

# Community Outcomes *Report*



*Our way*  
**SOUTH**LAND

*"The Community's Blueprint For The Future"*

# > Contents

---

COUNCIL LEADERS - A Shared Vision	2
A VISION FOR SOUTHLAND	4
COMMUNITY OUTCOMES	6
WHAT IS OUR WAY SOUTHLAND?	8
ABOUT SOUTHLAND TODAY	10
WHAT HAVE WE BEEN DOING?	12
WHAT SOUTHLANDERS HAVE TOLD US	16
Lifestyle and Culture	18
Economy and Employment	23
Law and Order	30
Health and Wellbeing	35
Leadership	41
Environment	45
Education and Training	50
WHAT HAPPENS NOW?	55
ACKNOWLEDGEMENTS	58



# > Council Leaders - A Shared Vision

---

This report brings together the results of over two years of collaboration between Southland's four local authorities. It is an excellent example of how councils can work together, each contributing knowledge, resources and skills to attain a common goal.

When the concept of community outcomes first surfaced, many councils up and down the country expressed scepticism at how they could engage their communities in a meaningful way without expending large sums of ratepayer money or raising unrealistic expectations – all to tell them what they thought they already knew.

In Southland, our four councils took a positive approach. We accepted from the outset that community outcomes must form an integral part of our Long Term Council Community Plans and that there would be savings in both money and resources to undertake this project together.

While local government has managed the process thus far, none of our Councils can implement the community's desired outcomes alone.

The stakeholder groups who have taken part in our consultation and contributed to this plan also have a part to play, and so does each individual.

As this report reflects, we Southlanders see ourselves as hard working, resilient, motivated people who want the best for our families and our descendants. We have traditionally been willing to “get stuck in” and do things for ourselves.

With that spirit behind us, and a clear set of desired outcomes to work towards, Southlanders have a wonderful opportunity to make sure that we really do achieve things “our way”.



Mayor Frana Cardno QSO JP  
Southland District Council



Chairman Stuart Collie JP  
Environment Southland



Mayor Tracy Hicks JP  
Gore District Council



Mayor Tim Shadbolt JP  
Invercargill City Council

---

*Contact your local Council for more information*



# > A Vision for Southland

---



*Merrivale Countryside*

The Our Way Southland project has been an opportunity for Southlanders to tell us about their vision for the region. It's not about trying to satisfy everyone's wish lists but more about finding out what's important – what are the things about living here that people cherish and value.

To maintain and improve the lifestyle we have in Southland, residents have identified the following as the outcomes they want for themselves, their families and their communities.

## “SOUTHLAND IS A GREAT PLACE TO LIVE”

- We value our history and heritage
- We have a choice of quality places to go and things to do
- We embrace and respect a diverse community

- We are proud to be Southlanders
- We live in a creative place

## “A DIVERSE ECONOMY BUILT FROM OUR STRENGTHS FOR GROWTH AND PROSPERITY”

- We have a quality infrastructure with potential for growth
- We have an innovative and vibrant culture that supports business
- We have a business friendly environment in which to operate
- We have an economy built on our competitive advantage
- We have full employment and rewarding careers
- We retain and build on our skills base
- We keep the things about living here that we value

## “SAFE PLACES IN A CARING SOCIETY THAT IS FREE FROM CRIME”

- We have safe roads
- We have safe homes
- We have public places safe for children and families
- We apprehend and hold law breakers appropriately accountable
- We support the victims of crime

### “WE ARE HEALTHY PEOPLE”

- We are able to live healthy lifestyles
- We have good quality affordable housing
- We live in a compassionate, caring community
- We have equity of access to health services

### “STRONG, EFFECTIVE LEADERSHIP TAKING US INTO THE FUTURE”

- Citizens and communities are inspired, motivated and empowered
- Decisions are progressive, forward-looking and robust
- The community has confidence in its leaders

### “A TREASURED ENVIRONMENT WHICH WE CARE FOR AND WHICH SUPPORTS US NOW AND INTO THE FUTURE”

- We have an informed community caring for the environment
- We have a healthy, safe and accessible built environment
- We have an environment protected from the negative effects of human activities

### “A WELL-EDUCATED AND SKILLED COMMUNITY CONTINUALLY SEEKING FURTHER OPPORTUNITIES TO LEARN”

- We have accessible learning opportunities
- We have high quality learning opportunities available to meet community needs and demands
- We deliver innovative, integrated and effective learning programmes
- We have a culture of continuous learning

Southlanders value....

## OPEN LEADERSHIP!

*Like most communities, Southland has many leaders from all walks of life, who all play an important part in contributing to our diverse society.*

*Openness and transparency are highly valued by Southlanders. They believe in democracy and in the rights of all citizens to have a say in how their community is run. Southlanders respect people who are prepared to stand up for what they believe in and who are also prepared to admit when they get it wrong.*

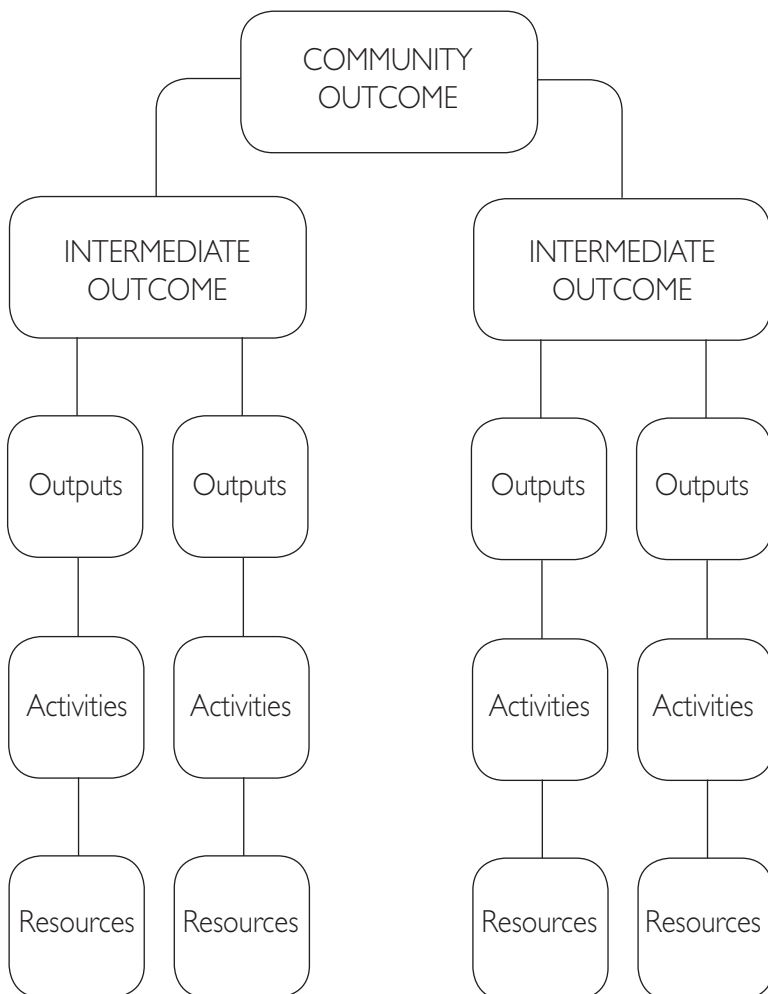
*Southlanders have high expectations of their leaders and can be hard on them when they don't get it right. They are also quick to give credit where credit is due.*

*Successful leaders are able to keep their eye on the final outcome and empower the people around them to get the job done. Our current and future leaders will have to work hard to overcome the challenges ahead.*

# > Community Outcomes

When we talk about 'outcomes' what do we really mean? Coordinating the Our Way Southland project has been a new regional process for councils and many of the other agencies involved in the project. It's been important to agree on some common language and an outcomes model in order to make progress.

The model below illustrates how the outcomes and the actions required to achieve them were developed. This is a simplified example. In reality countless resources, activities and outputs contribute to achieving any outcome.



## OUTCOME

An outcome describes a desired state of affairs wanted by the community

*E.g. A community free from crime*

## INTERMEDIATE OUTCOME

These are also a desired state and they support the main outcome

*E.g. Public places safe for children & families*

## OUTPUT

Outputs are the goods and services produced by an agency to support outcomes

*E.g. Police patrolling reduces offending*

## ACTIVITY

An activity is an intervention or action intended to enhance outcomes

*E.g. Increased Police patrolling on weekends*

## RESOURCE

Resources are the tools and contributions needed to carry out activities

*E.g. New Community Constable employed*

This report describes the seven community outcomes identified by Southlanders during the Our Way Southland project. It 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 our Social, Economic, Environmental and Cultural wellbeing. Key stakeholder groups have been identified. They have had input during the project and have an important role to play in delivering services and effecting change.



A healthy lifestyle

An example of how key stakeholders would be involved is:

## HEALTH AND WELLBEING

### OUTCOME:

- We are healthy people

### INTERMEDIATE OUTCOME:

- We are able to live healthy lives

### OUTPUT:

- People know how to look after themselves and stay healthy

### ACTIVITIES & ACTIVITY LEADERS:

- Provide facilities for outdoor pursuits and recreation (Councils)
- Health education & health promotion in schools (Public Health South)
- Deliver physical activity and sports programmes (Sport Southland)
- Promote and enforce health and safety practices (ACC/OSH)
- Healthy food policies developed for Marae (Iwi)

## Southlanders value... QUALITY HEALTH SERVICES!

*The health sector in Southland, like many parts of New Zealand, continues to undergo change. 2004 saw the completion of the new Southland Hospital, the growth of Primary Health Organisations (PHOs) and the conduct of another hotly contested District Health Board election.*

*Southlanders universally agree that they want a health sector that is going to be there, for them, when they need it. They are adamant that our perceived isolation should not affect the accessibility and quality of health services. Southlanders want comprehensive health care, access to specialists and first class emergency services.*

*The tools needed to make these things happen are strong leadership, comprehensive planning, the recruitment and retention of top health professionals and successful collaboration between the many agencies and groups that work in the health sector.*

# > What is Our Way Southland?

---



Koru

Our Way Southland is a new way of consulting with communities and planning for the future. The project has engaged with people from all walks of life to determine the things that they value about living here and about being Southlanders.

The project was initially developed by the Shared Services Forum - a collaborative arm of the four councils that make up our region – Gore District, Southland District, Invercargill City and Environment Southland.

The project has consisted of an intensive phase of community consultation, the analysis of feedback, the development of community outcomes and, ultimately, identification of the priorities and activities that will help us to achieve the vision.

The Local Government Act 2002 has changed the way councils are expected to consult their communities and plan their services for the future. This new process has been challenging to manage but has also provided opportunities to debate issues not normally discussed in a local government setting and to develop a 'whole of region' vision. Councils must now consult their communities about outcomes.

The act says:

*“a local authority must, not less than once every six years, carry out a process to identify community outcomes for the intermediate and long-term future of its district or region.”*

To achieve this, councils will, in partnership with other local agencies:

- Talk to communities about the outcomes they want
- Prioritise identified outcomes with communities
- Better coordinate the use of community resources
- Use the information to plan the activities of councils and other agencies
- Work collaboratively with other local agencies to make progress towards achieving outcomes
- Agree on monitoring and reporting procedures and report on progress at least every three years



The expectation now is that councils will take a much more holistic view of how they prioritise and deliver their services. The new process also encourages greater collaboration between the different sectors that deliver services in the region including local government, central government, business and the community and volunteer sector.

## Southlanders value... **COLLABORATION!**

*From the very beginning of the Our Way Southland consultation there has been a lot of support for the four councils in Southland to work more closely together. These opinions have ranged everywhere between “they should talk more” to “we only need one council for the region”. The majority of Southlanders want something in between.*

*Councils in Southland already 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 – not what makes us different.*

*This culture of working together has also extended to relationships with government agencies, business and the community and volunteer sector. It is anticipated that the community outcomes process will continue to enhance this.*

# > About Southland Today

---

Southland has a diverse history and a bright future. We have a thriving economy, a world-class environment and excellent facilities and services. Southlanders are innovative, friendly people who enjoy a quality of life second to none in New Zealand.

Many of the current trends in the region mirror those being experienced by the rest of the country. Southland has an aging population which is likely

to have an ongoing impact on school rolls, employment and future demands on the health sector. Population decline has been a concern. However, the region's population has stabilised since projections that the decline of the 80s and 90s was irreversible.

The region's economy continues to experience

strong growth, driven in the main by the agricultural and tourism sectors. Property prices continue to rise, as does employment with the real possibility that the region could suffer labour shortages in the immediate future.

## OUR SOCIETY...

- 91,086 people live in Southland. More than half – 49,833 – live in Invercargill. 28,783 reside in the

Southland District and 12,459 in the Gore District.

- 50.4% of the population is female and the average age in the region is 36.3.
- We have 24,342 families with an average household size of 2.6.
- The median house price in 2004 was \$138,000. The rate of home ownership is 75.5%.

## OUR ECONOMY...

- Annual economic growth in 2004 was 3.9%.
- 51,700 people in Southland are working (2004). We have an unemployment rate of 4.6% although seasonal work often means this figure is much lower.
- Southland has 31,200 people employed in the tertiary sector (service), 9,600 in the secondary sector (manufacturing) and 10,900 in the primary sector (agriculture/ fishing/forestry).
- Average personal income in 2003 was \$27,248 and average family income was \$59,956.
- Southland has over 500 tourism providers and attracts more than 1.9 million domestic and international visitors annually.



Team spirit

- South Port employs 47 full-time staff and total tonnage imported and exported in the 2005 financial year totalled 2,100,000 MT.
- The Tiwai Aluminium Smelter employs 800 full-time staff and 150 on-site contractors. It exports around \$1 billion of aluminium each year (350,000 tonnes).

### OUR ENVIRONMENT...

- The Southland region covers an area of 33,963 km<sup>2</sup> and has 3,400 km of coastline.
- We have four major rivers and many smaller streams totalling 5,000 km, and six major lakes.
- 53% of the region is managed as conservation estate and we have two National Parks – Fiordland (New Zealand's largest at 1,257,000 ha) and Rakiura (157,000 ha).
- The Department of Conservation manages 229 walking tracks (1,213 km) and 120 huts.
- We have 7,125 km of road (37% sealed). 776 km of the region's roads are state highway.

- The average annual temperature is 15°C, average rainfall is 1,029 mm and there are 1,619 hours of sunshine annually.
- There are 5,300 farms in Southland which occupy 85% of all non-conservation land.
- Endangered species include the kakapo, takahe, yellowhead, albatross and mollymawk.

### OUR CULTURE...

- 87.2% of people in the region are European, 10.5% are Maori, 1.3% Pacific Island and 0.9% Asian.
- Ngai Tahu are the Tangata Whenua. There are four papatipu runanga – Waihopai, Hokonui, Awarua, and Oraka-Aparima.
- The region has 25 golf courses and over 350 sports fields, parks, playgrounds and recreational reserves.
- We have 33 museums and art galleries.

*(Information from Statistics New Zealand and the 2001 Census)*

Southlanders value...

## SAFE COMMUNITIES!

*Just because it's good, doesn't mean it can't be better!*

*Southlanders consider themselves very lucky to live in a place that enjoys comparatively low levels of crime and which rates as one of the safest places in New Zealand to live.*

*Trends in the region are positive in almost all areas of criminal activity and in recent years, road safety statistics have also shown a steady improvement.*

*Southlanders are not complacent, however, and have expressed concerns that anti-social behaviour and minor crimes are still too evident (alcohol and drug misuse, vandalism and graffiti).*

*Rural communities often feel vulnerable due to isolation and low Police numbers.*

*Residents have recently started a community patrol in Invercargill in response to criminal activity in the city centre and many residents have voiced their concern that a highly visible police profile, including community policing, no longer seems evident.*

# > What have we been doing?

The purpose of the Our Way Southland consultation project has been to reach out to as many individuals and groups throughout the region as possible. The community has set the agenda and discussions have covered all the things that make our region what it is.

To develop and deliver the project, a collaborative Project Team of staff from each of the four councils in Southland was established. Its purpose has been to facilitate the consultation process and analyse feedback, and to develop draft outcomes, priorities and actions. This group has regularly met and reported to a Steering Group comprising councillors from each of the four councils and an Iwi representative.

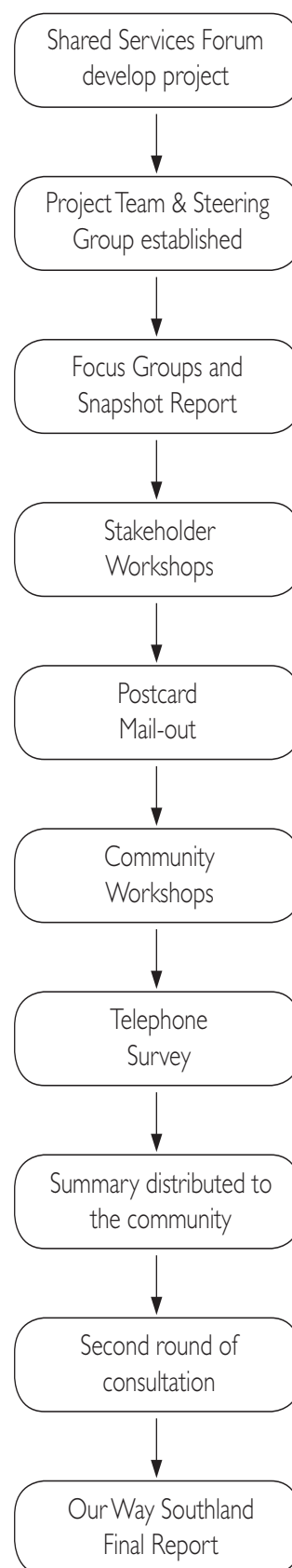
At the end of 2003, the Project Team ran focus groups and prepared a snapshot report that painted a comprehensive picture of our region's people, economy, environment and culture. In 2004 the Project Team delivered the consultation phase of the project over 8 months. This consisted of the following activities:

## STAKEHOLDER WORKSHOPS

Five workshops were held in February 2004. The topics were Health and Wellbeing, Education and Training, the Economy, the Environment and



*Pride in Southland*



Lifestyle and Culture. A mixture of 75 agencies attended including central and local government, business and community groups. The workshops were an opportunity to discuss many of the 'big picture' strengths, weaknesses and opportunities in Southland.



Safer Schools in the community

### POSTCARD MAIL-OUT

In February a postcard was sent to every household in the region. It gave some background information on the goals of the project and asked residents about

the sort of Southland they wanted to live in. Over 500 were returned.

### PROMOTION

A comprehensive advertising and publicity campaign was run to encourage people to be involved and also included the development of an Our Way Southland web site.

### COMMUNITY WORKSHOPS

Over 80 workshops were held throughout the region between March and September 2004. More than 1100 people attended the workshops with a wide range of groups and agencies taking part. These included government departments (Work and Income, Housing NZ, Police, Child Youth and Family Services, Department of Conservation, Land Transport NZ, and Ministry of Education). Workshops were held with councillors, 16 community boards,

Southlanders value....

## QUALITY EDUCATION!

*Education has been a hot topic in Southland in recent years. In 2004 the Ministry of Education conducted a review of the Invercargill school network which saw the number of schools reduced from 41 to 30. The main reason for the review was unsustainable school rolls.*

*While many were not happy with the changes, the issue that stirred up the most resentment was a perceived lack of consultation by the Ministry of Education and a feeling of powerlessness to influence what happened.*

*On the positive side of the ledger, schooling in Invercargill and Southland continues to be of a high standard with first rate, committed teachers, and excellent facilities and resources. The Southern Institute of Technology continues to offer free fee programmes and a diverse range of courses.*

*More young people are opting for modern apprenticeships as a career path and the economy continues to support a diverse range of employment opportunities.*

local businesses, community groups and agencies. These included a hui with Iwi, the Community Trust of Southland, Southland District Health Board, Plunket, Rotary Clubs, schools, Federated Farmers, Grey Power, conservation groups and many more.

#### TELEPHONE SURVEY

A survey of 600 residents was carried out in August 2004, sampling 200 people from each of the Gore District, Southland District and Invercargill City. The survey was an opportunity to get feedback on the draft outcomes, find out what respondents felt were the most

important to them and what actions would be required to make them happen.

#### SUMMARY AND SECOND ROUND OF CONSULTATION

In May 2005 the first draft was released to the community for comment. This was summarised in a pamphlet drop to every letterbox in the region with the full draft report available on request. Another round of meetings with stakeholders ensured the report captured their support and commitment to the project. Feedback and comments were then collated and incorporated into the final report produced in June 2005.



Bluff Oyster Festival

## Southlanders value.... **ENTERTAINMENT!**

*You don't have to have lived in Southland for long to appreciate there is a lot going on and a lot to see and do. The region is blessed with a vibrant arts and leisure sector which means there's something to be doing almost every weekend of the year.*

*Many Southlanders have expressed a desire for continued growth in the number of 'top acts' and international events that visit the region. This includes sports as well, and this year Southland hosted the British Lions amongst others. Venues like Rugby Park, Stadium Southland and the newly refurbished Civic Theatre mean we already have much of the infrastructure required to host major events.*

*Many would also like to see more of a 'café culture' or 'night scene' develop in the region where people can safely have a 'complete night out' with a show, a meal and other types of entertainment.*

## WHO ARE STAKEHOLDERS?

Everyone who lives in Southland has an important role to play in deciding what needs to be done and how it can or should be done. During the course of the 'Our Way' project the team has met with several agencies who have provided advice and information to develop the vision and plan. They represent community groups, businesses, government departments and council. These same organisations will play a key role in the development and delivery of initiatives to overcome our weaknesses and build on our strengths. Different organisations will be responsible for taking a lead role on different projects. However, our best chance of success continues to lie in our ability to work together.

Accident Compensation Corporation	Housing New Zealand	Salvation Army
Age Concern	Idea Services	Schools & Boards of Trustees
Alliance Group	Invercargill Airport Ltd	South Port
Automobile Association	Invercargill City Council	Southern Cross Hospital
Awarua Health & Social Services	Invercargill Community Patrol	Southern Group Training Trust
Business	Invercargill Hospital	Southern Institute of Technology
Careers Service	Invercargill Licensing Trust	Southern REAP
Child, Youth and Family	Land Transport NZ	Southland Kindergarten Association
Citizens Advice Bureau	Landcare Trust	Southland Building Society
Civil Defence	Libraries	Southland Chamber of Commerce
Community Boards	Mataura Licensing Trust	Southland Community College
Community Employment Group	Medical Officer of Health	Southland Community Law Centre
Community Trust of Southland	Members of Parliament	Southland Conservation Board
Department for Courts	Midwives Association	Southland District Council
Department of Conservation	Ministers Group	Southland District Health Board
Department of Corrections	Ministry for the Environment	Southland District Law Society
Department of Internal Affairs	Ministry of Agriculture & Forestry	Southland Museum & Art Gallery
Department of Labour	Ministry of Education	Southland Principals' Associations
Disabled Person's Assembly (DPA)	Ministry of Fisheries	Southland Regional Support Group
Eastern Southland Art Gallery	Ministry of Health	Sport Southland
Education Review Office	Ministry of Social Development	St John Ambulance
Environment Southland	Ministry of Youth Affairs	Stadium Southland Trust
Family Planning	Motel Association NZ	Strengthening Families
Family Start	Ngai Tahu	Te Ao Marama
Federated Farmers	NZ Police	Te Puni Kokiri
Fire Service	NZ Trade & Enterprise	Tenancy Services
Fish & Game (Southland)	NZCCS Southland	The Southland Times
Fonterra – Edendale	Occupational Health & Safety	Tiwai Point Aluminium Smelter
Forest and Bird Society	Playcentre Association	Transit NZ
Forestry Institute of NZ	Plunket Society	Venture Southland
General Practitioners Association	Presbyterian Support Services	Vibrant Invercargill
Gore Community Connections	Primary Health Organisations	Victim Support
Gore District Council	Public Health South	Work and Income
Gore Health Ltd	Queen Elizabeth II National Trust	YMCA
Grey Power Southland	Ratepayers' Associations	Youth Offending Team
Group Special Education	Road Safe South	
Historic Places Trust	Safer City	

# > What Southlanders have told us

The purpose of the Our Way Southland project has always been to have an open and honest discussion about our region's strengths, weaknesses and opportunities. Although the project has been facilitated by the four local councils its focus has been about a lot more than just local

government. We've been keen to hear about everything that affects people's quality of life.

Summarising the vast number of issues that affect us all can be difficult. For the purposes of Our Way Southland we have placed people's ideas and opinions into different categories as the project has progressed.

The following summary highlights many of the major themes expressed during the project.

## SOCIAL

Our social wellbeing and quality of life is dominated by issues of health, education, housing and law and order. Central government continues to be the main provider of these services in the region. Issues raised include: the amount of local autonomy to make decisions that affect us; lack of consultation by the government; access to quality services regardless of our perceived isolation; affordable housing, especially for first-time buyers; sufficient numbers of quality health professionals and

teachers; and accessible, proactive and well-informed leaders.

## ECONOMIC

The performance of our economy continues to be a major driver in maintaining and improving our quality of life. The economy is doing very well at the moment but sustainable growth can be a fragile thing. Issues raised include: our economy needs diversity – not placing all our eggs in one basket; a high level of employment with quality jobs and good incomes; tourism growth that doesn't impact negatively on existing lifestyles; infrastructure needs to keep up with urban and rural growth; and the need for innovative approaches to attracting and retaining entrepreneurs and business.

## ENVIRONMENTAL

Southland faces the challenge of balancing urban and rural development, economic growth and protection of the natural environment. Our environment supports our economy and our favourite recreational and leisure pursuits. Issues raised include: the need to protect the environment from the negative effects of human activities; continue to educate the community and visitors to the region about respecting and appreciating the environment; recycling and waste minimisation; the protection of endangered species; and support for nature-tourism and bio-diversity.



Karting

## CULTURAL

Our rich bicultural heritage makes us a unique and diverse group of people. Southlanders are rightly proud of the many museums, heritage sites and

galleries throughout the region. Similarly, our arts scene and numerous leisure and recreational opportunities contribute to a rich and vibrant community.

Issues raised include: continue to develop and coordinate our network of museums, galleries

and heritage sites; celebrate our local successes in innovative ways including use of the media, local publications and public events; more shows and events that are easy to access, low-cost and family friendly; more things for young people to do; and continue to foster and promote a spirit of neighbourliness and community in Southland.



Main Street Winton



## Southlanders value... CIVIC PRIDE!

*Southlanders take great pride in both their natural and built environments. Invercargill City and the many small towns and communities that make up the region have a rich and vibrant history reflected in their buildings, architecture, heritage sites, gardens and parks.*

*Projects that beautify and protect areas used by the public are well supported throughout the region by councils, business and community boards and groups. Communities continue to support main street development projects, the ongoing maintenance and improvement of public facilities and the beautification of buildings and parks.*

*Southlanders want their suburbs and towns to be safe, easy to get around and attractive to both them and the many visitors that now travel to our region from all over the world.*

# > Lifestyle & Culture

## Outcome 1 - "Southland is a great place to live"

### Our Lifestyle and Culture...

Southland is a diverse region characterised by its lifestyle opportunities and the many ways it celebrates its colourful and rich history. Southland's geographical location and small population have been no barrier to the lifestyle opportunities Southlanders have always enjoyed and continue to relish.

Southlanders are rightly proud of their rich Maori and European settler histories. While the music and art scenes go from strength to strength, Southlanders remain very active and continue to be "sports mad". Many Southlanders use our coast, rivers, lakes, forests and mountains for fishing, hunting, boating, tramping and nature watching each year. Many visitors enjoy these natural features too. The region also has a very active and well-supported community and volunteer sector. Southlanders watch out for their neighbours and our towns still foster a genuine sense of community.

However, challenges remain. People lead busier lives. Economic growth and development have the potential to adversely affect our quality of life. There is also increasing pressure on the community and volunteer sectors to support individuals and families.



Borland, Western Southland

### Contributing Stakeholders

- Age Concern
- Citizens Advice Bureau & Information Centres
- Community Boards
- Community Trust of Southland
- Department of Internal Affairs
- DPA
- Environment Southland
- Gore District Council
- Historic Places Trust
- Invercargill City Council
- Invercargill Licensing Trust (ILT)
- Iwi
- Maitaia Licensing Trust (MLT)
- Ministers Group
- Police
- Southland District Council
- Southland Museum and Art Gallery
- Sport Southland
- Stadium Southland Trust
- Venture Southland
- YMCA

Intermediate Outcomes and Outputs	Activities	Leaders
<p><b>1. We value our history and heritage</b></p> <p><i>“Record and present our Maori and settler history”</i></p> <p><i>“Provide and support Museums and galleries”</i></p>	<p>1.1 Promote and preserve our history and heritage through leadership, community consultation, planning, environmental management service provision</p> <p>1.2 Support and promote our identity, and the things we value about being Southlanders through the provision of Council services <i>Example: Displays and exhibitions at museums, art galleries and libraries</i></p> <p>1.3 Collaborate with local agencies to identify and protect heritage and historical sites <i>Example: Incorporate their importance into district and operational plans</i></p> <p>1.4 Uphold the principles of the Treaty of Waitangi and strengthen relationships with local Iwi and Tangata Whenua</p>	<p>Environment Southland Gore District Council Invercargill City Council Southland District Council</p>
	<p>1.5 Coordinate the development and production of local promotions and publications and ensure they provide accurate and quality information about the history and heritage of our region</p> <p>1.6 Support and promote our natural environmental icons using local and national publications, promotions and campaigns</p> <p>1.7 Develop Southland's heritage trail by working with museums, galleries and heritage sites in the region</p>	<p>Venture Southland</p>
	<p>1.8 Encourage and support events and activities in the region that celebrate who we are and where we have come from</p>	<p>Environment Southland, Gore District Council, Invercargill City Council, Southland District Council, Venture Southland, Community Funders, Media</p>
<p><b>INDICATIVE SUCCESS MEASURES</b></p>	<p><i>Increase in the number of listed and protected heritage and historical sites</i></p> <p><i>Increase in the number of visitors to museums and heritage sites</i></p> <p><i>Increase in the percentage of residents satisfied with museums and heritage sites</i></p>	
<p><b>2. We have a choice of quality places to go and things to do</b></p> <p><i>“Provide facilities for communities to access”</i></p> <p><i>“Provide natural, open spaces”</i></p>	<p>2.1 Maintain and develop a high standard of community venues to ensure that we have access to a wide range of facilities <i>Example: Pools, parks, museums, galleries, libraries and community centres</i></p> <p>2.2 Support outdoor activities such as cycling, walking and jogging with a particular focus on at-risk communities through the maintenance and development of infrastructure <i>Example: Roads, footpaths, parks and reserves</i></p> <p>2.3 Consult with communities to ensure that the lifestyle needs and wants of residents are understood and used to inform decision making</p>	<p>Environment Southland Gore District Council Invercargill City Council Southland District Council</p>

Lifestyle and Culture

Economy and Employment

Law and Order

Health and Wellbeing

Leadership

Environment

Education and Training

**“Attract national and international events”**

**“Make information about local events available”**

**“Provide safe areas for young people to be entertained”**

**“More events and activities for young people”**

- 2.4 Facilitate collaboration between councils including information sharing, reduced duplication and the rationalisation of some local facilities and services

**Example: Work of the Shared Services Forum**

- 2.5 Improve the appearance of urban and rural areas through community driven beautification projects

**Example: Main street upgrades, modernised facilities, public art, and the enhancement of gardens, parks and waterways**

- 2.6 Involve local communities in the 'hands-on' maintenance and improvement of public places and facilities and encourage input on design, run competitions etc

- 2.7 Support activities and events that promote community development and engage local communities

**Example: Governance role and funding of Venture Southland**

- 2.8 Support the lifestyle needs of residents and communities by ensuring that new or enlarged residential, commercial or industrial developments provide sufficient new infrastructure and facilities

- 2.9 Develop multi-purpose facilities, encourage rationalisation of resources especially in rural communities, and encourage private developers to do the same

**Example: Town Halls and Sport Centres**

- 
- 2.10 Produce a comprehensive programme of up-coming events in the region regularly updated and reported in the local media and on relevant web sites

Venture Southland

- 2.11 Coordinate efforts to attract, stimulate and secure national and international events to the region

- 2.12 Promote the region's wide range of leisure and recreational pursuits to a national and international audience

- 2.13 Promote the vibrancy and diversity of our towns and cities by working with business to develop a diverse range of events and facilities

**Example: Festivals, entertainment, restaurants and a café culture**

- 2.14 Produce information for the community to access regarding the timing, venue and content of events and activities in the region

- 2.15 Ensure activities are coordinated regionally between agencies responsible for the provision of local community events

- 2.16 Promote our unique history and heritage through events including the arts, cultural and sports events and exhibitions

- 2.17 Identify community development opportunities in rural towns and communities with appropriate actions recorded and implemented

**Example: Community Concept Plans**

	<p>2.18 Develop and promote youth facilities, activities and events in the region <i>Example: Regional youth policies, youth forums and youth centres</i></p>	
	<p>2.19 Ensure that agencies responsible for the development and delivery of local community events organise activities that are well-planned, well-publicised and, if possible, coordinated with other local groups</p> <p>2.20 Collaborate with the private sector to secure support for local cultural and recreational events and projects <i>Example: Invercargill Licensing Trust, Maitai Licensing Trust, SBS, Tiwai</i></p>	<p>Venture Southland, Community Groups, Event Organisers, Sports Clubs etc</p>
<p><b>INDICATIVE SUCCESS MEASURES</b></p>	<p><i>Increase in the number and range of activities/facilities available for residents</i> <i>Percentage increase in the number of residents who use facilities</i> <i>Percentage increase in the number of residents attending local events</i> <i>Percentage of residents satisfied with local events and facilities</i></p>	
<p><b>3. We embrace and respect a diverse community</b></p> <p><i>“Meaningful consultation with all parts of the community”</i></p> <p><i>“People fulfil their spiritual needs”</i></p>	<p>3.1 Support the many and varied activities and events held throughout the region that promote diversity</p> <p>3.2 Make prompt, accurate and up-to-date information available to the public on all issues considered significant and target it to reach the individuals and communities that are specifically affected</p> <p>3.3 Facilitate meaningful consultation with local communities on issues affecting community outcomes and changes affecting how services are delivered and prioritised</p> <p>3.4 Engage with young people through a range of forums to increase their participation in decision making <i>Example: Youth Forums, Environmental Awards</i></p> <p>3.5 Engage with Iwi and Tangata Whenua and facilitate specific consultation events to address concerns or issues <i>Example: Formal relationship with Te Ao Marama</i></p> <p>3.6 Organise events that promote and celebrate our culture and diversity and ensure they are well-promoted</p> <p>3.7 Distribute ‘welcome packs’ to new residents with information on local amenities, services, events and activities <i>Example: Packs to be distributed by councils, real estate agents etc</i></p> <p>3.8 Promote and portray a positive and vibrant image of Southland</p>	<p>Environment Southland Gore District Council Invercargill City Council Southland District Council</p> <p>Venture Southland</p> <p>Local radio, newspaper and television</p>
<p><b>INDICATIVE SUCCESS MEASURES</b></p>	<p><i>Increase in the number of multi-cultural events</i> <i>Increase in the number of residents who think the Councils cater for diversity</i></p>	

<p><b>4. We are proud to be Southlanders</b></p>	<p>4.1 Promote and celebrate Southland's 'Spirit of a Nation' slogan and the iconic symbols and images that represent our region</p>	<p>Venture Southland</p>
<p><i>“Acknowledge &amp; celebrate our successes and innovations”</i></p>	<p>4.2 Celebrate our success in many different ways and acknowledge the success of Southlanders nationally and internationally <b>Example: Business and Environmental Awards, Spirit on Screen, Gold Guitars</b></p>	
<p><i>“Improve the rest of New Zealand’s perception of Southland</i></p>	<p>4.3 Promote Southland and its people to the rest of New Zealand showing the region as dynamic, innovative and friendly – free of old perceptions and stereotypes</p> <p>4.4 Investigate the possibility of basing new events and promotions around a universally celebrated Southland Anniversary day</p>	

---

<p><b>INDICATIVE SUCCESS MEASURES</b></p>	<p><i>Increase in the number of local events that celebrate ‘who we are’</i> <i>Increase in the number of residents who think we celebrate our successes sufficiently</i> <i>Increase in the number of residents who feel positive about Southland</i></p>	
---	--	--

---

<p><b>5. We live in a creative place</b></p>	<p>5.1 Develop and promote a comprehensive programme of exhibitions, shows and entertainment previewing the best of our local artists and talent</p>	<p>Venture Southland</p>
<p><i>“Further development of the arts culture”</i></p>	<p>5.2 Ensure that the key creative organisations in the region collaborate and coordinate events to maximise the use of our resources</p>	
	<p>5.3 Support and foster Southlanders' creative spirit <b>Example: Spirit on Screen Awards, Hokonui Fashion Awards</b></p>	
	<p>5.4 Coordinate the development, promotion and delivery of education programmes and workshops that support the arts</p>	
	<p>5.5 Celebrate the quality of our arts culture by acknowledging and rewarding those who achieve excellence</p>	
	<p>5.6 Attract national and international experts to build on Southland's reputation as a creative place <b>Example: The Dan Davin Writer in Residence programme</b></p>	
	<p>5.7 Explore the commercial viability and opportunities of creative industries</p>	

---

<p><b>INDICATIVE SUCCESS MEASURES</b></p>	<p><i>Increase in the number and diversity of exhibitions and entertainment</i> <i>Increase in the number of people attending creative events</i> <i>Increase in the number of courses/workshops that promote the arts</i> <i>Visitors to Southland perceive it as an art and craft destination</i></p>	
---	---	--

---

# > Economy & Employment

Outcome 2 - "A diverse economy built from our strengths for growth and prosperity"

## Our Economy...

In recent years Southland has enjoyed a period of unprecedented growth and development. Growth in the agricultural, forestry and tourism sectors has led the way with projections and trends painting a rosy

picture for the immediate future.

Employment is high, incomes are rising, property values have increased and the region's retail sector also continues to do well.

But growth and development come at a price. Higher prices for real estate and rising interest rates can be a burden to many homeowners and businesses.

Worker shortages in the trade sectors and in some of our large seasonal employers threaten our ability to maintain momentum.

It is also vital that the region seeks diversity in its industries to ensure that the local economy does not suffer from 'boom or bust' cycles in the future. Pressure on our infrastructure to keep up with and accommodate growth, especially that of tourism, and concerns about compliance costs and red tape also threaten development.



Twai Aluminium Smelter  
- Community Relation NZAS

## Contributing Stakeholders

- Business
- Careers Service
- Community Trust of Southland
- Department of Labour
- Environment Southland
- Federated Farmers
- Gore District Council
- Invercargill City Council
- Invercargill Licensing Trust (ILT)
- Land Transport NZ
- Maitava Licensing Trust (MLT)
- Ministry of Education
- Ministry of Social Development
- Private Training Providers
- Southern Institute of Technology (SIT)
- Southland Chamber of Commerce
- Southland Community College
- Southland District Council
- Southland District Health Board
- South Port NZ Ltd
- Transfund
- Transit New Zealand
- Venture Southland
- Vibrant Invercargill
- Work and Income

Intermediate Outcomes and Outputs	Activities	Leaders
<p><b>I. We have a quality infrastructure with potential for growth</b></p> <p><i>“Land transport system is safe and meets the communities needs”</i></p> <p><i>“Strategic use of energy resources”</i></p> <p><i>“Access to domestic and international markets”</i></p>	<p>I.1 Develop long-term strategies to ensure that regional transportation networks adequately meet existing and future needs</p> <p>I.2 Collaborate with other agencies, including councils to ensure that short and long-term planning goals are compatible and complimentary</p> <p>I.3 Advocate to national funding agencies on behalf of the community to ensure that infrastructure keeps pace with the growth needs of the region <i>Example: State highways, electricity and rail</i></p> <p>I.4 Develop formal relationships with government and business agencies <i>Example: Memoranda of Understanding</i></p> <p>I.5 Ensure the infrastructure required for industry to set up and grow in the region is available <i>Example: Roads, land, waste disposal, telecommunications, transport and utility services</i></p> <p>I.6 Consult with communities and the business sector to ensure infrastructure development remains one step ahead of growth <i>Example: Community Board meetings and Concept Plans</i></p> <p>I.7 Work with business and industry to optimise the use of public spaces and provide new spaces and zoning for growth and development</p> <p>I.8 Investigate and monitor the availability, quality and cost of public transport to ensure that residents in Invercargill and the rest of Southland are able to travel for work, education and leisure</p> <p>I.9 Work with transport service providers in the region that are vital to the survival and growth of the economy <i>Example: South Port NZ, Toll Rail, ferry services and private operators</i></p> <p>I.10 Promote and support economic development in the region <i>Example: Governance role and funding of Venture Southland</i></p>	<p>Environment Southland Gore District Council Invercargill City Council Southland District Council</p>
	<p>I.11 Consult with key local stakeholders including councils and business to ensure new expenditure and activity keeps pace with regional development and growth</p>	<p>Land Transport NZ Transit</p>
	<p>I.12 Develop strategies and monitor developments in the energy sector to ensure that existing and future energy and infrastructure needs will be met <i>Example: Regional Energy Strategy</i></p>	<p>Venture Southland</p>
	<p>I.13 Consult local communities and businesses to ensure that infrastructure keeps pace with industry <i>Example: Regional Economic Development Strategy</i></p>	

- 1.14 Develop regular international routes in and out of Invercargill through improvements to infrastructure and negotiations with international carriers  
**Example: Completion of the Invercargill airport runway extension**
- 1.15 Work with the tourism industry and operators to ensure that land, sea and air infrastructure continue to meet the ongoing needs of local people and visitors  
**Example: Regional Tourism Strategy**
- 1.16 Ensure that a quality information technology infrastructure is available for existing and new enterprises  
**Example: Woosh, Broadband**

<b>INDICATIVE SUCCESS MEASURES</b>	<i>Annual average economic growth in Southland exceeds the New Zealand average</i> <i>Increase in the number of people who rate Southland as a good or excellent place to run a business</i>	
------------------------------------	---	--

<b>2. We have an innovative &amp; vibrant culture that supports business</b>	2.1 Promote and market Southland as a region with potential for new and value added industries both nationally and internationally <b>Example: Direct marketing, business expos, field days and the internet</b>	Venture Southland
<b>“Marketing and promotion to attract business”</b>	2.2 Develop and deliver user-friendly, up-to-date and comprehensive advice and information that meets the needs of business users	
<b>“Increase in Research and Development projects”</b>	2.3 Develop marketing strategies that target ‘high-end’ industries which require highly skilled, highly paid workers	
	2.4 Investigate the potential for growth in existing and new industries including the capacity of the service industries that support their growth <b>Example: Economic trend and indicator research projects</b>	
	2.5 Develop and implement start-up programmes for new businesses and entrepreneurs <b>Example: Business incubators, mentoring schemes and education programmes</b>	
	2.6 Promote and market opportunities in the region that support innovation and business growth with up-to-date and accurate information	
	2.7 Develop plans and strategies in consultation with communities and key stakeholder groups to ensure existing needs and long-term opportunities are identified <b>Example: Regional Tourism Strategy</b>	
	2.8 Coordinate and promote the many and varied events, both national and international in Southland, to stimulate business activity and increase visitor numbers and spending	
	2.9 Identify economic development opportunities in rural towns and communities with activities recorded, monitored and delivered <b>Example: Concept Plans</b>	

2.10	Encourage Southlanders to shop locally and support local retailers and encourage alternatives such as outdoor markets including craft and farmer markets	
2.11	Explore venture capital market opportunities	
2.12	Develop new industry and business alliances through the use of existing networks, information/promotional campaigns and mentoring schemes	Southland Chamber of Commerce, Employers, Business, Venture Southland, Vibrant Invercargill, Federated Farmers
2.13	Ensure that current and future workforce needs are met through a collaborative and coordinated approach from employers and education and training sector agencies	
2.14	Develop and deliver effective workforce training plans that support and up-skill workers and work with the appropriate agencies in the delivery of programmes	
2.15	Promote and encourage excellence in customer service	
2.16	Consult key local stakeholders including councils, Venture Southland and business to ensure that business development services in the region are being correctly targeted and delivered	Department of Labour NZ Trade & Enterprise Work and Income

**INDICATIVE SUCCESS MEASURES**

*Increase in the number of new businesses*  
*Percentage increase in the level of research and development expenditure by local businesses*  
*Increase in the level of customer satisfaction*

**3. We have a business friendly environment in which to operate**

**“Regulatory environment clear and focused”**

**“Consistent approach to rules and regulations across the region”**

3.1	Ensure consistency in how local regulations and by-laws are interpreted and implemented through inter-council collaboration and coordination	Environment Southland Gore District Council Invercargill City Council Southland District Council
3.2	Develop and implement policies that are business friendly and which have the potential to reduce the costs of doing business in the region	
3.3	Ensure that there is comprehensive information sharing between councils, investigate and develop new collaborative projects, and other opportunities to further build on a 'consistent approach' model	
3.4	Provide business with prompt, up-to-date and accurate information in relation to starting up new business or further developing existing operations	
3.5	Provide efficient, prompt and up-to-date information and services to business	Work and Income, Department of Conservation, Transit, Land Transport NZ

<p><b>INDICATIVE SUCCESS MEASURES</b></p>	<p><i>Increase in the percentage of consents/requests for information processed within statutory timeframes</i></p> <p><i>Increase in the number of residents who are satisfied with the performance of regulatory agencies</i></p>	
<p><b>4. We have an economy built on our competitive advantage</b></p> <p><i>“Niche and cottage industries”</i></p> <p><i>“More value-added industries”</i></p>	<p>4.1 Promote and market the region to industry focusing on our strengths in agriculture, fishing, forestry and tourism and new opportunities including technology and research, especially in areas where local capacity has been identified</p> <hr/> <p>4.2 Support existing and new industries by maintaining an ongoing dialogue and relationship with business and ensuring that flexibility exists in the development and delivery of education and training programmes</p> <hr/> <p>4.3 Support and promote existing businesses and industries in the region</p>	<p>Venture Southland</p> <hr/> <p>SIT, Private Training Providers, YMCA, Southland DHB</p> <hr/> <p>Southland Chamber of Commerce, Federated Farmers, Business</p>
<p><b>INDICATIVE SUCCESS MEASURES</b></p>	<p><i>Increase in the number of new businesses in key local sectors (Agriculture, Forestry, Fishing &amp; Tourism)</i></p> <p><i>Increase in employment in key local sectors</i></p> <p><i>Increase in the number of visitors to the region and their contribution to the economy</i></p> <p><i>Increase in regional GDP from key local sectors</i></p>	
<p><b>5. We have full employment and rewarding careers</b></p>	<p>5.1 Support projects that deliver services for the unemployed and that work closely with government departments, community and volunteer sector groups and employers <b>Example: Mayors Taskforce for Jobs</b></p> <p>5.2 Develop and promote good employment policies, human resource practices and staff development programmes and set an example as a good employer</p> <hr/> <p>5.3 Encourage and promote diversity in the local economy <b>Example: Business forums, incentive projects and advertising and marketing campaigns</b></p> <p>5.4 Ensure that the region has a diverse and vibrant economy that supports a high level of employment <b>Example: Regional Economic Development Strategy</b></p> <hr/> <p>5.5 Promote excellence in industrial relations through the use of existing networks, information sharing and educational programmes <b>Example: Business Awards and Good Employer and Employee schemes</b></p>	<p>Environment Southland Gore District Council Invercargill City Council Southland District Council, Venture Southland</p> <hr/> <p>Venture Southland</p> <hr/> <p>Southland Chamber of Commerce</p>

Lifestyle and Culture  
Economy and Employment  
Law and Order  
Health and Wellbeing  
Leadership  
Environment  
Education and Training

- 5.6 Develop and deliver employment projects that specifically target young people, seasonal workers and the long-term unemployed
- 5.7 Deliver flexible support services to the unemployed to facilitate their re-entry into further education or employment
- 5.8 Develop and pilot innovative projects that support the up-skilling of existing workers and the re-entry into the workforce of those who are not currently employed
- 5.9 Develop and deliver flexible and affordable services for people working part or full time  
**Example: Transport, child care**
- 5.10 Support community based programmes that work with disadvantaged and unemployed people and facilitate their re-entry into the workforce

Work and Income,  
Ministry of Social  
Development,  
Community Groups

**INDICATIVE SUCCESS MEASURES**

*Labour force participation rates increase*  
*Percentage of unemployed people decreases*  
*Personal income rates keep pace with New Zealand averages*

**6. We retain and build on our skills base**

- 6.1 Develop and facilitate business education projects and forums that utilise local networks and support the exchange of good ideas, best practice and new opportunities for businesses and workers
- 6.2 Develop, deliver and promote creative strategies and incentives to attract skilled and qualified people to the region  
**Example: Graduate scholarship programmes, targeted immigration projects**

Venture Southland, SIT

- 6.3 Support and promote the up-skilling of new and existing workers in the region at all levels of business and industry  
**Example: Modern Apprenticeship Programmes**
- 6.4 Ensure that education and training programmes continue to meet the changing needs of business and industry through business and training sector collaboration

SIT, Schools, Venture Southland, Work and Income, Private Training Providers, Department of Labour

**INDICATIVE SUCCESS MEASURES**

*Percentage increase in the number of people in apprenticeships*  
*Percentage increase in the number of qualified tradespeople*  
*Increase in recruitment and retention rates across all sectors*  
*Southland maintains a ratio of key professionals per capita comparable to the national average*

**7. We keep the things about living here that we value**

- 7.1 Ensure that economic development and growth does not come at a cost to the environment and the lifestyle that Southlanders value
- 7.2 Consult with communities to ensure that services are planned and prioritised to reflect the key social, economic, environmental and cultural issues the public considers important

Environment Southland  
Gore District Council  
Invercargill City Council  
Southland District Council

- 7.3 Celebrate Southlands business success stories using the local media and existing networks  
*Example: Business Excellence Awards*

Venture Southland,  
Southland Chamber  
of Commerce

- 7.4 Promote and market the quality of life in Southland as a drawcard to attract entrepreneurs, new businesses and residents to the region

**INDICATIVE SUCCESS MEASURES**

*Increase in the number of residents who consider we celebrate our business successes*  
*Southland's population Increases*

Lifestyle and Culture
Economy and Employment
Law and Order
Health and Wellbeing
Leadership
Environment
Education and Training

# > Law & Order

## Outcome 3 - "Safe places in a caring society that is free from crime"

### Our Law and Order...

Feeling safe is a high priority for Southlanders who want a quality lifestyle. Southland compares favourably with the rest of the country when it comes to rates

of most forms of minor and serious crime.

Recent trends also indicate that some types of crime are reducing while Police resolution and conviction rates continue to improve.

Southland communities still value neighbourliness and looking out for one

another. This civic spirit is reflected in the willingness of many residents to help and support local volunteer ambulance and rural fire services, neighbourhood support schemes and through the successful interventions and crime prevention initiatives carried out by the Police and other agencies.

However, challenges remain. Isolated rural communities are vulnerable to burglary, crimes such as vandalism and graffiti, the effects of gambling, especially in relation to domestic violence, and the continued abuse of alcohol and drugs and their impact on violent crime.



*Invercargill City Centre*

### Contributing Stakeholders

- *Child Youth and Family Services (CYFS)*
- *Department of Corrections*
- *Department of Courts*
- *Environment Southland*
- *Gore District Council*
- *Invercargill City Council*
- *Invercargill Community Patrol*
- *Land Transport New Zealand*
- *Neighbourhood Support Groups*
- *Police*
- *Public Health South*
- *Road Safe South*
- *Southland District Council*
- *Victim Support*

Intermediate Outcomes and Outputs	Activities	Leaders
I. We have safe roads	I.1 Plan, develop and monitor engineering works to ensure they give a high priority to road safety outcomes	Land Transport NZ Transit Gore District Council Invercargill City Council Southland District Council Road Safe South
	I.2 Ensure all engineering work on local roads and state highways is coordinated effectively between councils, contractors and government agencies	
	I.3 Consult communities in relation to the development of roading plans and their opinion regarding local road safety issues	
	I.4 Collaborate with the Police regarding engineering and road safety issues <i>Example: Accident black spots, traffic calming, road conditions and traffic volumes</i>	
	I.5 Support road safety education through the joint employment of road safety coordinators and funding of local road safety initiatives and programmes <i>Example: Road Safe South</i>	
	I.6 Coordinate and run surveys to provide information that supports road safety strategies and campaigns <i>Example: Speed monitoring, cycle helmet use, safety belt and child restraint compliance</i>	
	I.7 Deliver and coordinate enforcement programmes that ensure a high Police profile on state highways and local roads and campaigns that focus on achieving maximum outcomes for road safety	Police
	I.8 Provide the community with regular feedback regarding the outcome of road safety initiatives <i>Example: Media releases and attendance at meetings</i>	
	I.9 Deliver education programmes that target the most 'at-risk' road users and the geographical locations requiring the most support.	Police, Road Safe South, Public Health South, Land Transport NZ
	I.10 Deliver education and health promotion messages in a language and format that will most effectively reach their target audience	
<b>INDICATIVE SUCCESS MEASURES</b>	Reduction in the number of non-injury, minor and serious vehicle crashes Reduction in the number of minor, serious and fatal casualties Reduction in traffic offending and infringement notices issued	

Lifestyle and Culture  
Economy and Employment  
Law & Order  
Health and Wellbeing  
Leadership  
Environment  
Education and Training

<p><b>2. We have safe homes</b></p> <p><i>“Encourage neighbourhood support”</i></p>	<p>2.1 Promote neighbourliness and encourage neighbourhood support networks</p> <p>2.2 Ensure that urban design and town planning continues to have the potential impact of new developments on public and personal safety as a key principle</p>	<p>Gore District Council Invercargill City Council Southland District Council</p>
	<p>2.3 Develop and deliver education programmes and promotions that target vulnerable home owners with information about issues including home security, recognising suspicious behaviour and personal safety</p>	<p>Police, Councils, Community Groups</p>
<p><b>INDICATIVE SUCCESS MEASURES</b></p>	<p><i>Reduction in the number of burglaries</i></p> <p><i>Reduction in domestic and family violence</i></p>	
<p><b>3. We have public places safe for children and families</b></p> <p><i>“Public facilities and events are safe”</i></p>	<p>3.1 Ensure a clear, consistent approach to crime prevention initiatives throughout the region through collaboration and coordination between Councils and other regulatory agencies</p> <p>3.2 Develop formal relationships with government and community agencies <b>Example: Memoranda of Understanding</b></p>	<p>Environment Southland Gore District Council Invercargill City Council Southland District Council</p>
<p><i>“Community free from drug and alcohol related crime”</i></p>	<p>3.3 Advocate on behalf of the community to central government to ensure that Police and emergency services meet the current and future needs of the community</p> <p>3.4 Support community and business led safety initiatives <b>Example: Invercargill City Community Patrols</b></p> <p>3.5 Ensure that urban design and town planning continue to place a high priority on the personal safety of staff and residents who use public facilities <b>Example: Pools, parks, libraries and theatres</b></p> <p>3.6 Ensure the ongoing maintenance of facilities and equipment <b>Example: Annual safety audit and review of any incident or accident reports</b></p> <p>3.7 Investigate the cost and potential impact that security monitoring of public places can/will make on crime prevention <b>Example: CCTV Cameras</b></p> <p>3.8 Develop, administer, manage and evaluate the crime-prevention benefits of local by-laws and regulations in collaboration with the Police and other agencies <b>Example: Liquor Licensing Policies</b></p> <p>3.9 Include questions regarding the 'perception' of crime and residents exposure to 'actual' crime in council surveys. This information is used in the ongoing development of crime prevention initiatives in collaboration with other local agencies</p>	

- 3.10 Ensure that public places and venues are safe at all times through the coordination of activities and resources by enforcement and regulatory agencies  
Police, Event Organisers, Councils, Public Health South
- 3.11 Develop and foster a culture that does not tolerate anti-social and disorderly behaviour such as vandalism and graffiti
- 3.12 Encourage and support community based crime prevention initiatives

**INDICATIVE SUCCESS MEASURES**

*Reduction in the incidents of crime*  
*Decrease in the per capita crime rate*  
*The number of Police per capita in Southland does not decrease*  
*Increase in the number of residents who feel safe in their homes, neighbourhoods and communities*

**4. We apprehend and hold law breakers appropriately accountable**

*“High Police profile prevents crime”*

- 4.1 Coordinate the activities of enforcement agencies throughout the region to deliver maximum efficiency in preventing crime and apprehending criminals  
Police
- 4.2 Develop a regional strategy to identify the key priority areas for crime prevention and identify the agencies and activities needed to ensure targets are met
- 4.3 Support the communities desire for the quick and appropriate punishment of offenders through efficient court processes and sentencing procedures  
Department of Courts
- 4.4 Provide those recently released from prison with services that support their rehabilitation and smooth transition back into society  
*Example: Educational and employment programmes*  
Department of Corrections, Training Providers, Work and Income, Community Groups

**INDICATIVE SUCCESS MEASURES**

*Increase in the percentage of crimes solved*  
*Increase in the number of residents who feel confident in the justice system*  
*Reduction in re-offending rates*

Lifestyle and Culture
Economy and Employment
Law & Order
Health and Wellbeing
Leadership
Environment
Education and Training

**5. We support the victims of crime**

5.1	Deliver victim support services that meet the needs of victims and provide a seamless transition between agencies if required	Victim Support, Police, CYFS, Community Groups
5.2	Evaluate and report on the lessons learnt after a crime has occurred and include any new information or ideas in the development of future crime prevention initiatives	
5.3	Support the victims of crime by delivering timely and appropriate punishment to offenders through the sentencing system	Department of Courts
5.4	Support the recovery and recuperation of the victims of crime by using the system of restorative justice where appropriate	Department of Courts, Department of Corrections
<b>INDICATIVE SUCCESS MEASURES</b>	<i>Percentage of victims contacted and number receiving support increases Increase in the percentage of victims who consider themselves recuperated</i>	

# > Health & Wellbeing

## Outcome 4 - “We are healthy people”

### Our Health and Wellbeing...

Nothing is more important than health and personal wellbeing as measures of quality of life. Countless factors affect each individual's wellbeing including education, employment, income, housing, lifestyle and the environment they live in.

Fortunately Southland provides many of the elements needed for good health. These include a high level of employment, excellent schools, a high rate of home ownership and average personal and household incomes above the New Zealand average.

Complementing this is the environment Southlanders enjoy.

Excellent air and water quality, an active, outdoors culture enabling people to enjoy numerous sport and leisure pursuits and a pace of life which generally supports a stress-free existence.

Nonetheless, Southland faces many challenges. Access to health care services is of a major concern to many Southlanders due mainly to our geographic isolation, government population funding models and a limited level of service provision at the base hospital in Invercargill.

Pressure continues to be placed on community and volunteer sector providers to help 'fill the gaps' and the region is affected by national trends that include an ageing population, the effects of poor diet and lack of activity and pressure on mental health services and children and family services.



Sunset - Oreti beach

### Contributing Stakeholders

- Accident Compensation Corporation (ACC)
- Age Concern
- Awarua Health and Social Services
- Child Youth and Family Services (CYFS)
- Civil Defence
- Community Trust of Southland
- DPA
- Environment Southland
- Family Start
- Gore District Council
- Gore Hospital Ltd
- Housing New Zealand
- Invercargill City Council
- Invercargill Hospital
- Invercargill Licensing Trust (ILT)
- Iwi
- Maitai Licensing Trust (MLT)
- Ministry of Health
- NZ Fire Service
- Occupational Health and Safety (OSH)
- Primary Health Organisations (PHOs)
- Plunket
- Police
- Public Health South
- Southland District Council
- Southland District Health Board
- Sport Southland
- St John Ambulance
- Venture Southland
- Work and Income
- YMCA

Intermediate Outcomes and Outputs	Activities	Leaders
<p>I. We are able to live healthy lifestyles</p>	<p>1.1 Coordinate activities and projects to maximise efficiency and contribute to the regions health and wellbeing <i>Example: Collaboration via the Shared Services Forum and with other agencies</i></p>	<p>Environment Southland Gore District Council Invercargill City Council Southland District</p>
<p>“People know how to look after themselves to stay healthy”</p>	<p>1.2 Develop and maintain facilities that support health outcomes by providing accessible, affordable, safe and attractive venues for physical activity, sports and leisure pursuits <i>Example: Roads, parks, pools and sports grounds</i></p>	<p>Council, Southland Civil Defence Emergency Management Group</p>
<p>“People are prepared for emergency situations”</p>	<p>1.3 Develop formal relationships with government and community agencies <i>Example: Memoranda of Understanding</i></p>	
<p>“People and communities provide for their own wellbeing”</p>	<p>1.4 Encourage residents to use public transport if possible or healthy alternatives such as cycling or walking</p>	
<p>“Recreational water quality is healthy and shellfish can be eaten safely”</p>	<p>1.5 Meet all legislative requirements, and continue to improve air and water quality, waste minimisation and disposal, and noise pollution levels</p>	
<p>“Air is safe to breathe”</p>	<p>1.6 Provide hazard information to communities to enable them to be prepared for emergencies</p>	
<p>“Noise and offensive odours are minimised”</p>	<p>1.7 Develop civil defence and emergency management arrangements for use during emergencies and disasters in collaboration with key agencies and the community</p>	
	<p>1.8 Ensure that the planning and delivery of councils' regulatory roles is achieving the desired goals, and all future plans take into account the potential positive or negative impacts on health and wellbeing <i>Example: Liquor licensing, licensing food premises, civil defence</i></p>	
	<p>1.9 Advocate to central government on behalf of the community to ensure that health services meet the current and future needs of the community</p>	
	<p>1.10 Support community driven health initiatives that target key local issues and bring local agencies to the table <i>Example: Gore District Healthy Communities, Road Safety projects</i></p>	
	<p>1.11 Target the highest risk health issues in the most at-risk communities with health education and health promotion programmes that are evidence-based and inclusive</p>	<p>Public Health South, Sport Southland, Councils, ACC, OSH,</p>
	<p>1.12 Develop, coordinate and deliver programmes that encourage physical activity, healthy eating and injury prevention <i>Example: Healthy Eating – Healthy Action Strategy</i></p>	<p>Southland DHB, Schools, YMCA, Community and Volunteer Sector</p>

- 1.13 Administer and monitor legislation that supports healthy lifestyles in a pro-active and inclusive way  
**Example: Smoke-Free Legislation**
- 1.14 Celebrate the achievements of individuals and teams that excel in sports and leisure pursuits and promote them as role models
- 1.15 Promote a culture of safety in the region with an emphasis on individual responsibility  
**Example: Safety audits of the built and natural environments, health and safety policies**
- 1.16 Encourage communities to take ownership of local health and wellbeing issues and empower them to develop and deliver their own initiatives

**INDICATIVE SUCCESS MEASURES**

*Improvement in the health status of all individuals*  
*Reduction in the incidence of ill-health and hospitalisation rates per capita*  
*Increase in the physical activity rates of Southlanders*  
*Increase in awareness and preparedness for emergency situations*

**2. We have good quality affordable housing**

- 2.1 Provide low cost, accessible, quality rental accommodation to pensioners and those on fixed or low incomes
- 2.2 Deliver a programme that maintains and improves Council housing ensuring that it provides living conditions that are modern, healthy, safe and of a high standard
- 2.3 Advocate to central government on behalf of the community to ensure that housing services meet the current and future needs of the community
- 2.4 Ensure a quality housing stock in the region through the administration and enforcement of policies and by-laws on building and altering homes for residential purposes
- 2.5 Enforce rigorously any legislation and local bylaws relating to housing standards, conditions and safety
- 2.6 Ensure that accommodation shortages and changing trends in the rental market are monitored and managed through collaboration and information sharing between councils and Housing NZ
- 2.7 Work with residential property developers to ensure that new projects contain provisions for low-cost or affordable housing options
- 2.8 Support projects that promote civic pride and encourage home and business owners to take care of their properties through street appeal, maintenance, landscaping and gardening
- 2.9 Encourage and promote programmes that support people in their homes to be safe, energy efficient and healthy

Gore District Council  
 Invercargill City Council  
 Southland District Council

Lifestyle and Culture
Economy and Employment
Law and Order
Health & Wellbeing
Leadership
Environment
Education and Training

2.10	Investigate opportunities regarding government subsidies for new council housing projects and new and innovative models for supplying housing services	
2.11	Ensure that Southlanders have access to affordable housing when needed through the provision of state housing	Housing NZ
2.12	Develop and deliver services and products that facilitate home ownership for low to modest income earners including financing and brokering options	
2.13	Build relationships with other local accommodation providers including councils to ensure the best possible coordination and use of resources	
2.14	Support innovative projects that improve the availability and quality of local housing	
2.15	Ensure that emergency housing services are available when required and are coordinated effectively between local housing and rental providers	Community and Volunteer Sector
2.16	Provide competitive finance rates for those wanting to purchase their first home or move up the property ladder in Southland	Building Societies, Banks, Credit Unions

**INDICATIVE SUCCESS MEASURES**

*Home ownership rates in Southland are maintained*  
*Median rental prices for accommodation as a percentage of average household income*  
*Reduction in the waiting times for people needing emergency housing*  
*Increase in the number of residents who rate their rental accommodation as good or excellent*

**3. We live in a compassionate caring community**

*“Volunteers are valued in the health sector”*

*“Health services support children and families”*

*“Bottom-up approach to community health service delivery”*

*“We have a thriving community and volunteer sector that adds-value to our mainstream providers of health care and support services”*

3.1	Ensure that infrastructure developments, facilities and services continue to meet the needs of aged and/or disabled people <b>Example: Wheelchair ramps, improved footpaths, kerb cuts, mobility parking and accessible transport</b>	Environment Southland Gore District Council Invercargill City Council Southland District Council
3.2	Promote 'neighbourliness' and encourage local neighbourhood support networks	
3.3	Celebrate and support volunteers for the good work they do including first aid, ambulance work, fire fighting, collecting donations, meals on wheels and many others	Community and Volunteer Sector; YMCA
3.4	Develop and promote innovative approaches to attract people to volunteering	
3.5	Utilise community capital for activities, events, resources and facilities that contribute to healthy outcomes by supporting the work of the community and volunteer sector	Community Trust, ILT, MLT, Venture Southland

3.6 Support and encourage community driven health initiatives  
**Example: Healthy Communities, Health Promoting Schools and Marae based programmes**

Southland DHB, Public Health South, Councils, PHOs Community Funders

**INDICATIVE SUCCESS MEASURES**

*Increase in the number of people who participate in voluntary and community work*  
*Increase in the number of residents who feel the community works well and people support each other*

**4. We have equity of access to health services**

**“Emergency services meet individual and community needs”**

**“Rural and urban communities have access to quality services”**

**“Health spending is used on those who need it the most”**

**“Services are coordinated to meet patient needs”**

**“Distance from services is no barrier to care”**

**“Sufficient quantity and quality of qualified health professionals”**

**“Those with special needs receive the support they need”**

**“Health services are planned for a changing community”**

**“Sustainability of services and funding for the long term”**

- 4.1 Plan and deliver government funded health services in the region that meet the needs of the population and continue to take account of changing trends and demographics
- 4.2 Ensure that the community is kept informed of any significant changes that occur in the local health sector and is consulted when appropriate
- 4.3 Carry out health needs assessments and ongoing research to ensure that statistics and data relating to the region remain up-to-date, painting a comprehensive picture of our changing health needs
- 4.4 Ensure that the relationship between statutory, private and community/volunteer sectors continues to be developed to ensure that health services are coordinated efficiently. This will also ensure that agencies share information and collaborate
- 4.5 The Southland District Health Board encourages local health providers to support all significant local and national health strategies
- 4.6 Develop and administer robust and rewarding human resource policies and promotion and marketing initiatives to ensure the ongoing recruitment and retention of health professionals
- 4.7 Ensure that urban and rural communities have access to GP services. Develop strategies to ensure that potential shortages are planned for, with contingency plans in place
- 4.8 Provide comprehensive emergency services throughout the region in both urban and rural settings
- 4.9 Develop and promote innovative approaches to attract people to volunteer
- 4.10 Utilise community capital for activities, events, resources and facilities that support regional health outcomes and which add value to existing projects

Southland DHB, PHOs, Ministry of Health, Invercargill Hospital, Gore Hospital Ltd

Southland DHB, St John Ambulance, Fire Service, Police, Councils, Search and Rescue, Coastguard

Community Trust, ILT, MLT, Councils

Lifestyle and Culture

Economy and Employment

Law and Order

Health & Wellbeing

Leadership

Environment

Education and Training

4.1.1 Develop and deliver a wide range of health and support services that add value, and fill gaps not currently taken care of by mainstream health providers

Community and Volunteer Sector; YMCA

---

**INDICATIVE SUCCESS MEASURES**

*The level of health funding per capita is maintained*

*The number of FTE GP's in Southland is maintained*

*Availability of emergency services is maintained and response times are reduced*

*Reduction in waiting lists and waiting times for care*

---

# > Leadership

## Outcome 5 - “Strong, effective leadership taking us into the future”

### Our Leaders...

Leaders in our communities come in many different shapes and sizes. From Members of Parliament and Mayors to sports coaches and volunteers, they all matter and they all make a difference.

Like the rest of New Zealand, Southland's leaders make an impact in all walks of life. Principals and Boards of Trustees, Councillors and Health Board members, business and community leaders. We rely on them to be informed, to listen to what we say, to empower us and to take action.

Nothing is more important to the stability and diversity of our communities than the integrity, motivation and performance of our leaders. Southlanders have a traditional and pragmatic way of looking at the world and value fairness and equity.

It is these qualities that today's and tomorrow's leaders must have if we are to protect and preserve the things about living here that we treasure, and also prepare and ready ourselves for a future full of change and promise.



Future leaders

### Contributing Stakeholders

- Community Boards
- Community Trust of Southland
- Environment Southland
- Federated Farmers
- Gore District Council
- Invercargill City Council
- Invercargill Licensing Trust (ILT)
- Iwi
- Maitaia Licensing Trust (MLT)
- Members of Parliament
- Southland Principals' Associations
- Public Health South
- School Boards of Trustees
- Southland Chamber of Commerce
- Southland District Council
- Southland District Health Board
- Sport Southland
- Te Puni Kokiri
- Venture Southland
- Work and Income



2.7 Engage with young people through a range of forums and develop new initiatives to increase their participation in decision making

**Example: Youth Council**

2.8 Ensure that agencies with a statutory role represent the views of the community, consult on issues of significance and do so diligently and proactively

2.9 Collaborate with other agencies so that each activity is coordinated, supports a regional perspective and is 'what's best' for Southland

2.10 Focus on the outcomes of decisions and the impact they will make on the social, economic, environmental and cultural status of the region

Community & Licensing Trusts, School Boards of Trustees, Southland DHB, Venture Southland

**INDICATIVE SUCCESS MEASURES**

*Increase in the number of residents who believe they are adequately informed on key issues*

*Increase in the participation of young people in civic and political processes*

*Reduction in the number of successful cases brought against statutory decision makers*

**3. The community has confidence in its leaders**

***“Leaders are accountable, available, communicative, enthusiastic, honest, inclusive, open, encouraging and pro-active”***

3.1 Encourage and engage communities in governance processes including local body elections, resident surveys, submission hearings and feedback at specific consultation events

3.2 Ensure councillors are well informed through their own personal and community networks and receive up-to-date, accurate and balanced information and advice from Council staff

3.3 Ensure the democratic process is transparent and councillors stand by and justify their decisions to the public

3.4 Communicate information and decisions to the community in innovative and creative ways using different media and stimulating debate and discussion

3.5 Develop resources and run promotions that educate the community on the workings of councils including governance, consultation, service delivery and community outcomes

3.6 Ensure that councillors continue to up-skill and receive in-house training to further develop their skills in areas including governance, policy development and media liaison

Environment Southland  
Gore District Council  
Invercargill City Council  
Southland District Council

3.7 Encourage community leaders to raise and discuss sensitive issues in the public arena and to use innovative and pro-active approaches to improve and resolve them

3.8 Ensure that agencies with a statutory role to represent the views of the community are open and transparent in their deliberations and decision making processes

3.9 Communicate decisions to the community in a prompt and user-friendly manner and outline all important background and decision making information. This information is presented in a format appropriate for the intended audience and all decisions show clear links to their intended outcome(s)

Environment Southland  
Gore District Council  
Invercargill City Council  
Southland District Council, Community & Licensing Trusts, School Boards of Trustees, Iwi, Southland DHB, Venture Southland, Federated Farmers, Members of Parliament, YMCA etc

Lifestyle and Culture  
Economy and Employment  
Law and Order  
Health and Wellbeing  
Leadership  
Environment  
Education and Training

- 3.10 Encourage Southlanders to be actively engaged in local democratic processes including elections determining the make-up of the Southland District Health Board, school Boards of Trustees, Licensing Trusts, councils and Parliament
- 3.11 Ensure that the diversity in our community is reflected in the make-up of our democratically elected boards including geography, demographics and ethnicity
- 3.12 Celebrate the successes of our leaders and role models

---

**INDICATIVE SUCCESS  
MEASURES**

*Increase in the number of residents who have confidence in their leaders*  
*Increase in voter turnout at elections*  
*Increase in central government support for, and participation in Southland initiatives*

---

# > Environment

Outcome 6 - “A treasured environment which we care for and which supports us now and into the future”

## Our Environment...

Southlanders do not take living in one of the world's most diverse and spectacular natural environments for granted.

Protecting and preserving what we have is a priority for all residents, many who

regularly enjoy what Southland's environment has to offer. In a region where over 50% of the land is conservation managed, caring for the environment is vital to our future.

Protecting and managing what we have in both our built (developed) and natural environment

is also vital to our economic wellbeing. Southland's economy is built on farming, fishing and more recently forestry. We live on productive land that, if used sustainably, will support us forever. The natural beauty of our environment also supports a thriving tourism and leisure industry.

Having a built environment and infrastructure that supports us is also important if we are going to develop and grow without any detrimental affects to our productive land and the natural beauty of the region.



McLeans Falls

## Contributing Stakeholders

- Accident Compensation Corporation (ACC)
- Civil Defence
- Community Trust of Southland
- Department of Conservation
- Environment Southland
- Federated Farmers
- Fish and Game Council
- Forest and Bird Society
- Gore District Council
- Invercargill City Council
- Invercargill Licensing Trust (ILT)
- Iwi
- Landcare Trust
- Land Transport New Zealand
- Maitai Licensing Trust (MLT)
- Ministry for the Environment
- Ministry of Agriculture and Forestry (MAF)
- Ministry of Fisheries
- Ministry of Health
- Occupational Health and Safety (OSH)
- Public Health South
- Queen Elizabeth II National Trust (QE2)
- Southland Conservation Board
- Southland District Council
- Te Puni Kokiri
- Transit New Zealand
- Venture Southland

Intermediate Outcomes and Outputs	Activities	Leaders
<p><b>I. We have an informed community caring for the environment</b></p>	<p>1.1 Advocate to central government to ensure that decisions that affect the environment do not conflict with local priorities and meet the needs of local communities</p>	<p>Environment Southland Gore District Council Invercargill City Council</p>
<p><i>“Promotion of good environmental practices”</i></p>	<p>1.2 Develop formal relationships with government, community and business agencies <i>Example: Memoranda of Understanding</i></p>	<p>Southland District Council</p>
<p><i>“Community takes an active role in, and responsibility for, caring for the environment”</i></p>	<p>1.3 Promote and preserve our natural environment through leadership, community consultation, planning, environmental management and service provision</p> <p>1.4 Engage with local Iwi and Tangata Whenua and facilitate specific consultation events to address concerns or issues regarding the environment <i>Example: Formal relationship with Te Ao Marama</i></p>	
<p><i>“We have a community that is resilient to hazards”</i></p>	<p>1.5 Provide prompt, up-to-date and accurate information regarding the environment to key user groups, community boards, business’s and the general public</p>	
	<p>1.6 Promote and provide environmental education and awareness to the public <i>Example: Council publications, field days, websites, libraries and projects in schools</i></p>	
	<p>1.7 Celebrate and promote excellence in environmental management via publications, events and the media <i>Example: Environmental Excellence Awards</i></p>	
	<p>1.8 Recognise, support and work with user groups, environmental agencies and conservation groups to ensure their views are heard and to make sure local activities are coordinated to maximise the most efficient use of resources</p>	
	<p>1.9 Coordinate the development and production of local publications and promotions and provide accurate, up-to-date, well-presented information about our natural environment</p>	<p>Venture Southland, Department of Conservation</p>
	<p>1.10 Educate local people and visitors, and promote our natural environmental icons using local and national publications and the media</p>	
	<p>1.11 Ensure that key user groups who impact on the environment (farming, forestry, developers, industry) maintain high levels of environmental compliance and management through their local and national networks, information sharing, best practice and self-regulation</p>	<p>Federated Farmers, NZ Forestry Institute, Landcare Trust</p>

I.12 Educate young people about the environment as part of the curriculum and also encourage project work, field trips and hobbies that protect and respect the environment

Pre-schools, Schools

I.13 Utilise community capital for activities, events, resources and facilities that support regional environmental outcomes and which add-value to existing projects

Community Trust, ILT, MLT

I.14 Develop and deliver community driven conservation projects that promote awareness and provide education regarding the environment

Iwi, QE2 Trust, Landcare Trust, Community and Volunteer Sector

**INDICATIVE SUCCESS MEASURES**

*Increase in the number of businesses participating in environmental initiatives and awards*  
*Increase in the number of environmental alliances, partnerships and projects*  
*Increase in the number of residents who have taken an active role in conservation projects/practices*  
*Increase in the participation of young people in environmental projects*

**2. We have a healthy, safe and accessible built environment**

*“Community standards are agreed for the built environment”*

*“Attributes valued by the community for heritage in the built environment are identified and protected”*

*“Risks to the built environment by natural hazards are minimised”*

- 2.1 Ensure consistency in how local regulations and by-laws affecting the built environment are interpreted and implemented
  - 2.2 Maintain and monitor a high standard of community venues so that facilities and activities are accessible, safe and user-friendly
  - 2.3 Collaborate and coordinate activities to promote information sharing, the alignment of some services and adoption of best practice  
**Example: Shared Services Forum**
  - 2.4 Produce prompt, accurate and up-to-date information for the general public and interest groups regarding land use and resource management
  - 2.5 Enforce standards relating to the maintenance and development of the built environment vigilantly
  - 2.6 Support projects that provide clean water in rural areas and ensure that residential water quality national standards are met
  - 2.7 Manage programmes that monitor and protect our waterways, lakes and coastline
  - 2.8 Manage and monitor standards relating to air pollution including residential, commercial and industrial outputs and ensure that national air quality standards are met
  - 2.9 Work in partnership with key stakeholder groups to promote efficiency programmes and pollution management
- Environment Southland  
Gore District Council  
Invercargill City Council  
Southland District Council

Lifestyle and Culture  
Economy and Employment  
Law and Order  
Health and Wellbeing  
Leadership  
Environment  
Education and Training

- 2.10 Manage and monitor projects on waste minimisation, waste disposal and the management of hazardous materials  
**Example: Sewerage systems and processing facilities and new and improved schemes in rural areas**
- 2.11 Manage, monitor and enforce standards relating to noise in residential, commercial and industrial settings
- 2.12 Ensure that a fair and equitable proportion of any infrastructural costs associated with new residential, commercial, agricultural or industrial development is met by developers and business
- 2.13 Protect and preserve Southland's heritage sites and historic buildings  
**Example: Liaison with Iwi and the Historic Places Trust**
- 
- 2.14 Consult with key local stakeholders including Councils, Iwi, business and environmental groups to ensure that new infrastructure expenditure and activity keeps pace with local growth and demand
- 2.15 Provide efficient, prompt and up-to-date information and services relating to the quality of our built environment

Land Transport NZ,  
Transit, Department  
of Conservation, MAF,  
Ministry of Health,  
Public Health South,  
OSH, ACC

#### INDICATIVE SUCCESS MEASURES

*Air quality, water quality and soil quality standards are met*  
*Reduction in the number of building compliance and resource consent breaches*  
*Reduced incidents of injury at building and construction sites*  
*Increase in the number of residents who take pride in their neighbourhood*

### 3. We have an environment protected from the negative effects of human activities

*“Environmental quality standards agreed with the community”*

*“Sustainable management of land and enhancement of bio-diversity”*

*“Attributes valued by the community of significant natural features identified and protected”*

- 3.1 Coordinate council operations to ensure that the interpretation and management of legislation and local regulations relating to the environment is consistent and unambiguous
- 3.2 Ensure that urban design and town planning has as one of its key principles the potential impact of new developments on the built and natural environment
- 3.3 Protect and preserve the environment through environmental management, monitoring, operational and regulatory roles  
**Example: Administration of the Resource Management Act, Building Act, operating landfills, waste disposal and flood protection**
- 3.4 Work closely with industry to ensure that there is a clear understanding of roles and responsibilities and ensure that councils continue to be updated on developments
- 3.5 Develop and produce timely, accurate and up-to-date information for the general public and interest groups regarding land use and resource management

Environment Southland  
Gore District Council  
Invercargill City Council  
Southland District  
Council

- 3.6 Identify, manage and protect Southland's environmental icons to ensure their long-term preservation  
**Example: District Plans**
- 3.7 Recognise the significant and ongoing contribution to regional bio-diversity and protection of landscape features by private landowners through the covenant process
- 
- 3.8 Develop and manage regional strategies to protect endangered species and ensure that programmes to monitor and report on progress are ongoing
- 3.9 Promote and deliver education programmes, promotions and good practice regarding protection of the environment  
**Example: Publications, field days, websites and school projects**
- 
- 3.10 Promote nature tourism as one of Southland's strengths and ensure that it features in all major promotions and marketing campaigns where appropriate

Department of Conservation, Councils, QE2, Landcare Trust

Venture Southland

**INDICATIVE SUCCESS MEASURES**

*Improvement in pollution and waste indicators*  
*Increase in the number of residents who believe they are adequately informed on environmental issues*  
*Increase in the number of areas recognised as significant for bio-diversity under management*  
*All environmental quality standards are met*  
*No loss of indigenous species from the region*

Lifestyle and Culture
Economy and Employment
Law and Order
Health and Wellbeing
Leadership
Environment
Education and Training

# > Education & Training

Outcome 7 - “A well-educated and skilled community continually seeking further opportunities to learn”

## Our Education...

A well-educated and skilled community that appreciates the value of life-long learning is key to the ongoing prosperity and growth of our region. Southlanders are rightly proud of the availability, affordability and quality of local education and training opportunities.

Southlanders are quick to extol the virtues of rural and town schools, the commitment

and quality of our teachers and the new growth and development in our tertiary sector – namely the innovation and success of the Southern Institute of Technology's Zero Fees scheme.

We do face numerous challenges, however. Recent restructuring of Invercargill schools has been controversial and there is a real concern that this same process may soon affect rural communities in Southland. A need has been identified for further growth and development in apprenticeship schemes and programmes that support our trade sectors. And finally there is an ongoing need to have qualified and skilled people stay in the region and attract home those who gain skills and qualifications elsewhere.



*Southern Institute of Technology*

## Contributing Stakeholders

- *Careers Service*
- *Citizen's Advice Bureau & Information Centres*
- *Community Trust of Southland*
- *Education Review Office (ERO)*
- *Environment Southland*
- *Gore District Council*
- *Group Special Education*
- *Invercargill City Council*
- *Invercargill Licensing Trust (ILT)*
- *Kindergarten Association*
- *Mataura Licensing Trust (MLT)*
- *Ministry of Education*
- *Playcentre Association*
- *Principals Association*
- *School Boards of Trustees*
- *Southern Group Training Trust*
- *Southern Institute of Technology (SIT)*
- *Southern REAP*
- *Southland Chamber of Commerce*
- *Southland Community College*
- *Southland District Council*
- *Southland District Health Board*
- *Te Puni Kokiri*
- *Venture Southland*
- *Work and Income*
- *YMCA*



**2. We have high quality learning opportunities available to meet community needs and demands**

**“Skilled teachers and mentors are recruited and retained”**

2.1	Facilitate collaboration between education providers using local forums and networks to ensure a comprehensive, well-planned and coordinated sector delivering quality education with a high level of academic achievement	Ministry of Education, Schools, Boards of Trustees, Early Childhood Education, Tertiary and Private providers
2.2	Investigate the benefits of developing a regional education and training strategy to coordinate and plan local education activities, priorities, funding and outcomes	
2.3	Audit skills in the region regularly to ensure that consultation on education and planning is well informed by recent trends and the current skills status of the region	
2.4	Ensure that early childhood education providers collaborate so that services are coordinated, information sharing is facilitated and best practice adopted where possible	
2.5	Develop strategies that promote and encourage parents to have their children participate in early childhood education	
2.6	Recruit and retain education professionals through robust and rewarding human resource policies, information sharing and promotional and marketing initiatives	Ministry of Education, Training Providers, Schools, Venture Southland
2.7	Deliver comprehensive career advice to students at secondary schools and tertiary education institutions	Careers Service, Schools
2.8	Encourage and support enrolment in work-based programmes such as apprenticeships and ensure that they are planned to meet the changing needs of business and industry	SIT, Tertiary and Private Providers, Southern Group Training Trust, Schools
2.9	Deliver comprehensive advice and support to students regarding career paths in apprenticeships and/or work based learning and employment	
2.10	Develop and deliver coordinated and integrated programmes that plan for and meet the needs of those with special education requirements and/or circumstances	Ministry of Education, Group Special Education, Schools, Tertiary and Private providers
2.11	Deliver programmes to young people who are struggling or who don't 'fit in' to mainstream education and training institutions	
2.12	Utilise community capital for activities, events, resources and facilities that support regional education outcomes and which add-value to existing projects	Community Trust, ILT, MLT

**INDICATIVE SUCCESS MEASURES**

- Increase in the percentage of 3-5 year olds enrolled in early childhood education*
- Increase in the percentage of pupils who leave school with a qualification*
- Increase in the percentage of residents who have a diploma or degree level qualification*
- Increase in the number of schools with broadband internet access*
- Continuous improvement in school performance as indicated by ERO reporting*
- Reduction in truancy rates at schools*

**3. We deliver innovative, integrated and effective learning programmes**

**“Structured processes for providers to coordinate programmes and activities”**

3.1	Facilitate collaboration between education providers through local forums and networks to ensure that education and training services are effectively coordinated in the region and to also develop new ideas and projects	Ministry of Education, Schools, Tertiary and Private Providers, Early Childhood Education, Venture Southland, Southland DHB
3.2	Ensure that the resources needed to deliver quality training are readily available and coordinated between providers for best use <i>Example: Staff, training plans, indoor/outdoor facilities, IT equipment</i>	
3.3	Coordinate local education and training services to facilitate the smooth transition of students between different courses, different providers and into employment	
3.4	Recognise and support volunteers for their invaluable contribution to the education sector from early childhood to tertiary education	Community and Volunteer Sector
3.5	Celebrate our successes in education through local networks, publications, via school and community award ceremonies and in the local media	Schools, Tertiary and Private Providers
3.6	Develop mentoring schemes between different training providers, teachers and with business for professional development and to build new partnerships	
3.7	Deliver scholarship programmes that effectively place learners into tertiary education, apprenticeships and employment	
3.8	Investigate new opportunities that engage with business and that expose students to different sectors/professions that support their own career path development	
3.9	Ensure that social service agencies are well informed of education providers and opportunities, and support and encourage their clients into appropriate programmes	Work and Income
3.10	Collaborate with local businesses on services and projects that support the up-skilling of clients and facilitate their smooth transition back into the work force	
3.11	Investigate and develop opportunities for more advanced levels of academic achievement in Southland including degree level courses	SIT, Southland Community College
3.12	Encourage successful students and graduates to return to the region for further education or employment	Venture Southland, SIT

**INDICATIVE SUCCESS MEASURES**

*Increased participation rates (tertiary, private and community)  
Increase in the number of people in apprenticeships  
Increase in the number of business/education sector partnerships and joint projects*

Lifestyle and Culture  
Economy and Employment  
Law and Order  
Health and Wellbeing  
Leadership  
Environment  
Education and Training

**4. We have a culture of continuous learning**

*“Celebration of learning achievement”*

- 4.1 Promote and encourage the benefits of ongoing education and training by local training providers, government agencies and employers
- 4.2 Develop new courses that will appeal to different age groups and which have flexible schedules to attract a high level of participation
- 4.3 Promote and market life-long learning and ensure that people are given up-to-date, accurate and appropriate information to stimulate their interest and participation

Ministry of Education, Schools, Tertiary and Private Providers

---

**INDICATIVE SUCCESS MEASURES**

- Increase in the average age range of participants*
  - Increase in resident participation in adult/community education programmes*
  - Increase in the number and range of courses available*
-

# > What happens now...



*Train going to Bluff*

The process of identifying community outcomes and the many initiatives required to achieve them has been a challenging one. Its success will in some ways be measured by the support that the Our Way Southland report receives but more

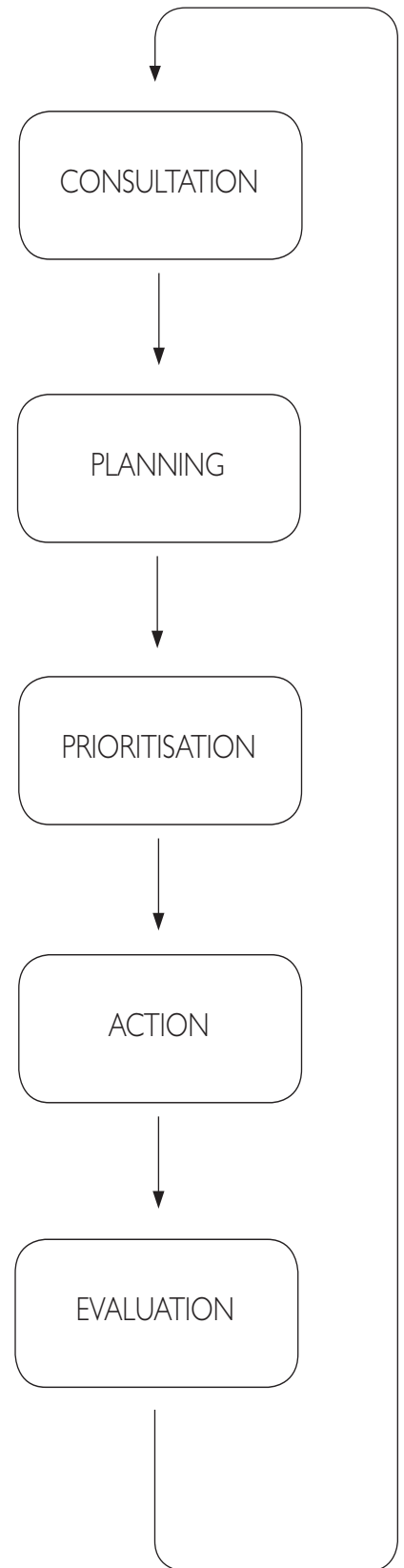
importantly through the actions and ongoing momentum the process can establish in Southland.

The project has given Southlanders the opportunity to articulate what they think are our region's strengths, weaknesses and opportunities. It has also facilitated a process whereby a wide range of groups and agencies have

been able to tell us what they think should be the future priorities, and ideas on how we can make some positive changes.

While different people will have different expectations of what happens next, it is important to recognise that the Our Way Southland project was intended from day one to develop outcomes and ideas that will take us forward over the long term – there are no 'quick fixes'.

The first and most important issue to recognise is that the outcomes identified in this report belong to all





Hay Bales

of us, and that we all have a stake in supporting them. How agencies prioritise and deliver their services, how leaders represent their communities and how we, as citizens, relate to and support one another, our families and neighbours: this is what holds the region together and moves it forward. Our Way Southland's origins came from the Local Government Act 2002 that required

councils to consult, identify and prioritise community outcomes. The findings are intended to support the long-term planning of councils and other service delivery agencies.

In the case of Our Way Southland, the Invercargill City Council, Southland District Council, Gore District Council and Environment Southland will use the information in this report as they develop their 2006-2016 Long Term Council Community Plans.

**These plans will include:**

- Council activities and levels of service
- Inclusion of community outcomes and how they connect to council activities
- Partnerships and collaborative projects

- New projects
- Resource and financial information

**It is important to recognise that a council's activities are just one piece of the puzzle. Councils will use the community outcomes information to develop their own plans but there is also an expectation that many of the other stakeholder groups which have been engaged in the process will commit to the outcomes, ideas and intent of this report.**

What this commitment will entail is still a work in progress. However, the feedback from stakeholder groups and the community have provided us with some key themes and ideas to take the process forward over the next couple of years. In summary these are:

- **Commitment:**  
Agree that the community outcomes are a blueprint for the region that we all want to live in and strive for:
- **Communication:**  
Improve the ways that we talk to and relate to one another at all levels in all organisations.
- **Coordination:**  
Acknowledge that we can achieve better results by being focused on the big picture and coordinating our ideas and activities.

- **Collaboration:**  
Working together and sharing our resources is a positive approach to move our region forward.
- **Creativity:**  
Utilise the expertise we have in the region and our Southland way of getting things done to overcome obstacles and get results.

As well as incorporating community outcomes into their long-term planning, councils also have a statutory obligation to monitor and report on progress. The act says:

*“monitor and, not less than once every 3 years, report on the progress made by the community of its district or region in achieving the community outcomes for the district or region”*

This report includes indicative success measures which will be used as tools for measuring progress. Work will continue on these to further develop new and existing tools for gathering data and getting feedback from the community. Councils will work with other stakeholder groups in Southland to assist in the compilation of data and statistical information to facilitate this process.



*Southern Sting - National Champions*

Southlanders value....

## CELEBRATING THEIR SUCCESSES!

*Whether it's excellence on the farm, in business, or on the sportsfield, Southlanders continue to excel in all walks of life and on all stages.*

*Most Southlanders are not particularly comfortable 'blowing their own trumpet.' However, they do value giving and receiving a pat on the back for a job well done.*

*The region boasts numerous achievers in sport, music, the arts, business and politics. Why? Opportunities to get involved, hard work, determination, stubbornness, innovation and a 'can do' attitude are just some of the qualities that see our people reach and exceed their potential.*

*Southlanders want more. It's vital that we continue to acknowledge and support our participants and achievers at all levels and continue to be proactive and innovative in how we celebrate and record their successes.*

# > Acknowledgements

---

**The Our Way Southland Project Team would like to acknowledge and thank everyone who contributed to the planning, development and delivery of the Our Way Southland project and production of the final report.**

During the two-year term of the project we have received an overwhelming response from members of the public, community and volunteer groups, service clubs, community boards, businesses, government departments, councils, local trusts, associations and many more. The key stakeholder groups who have contributed to the project are listed on page 15.



*Milford Road*

Special thanks to the members of the Our Way Southland Steering Group who have had a pivotal role in advocating for, and supporting the project since its inception in 2003.

The members from Year 1 and Year 2 are:

Cr Norman Elder  
(ICC Representative and Chairman)

Cr Sue Anderson (SDC)

Cr Cliff Bolger (GDC 04-05)

Cr Ian Capitaneas (ICC 03-04)

Cr Jeff Cunningham (GDC 03-04)

Cr Jim Fenton QSO (ES)

Cr John Frew (SDC 03-04)

Cr Peter Goomes (SDC 04-05)

Cr Neil Harvey (GDC)

Cr Tracy Hicks (ES 03-04)

Cr Jackie Kruger (ICC 04-05)

Cr Ted Loose (ES 04-05)

Cr Debbie McCallum JP (SDC 04-05)

Cr Anne McCracken (SDC 03-04)

Don Mowat (Iwi Appointee)

Cr Fred Sutherland (GDC)

Cr Heather Thomson (ICC)

Cr Diane Wilson (ES)



Cr Norman Elder - Our Way Southland  
Steering Group Chairman



Lindsay McKenzie - Our Way Southland  
Project Team Chairman



Richard Harris - Our Way Southland

Information about this report is available online at: [www.ourwaysouthland.org.nz](http://www.ourwaysouthland.org.nz)

Photos supplied by: Donna Hawkins, Dot Mulla, Venture Southland

# Our way SOUTHLAND

*For more information contact your local Council*

