Notes			
7.13	Undertake review of operations with growth of total sales income by 14% per annum	ONGOING		**Jul – Dec 2015**	**Jul – Dec 2016**	**% Change**
			Retail Sales	$14,199	$14,782	4.1%
			Commissions	$37,339	$39,130	4.8%
			Advertising Revenue	$24,366	$29,584	21.40%
			Ticket Sales Commissions	$2,639	$3,588	36.0%
			Updated figures will be available next quarter.			
7.14	Development of the Invercargill i-SITE review findings for the consideration of the associated visitor information network needs across the region	COMPLETE	Review complete and initial changes implemented. New structure including the business development function commenced.			

Successfully facilitate the completion of:

		Status	Notes
7.15	Investigate the strategic and operational issues and opportunities for the region associated with combining the Destination Fiordland and Venture Southland Regional Tourism Organisation functions	YET TO START	SDC has suggested the investigation be delayed at this stage.

Additional Notes:

Destination Fiordland Key Activities:

- This was a busy period for media famils in Fiordland. We hosted the Mail on Sunday (DF), Indian Freelance journalist (TNZ), German magazine Material Girl (TNZ), Japanese TV Show – Zekkei (TNZ). In addition we hosted 2 key agents from the UK on a trade famil (DF) – these were agents who couldn't attend the TRENZ famils last year and we facilitated their experience in Fiordland.

- Activity around TRENZ – corresponding with operators who are attending, attending Southern Lakes meeting, coordinating presence at TRENZ, confirming floor plan and undergoing the appointment process. Seven operators attending from Fiordland – Fiordland Outdoors Co, Fiordland Trips & Tramps, Fiordland Lodge, Distinction Te Anau Hotel & Villas, Wings and Water, Fiordland Helicopters & Cinema Suites, Destination Fiordland.

- Preparations for the 40th Fiordland Annual Tourism Awards dinner

- Fiordland Highlights video completed and released on Facebook and Vimeo – so far reached 36,451 people on Facebook and had 13k views.

- Google Analytics for www.fiordland.org.nz – for 1 Aug 16 to 31 Jan 17 – users up 14% sessions up 16%. Figures are a comparison with the same period in the previous year. 48% increase in mobile traffic to the website

- Attended RTO Workshop in Sydney – 15 minute meetings over 2 days with key Australian Inbound Operators

- Hosting networking function for members with Qualmark presentation. Southland contacts invited also.

Item 9.5 Attachment A

Section 8:   Conference Attraction

Venture Southland collaborates with local event organisers to promote the Southland region and its facilities as conference destination. To promote the region Venture Southland positions Invercargill specifically as a value based destination, with world class facilities and differentiated propositions (including food, heritage, entertainment and recreation. The wider Southland region is positioned as an accessible incentive destination to complement the facilities found in the major centres of Invercargill, Gore and Te Anau.

For more detail see Appendix G.

Key Objectives/Performance Measures
Successfully facilitate the completion of:

		Status	Notes
8.1	Prospect 50 conference opportunities, undertaking 12 bids to attract 6 additional conferences	ONGOING	43 conferences prospected to date, working alongside local conference operators. Conference bid template in development with industry partners Further Information regarding Conference provided in Appendix G.
8.2	Represent the region through 4 events/activities and industry channels	ONGOING	
8.3	Undertake an investigation of Southland destinations (Te Anau and Gore) as potential conference destinations	ONGOING	Site inspections of conference venues in Te Anau and Gore.

Section 9:   Events

Southland is known for high quality events which add diversity, vibrancy and a sense of well-being to the region's residents and ratepayers. Venture Southland believes that events are an important aspect of our approach to develop and promote Southland as an attractive place to live, study, work and visit. We run a number of events but support an even larger number of events with a variety of support, resources and expertise.

Key Objectives/Performance Measures
Successfully facilitate the completion of:

		Status	Notes
9.1	Facilitate events that generate spectatorship of 40,000 per annum and support other regional events with spectatorship of 40,000 per annum	ONGOING	6,500 facilitated (26,500 to date) 14,000 supported (28,000 to date) Further Information regarding Events provided in Appendix H.
9.2	Three event impact assessments undertaken to investigate the social and economic benefits	ONGOING	3 completed with reports currently being produced
9.3	52 promotional activities undertaken across various media, trade, campaign and digital programmes	ONGOING	Progressing with social media, website, Tourism New Zealand and Air NZ. 24 events per month being supported.
9.4	Facilitate two workshops to investigate opportunities to cluster with event organisers and provide event planning advice to other community events	YET TO START	Investigating an events forum alongside Sport Southland Working with Sport Southland who is the key agency on Healthy Families forum (Events and Alcohol)
9.5	Provide marketing support to 32 events per through marketing initiatives such as website, social media, competitions, design, publishing and sponsorship	ONGOING	Ongoing support being provided.

Item 9.5 Attachment A

		advice	
9.6	Investigate the feasibility of two new regional events	ONGOING	Working on proposals for Air NZ with ILT, Chamber of Commerce and Invercargill Airport Two projects in progress.
9.7	Development of a platform for reviewing and planning coordination of events across the region	COMPLETE	Internal build of events website complete. Monthly update of industry event calendar.
9.8	Created a Tourism / Events calendar combining all Invercargill facilities	COMPLETE	Calendar live on www.southlandnz.com
9.9	Establishment and/or further development of two events in the Southland region	COMPLETE	World Shearing and Woolhandling World Championships; Heritage Month, Down River Dash

Section 10:   Community Development

Southland is known for its strong and vibrant communities which contribute to a quality of life not found elsewhere. Venture Southland, by way of its funding agreement with Southland District Council is proud to play a part in supporting local communities and Council and maintaining this proud Southland community spirit.

The work programme and approach can be split into four sections – community capacity and capability building; community planning, local initiatives and community funding.

Key Objectives/Performance Measures
Community Capacity and Capability Building

		Status	Notes
10.1	Facilitate and deliver the Community Organisation and Volunteer Futures Project	COMPLETE	The final project report has been submitted to SDC, including a database of approximately 1100 not-for-profit community groups who service the District.
10.2	In partnership with SDC implement the findings of the Community Organisation and Volunteer Futures Project stocktake and gap analysis by leading two community sector future projects	ONGOING	Projects to be identified alongside the SDC Community and Futures Group now that the final report has been submitted.
10.3	Initiate a district wide community facility stocktake with intent to develop future facility planning protocols and guidelines	ONGOING	Interim report for the district wide community facility project was submitted to SDC on 22/3/17. • Phase one of the project has been completed (updating a database of community facilities in the District). • Phase two of the project is about to begin and includes consultation with facility owners/managers.
10.4	Deliver a series of workshops to be held throughout Southland to educate the local community about a relevant issue i.e. Health and Safety for community groups	ONGOING	The workshop series are planned for quarter 4 of the financial year. Discussions have commenced about relevant topics for the workshops, considering feedback from the consultation conducted in the Community Organisation and Volunteers Futures Project.

Community Planning

Item 9.5 Attachment A

		Status	Notes
10.5	In partnership with SDC assist with the further development of the SDC community planning approach to link in with the implementation of the Southland Regional Development Strategy and the SDC Community and Futures group's work associated with the Community Futures project	ONGOING	Venture Southland is continuing to partner with SDC to develop the community planning approach to link in with the Southland Regional Development Strategy.

Projects such as the Volunteers Future research are important in understanding how the community can cope with increasing the population of Southland alongside other issues including labour work issues, internet service and connectivity, tourism and event development and opportunities, provision of services, amenities and facilities etc. |
| 10.6 | Support SDC to develop and deliver a Stewart Island/Rakiura Community Facilities project – to include an assessment of current facility provision and the future facility provision requirements of public community facilities for Stewart Island/Rakiura | COMPLETE | Final report submitted to SDC on 24 March 2017. |
| 10.7 | Facilitate individual project planning for identified communities which align with SDC and community priorities | ONGOING | Project planning advice provided to 30 groups including Catlins Coast Inc, Northern Southland Community Resource Centre Trust; Wyndham Rugby Club; Rakiura Heritage Centre Trust; Wyndham and Districts Museum; Te Anau Lions Club.
(See Additional Notes 1 & 2 below and 10.9 below. More detailed lists of groups supported in this quarter can be provided on request) |
| 10.8 | Facilitate the implementation of the Curio Bay Tumu Toka Vision, including the Natural Heritage Centre development, camp ground upgrade, | ONGOING | Venture Southland's involvement and facilitation continues with input from business, tourism and community teams:
•   SDC waste water and DOC car park projects complete and Heritage Centre project build underway – VS playing key coordination role with project manager.
•   Assisted with successful preparation of the Tourism Growth Partnership application and business |

	DOC and SDC infrastructure upgrades		plan which secured $500,000 towards the project (see 7.11) • Other funding and financial advice and support provided including accounting for and picking up approved grants. • Facilitating the process to contract a consultant to develop the $1m interpretation with the centre (preparation of RFP document. • Process to identify an investment partner continues as well as business modelling. • Assistance with pest control; penguin habitat expansion planning alongside Yellow Eyed Penguin Trust; DOC and the Trust – including funding advice and support as well as overall planning.
10.9	Support SDC Community Futures approach by providing community organisations with appropriate: • Project planning advice and coordination • Project funding advice • Volunteer training programmes	ONGOING	• Project planning advice provided for many groups including Wyndham Museum, Te Anau Community Board (via the CPL), Moores Reserve Combined Sports Complex Trust, Annual Flower & Quilt Show Event (Otautau), Otautau Skate Park Committee, Gorge Road Heritage Trust, Winton Skate Park, Cosy Nook Walkway (Riverton) and Stewart Island Promotions Association. • 40 groups worked alongside regarding funding advice including Te Anau Cemetery Project, Te Anau Playground (Sputniks), Tuatapere community mower initiative • The CD Team have partnered with Invercargill City Council to host a workshop by Gapfiller.org (a community-led initiative which emerged from the Christchurch earthquake in 2010) in Winton on 28 March. Interested community members can learn about this innovative approach to rejuvenating urban spaces. *See Additional Notes 1 & 2for a further snapshot and more detailed lists of groups worked alongside can be provided on request.*
10.10	Support the delivery and implementation of the findings from the SDC's Service and Public Facility Provision in Wyndham Project	COMPLETE	• Research undertaken alongside SDC and key stakeholders. • Report prepared and submitted to SDC early July 2016. • SDC currently undertaking wider consultation on Council service delivery.

Item 9.5 Attachment A

Local Initiatives

		Status	Notes
10.11	A minimum of 100 community groups assisted to support and lead their own development and community projects; which align with District priorities and regional and national initiatives	ONGOING	In this 3 month period, the team has worked alongside groups in a variety of roles. A small selection is detailed below: • Edendale Scouts • Te Anau Senior Housing project • Cycle Fiordland • Otautau Pool Committee • Wyndham Rugby Club • Menzies Rugby Club • Gorge Road Pool • Winton Community Board (Winton Hall) • Woodlands Walking Track • Kohi Kohi's cottage • Fortrose Cemetery Trust/Foreshore project • Garston CDA/cemetery trust kiosk project • Ohai CDA Sub-Committee • Thornbury Vintage Tractor and Implement Club • Nightcaps CDA Sub-Committee • Brydone Community Centre • Otautau Museum committee • Woodland CDA Subcommittee • Central Southland Vintage Machinery Club • Mossburn CDA Sub -Committee • Manapouri Hall committee • Gorge Road Heritage Committee • Riverton Community Board • Riverton Arts Trust • Catlins Coast Inc • South Catlins Promotions (see link to tourism) • Edendale Wyndham Community Board • Lumsden CDA Subcommittee • Te Anau Community Board *(More detailed lists of groups worked alongside can be provided on request and note Additional Note 2 below)*

Community Funding

		Status	Notes
10.12	A minimum eight funds administered on behalf of SDC/SRHC/John Beange Fund/Sport NZ/Creative Communities NZ/Wyndham Charitable Trust/Stewart Island Rakiura Visitor Levy over two rounds per	ONGOING	The majority of these funds are administered through two rounds a year, March and September, with the remainder having one allocation per year. We are currently receiving applications for the March funding round for most funds. More information can be provided in the next quarter's report.

	annam		

Additional Note 1: Successful Funding Outcomes

In the past quarter, the outcomes of two funding applications were released. Support was provided to organisations including the Central Southland Vintage Machinery Club and Riversdale Golf Club which came to a total of $22,619. Staff also prepared the application for the Curio Bay project which secured a grant of $500,000 from the MBIE Tourism Growth Partnership Fund (see 10.8).

Additional Note 2: Further Information regarding Community Planning (Section 10.9)

Project planning advice provided to 30 groups including Catlins Coast Inc, Northern Southland Community Resource Centre Trust; Wyndham Rugby Club; Rakiura Heritage Centre Trust etc.

40 groups worked alongside re funding advice including Switzers Waikaia Museum Inc; Southland Heritage and Building Preservation Trust and Winton Memorial Hall. Below is a snapshot of the community organisations we have been working with in identified communities to achieve successful community outcomes.

- **Catlins Coast Inc**

Working alongside the Catlins Coast group providing project planning advice and coordination in relation to the review and implementation of the Catlins Tourism Strategy, preparation of an application to the Department of Internal Affairs Community Led fund with an outcome expected in April 2017.

- **Wyndham Rugby Club and Menzies Rugby Club and Wyndham/Edendale Community Board**

Working alongside the above groups in respect of project planning, coordination and funding advice on a joint venture to upgrade the recreation reserve grounds.

- **Rakiura Heritage Centre Trust**

Assisting the Trust with project planning and coordination as they develop their vision for a new museum on Stewart Island.

- **Switzers Waikaia Museum Redevelopment**

Staff have assisted the museum with funding advice/support, project planning and coordination as they complete the redevelopment of their new facility. Current work is focussed around completing the internal fit out and museum display/storage/preservation.

- **Southland Heritage and Building Preservation Trust**

We have worked alongside the Trust with funding advice and project planning to assist them with their vision to restore Kohi Kohi's Cottage at Riverton.

- **Tuatapere Axemen's Athletics Society, Waiau Star Rugby Club & Tuatapere Domain Board**

Assistance provided to investigate funding for a new community mower to keep these valued community amenities maintained and fit for purpose.

- **Winton Memorial Hall**

Staff have assisted the Winton Community Board with funding advice and project planning to complete a major upgrade to the hall. The upgrade is now complete.

- **Cycle Fiordland Project**

Assisted with the development of "Cycle Fiordland" which links three cycling trails together to form one cycling product. Funding secured towards assisting the local community and Council as well as overall role managing the contract with a consultant.

- **Fortrose Foreshore Redevelopment**

The upgrade of the foreshore are is almost complete and staff have played a key role in overall project coordination, sourcing of funding and support of all the groups involved.

- **Wyndham and Districts Historical Society**

We have assisted the Wyndham and Districts Historical Society with securing funding to undertake heritage interpretation planning as part of their overall planning for their proposed new museum development. Heritage interpretation planning is an integral part of the planning process when considering a new build. An interpretation workshop with Cathy Macfie was undertaken on 20 March 2017.

- **Tuatapere Aged Residential Care Feasibility Study**

Working alongside the Waiau Health Trust to investigate future options for aged residential care at the previous maternity hospital in Tuatapere.   Feasibility study currently underway.

- **Thornbury Vintage Tractor and Implement Club**

Support provided with identifying funding options for their Southern Lands Museum display and also planning support and advice for the National Ploughing Championships planned for 2018.

- **Northern Southland Community Resource Centre Charitable Trust**

Assisting the Trust with project planning advice, coordination and funding advice for their Around the Mountains Cycle Trail cycle event, to be held in November 2017. Other advice, associated with the delivery of their services to the local community, provided as required.

Letter of Expectation Priority Projects

Listed below are the priority projects contained in the letters of expectation received by Venture Southland from council stakeholders.

Next to each priority is the reference number or comment or both, indicating where work is being undertaken towards fulfilling the requirements outline in the letters of expectation.

Regional Joint Projects:

Project	Section/Comment
Supporting the implementation of the regional development strategy as lead by the Mayoral Forum.	1.10
Production of economic data at a regional and territorial local authority level in time for the councils' planning processes.	Conducted meetings with Council staff several times to discuss and align wherever possible
Development of a platform for reviewing and planning coordination of events across the region (if not completed in the 2015-2016 financial year).	9.7
Visitor experience product and packaging development opportunities progressed with up to four new initiatives advanced to support 'trade ready commissionable' product across the region.	7.11
Establishment and/or further development of two events in the Southland region.	9.6
Development of the Aeromagnetic Geological Survey project data for councils, industry and community to access and utilise.	2.2
Support the Southland Regional Heritage Committee to lead the Southland Museum Network Concept Design and Development Project as initiated by the Southland Mayoral Forum.	1.13 ICC priority re Southland Museum and Art Gallery
Development of the Invercargill i-SITE review findings for the consideration of the associated visitor information network requirements across the region.	7.14
Investigate the strategic and operational issues and opportunities for the region associated with combining the Destination Fiordland and Venture Southland Regional Tourism Organisation functions.	7.15
Maintain an advocacy role to support the resource allocation of the Southland Digital Strategy and associated implementation requirements.	1.12
Participate in the Milford Opportunities Project (subject to the project receiving suitable external resource allocation and the possibility of Venture Southland reallocating internal resource).	1.19
Participate in the Service Delivery Review process for Tourism and Economic Development for all councils as per Section 17A of the Local Government Act 2002.	Currently on hold – ICC, SDC

SDC Community Development Specific Projects:

Project	Section/Comment
Implementation of the Around the Mountains Cycle Trail business strategy and associated operational structure review requirements.	1.15
Facilitate community planning opportunities as a result of the follow up to the Community Futures Project research (specifically Ohai and Nightcaps initially).	10.1, 10.2 and 10.9
Report on the Community Organisation Needs Assessment Review findings, produce a community Human Asset Mapping inventory and develop a community organisation resource bank (SDC to develop the project brief).	Upon feedback from SDC this activity has evolved and is covered by 10.1, 10.2, 10.7 and 10.9
Participate in a review of the level of support that is provided to community groups following completion of the Community Organisation Needs Assessment Review (SDC to develop the project brief).	See above
Support the delivery and implementation of the findings from the SDC's Service and Public Facility Provision in Wyndham Project.	10.10
Lead the project design, development and delivery for an assessment of the future provision requirements for public community facilities for Stewart Island/Rakiura (SDC to develop the project brief).	10.6
Initiate a district-wide Community Facility Stocktake and develop Future Facility Planning Protocols and Guidelines (SDC to develop the project brief).	10.3
Further development of the Community Planning approach to link in with the development of the Regional Development Strategy and the SDC Policy Development work associated with the Community Futures Project. (SDC to develop the project brief).	10.5 and 10.8
Develop, design and deliver a SDC Community Leadership Programme to support community volunteer development and community organisation capability and capacity building. (SDC to develop the project brief).	Upon consultation with SDC findings deferred until 2017/18. 1.3 will provide scope for this project

Invercargill City Council Specific Projects:

Project	Section/Comment
Develop a report that identifies the gaps within Invercargill business / industry and tourism and identifies what is needed to fill the gaps.	3.3, 7.10 and 7.12
Create tourism marketing packages with a specific focus on the Chinese Market. (It is Council's intention that these packages will be able to be presented to representatives of our Sister City, Suqian.)	7.5
Create a Tourism / Events calendar combining all Invercargill facilities. (This will enable events to be strategically placed throughout the year and assist in avoiding clashes).	9.7
Facilitate a stakeholder's meeting to progress the Southland Museum and Art Gallery Redevelopment project.	1.7

Appendix A:

Media Results

1.   Media Result - TNZ China, New Zealand South Island Seafood Map, Bluff, Bluff Oyster and Food Festival - December 2016

2.   Media Result - TNZ China, New Zealand South Island Cheese Map, Invercargill, Blue River Dairy - December 2016

3.   Media Result - TNZ China, 24 Hours Invercargill Encounter, Invercargill, Invercargill City, Tower Lodge Motel, Queens Park, Seriously Good Chocolate Company, Blue River Dairy, Invercargill Brewery, Ocean Seafood Chinese Restaurant, Classic Motorcycle Mecca, Southland Museum and Art Gallery, Oreti Beach, The World's Fastest Indian, Hokonui Moonshine Museum, Hokonui Moonshine Festival - December 2016

4.   Media Result - TNZ China, Southland 6 of "The Most", Waiting for You to Check Out, Invercargill, Stewart Island, Bluff

5.   Media Result - Stuff.co.nz, Food, hobbits, scenery, rugby, art deco architecture - all reasons to visit New Zealand, Stewart Island - January 2017

6.   Media Result - Wilderness Magazine, A perfect week in Rakiura National Park, Stewart Island - January 2017

7.   Media Result - Australian Motorcycle News Magazine, Burt Munro Challenge 2016 - January 2017

8.   Media Result - Otago Daily Times Online News, Catlins attraction falls short, Purakaunui Falls - January 2017

9.   Media Result - Stuff.co.nz, Busy season for tourism in the Catlins, Curio Bay - January 2017

10.   Media Result - Stuff.co.nz, New Zealand's greatest gifts, Rakiura National Park, Stewart Island - January 2017

11.   Media Result - Stuff.co.nz, Benefits for Southland as Antarctic tourism is on the rise, Subantarctic Islands - January 2017

12.   Media Result - Stuff.co.nz, Cruise ships converge on Stewart Island - January 2017

13.   Media Result - KiaOra Magazine, AirNZ, Holy Smoke, Invercargill Brewery, Smokin' Bishop - January 2017

14.   Media Result - Stuff.co.nz, A southern journey to Riverton, Te Hikoi

15.   Media Result - Stuff.co.nz, Unexpected cruise ship at Bluff could signal future tourism opportunities, Southland - January 2017

16.   Media Result - Tourism New Zealand Media, Holiday like a local in New Zealand, Stewart Island - January 2017

17.   Media Result - Arrival Magazine, Southland, Motoring, Wilderness, Wildlife, Savour the South, Bluff Oysters, Invercargill Brewery, Sheep's Milk, Burt Munro, Bill Richardson Transport World, Stewart Island, Lake Hauroko - January 2017

18.   Media Result - My Tourism New Zealand Media, Travel and Tour World, Many New Zealand tourism operators are helping drive conservation efforts through their tours, Real Journeys, Stewart Island, Wairaurahiri Jetboating - January 2017

19.   Media Result - NZ Herald, NZME, Eat, drink and love Southland, Bluff, Invercargill, Riverton and Central Southland

20.   Media Result - Wilderness Magazine, Southern tussock as its finest, Becketts Hut, Takitimu Conservation Area, Southland - January 2017

21.   Media Result - Wilderness Magazine, Wildboy humbled by wildest island, Stewart Island - January 2017

22.   Media Result - Gold Coast Bulletin, To the ends of the earth, Southern Scenic Route, Curio Bay, the Catlins - January 2017

23.   Media Result - Classic Restos TV, 2016 BMC, Invercargill, Classic Restos Series 33, Shannons Club - January 2017

24.   Media Result, NZ Herald News, Travel, Eleanor Ainge Roy, Riverton, Just wild about the South's Riviera - January 2017

25.   Media Result - Tourism New Zealand, Japanese Vogue, Welcome Rock Trails - January 2017

26.   Media Result - Stuff.co.nz, Piano Flat, a New Zealand gem that tourists have yet to discover, Eastern Southland - February 2017

27.   Media Result - Scoop.co.nz, Southern Adventure Awaits as the Ultimate Waterman Returns, Southland, the Catlins - February 2017

28.   Media Result - Classic Restos Series 33, Shannons Club, Bill Richardson's Transport World, Invercargill, BMC - February 2017

29.   Media Result - Wilderness Magazine, A perfect week in Rakiura National Park, Stewart Island - January 2017

30.   Media Result - Wilderness Magazine, Brando Yelavich, Wildboy, Stewart Island - January 2017

31.   Media Result - my.tourismnewzealand, Germany, Roadtrip New Zealand, Highlights in the Catlins - February 2017

32.   Media Result - my.tourismnewzealand, Malaysia, Rojak Daily, 10 Other Amazing Things New Zealand is Known for Besides 'Lord of The Rings', Bluff Oyster and Food Festival - February 2017

33.   Media Result - AA facebook post landmarks - Bluff - community 87,642 - January 2017

34.   Media Result - Zeit Online, Aileen Tiedemann, Stewart Island - March 2017

35.   Media Result - CNN, Griffin Shea, 15 of the world's happiest places, Stewart Island, - January 2017B

36.   Media Result - mytourismnewzealand, Philippines, What's cooking in New Zealand in 2017 Bluff Oyster and Food Festival - January 2017

37.   Media Result - mytourismnewzealand, Romantic Places in NZ, Te Araroa Trail - January 2017

38.   Media Result - my.tourismnewzealand, Indonesia, 10 best chocolate destinations, The Seriously Good Chocolate Company - February 2017

39.   Media Result - my.tourismnewzealand, Singapore Love penguins, Stewart Island and The Catlins - February 2017

40.   Media Result - mytourismnewzealand, Australia, Top 10 places to fall in Love NZ, Stewart Island - January 2017

41.   Media Result - Stuff, Jane Ussher, My Favourite Place Coastal Riverton - March 2017

42.   Media Result - Stuff, Pamela Wade, World Famous in New Zealand_ Lost Gypsy Gallery, Papatowai & The Catlins - March 2017

43.   Media Result - Gateway Magazine CHCH Airport - BOFF March 2017

44.   Media Results - Arrivals Magazine Autumn, Bluff Oysters, March 2017

45.   Media Result - Arrival Magazine Autumn, Classic Motorcycle Mecca - March 2017

46.   Media Result - Arrival Magazine Autumn, Southland - March 2017

47.   Media Result - D&L Travel, Calling for Oyster Eater at Southern End of New Zealand, Bluff, Bluff Oyster and Food Festival - February 2017

48.   Media Result - Webizlink, Darkness Brings Wealth to New Zealand - Promoting The New "Dark Sky Reserve Area" - February 2017

49.   Media Result - Southland WeChat, New Zealand's Most Eye-Catching Oyster Food Festival to Come, Are You Ready? Bluff, Bluff Oyster and Food Festival - March 2017

50.   Media Result - Australian Motorcycle Magazine, Chris Doble, Totally chur Touring, The Catlins, Invercargill & Clutha and Fiordland - March 2017

Media Famils
1.   Media Famil - Great Adventurers Programme (Asia Travel TV) - January 2017
2.   Media Famil - Zeit.de and laviva.com (German Travel writer) - February 2017
3.   Media Famil - KiaOra Air NZ inflight magazine - February 2017
4.   Media Famil - Filmquest - March 2017
5.   Media Famil - Social Media Influencer @theadventureiscalling - March 2017
6.   Media Famil - Life and Leisure Insider's Guide - March 2017

Media Famils Pending: Destinations Magazine, Tourism New Zealand IMP (International Media Programme) Germany.

Appendix B:
Trade Channels

1.   10 January 2017: **Cruise**: Assisted with 2 x Cruise ships on Stewart Island
2.   13 January 2017: **Cruise**: Hosted L'Austral in Invercargill City, Bluff. Assisted with Fiordland sojourn
3.   2 February 2017: **Cruise**: Assisted with Europa II in Invercargill City, Bluff, the Catlins.
4.   11 February 2017: **Cruise**: Hosted pre departure excursion into Western Southland for Heritage Expeditions
5.   1 & 2 March 2017: **RTO Workshop/IBO Appointments** TNZ update and 25 one on one appointments with Australian travel sellers
6.   3 March 2017: **Cruise**: Assisted with Artania. Invercargill City, Bluff, the Catlins
7.   6 March 2017: Golf Tourism discussion with Sport Southland
8.   6 March 2017: **IMA Meeting**. Held in Dunedin, discussed TRENZ, Joint Collateral, International Event Attendance
9.   16, 17,18 March 2017:**Hosted UK Travel Sellers.** 2 NZ Specialists in Invercargill City, Stewart Island, the Catlins.
10.   March 2017: **Further IMA activation** in TravelTalk magazine and online channels. Travel Trade focus.

Pending:
1.   RTONZ IBO Days - with TNZ and Auckland based IBOs
2.   STA Youth Travel

3.   TRENZ - confirming appointments

Appendix C:

Marketing and Promotion Campaigns

Marketing and Promotional Campaigns executed/continuing:
1.   NZME Classic Southland (Auckland, Wellington, Christchurch)
2.   Arrival (National)
3.   World Shearing and Woolhandling Championship promotion
4.   Southlandnz.com rejuvenation
5.   Southland Visitor Guide 2017 (National)
6.   Southern Scenic Route Consumer promotion - digital media and collateral (National)
7.   SOUTH - Gateway South and Seasons (International)
8.   Cruise Bluff initiatives

Marketing and Promotional Campaigns Pending:

1. On Your Doorstep (Local)
2. Bluff Oyster and Food Festival & Air NZ (National)
3. NZ Life and Leisure
4. Capitol
5. The Life
6. AA On your Bike (Domestic Special Interest)
7. AA Road Trips (Domestic Touring)
8. Tourist Times (International Touring)
9. ATMCT Brochure / Map
10. Go Travel Magazine

Appendix D:

Digital Marketing

Channel	Current Total Likes/ Followers/ Subscribers - As at 31/3/2017	Total Followers/ Subscribers as at June 30 2016	Total Reach July 1 2015 - June 30 2016	Total New Followers/ Subscribers Jan 1 2017 - Mar 31 2017 (This Quarter)	Total Reach Jan 1 2017 - Mar 31 2017 (This Quarter)
Total	76,547	60,378	N/A	3,353	N/A
Newsletter Databases	14,105	9,218	N/A	1,041	N/A
Facebook Southland NZ	34,242	33,359	5,377,565	539	465,622
Instagram Southland NZ	21,396	12,926	N/A (Instagram Analytics not yet released)	1,140	65,521
Twitter Southland NZ	3,413	3,177	60,611	85	20,166
Facebook Invercargill i-Site	3,391	1,698	144,151	548	233,903

Channel: southlandnz.com Data sourced from Google Analytics	Sessions	Users	Pageviews
Year: July 1 2015 - June 30 2016	47,804	38,471	115,727
Quarter 1: July 1 2016 - Sep 30 2016	10,426	8,588	25,288
Quarter 2: Oct 1 2016 - Dec 31 2016	18,641	15,713	48,854
Quarter 3: Jan 1 2017 - Mar 31 2017	22,925	17,838	72,506
Annual/Quarterly Target	51,628/12,907		

Glossary:
Likes: The total number of people who like or 'follow' the page
Reach: The number of people who have seen any content associated with your page (unique users)

Sessions: Total number of Sessions within the date range. A session is the period time a user is actively engaged with your website, app, etc. All usage data (Screen Views, Events, Ecommerce, etc.) is associated with a session.

Users: Users that have had at least one session within the selected date range. Includes both new and returning users.

Pageviews: Pageviews is the total number of pages viewed. Repeated views of a single page are counted

Notes:

• As of 27/11/2016 (refurbished southlandnz.com launch date) all invercargillnz.com and traffic is redirected to the new southlandnz.com which will skew results for southlandnz.com.

• Newsletter database additions predominantly come from Classic Southland campaign and On Your Doorstep operator database update

Sources:

Southland Industry Event Calendar

http://www.southlandnz.com/Visit/Things-to-Do

http://www.southlandnz.com/Visit/Events

http://www.newzealand.com/us/southland/

http://www.newzealand.com/us/events/

Appendix F:

Engagement with Community

1.   18th January - TIA TRENZ preparation (virtual)
2.   26th January - MBIE Major Events (virtual)
3.   9th February - i-SITE NZ and Tourism NZ (Wellington)
4.   16th February - SOUTH CIAL (Christchurch)
5.   16th February - TNZ Australia Campaign 2017 (Christchurch)
6.   21st February - SIPA Executive and Membership (Stewart Island)
7.   2nd March - TIA and IMA (Virtual)
8.   6th March - IMA (Dunedin)
9.   8th March - TLC (Invercargill)
10.   9th March - TNZ and MBIE (Wellington)
11.   14th March - Air NZ (Invercargill)
12.   14th March - South Catlins Promotions (Tokanui)

13.   22nd March - RTONZ (Wellington)

Appendix G:

Conference Prospects and Conference Support

Pending Conferences:
1.   NZ Dairy Awards – May 2018 (confirmed)
2.   The Fun Family Expo – May 2017 (confirmed)
3.   Safe Systems Conference – March 2017 (confirmed)
4.   Southern Rural Fire Dinner – June 2017 (confirmed)
5.   LandSar National Conference – June 2018 (re bidding for 2020)
6.   Pipe Bands Association – March 2019 (presenting in March at the Nelson event)
7.   Fonterra Regional Shareholders – May 2017 (still pending)
8.   Dan Davin (NZ Short Story) – September 2017 (confirmed)

9.   Young Farmer of the year - July 2018 (Final stages – still pending)
10.   NZ Electricians Conference – October 2017 (prospect)
11.   NZ Airports Regional Conference – 2020 (prospect)
12.   NZ Farm Environment Trust May 2017 (confirmed)
13.   APICULTURE National Conference 2018 or 2020 (new GM appointment, will discuss in Feb)
14.   Top 10 Holiday Park Conference 2019 (meeting in Feb)
15.   Motor Home Association Conference 2018 (meeting Southland representatives)
16.   International Cities, Town Centres and Communities 2019 (working on funding avenues)
17.   LGNZ 2018 Bid

Conference Support:
1.   Lions Club (100 years) – March 2017
2.   NZ Farm Environment Trust - May 2017
3.   National Showcase for Balance Farm Environment Awards - May 2017
4.   Rural NZ Women – November 2017
5.   NZ Family Budgeting Services – November 2017
6.   CATE – November 2017
7.   NZ Dairy Awards - May 2018

Venture & ILT to target Wellington Associations & PCO's
The current list is 186 organisations

PCO Famil:
8.   Soltius New Zealand Limited – Company Conference February 2017
9.   Promote Ltd – Transport Conference 2018
10.   Orbit Tauranga – Stewart Island big draw card
11.   Events 4 You – Medical Conferences
12.   akB Conference Mang – Refresh of venue facilities
13.   Cievents – Christchurch based
14.   Dinamics – Queenstown Research Week Conference August 2017
15.   Gilpin Travel – Auckland based
16.   Orange Exchange – Queenstown based

Item 9.5 Attachment A

Appendix H:

Events

1.   Southland Buskers Festival: 5000

2.   Shakespeare in the Park: 800

3.   Summer Sounds: 150

4.   Waitangi Day concert: 300

5.   Heritage Month: 4000

6.   World Shearing and Woolhandling Championships: 11,000

7.   Nitro Circus: 8,500

Other projects:

1.   Hokonui Fashion Awards
2.   HopnVine Beer Festival
3.   Spring Festival Investigation
4.   Project Pork Pie
5.   Bluff Oyster and Food Festival – Air NZ and complementing city wide events
6.   Burt Munro 50th Bonneville Commemoration

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

Recommendation

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

C10.1   Milford Opportunities Update

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

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