

Snapshot of Southland

This section provides information about Southland District today and challenges for Council going forward. It also describes the communities' seven key outcomes and how Council will work with others to achieve them, providing an overview of these contributions. This section also provides detail on other planning documents and information as well as how the Council is dealing with the need to take a sustainable development approach.

About Southland

Our People

At the last census, the District's population was 28,440. The make-up of that population is becoming increasingly diverse, with 9% Māori, and nearly 20% from other ethnic groups⁵. Recent economic growth has seen a growing diversity of migrant populations in Southland, such as Asian, European migrants, African and Pacific groups. The population is also expected to age significantly over the next 20 years. In 2006, 12% of Southland District residents were aged 65 and over, by 2026, this is expected to reach 21%⁶. In recognition of the changing make-up of our communities, Council recently adopted the Inclusive Communities Strategy, with the aim of enabling all people to fully participate in life within Southland District.

One of the essential characteristics of Southland District is its strong community ethic. Each of Southland's communities has a special character, ranging from the popular coastal township of Riverton, the bustle of a busy tourist destination in Te Anau, to the quiet yet beautiful town of Waikaia, and tranquillity of Oban. In all of these communities it is the norm to know your neighbours, and to work together on community projects. Council's own structures enable these diverse communities to manage their local priorities, both through Community Boards and Community Development Area Subcommittees, and the community development work funded by Council.

One of the attractions of living in Southland District is the lifestyle. Outdoor pursuits abound in Southland, including fishing, water pursuits, a huge range of tramps and walks, and hunting. Council continues to work to promote and develop these opportunities in conjunction with Venture Southland. There is also a range of sporting activities available – rugby, soccer, golf, netball, and bowls to name a few. There are still challenges in these areas though, with only 55% of Southlanders meeting the Push Play target of 30 minutes exercise a day⁷. Southlanders also value arts and cultural activities, with a strong volunteer network supporting organisations such as local museums, service clubs, and arts groups.

Our Land

The Southland District contains some of the most beautiful scenery in the country, with two National Parks (Rakiura and Fiordland), the Catlins, rolling green pastureland (that is also key to our agricultural success), and the rugged scenery of Northern Southland. The diverse topography of Southland District means the climate varies across the region. From high rainfall in Fiordland to the drier conditions of Northern Southland. Populated regions have a pleasant, moderate climate with long summer daylight hours and well defined seasons. The District is rich in raw materials, with the most extensive coal deposits in the country, and the possibility of gas resources as well. Large clay, peat and limestone deposits are also present, along with a range of metallic and non-metallic minerals. The high quality soils on the plains and lower hills are ideally suited to intensive grazing, cropping, horticulture, and forestry.

⁵ Source: Statistics NZ 2006 Census.

⁶ Source: Infometrics baseline forecast, August 2008.

⁷ Source: Southland HEHA reference group.

Key Statistics



Land area	30,753 km
Length of coastline	3,400 km
Average annual rainfall	1,029 mm
Average annual sunshine hours	1,619 hours
Average annual temperature	15 °C
Median house price	\$190,000 ³
Median household income	\$48,700 ⁴
Māori	9% ¹
European	79% ¹
Other ethnic groups	19% ¹
Rating Units	20,632 ²
Number of Councillors	12
Number of Community Boards	12
Number of Community Development Area Subcommittees	16

¹ More than 100% as respondents can choose more than one ethnic group
² June 2009 (Based on properties subject to Waste Management Rate, including non-rateable units)

³ www.interest.co.nz home loan affordability series April 2009

⁴ Census 2006

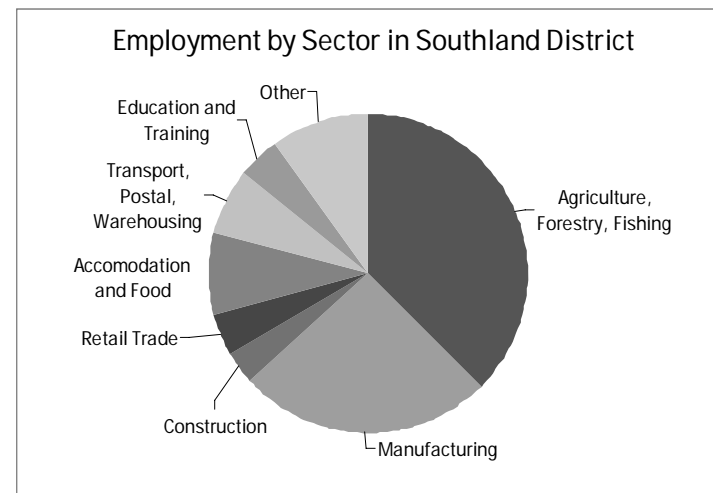
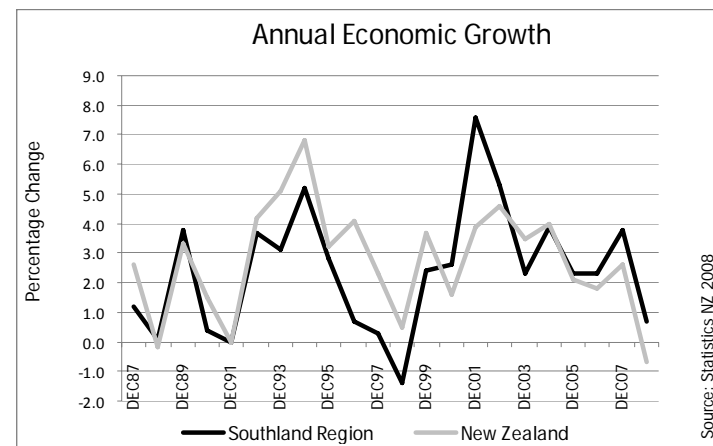
Our Economy

Southland's economy broadly follows national trends, in terms of economic growth. However, the dominance of agribusiness does lead to some significant variations. For example, the peak through the early 2000's (well in excess of national growth at the time) was due, in large part, to the rapid expansion of both milk supply and processing facilities. Strong dairy activity has also kept economic growth for the region above the national growth rate in recent years.

Agriculture, forestry and fishing are the major employers in the District (38% of the workforce), supported by the District's high quality soils, favourable climate, and extensive coastline (fishing). Manufacturing is the second largest employer (26%), with much of its activity stemming directly from primary production (processing). The District's farming industry includes lamb, beef, dairy and venison. Crops include root vegetables, grain and flowers. Forestry is predominantly pine, but other timbers are also grown, including eucalypts. Important fisheries include paua, crayfish, wetfish and oysters.

The region's landscape, natural attributes, and small urban centres contribute to its unique tourism attractions. Key features include two national parks (Rakiura and Fiordland), the Southern Scenic Route, the Catlins, and a diverse range of walking tracks as well as other attractions. Businesses that support/benefit from tourism include accommodation and food (8% of employment), recreation businesses (1%), and retail (4%).

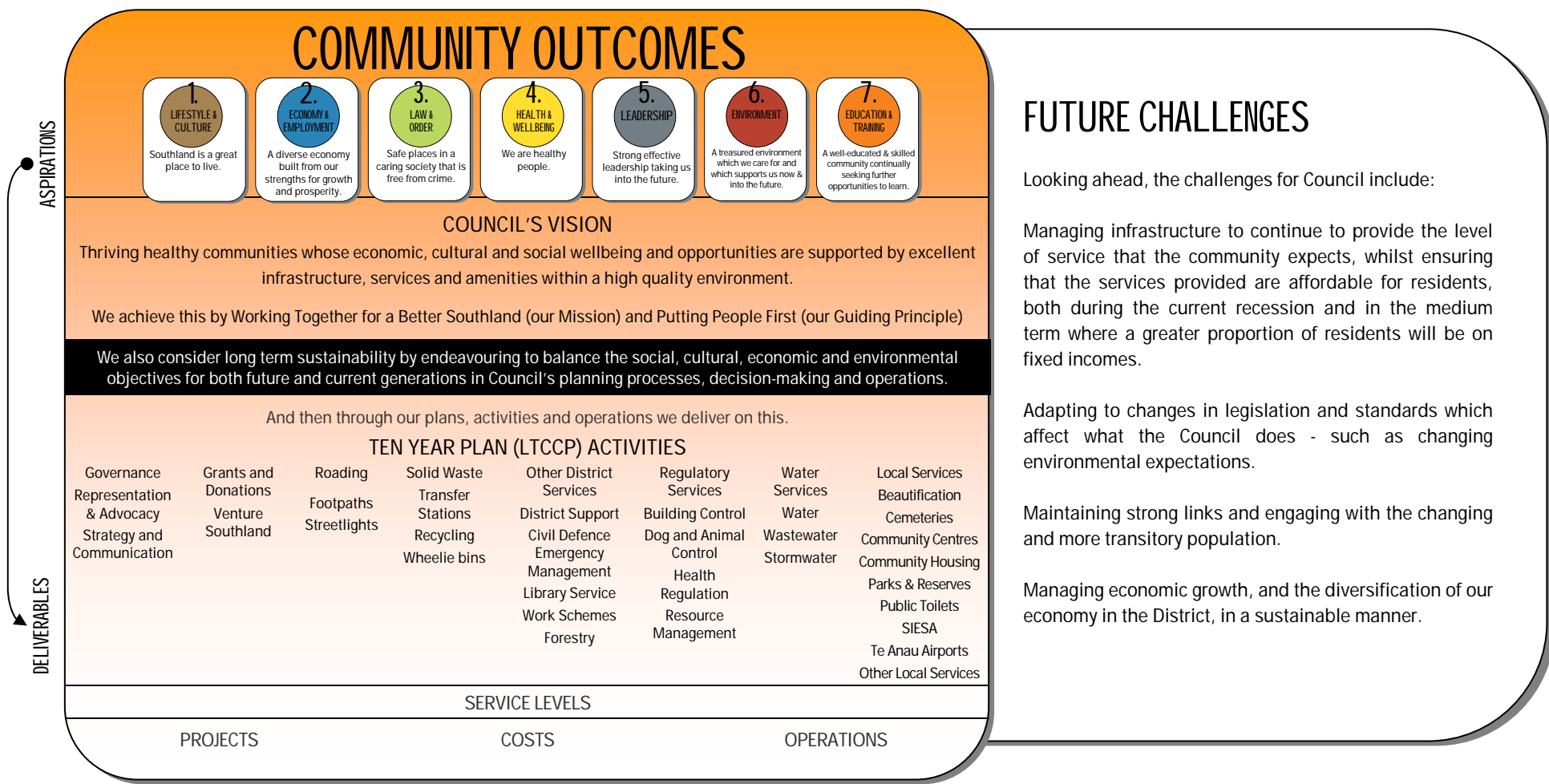
The effect of the current economic recession on Southland District is unclear. While there will certainly be a slowing of growth, many of our indicators are still strong. Both resource consents and building consents are at or above historic levels. Lamb and beef prices are strengthening – due to a mix of higher international prices and the falling dollar. Milk prices too, while lower than recent peaks, are still high when compared with historic trends. Tourism may be affected, however, some groups such as backpackers and domestic tourists are likely to remain stable, and bookings on major attractions have not reduced substantially. Southland's unemployment figures are also below the national average. In the medium term, the Southland economy is well positioned to continue on a steady growth path, with significant projects being explored, including energy, new tourism attractions, and continued growth in our key industries.



Our Council

Southland District Council is made up of the Mayor and 12 Councillors. Because of the diversity of the needs and priorities of our local communities, we also have 12 Community Boards and 16 Community Development Area Subcommittees. Council also directly supports a number of representative groups, including the Southland District Youth Council, Milford Community Trust and Te Ao Mārama, and engages with a wide range of stakeholder groups on a regular basis.

Council works towards its vision in its plans, strategies, and policies and also through the activities outlined in this ten year plan. The seven community outcomes support the vision, mission and guiding principle for the Southland District Council (see below). More information about the Council can be found on page 310.

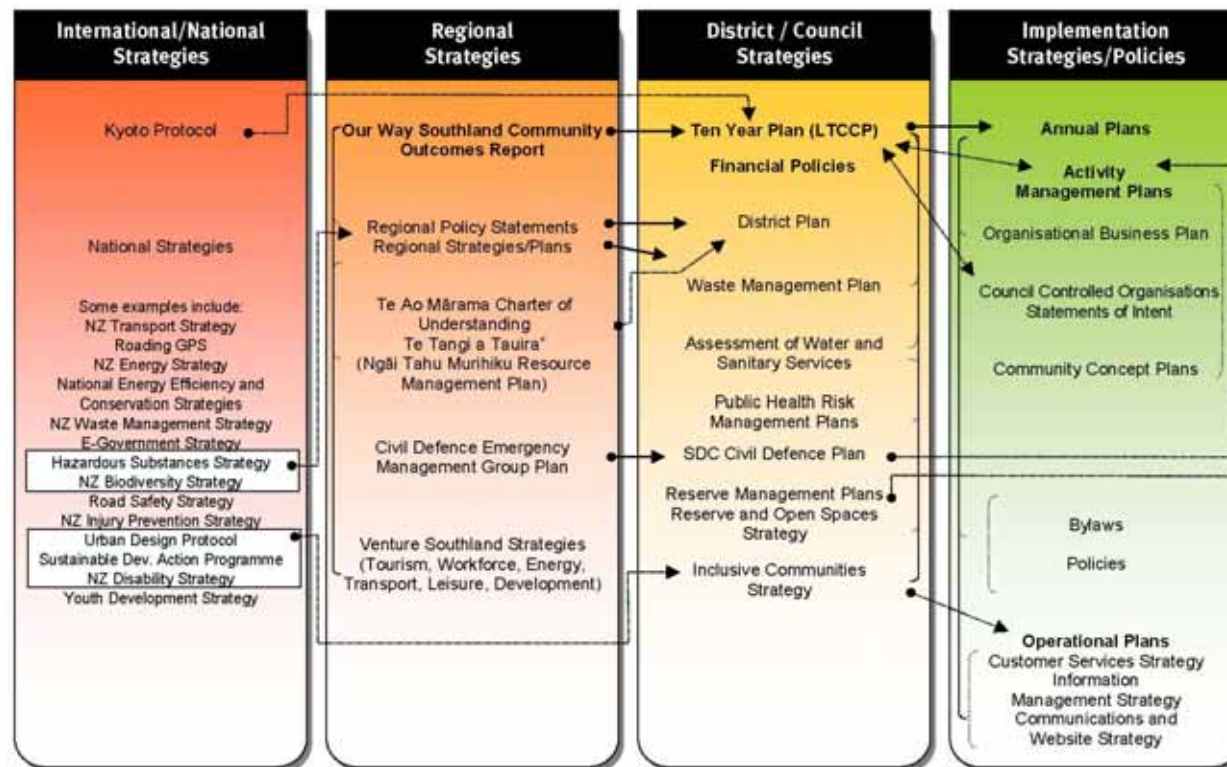


Associated Documents

The Council has a number of strategies, policies and plans which form the basis of this Ten Year Plan. Some of these are influenced by national and regional level strategies. Council's key planning documents are described in more detail below.

Our Way Southland Community Outcomes

This report describes the seven community outcomes identified by Southlanders during the Our Way Southland project, and identifies the layers of intermediate outcomes and outputs that support them. The report also details the activities that are currently delivered by certain organisations and includes new activities that it is hoped will improve the region's social, economic, environmental and cultural wellbeing. A separate monitoring report has been prepared which details the indicators being used to assess the communities progress towards achievement of the outcomes identified. A summary of this is detailed on page 35.



Activity Management Plans

Key support documents to the Ten Year Plan are the activity management plans. These replaced a number of other strategic planning documents prepared at an activity level. The activity management plans detail how each Council service can be delivered effectively and efficiently over the next ten years. In doing so, the documents integrate information from the highest level - identifying community outcomes the service contributes to - to actual delivery issues at the lowest level. Specifically they describe the activity and the rationale for the Council's involvement; community outcomes to which the activity contributes; levels of service and performance targets; future demand; how any assets will be managed; and planned expenditure and how the activity will be paid for. This information is provided by the community, where applicable.

District Plan

The District Plan states objectives, policies and rules for the sustainable management of natural and physical resources of the Southland District. It also sets out the reasons for adopting the policies and objectives and the means of implementation and the environmental results anticipated from such implementation. The District Plan is concerned with the "effects" of development and activities, not the actual development or activity itself. The Plan was made operative in June 2001, but is regarded as a "living document" that requires regular review and updating.

Waste Management Plan

The Waste Management Plan outlines the vision of a sustainable Southland through the utilisation of the concepts of resource stewardship and waste minimisation. It details guiding principles such as sustainable management, extended producer responsibility and the life-cycle principle, as well as objectives which are the key goals of Council. Action plans are specified for several sub-categories, including waste management services, resource management, waste minimisation, education and promotion, and cost recovery and funding. Under each action plan there are methods to achieve one or more of the broad objectives of the Waste Management Plan, as a step towards realising the vision. The Waste Management Plan was prepared jointly under the banner of the WasteNet councils (Southland District Council, Invercargill City Council and Gore District Council). A summary is included on page 314.

Assessment of Water and Sanitary Services

This four-part document details assessments on the provision of water and sanitary services within the Southland District. The assessments cover water, wastewater, stormwater drainage and sanitary services (public toilets, cemeteries and crematoria) and include areas not currently serviced by Council infrastructure. The assessments aim to demonstrate that water and sanitary services within the District are being undertaken to adequate standards to meet current and future communities' needs. Issues are identified and options developed for those issues of a high priority. A summary is included on page 316.

Public Health Risk Management Plans

Public Health Risk Management Plans assess and manage the risks to public health associated with the 12 reticulated drinking water supplies within the District. The plans aim to identify all events that could lead to illness, and consider preventive measures, corrective actions and contingency plans; either in place now or improvements that can be made to reduce any identified risks.

Venture Southland Action Plans

The Venture Southland Action Plan outlines Venture Southland's annual approach to enterprise, destination marketing and community development activities. The plans describe Venture Southland's goals and objectives for each of these areas. Details are provided on what activities will be carried out in the coming year and what resources will be required. The document also explains the structure of Venture Southland, which is governed by a joint committee of councils. Venture Southland also produce a range of strategies, which are available from their website www.southlandnz.com.

Concept Plans

These plans - developed with and for local communities by Venture Southland - outline a vision and theme for the area, identify opportunities and determine priorities. The scope of the plans cover all aspects relevant to the community including recreation, promotion, enterprise, events, amenities and services. Concept plans encompass ideas for opportunities and projects from the wider community, in addition to the services provided by Council. There are currently concept plans for 14 areas (Edendale, Garston, Lumsden, Northern Southland, Otautau, Riverton, South Catlins, Stewart Island, Takitimu, Te Anau, Tuatapere, Winton, Woodlands and Wyndham).

Recreation Plan and Reserve and Open Spaces Policy and Guidelines

The Recreation Plan provides a strategic direction for the development of recreation opportunities for the District's residents and visitors to 2017. It outlines options for Council regarding its role and level of involvement. The Recreation Plan focuses on the role and level of commitment of Council and strategies for combining resources through partnerships with the voluntary sector and key agencies in the community. The Reserves and Open Spaces Policy and Guidelines outlines Council's strategic approach to reserve management and provides vision, goals and objectives for the management of reserves and open spaces under its administration. The document ranks all reserves and open spaces in terms of their importance, use and benefit over the entire district. Open spaces include areas that are not vested as reserves, but are still retained by Council for recreation purposes.

Key Council Plans, Reports, Policies and Strategies

Publication	Published/Adopted	Reviewed
Activity Management Plans	June 2009	Full review three-yearly. Some sections updated annually.
Annual Plan	30 June	Intervening years between Ten Year Plans.
Annual Report	October each year	Annually.
Assessment of Water and Sanitary Services	June 2005	Five-yearly.
Council Controlled Organisations - Statements of Intent	June each year	Annually.
Civil Defence Emergency Management Group (CDEMG) Plan	March 2005	Five-yearly.
Concept Plans	Variety	Within seven years of adoption.
District Plan	June 2001	Full review legally required ten-yearly, however a review was initiated in 2007/2008 and it is intended this will be completed within five years.
District-Wide Reserve Management Plan	May 2003	Within ten years of adoption.
Financial Policies	June 2009	Three-yearly.
Inclusive Communities Strategy	January 2009	As required.
Ten Year Plan (Long Term Council Community Plan)	June 2009	Three-yearly.
Organisational Business Plan	30 September	Annually.
Our Way Southland Community Outcomes Report	July 2005	Six-yearly.
Public Health Risk Management Plan	Various	Sections reviewed two-yearly.
Progress Report on Community Outcomes	August 2008	Three-yearly.
Recreation Plan	May 2002	As required (prior to 2017).
Reserves and Open Spaces Strategy	2000	As required.
Southland District Local Civil Defence Plan	November 2005	Associated with CDEMG Plan. Likely to be formally reviewed when the CDEMG Plan is reviewed. However a living document, amended as required.
Venture Southland Action Plans	30 August	Annually.
Waste Management Plan	December 2004	Six-yearly.

Community Outcomes

Six years ago Southland's local authorities first invited our citizens to define their aspirations for their region and its communities. This is what the community told us they wanted:



These measures of the communities collective wellbeing are known as “community outcomes”. Southland’s community outcomes have since 2003 been identified and monitored on a collaborative regional basis by the Our Way Southland project. This project is supported by all of the four Southland local authorities – the Invercargill City Council, the Gore and Southland District Councils, and Environment Southland – and reports to the joint-council body the Shared Services Forum.

The outcomes have been incorporated into this Long Term Council Community Plan as guiding principles. Local Government has a legal responsibility under the Local Government Act to take community outcomes into account when setting its programmes and activities, so we can do our part in helping realise our communities aspirations. Government departments, private businesses, volunteer groups and other agencies also have a role to play, but the legal responsibility to facilitate the process sits with Southland’s councils.

Southland’s councils have a history of collaboration with other councils, Māori, organisations and the private sector. By working together we have been able to develop the first Monitoring Report of the Community Outcomes for Southland. Forums of key stakeholders are planned to formally review the results, prioritise areas for action along with identifying responsible parties.

Sections 91 and 92 of the Act require councils to coordinate a whole of community approach, involving local and central government and the business and volunteer sectors, in order to identify and realise community outcomes. Section 91 of the Act says that we must consult the community and define its desired outcomes not less than once every six years. Section 92 requires that Councils monitor and, at least once every three years, report on what progress has been made towards achieving the community’s outcomes. Each Council must weave the community’s desired outcomes into its strategic and annual plans, in accordance with Parts 1 and 3 of Schedule 10 of the Act, so that we are consciously working towards the same ends.

A Community Outcomes Regional Coordinator was appointed in March 2008 to monitor and report on the progress which has been made towards achieving Southland’s community outcomes for the period August 2005 to August 2008. The monitoring report establishes baselines from which further measurements of community progress towards collective wellbeing can be gauged. This report has now been adopted by the four constituent councils of the Our Way Southland project.

How Do We Measure Progress?

Depending on your perspective and circumstances, all or some of the seven community outcomes may already have been substantially realised, or we may have a long way to go. Each outcome itself has intermediate outcomes, which were also identified by the Southland community, and a series of indicators that help us measure progress. Steps toward achieving the intermediate and long term outcomes are being monitored as part of the Our Way Southland project. Further community consultation will be undertaken in order to confirm or revise the outcomes, which will be redefined by August 2011.

Outcomes	Indicators
Intermediate Outcome	
Outcome 1 – “Southland is a great place to live”	
1.1 We value our history and heritage.	Indicator 1: Identification and preservation of local heritage sites: a. New Zealand Historic Places Trust registrations of Category I and II buildings and historic areas in the Southland Region by Territorial Local Authority. b. Southland Coastal Heritage Inventory Project results 2008. Indicator 2: Heritage activities within the Southland Region: a. Heritage sites within the Southland Region have been progressively made available to the local community and visitors alike with the development of heritage trails. b. Museum developments within the Southland Region ensure that local and regional history is preserved and presented for the education and enjoyment of local residents and visitors alike. Museum developments within the August 2005 – August 2008 reporting period. c. Southland 150 th celebrations 2006. Indicator 3: Community funding within the Southland Region. Indicator 4: Quality of Life Survey 2008.
1.2 We have a choice of quality places to go and things to do.	
1.3 We embrace and respect a diverse community.	
1.4 We are proud to be Southlanders.	
1.5 We live in a creative place.	
Outcome 2 – “A diverse economy built from our strengths for growth and prosperity”	
2.1 We have a quality infrastructure with potential for growth.	Indicator 1: Regional GST (\$M).
2.2 We have an innovative and vibrant culture that supports business.	Indicator 2: Economic activity.
2.3 We have a business friendly environment in which to operate.	Indicator 3: Employee count.
2.4 We have an economy built on our competitive advantage.	Indicator 4: Unemployment rate.
2.5 We have full employment and rewarding careers.	Indicator 5: Income: a. Average hourly earnings. b. Average weekly income.
2.6 We retain and build on our skills base.	
2.7 We keep the things about living here that we value.	
Outcome 3 – “Safe places in a caring society that is free from crime”	
3.1 We have safe roads.	Indicator 1: Road crash statistics for the Southland Region 2005 – 2007: a. Road trauma and casualties by environment per Territorial Local Authority. b. Crash trends per Territorial Local Authority.
3.2 We have safe homes.	
3.3 We have public places safe for children and families.	Indicator 2: Recorded and resolved crime Southland Police Area 2005 – 2007. Indicator 3: Percentage of residents who feel safe in their homes, neighbourhoods and communities.
3.4 We apprehend and hold law breakers appropriately accountable.	
3.5 We support the victims of crime.	

Outcomes Intermediate Outcome	Indicators
Outcome 4 – “We are healthy people”	
4.1 We are able to live healthy lifestyles. 4.2 We have good quality affordable housing. 4.3 We live in a compassionate caring community. 4.4 We have equity of access to health services.	Indicator 1: Life expectancy at birth. Indicator 2: Regular physical activity for adults by District Health Board Area 2006/07. Indicator 3: Housing – quality/age/affordability of housing stock. Indicator 4: Access to Primary Health providers: a. Children and adults who saw a general practitioner in the previous 12 months, by District Health Board area (2006/07 health survey). b. Unmet need for GP services by District Health Board area. Indicator 5: Publicly-funded hospital discharges by diagnosis 2004-2006 by Territorial Local Authority. Indicator 6: General health summary by District Health Board area 2006/07.
Outcome 5 – “Strong, effective leadership taking us into the future”	
5.1 Citizens and communities are inspired, motivated and empowered. 5.2 Decisions are progressive, forward looking and robust. 5.3 The community has confidence in its leaders.	Indicator 1: Participation in 2004 local authority elections compared with national trends: a. Voter turnout by Southland local authority 2004. b. Voter turnout for mayoral elections 2004. Indicator 2: Voter turnout in the Invercargill and Clutha-Southland electorates in the 2005 general election compared with national trends: a. Party votes and turnout by electorate 2005 General Election. b. Electorate candidate votes and turnout by electorate 2005 General Election.
Outcome 6 – “A treasured environment which we care for and which supports us now and into the future”	
6.1 We have an informed community caring for the environment. 6.2 We have a healthy, safe and accessible built environment. 6.3 We have an environment protected from the negative effects of human activities.	Indicator 1: Environmental education – Enviroschools. Indicator 2: Air quality. Summary of the national environmental standard for air quality for ambient fine particles - particulate matter 10 microns measured in Invercargill and Gore from 2003 to 2007. Indicator 3: Drinking water. Indicator 4: Southland's marine reserves. Indicator 5: Recycling depots – Southland.
Outcome 7 – “A well-educated and skilled community continually seeking further opportunities to learn”	
7.1 We have accessible learning opportunities. 7.2 We have high quality learning opportunities available to meet community needs and demands. 7.3 We deliver innovative, integrated and effective learning programmes. 7.4 We have a culture of continuous learning.	Indicator 1: Education participation rates in the Southland Region 2006. a. Number of enrolments in early childhood education services by type of service at 1 July 2006. b. Number of students enrolled in Southland by governing authority and school type at 1 July 2006. Indicator 2: Students leaving Southland secondary schools during 2005 by level of highest attainment: a. Students leaving Southland secondary schools during 2005 by level of highest attainment. b. Students leaving Southland secondary schools during 2006 by level of highest attainment. Indicator 3: Highest qualification for people aged 15 years and over, Southland Region and New Zealand, 2006. Indicator 4: Number of people participating in continuing education.

Monitoring and Reporting Southland's Community Outcomes 2005-2008

The first monitoring report covers the period August 2005 to August 2008 and establishes baselines from which further measurements of community progress towards wellbeing can be gauged. It has been compiled using data from many official sources, including central and local government and gives a snapshot of Southland's collective state of wellbeing.

The information will help councils and the community set future regional policies and funding allocations so that the delivery of resources and activities can be better coordinated and prioritised to best achieve the desired outcomes.

A key feature of the Southland regional economy between August 2005 and August 2008 has been the significant transfer of agricultural activity from sheep and beef farming into dairying and dairy support, with the regional dairy herd increasing six-fold between 1993 and 2007. Regional sheep numbers fell by over two million over the same period, while the deer herd doubled. The correlation between dairy commodity prices, regional farm sales and dairy conversions is evident, particularly with high dairy commodity prices realised since mid-2007.

OUTCOME	PROGRESS 2005-2008
Outcome One: "Southland is a great place to live"	The region's history and heritage continues to be recognised, preserved and made available for the enjoyment of the local community and visitors alike. Heritage trails cover a significant portion of the region. The activities of community funding agencies ensure that approximately \$20 million per annum is made available for community-based activities. However, Southland residents gave the region's nightlife and arts and culture the least favourable ratings for 2008.
Outcome Two: "A diverse economy built from our strengths for growth and prosperity"	Southland's economic activity ran counter to the general regional trend of slower economic growth. The region has a low unemployment rate compared to the national average for the year ending March 2008, although the average hourly earnings of all workers throughout the region and the average weekly income are consistently below the New Zealand average.
Outcome Three: "Safe places in a caring society that is free from crime"	New Zealand Transport Agency has estimated the social cost of road crashes within the Southland region in 2007 as \$129.2 million. General crash trends show that in Invercargill City and Gore District, significant numbers of crashes occur on wet roads or at intersections, while wet roads or darkness account for a significant number of crashes in the Southland District. Recorded violent offending statistics have been skewed by Southland Police targeting particular categories of offending and offenders. Recorded crime in the categories of drugs and antisocial behaviour, dishonestly, property damage, property abuse and administrative did not vary significantly between 2005- 2007.
Outcome Four: "We are healthy people"	The available information suggests that the life expectancy of Southland males and females is lower than national and OECD figures. The results of the 2006/07 Health Survey conducted by the Ministry of Health indicates that Southlanders are more likely to undertake 30 minutes of physical activity a day. Housing in the region has become steadily less affordable since May 2005, although Southland's housing is still the most affordable in New Zealand. The quality of the regional housing stock compares poorly with the rest of the country, with an estimated 86% of houses having been built before 1980 and therefore lacking insulation. Southland children and adults appear less likely to see a general practitioner than the national trend, although the proportion of children and adults who had an unmet need to visit a general practitioner was significantly lower than the national average.
Outcome Five: "Strong, effective leadership taking us into the future"	Voter participation in local authority and general elections compared favourably with national trends, with voter turnout in the 2004 local authority elections exceeding the national turnout, and voter turnout in the 2005 general election only slightly lower than the national turnout.
Outcome Six: "A treasured environment which we care for and which supports us now and into the future"	Air quality monitoring in Invercargill and Gore indicates that emissions from home fires exceed the maximum guidelines between mid-May and mid-August. Southland's marine reserves in the Fiordland and Rakiura National Parks preserve a remarkable range of diverse habitats and species. Southland faces the challenge of how best to recycle an annual amount of waste equivalent to an average rugby field, filled six storeys high with rubbish. The EnviroSchools initiative is well supported by the region's local authorities and other agencies such as the Department of Conservation and the Southland Museum and Art Gallery. Thirteen schools in Southland are involved in the EnviroSchools programme, with a further four expected to join in 2009.

OUTCOME	PROGRESS 2005-2008
Outcome Seven: "A well-educated and skilled community continually seeking further opportunities to learn"	The shortage of early childhood services in the Southland Region shows no signs of easing. The number of students who leave secondary school with little or no formal attainment has dropped from 10% in 2004 to 8.2% in 2006, although 35.6% of people aged 15 years and over in Southland have no formal qualifications, compared with 25.0% for New Zealand. The Zero Fees scheme and the distance learning programmes offered by the Southern Institute of Technology has enhanced educational opportunities for all students, including non-traditional users of tertiary education.

Conclusion –

Overall, good progress has been made towards achieving the seven Community Outcomes identified in August 2005. Improvements can nevertheless be made within the areas of Outcome Two (average hourly earnings and average weekly earnings), Outcome Three (road safety and resolution rates for recorded crimes), Outcome Four (quality of Southland's housing stock), Outcome Six (air and water quality) and Outcome Seven (provision of early childhood services and NCEA attainment levels).

Local authorities will continue to consult the community and the public debate on the future wellbeing of the region will be reinvigorated. Community-based monitoring will be established, as appropriate, to provide more localised and timely data against which to monitor the achievement of community outcomes.

Further monitoring and reporting –

A further report will be prepared during the second monitoring and reporting period for the project, which ends in August 2011. The community outcomes themselves will be re-identified no later than August 2011 as well.

A longer-term goal of the Our Way Southland monitoring and reporting programme is to produce a series of linked indicators, whereby a collective description of local conditions will provide a regional perspective. Similarly, regional indicators with local variations will enable us to make comparisons with other regions and with national trends. The combination of indicators may also permit a more sophisticated understanding of regional and local issues. For instance, mapping areas of socio-economic deprivation, and then comparing or overlaying this indicator with other indicators such as the quality of housing stock, methods of home heating, reported medical conditions, levels of educational achievement, recorded crime and so on can build up a detailed picture of a community in need, and help indicate where assistance might best be directed.

Realising Community Outcomes –

The monitoring report will form the basis of further discussion with key stakeholders and councils about how best to collaborate in achieving the community outcomes. These stakeholders include Māori, community groups, business groups, government departments and many other organisations. All of these have a key role to play in the development and delivery of initiatives to work towards outcomes.

Our outcomes focus

The Southland District Council's contribution to progressing community outcomes are indicated in the table on the following page and in more detail in the activity sections of the plan. Overall the key areas of focus for Council continue to be making Southland a great place to live by providing places to go and things to do and encouraging local pride through assisting with local projects and supporting local representatives to carry these out. Council also plays a key role in supporting a diverse economy by providing quality infrastructure whether it be roads, water, disposing of solid waste or wastewater. These services are also a key component in promoting public health and protecting the natural environment from the negative effects of human activity. With the improvements proposed to water, sewerage and solid waste services in this plan, it is hoped that over time, this investment will be reflected in the improving health of our communities as well as Southland's environment. Council's numerous regulatory responsibilities (whether it is under the Resource Management Act, Health Act, Dog Control Act or Building Act) also play a part in ensuring that Southland's built environment is healthy, safe and accessible. Most importantly, by providing local representation through Community Boards, Community Development Area Subcommittees and the many other local decision-making bodies associated with and supported by Council, residents and communities are fully empowered. This system in addition to others like the Youth Council helps to ensure that leaders have the opportunity to develop to ensure that in the future, Southland continues to have strong effective leadership.

Council's contribution

It is up to a wide range of organisations, groups and people to work towards community outcomes. As one of the key players, Council uses the ten year plan to identify the role that it will play and how it will allocate resources to contribute towards achieving community outcomes. The table below shows that most of Council's activities contribute to more than one outcome to varying degrees. The primary outcome (●) is where Council believes that activity has the most impact. The shading shows the level of contribution to community outcomes. (○) indicates where the activity contribution has an associated level of service and key performance indicator link. More information about the contributions can be found under 'Why we do it' in each activity statement.

COMMUNITY OUTCOME	1. LIFESTYLE & CULTURE Southland is a great place to live.					2. ECONOMY & EMPLOYMENT A diverse economy built from our strengths for growth and prosperity.							3. LAW & ORDER Safe places in a caring society that is free from crime.				4. HEALTH & WELLBEING We are healthy people.				5. LEADERSHIP Strong effective leadership taking us into the future.			6. ENVIRONMENT A treasured environment which we care for and which supports us now & into the future.			7. EDUCATION & TRAINING A well-educated & skilled community continually seeking further opportunities to learn.					
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	2.4	2.5	2.6	2.7	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	4.4	5.1	5.2	5.3	6.1	6.2	6.3	7.1	7.2	7.3	7.4	
INTERMEDIATE OUTCOME																																
Beautification				●○											○																	
Building Control									○																		●○					○
Cemeteries	○	○		○					○						○																	
Civil Defence Emergency Management															○						○						○					
Community Centres		●○													○																	
Community Housing															○																	
District Support																																
Dog and Animal Control															○	○	●○	○											○		○	
Forestry																													○			
Grants	●○											●○																				
Grants (Venture Southland)	○	●○	○	○			●○		○	○	○																					
Health Regulation																																
Library Service		●○																														
Parks and Reserves		●○																														
Public Conveniences																											●○					
Representation and Advocacy				○			○																									
Resource Management	○		○																								○		○			
Roading and Transport		○					●○														○											
SIESA							●○																									
Solid Waste Management							○																									
Stormwater							○								○	○																
Strategy and Communication				○																												
Te Anau Airports							●○																									
Wastewater							○																									
Water Supply							○								○	○																
Work Schemes		●○		○																												
Other Local Services		○					●○																								●○	○
WELLBEING INFLUENCE																																
Social																																
Environmental																																
Cultural																																
Economic																																

KEY TO SHADING - OUTCOMES	Outcome Contribution		KEY TO SHADING WELLBEING INFLUENCE	Wellbeing Influence	
		Negligible (1) - Negligible/very limited contribution to community outcomes.			Shows where community outcomes influences wellbeing.
		Minor (2) - Minor contribution to community outcomes.			Shows where wellbeing influences community outcomes.
		Moderate (3) - Moderate contribution to community outcomes.			
		Major (4) - Major contribution to achieving the community outcomes.			
		Extreme (5) - Widespread contribution / effect on community outcomes.			

Key Relationships

Community outcomes express an all-encompassing vision and cannot be achieved by the efforts of Southland District Council alone. Councils in Southland have an excellent record of working together, sharing information and successfully completing joint projects. This relationship has sometimes come from necessity but most often from a willingness to use limited resources better and to concentrate on the things we have in common. The culture of working together has also extended to relationships with government agencies, business and the community and volunteer sector.

The table below sets out the groups and agencies that Southland District Council works with collaboratively to make progress towards achieving outcomes, through the delivery of Council activities. The symbols indicate whether the activity is a 'primary' function of the partner or a 'secondary' function.

Key:	
Advocate:	Representing community interests to others
Funder:	Funding Council services and various non-Council projects and programmes
Service Provider:	Meeting legislative and regulatory requirements
Regulator:	Enforcing a range of legislation
Monitor:	Monitoring community outcomes
Facilitator:	Mediating, organising and encouraging collaborative ventures
Information Provider:	Information analysis and sharing
⊗ = Primary ○ = Secondary	

Activities	Partners	Advocate	Funder	Service Provider	Regulator	Monitor	Facilitator	Information Provider
Beautification	Contractors			⊗				
	Volunteers	○		⊗				
Building Control	Department of Building and Housing				⊗			○
	NZ Fire Service				⊗			○
	Other Territorial Authorities				⊗			○
	Solicitors			⊗				○
	Structural Engineers/Builders			⊗				○
	ACC		○			○		○
Cemeteries	Cemetery Trusts			⊗				○
	Contractors			⊗				
	Funeral Directors			⊗				
Civil Defence Emergency Management	Ministry of Civil Defence and Emergency Management			○			○	⊗
	NZ Fire Service			○				○
	NZ Police			⊗				○
	Other Local Councils (ES, GDC, ICC)		○	○			○	○
	Southland District Health Board			○				○
	St John Ambulance			○				○
Community Centres	Contractors			⊗				
	Facility Managers							○
Community Housing	Housing New Zealand			⊗				
District Support	Contractors			⊗				
	Other Local Councils (ES, ICC, GDC)			⊗				
Dog and Animal Control	NZ Institute of Animal Control Officers (Southern Branch)							○
	NZ Police			⊗				
	Department of Internal Affairs				⊗	⊗		○
	SPCA			○				○
	Veterinarians			○				○
Forestry	Contractors			⊗				

Activities	Partners	Advocate	Funder	Service Provider	Regulator	Monitor	Facilitator	Information Provider
Grants and Donations	Ministry of Agriculture and Forestry			⊙				○
	Citizens Advice Bureau			⊙				○
	Creative NZ	○	⊙				○	○
	Gore Community Counselling Services			⊙				
	Te Ao Mārama and Te Roopū Taiao (tangata whenua)						⊙	○
	Life Education Trust			⊙				
	Mayor's Taskforce for Jobs	⊙	○	○			○	○
	Ohai Railway Board		⊙					
	Outward Bound NZ			⊙				
	Regional Heritage Trust Board			⊙				
	Southern Rural Fire Authority			⊙			○	
	Southland Heritage Building			⊙				
	SIT			⊙				
	St Johns Ambulance			⊙				
	Stadium Southland			⊙				
	Venture Southland (including Destination Fiordland, Topoclimate)			⊙				
Other Community Groups			⊙					
Health Regulation	Gore District Council		⊙					
	Environment Southland					○	○	○
	Ministry of Health		○			○		○
	NZ Fire Service						○	○
	NZ Police						○	○
	OSH		○					
	St John Ambulance						○	○
Southland District Health Board (and Medical Officer of Health)						○	○	
Library Service	Education Providers	○		⊙				
	Heritage Community (e.g. Museums)	○						○
	Other Councils			⊙			○	○
Parks and Reserves	Department of Conservation							○
	Environment Southland					○		○
	Invercargill City Council	○					○	○
	Te Ao Mārama and Te Roopū Taiao (tangata whenua)							○
Public Conveniences	Department of Conservation			⊙				
	Environment Southland				⊙			
	Te Ao Mārama							○
Representation and Advocacy	Citizens Advice Bureau			○				
	Destination Fiordland	○		○				
	Fiordland Museum Trust	○	○					
	Historic Places Trust (Southland Branch)	○						
	Local Government New Zealand	○						
	Milford Sound Development Authority	○						
	Milford Community Trust	○						
	New Zealand Transport Agency	○						
	Other Councils (ICC, ES, GDC, QLDC, CDC, CODC)	○						

Activities	Partners	Advocate	Funder	Service Provider	Regulator	Monitor	Facilitator	Information Provider
	Road Safety Southland Charitable Trust	○	○					
	Southern Institute of Technology	○						
	Southland District Health Board	○						
	Southland Heritage Building Preservation Trust	○	○					
	Southland Indoor Leisure Centre Charitable Trust	○	○					
	Southland Medical Foundation	○						
	Southland Regional Heritage Trust	○	○					
	Southland District Council Youth Council	○						
	Waste Advisory Group	○						
	Other Community Groups	○						
	Resource Management	Fish and Game Southland	⊗					
Forest and Bird		⊗						
Te Ao Mārama and Te Roopū Taiao (tangata whenua)							⊗	
Local landcare groups		⊗						
Ministry for the Environment		○	○			○		⊗
Ministry of Agriculture and Forestry								○
NZ Landcare Trust / Biodiversity Southland		○	○	⊗		⊗		⊗
Other Territorial Authorities (ICC, GDC, CDC, ES, QLDC)							○	
Roading and Transport	ACC	○	○	○		○	○	○
	Contractors			⊗				
	Ministry of Transport							
	MWH			○				○
	New Zealand Transport Agency	○	⊗	⊗	⊗	○		
	NZ Police			⊗				
	Road Safety Southland	○	○	○				
SIESA	PowerNet			⊗				○
	Righthouse	○		⊗				○
	Telecom		○					
Solid Waste Management	Contractors			⊗				
	Education Providers	○						
	Environment Southland	○			⊗	○		
	Local Environment Centres	⊗						
	Ministry for the Environment	○	○			○		⊗
	Other WasteNet Councils (ICC, GDC)	○	○	⊗			○	
	Southland Community Wastebusters Trust	⊗						
	Southland Enterprises	○		⊗				
	Te Ao Mārama and Te Roopū Taiao (tangata whenua)						⊗	
	Waste Management Institute of New Zealand						○	○
Stormwater	Contractors			⊗		○		
	Consulting Engineers							○
	Environment Southland				⊗	○		
	Ministry of Health				⊗			○
	Other Territorial Authorities						○	○
	Te Ao Mārama and Te Roopū Taiao (tangata whenua)						⊗	

Activities	Partners	Advocate	Funder	Service Provider	Regulator	Monitor	Facilitator	Information Provider
Strategy and Communication	Audit NZ				○			
	Local Government New Zealand						○	○
	News Media			⊗				○
	Other Councils						○	○
Te Anau Airports	Aero Clubs		○	○				
	Civil Aviation Authority				⊗	○		○
	Contractors			⊗				
	Department of Conservation				○			
	Engineering Consultants			⊗				○
	Environment Southland				⊗			
	Tourism Southland and Destination Fiordland	○						
	Tourist Operators e.g. Pionair, Air Fiordland and private operators		○	○				
Wastewater	Contractors			⊗		○		
	Consulting engineers							○
	Environment Southland				⊗	○		
	Ministry of Health				⊗			○
	Other Territorial Authorities						○	○
	Te Ao Mārama and Te Roopū Taiao (tangata whenua)						⊗	
Water Supply	Contractors			⊗		○		
	Consulting engineers							○
	Environment Southland				⊗	○		
	Ministry of Health				⊗			○
	Other Territorial Authorities						○	○
	Te Ao Mārama and Te Roopū Taiao (tangata whenua)						⊗	
Work Schemes	Children Youth and Family Services (CYFS)							○
	Probation Service							○
	Work and Income							○
	NZ Police							○
Other Local Services	Community Groups (for Council offices and buildings)		○	○				
	Contractors (for Council offices and buildings)			⊗				
	Department of Conservation (Other structures)					○		
	Environment Southland (Riverton harbour)				⊗	○		○
	Historic Places Trust	○						○
	NZ on Air/TVNZ (Other structures)	○	○					
	Oraka Aparima Runaka (Riverton harbour)							○
	Riverton Fishermen's Cooperative (Riverton harbour)							○
	Riverton Harbour Users (including Commercial Fishermen)		○					

Several of the above groups and agencies - and others - also deliver services and activities, unconnected to Council. Please refer to the Our Way Southland Community Outcomes Report for more information (available online www.southlanddc.govt.nz or from Council offices).

Taking a Sustainable Development Approach – A Framework Approach

When planning its work programme for the next ten years, the Council looks to take a 'sustainable development approach'. In fact, the legislation under which the Council functions specifies that one of the two purposes of local government is to promote sustainable development. Despite being frequently linked, sustainable development does not focus solely on environmental issues. Sustainable development is quite a broad term which relates to social, cultural, economic and environmental wellbeing. A sustainable development approach is more about the ways things are done rather than what is done. Council, by carrying out its functions and processes in line with the purposes and principles of the Act, is in effect taking a sustainable development approach - considering community wellbeing now and in the future. Council has identified that sustainable development means endeavouring to balance the social, cultural, economic and environmental objectives for both future and current generations in its planning processes, decision-making and operations. The following table below summarises the framework approached used by the Council in its planning processes, decision-making process and operations.

Aim Developing thriving healthy communities whose economic, cultural and social wellbeing and opportunities are supported by excellent infrastructure, services and amenities within a high quality environment.

By Endeavouring to balance the social, cultural, economic and environmental objectives for both future and current generations in Council's planning processes, decision-making and operations.

In our planning processes we will	In our decision-making we will	In our operations / activities we will
<ul style="list-style-type: none"> ▪ Look long term. ▪ Consider the needs of future generations. ▪ Have good (cost effective) information about where we've been, where we are at and where we are heading to, to inform planning. ▪ Identify issues for the future and possible effects that may arise. ▪ Actively consider the implications of any plans and strategies on social, cultural, environmental and cultural wellbeing and balance these where possible. ▪ Consider the effects on future wellbeing as well as current. ▪ Involve others in planning which affects them (central government, other councils, iwi, communities, representative groups). ▪ Look to protect and improve eco-systems and manage natural resources. 	<ul style="list-style-type: none"> ▪ Look at the long term implications. ▪ Consider the interests of/impacts on the future community as well as the current (residents and ratepayers). ▪ Consider implications from a global, national and local perspective. ▪ Take a precautionary approach where decisions may cause serious or irreversible negative consequences. ▪ Obtain good, cost-effective information. ▪ Consider impacts on all four wellbeings. 	<ul style="list-style-type: none"> ▪ Work together to make efficient use of resources. ▪ Look at what the Council can do to reduce resource use.

In addition, Council already considers sustainability in its planning, decisions and operations. In asset planning the Council looks at ways to manage demand to optimise resource use, considers how climate change may affect asset performance and capacity, and looks at the true costs of assets over their life. In the District Plan the Council evaluates the best ways to ensure the development of the District and use of its resources is carried out in a sustainable manner and ensures that development is carried out in a manner that is compatible with the communities' values. Community outcomes monitoring provides information about whether progress is being made towards community outcomes over time which helps to inform planning. In its decisions Council, considers community views, considers implications of decisions on rates and funding requirements. The Council also devolves decisions to the community affected and provides training for these decision-makers. In its operations and activities, Council (through the Communities for Climate Protection Programme⁸) is looking at ways of reducing Council's carbon footprint by improving efficiency of energy use. Its sustainable procurement guide also provides guidance on purchasing products and services that are less harmful to the environment. The Council also operates a Resource Efficiency Team which is a group of volunteers who promote a culture of sustainable management within Council operation through improving resource use and minimising waste. Asset operation and maintenance activities also look at sustainability by looking at the long term operational costs of assets, reviewing/tracking use of energy and responding to faults to minimise resource use/wastage. Waste minimisation education and provision of recycling drop-off centres aim to reduce waste to landfill.

⁸ The Communities for Climate Protection Programme works organisations through a number of steps to reduce their greenhouse gas emissions (through reducing energy use and waste). There are five steps (called Milestones) in the programme. Council has achieved Milestones 1 and 2 of the programme. Milestone 1 showed that corporate emissions were 2,924 tonnes of Carbon Dioxide equivalents (CO₂e) in 2005 and are predicted to increase in a business as usual scenario by 3% by 2010. For Milestone 2 Council adopted the goal to stabilise corporate emissions at 2005 levels by 2015 and then reduce by 20% by 2025. Council is currently focusing on reducing the organisation's emissions first before working with the community in the future. If you would like to read more on what was found in Milestone 1 the report can be found on the Council's website www.southlanddc.govt.nz.

Opportunities for Māori Contribution to Decision-Making Processes

Introduction

Nine percent of the Southland District's population is Māori, with Ohai, Nightcaps and Riverton having a higher proportion of Māori than other areas of Southland at 42%, 19% and 18% respectively. The Southland District Council acknowledges the importance of tikanga Māori and values its relationship with both Ngāi Tahu (through the four Southland papatipu rūnanga) and ngā matawaka (other Māori who are not Ngāi Tahu) living within Murihiku/Southland. The Council has a Māori name 'Te Rohe Pōtae o Murihiku' and a charter of understanding with Te Ao Mārama Incorporated.

Māori Name – 'Te Rohe Pōtae o Murihiku'

The Council was officially gifted its Māori name 'Te Rohe Pōtae o Murihiku' at a naming ceremony at Takutai o te Tītī marae at Colac Bay/Ōraka in November 2005, strengthening links between Council and the tāngata whenua and emphasising the importance of Council's partnership with Ngāi Tahu. The Māori name acknowledges the Council's role as an all-embracing shelter ("umbrella/lid") for the District. The four Ngāi Tahu Papatipu Rūnanga of Murihiku deliberated over several years before authorising the phrase Te Rohe Pōtae o Murihiku, which give it special significance. The Council's logo has been updated to include the Māori name and official signage will be updated progressively, along with Council's stationery.

Charter of Understanding

To help promote and develop its relationship with Māori, the Southland District Council (together with the other three local authorities in the Southland region, namely Environment Southland, Invercargill City Council and the Gore District Council) is an active participant and signatory to the charter of understanding 'He Huarahi mō Ngā Uri Whakatapu (A Pathway for the Generations Coming Through)' between the four councils and Te Ao Mārama Incorporated. The charter was revised in 2003 to incorporate the wider responsibilities under the Local Government Act 2002; and underpins all dealings between the Council and Te Ao Mārama. The charter of understanding provides:

- The basis for an ongoing relationship between the four councils and the tāngata whenua of Murihiku to assist in developing the capacity of Māori to contribute to the decision-making processes.
- A foundation for consultation on a wide range of local government issues.
- For the recognition and willingness of Te Ao Mārama to assist all councils in consultation with all ngā matawaka living in Murihiku.

Te Roopū Taiao is the collaborative structure put in place for the purposes of giving effect to the charter of understanding and the obligations of the parties to the charter. Senior Councillors and Council staff involved in natural resource management regularly attend Te Roopū Taiao meetings. Te Roopū Taiao has recently been extended to include ngā matawaka (other Māori who are not Ngāi Tahu) representatives.

Fostering Māori Capacity

To further foster Māori capacity to contribute to decision-making processes of the Southland District Council, the Council proposes to:

- Continue to hold regular liaison meetings between Te Ao Mārama and Southland District Council Executive and Senior Managers (at least once per annum).
- Provide an interpreter on request should Māori wish to present submissions to Council in Te Reo Māori.
- Invite Māori to attend Council meetings and hearings to become familiar with Council protocol.
- Give consideration to appointment of iwi representatives to act as hearing commissioners on key issues, such as major resource consent applications that have issues of iwi significance. In this regard, an approach has been made to Te Ao Mārama to identify parties who may be suitable from an iwi perspective to act in this role.
- Maintain existing protocols and with Māori in relation to the ways in which Council will undertake its statutory duties and continue with the integration of protocols into the Southland District Council organisation (e.g. information in HR manual, GIS, Ngāi Tahu Claims Settlement Act 1998, training and displays).
- Regularly refer to and report against Te Tangi a Tauira, the new Ngāi Tahu Murihiku Resource Management Plan when assessing resource consent applications.
- Maintain its commitment to ongoing funding of Te Ao Mārama Incorporated, the Ngāi Tahu (Murihiku) Resource Management Agency.
- Provide training to all new staff and councillors on marae protocol, local history and related legislation.
- Display Ngāi Tahu taonga items, following agreement with Murihiku Ngāi Tahu Papatipu Rūnanga at its Invercargill office and all area offices, to acknowledge the strength and importance of its relationship with Ngāi Tahu.

