

# **Social Wellbeing Strategy for the Queenstown Lakes District**

**October 2006**





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### **ACKNOWLEDGEMENTS**

## **1. INTRODUCTION**

### **1.1 What is Social Wellbeing?**

Social Wellbeing refers to those aspects of life that we care about as a society and which contribute to our individual happiness, quality of life, and welfare.

Social Wellbeing is relevant to all of the community outcomes that have been identified in the Queenstown Lakes District Council's Council Community Plan (CCP), but is particularly applicable to the outcome of achieving a safe and healthy community that is strong, diverse and inclusive for people of all age groups and incomes.

### **1.2 Purpose of the Strategy**

This Strategy provides an action plan to guide the district towards improving the social wellbeing of the community. The strategy identifies a wide range of organisations that have roles and responsibilities related to social wellbeing, including the Queenstown Lakes District Council (QLDC).

Two Social Wellbeing Working Parties were established to guide the development of this strategy; one for Queenstown and one for Wanaka. This was in recognition that the two places (and their surrounding townships) are different and have varying social issues and needs.

The Working Parties included members from a variety of backgrounds and areas of expertise and were guided by agreed terms of reference covering the development of this report as well as the preparation of the Queenstown Lakes Community Report which was released by Family and Community Services (FACS), a unit of the Ministry for Social Development (MSD) in July 2006.

The Community Report prepared by FACS makes the statement that the Queenstown Lakes District is undergoing significant growth, which is placing some pressure on the existing social infrastructure.

It identifies a number of areas of focus for the Queenstown Lakes District including housing, sustainable growth, childcare and mental health, some of which have also been identified through this strategy. It is noted that these issues will also be given further attention in the Action Planning and Implementation phases of the MSD Local Service Mapping (LSM) program.

A detailed overview of the findings of the Community Report is provided at Appendix 3 of this document.

### **1.3 Where does this Strategy fit in Council's overall Policy Framework?**

This strategy sits alongside other policy and strategy documents that have been prepared by the Council, a number of which also aim to address social issues affecting the local community. This includes the series of community plans which were prepared by the QLDC between 2001 and 2003.

The key difference between this strategy and the community plans is that this strategy aims to identify the key social issues affecting the entire district and outlines the actions that will be undertaken to address these issues in one succinct document.

Overall the strategy, in conjunction with other strategy and policy documents, will provide a framework for the achievement of the Community Outcomes identified in the CCP.

### **1.4 Roles and Responsibilities**

The Council's role in implementing the strategy will be informed by the Local Government Act 2002 (LGA). Section 10 of the LGA makes the following statement:

*“The purpose of local government is –*

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and*
- (b) to promote the social, economic, environmental, and cultural wellbeing of communities, in the present and for the future.”*

The wording here is important. The Council's role is to 'promote', not 'do'. The Act also provides social, economic, cultural and environmental issues with equal status, implying that there is room for prioritisation of these factors according to the needs of the district. Most importantly it is noted that the role of the Council does not impact on the primary requirement for central government or other agencies to fulfil their own responsibilities in each of these areas.

The role of the Council is not therefore to take over social services and functions from central government agencies or community groups but to promote, support and facilitate the work of these agencies while fulfilling its own responsibilities.

This differs substantially from the role of central government which has responsibility for social welfare. Appendix 2 includes a list of all central government agencies involved in social welfare activities. There is a need for Central Government agencies to determine their own programmes for further action and continue to take the lead responsibility on social welfare issues.

There are also a range of non profit organisations that are active participants in promoting and delivering services relating to social wellbeing in the district and who will be responsible for delivering some of the actions identified in this strategy. These agencies are listed in Appendix 2 of this document.

The implementation of the strategy will be reviewed and monitored on an annual basis as part of the annual Community Outcomes and District Plan Monitoring

It is important to point out that although there are some gaps and weaknesses relating to social wellbeing in the district, there is also a wide range of services that are available. These services cater for a rapidly growing community and in many cases need to expand to meet the needs of this growth.

## **1.5 Strategy Format**

This strategy outlines key issues that have been identified as hindering social wellbeing in the district and identifies objectives and actions for each issue that the QLDC, community organisations, non-profit and central government agencies can undertake in the next 3 to 5 years to improve social wellbeing in the community.

The strategy also identifies the type of organisations that are responsible for delivering the actions and whether the actions will be undertaken in the short term (within approximately 1 year) medium term (within the next 1-3 years) and long term (within 5 years).

It is noted that a number of the actions identified could be allocated to more than one issue or objective however for simplicity they have been allocated to the issue or objective that they most relate to.

## 2. SOCIAL WELLBEING ISSUES, OBJECTIVES AND ACTIONS

### ISSUE 1: A CHALLENGING EMPLOYMENT ENVIRONMENT

There is a relatively narrow range of industry types in the Queenstown Lakes District in comparison to the national average and this has created a challenging employment environment.

In 2005 the major industries in the district were hospitality (accommodation, cafes and restaurants) (30 percent of total employment); retail trade (15 percent); property and business services (12 percent) and construction (9 percent).

Some of these industries (particularly hospitality and retail trade) can offer erratic work hours and low rates of pay and, as a result, there is little incentive for people to work in the industries on a long term basis.

In addition to this the role of the district as a tourism destination attracts a large number of people for working holidays or seasonal employment. The short term nature of this work means that it provides limited opportunities for employees to stay in the district on a long term basis and there are no groups or organisations which actively encourage short term workers to consider obtaining long term employment and settling in the district for an extended period.

As a result of both of these factors there is a high level of transience in the workforce which causes difficulties for both employers and employees. It also means that there is less social integration or contribution between this part of the workforce and the wider resident community.

### ISSUE 1: OBJECTIVES AND ACTIONS

Objective 1.1: To create an environment that places a high value on all employees.		
Actions	Lead Agency	Timeframe
<p>Create an organisation which promotes the short, medium and long term employment opportunities within the Lakes District. This organisation will be charged with:</p> <ul style="list-style-type: none"> <li>a. Establishing a community based course for new employees in the area (similar to the Whistler Spirit Programme developed by the Whistler Chamber of Commerce, Canada).</li> <li>b. Providing prospective employees (via a web site) with essential information about the working and living environment in Queenstown.</li> <li>c. Providing a centralised system which employers can access as a first step in the recruiting process (in association with existing labour market providers).</li> <li>d. Supporting and promoting the existing employment and apprenticeship schemes available to employers and employees.</li> </ul> <p>The aims of the organisation will be :</p> <ul style="list-style-type: none"> <li>• To meet the challenge of the falling service standards by lifting the quality of the district's workforce.</li> <li>• To ensure that employees in the district have access to the same range of central government support and training opportunities available in the rest of New Zealand.</li> </ul>	QLDC, Job Agencies, Business & Commerce Groups	Medium
Objective 1.2: To facilitate sustainable business growth and provide a diverse economic base.		
Prepare an economic development policy as a priority	QLDC	Short
Encourage the district's marketing organisations to continue to focus on promoting growth in those parts of the year which have the capacity to absorb additional visitor numbers.	QLDC	Ongoing



**ISSUE 2: QUALITY HOUSING IS BECOMING LESS AFFORDABLE**

The rapid increase in property values over the past 5 years has created a barrier to affordable home ownership or rental accommodation for local residents.

The median house sale price in the Queenstown Lakes District increased from \$210,000 in 1999 to \$407,000 in 2005. By comparison, the average median house sale price for New Zealand as a whole was \$272,000 in 2005. By contrast the average household income in the district is \$67,329, only slightly higher than the rest of New Zealand.

This means that there is a significant gap between median home price in the district and average household income and, as a result, households that earn less than 120% of the average annual income have significant difficulty obtaining and servicing a mortgage to buy a house in the district.

As a consequence, individuals and families are sometimes forced to leave the district or they can be required to work long hours to meet their living and housing costs with resultant pressures on family, health and their ability to actively participate in the community.

An additional related issue is associated with the need to ensure that specific groups in the community have access to adequate housing, in particular ensuring that there is appropriate housing available for elderly people and for low income groups.

**ISSUE 2: OBJECTIVES AND ACTIONS**

**OBJECTIVE 2.1 – To provide sustainable solutions for the provision of affordable home ownership and long term rental accommodation.**

Actions	Lead Agency	Timeframe
Implement the QLDC Housing our People in Our Environment (HOPE) strategy.	QLDC	Ongoing
Abbeyfield to continue the development of housing for the elderly in the district.	Abbeyfield & QLDC	Ongoing
Presbyterian Support in Frankton and Elmslie House in Wanaka to continue to provide housing for the elderly.	Presbyterian Support	Ongoing



**ISSUE 3: INADEQUATE PROVISION OF SOME INFRASTRUCTURE AND SERVICES**

Consultation undertaken through both the preparation of this strategy and the Queenstown Lakes Community Report has identified a shortfall in the provision of some infrastructure and community services in the district. The main cause of this shortfall is the high rate of growth that the district has experienced and the lack of commensurate growth in service provision.

As a result a need has been identified for the Council to ensure that the provision of infrastructure (particularly public transport), community facilities (such as arts centres, halls and youth facilities) and open space keeps pace with growth and will be adequate to meet the needs of the population in the long term.

Shortfalls in central government services has also highlighted a need for increased advocacy to promote the district's social service needs to national providers to ensure that the level of service provided in the district is equitable to that available in other areas of the South Island and New Zealand as a whole. Examples of community service shortfalls include the lack of family support services; inadequate provision of mental health services, particularly services for families, children and adults with mild to moderate mental health needs; and the lack of childcare and early childhood education. Shortfalls have also been identified with some police and health services, particularly health services for the elderly.

In addition to this a key issue that has been identified as hindering efficient service provision in the district is a lack of co-ordination between existing community service providers. There is a need for greater collaboration and integration of these providers to reduce duplication and increase the quality of service provided in the district.

One opportunity that has been identified to assist in achieving this is the development of Community Houses in the district. The purpose of Community Houses would be to provide shared facilities for non-profit and government organisations and would assist in creating opportunities for increased communication and co-operation between these groups.

**ISSUE 3: OBJECTIVES AND ACTIONS**

<b>OBJECTIVE 3.1 – To develop a transport system that is viable, reliable and meets the needs of the growing population.</b>		
<b>Actions</b>	<b>Lead Agency</b>	<b>Timeframe</b>
QLDC to implement the Future Link Strategy.	QLDC	Ongoing
<b>OBJECTIVE 3.2: To provide community facilities, quality open space and recreation areas that are accessible to the whole community.</b>		
Develop the proposed Remarkable Centre in Queenstown and ensure that the facility will meet the long term needs of the district.	QLDC	Ongoing
Continue to progress the development of a Community Arts and Events Centre in Wanaka.	QLDC	Ongoing
Work in co-operation with Tangata Whenua to develop facilities for Maori residents which meet their needs and aspirations.	QLDC, Tangata Whenua	
To continue requiring (through the LGA and the District Plan) developers to set aside land for sports/recreation fields, passive open spaces, walkways, facilities and amenities and to ensure that development contributions of land and money are appropriate and viable.	QLDC	Ongoing
Ensure the activities of the Wakatipu Trails Trust and the Aspiring Arts and Trails Trust are continued and supported.	Wakatipu Trails Trust & QLDC	Ongoing
Where possible co-locate facilities (such as active recreation facilities or meeting spaces) to maximise use and minimise wasted resources and encourage efficient use of facilities.	QLDC & Central Govt.	Ongoing
Promote widespread awareness of all facilities that are available by publishing them in the annual Community Handbook.	QLDC	Ongoing
<b>OBJECTIVE 3.3 – To improve access to local, regional and central government services for all members of the community</b>		
Continue to work with Heartland Services, MSD, funding trusts and community groups to establish community service houses in Queenstown and Wanaka.	QLDC, Central Govt., Non-profit agencies	Ongoing
Advocate for central government to provide social, health and education services on a basis that is equitable with the rest of New Zealand.	QLDC	Short

Community organisations such as Central Otago REAP, Citizens Advice Bureau (CAB) and Community Networks (Wanaka) and WINZ to promote the services, assistance packages and entitlements available to community members.	Non-profit agencies	Ongoing
<b>OBJECTIVE 3.4 –To forecast growth and ensure that local and central government continue to plan and provide for services that will meet projected population needs.</b>		
QLDC to continue to revise and reform growth forecasts on a regular basis.	QLDC	Ongoing
QLDC to respond to the demands of growth through the provision of efficient infrastructure and community facilities.	QLDC	Ongoing
QLDC to work with central government to ensure that the Council and central government agencies plan for service provision using the same growth forecasts.	QLDC	Short
For all agencies to continue to build on the work undertaken through the MSD Social Services Mapping and to ensure that this information is used to plan for the most efficient and effective social service delivery in the district.	QLDC, Non-profit & Central Govt. Agencies	Ongoing
<b>OBJECTIVE 3.5 – To recognise the importance and value of families to the community and to provide support services to promote strong families and youth development.</b>		
Council and all other relevant government and non-government agencies to work together to ensure that a full range of support services are available to local families, including parenting courses and provision of adequate childcare facilities.	QLDC, Non-profit & Central Govt. Agencies	Medium
Ensure the continued provision of existing youth services and facilities including: <ul style="list-style-type: none"> <li>• Kahu Youth Trust.</li> <li>• Wanaka area Youth Trust.</li> <li>• EXIT Youth Centre.</li> <li>• Wakatipu Youth Trust.</li> </ul>	QLDC, Non-profit & Central Govt.	Ongoing
Advocate for and facilitate the provision of : <ul style="list-style-type: none"> <li>• A teen support program for youth at risk (initiated by the Police).</li> <li>• A Youth Centre (similar to the EXIT Youth Centre) in Wanaka.</li> <li>• Employment of full time youth aid officers in</li> </ul>	Non-profit Agencies, Central Govt. & QLDC	Medium

Queenstown and Wanaka.		
Organisations such as Community Networks, mainly music, Plunket, CO REAP, Salvation Army and churches to continue providing support to families in need.	Non-profit agencies	Ongoing
Continue to run the “Buddy Programme” which provides ‘parental support’ to families.	Non-profit agencies, Central Govt.	Ongoing
<b>OBJECTIVE 3.6 – To ensure that adequate services and facilities are available for the least robust in the community (aged, young families, unwell)</b>		
Advocate for and facilitate the development of high quality health, retirement facilities and support services for elderly people in the district including providing improved access to home care.	Non-profit agencies & QLDC	Medium
Ensure the ‘meals on wheels’ service is maintained.	Non-profit agencies	Ongoing
Investigate the adequacy of health facilities (accessibility and cost).	Central Govt. & Non-profit agencies	Medium
<b>OBJECTIVE 3.7 – To increase co-operation and communication between different community service agencies and groups operating in the district.</b>		
Organise opportunities for local community organisations, support networks, non-profit agencies and groups and central government to meet regularly and identify opportunities to work together and share information.	Non-profit agencies, QLDC, Central Govt.	Ongoing
Retain monthly interagency meetings to share information.	Non-profit agencies & QLDC	Ongoing

#### ISSUE 4: THREAT TO THE COMMUNITY'S 'SENSE OF PLACE' AND OWNERSHIP OF THE DISTRICT

'Sense of place' refers to a community's sense of identity. It is related to the community's response to the social and natural environment and their experiences in daily life, as well as their perception of the district as a whole. A number of factors have been identified through this strategy as contributing to the loss of the community's sense of place and a reduced sense of ownership of the district. These include:

- Reduced community cohesion;
- The negative impacts of visitor accommodation on residents; and
- High levels of petty crime and anti-social behaviour.

##### Reduced Community Cohesion

Two distinct issues have been identified in relation to community cohesion in the Queenstown Lakes District. Firstly there is concern that some families and individuals who move to the district lack a sense of belonging and find it difficult to make contacts within the community. In addition they face pressure because they do not have access to traditional family or friendship networks for support. This can be a particular challenge for young families and elderly people and is exacerbated by the high number of short term residents in the district.

A second key issue for the social wellbeing of the community is the lack of cohesion between different communities within the district, largely due to geographic barriers between the different towns and townships. Poor cohesion between communities reduces collaboration and co-operation between different service providers in the different areas, which leads to duplication and ultimately reduced quality of service. The challenge for the district is therefore to promote an inclusive and caring community which works together to improve the social wellbeing of all residents.

##### The negative impact of visitor activity on residents

Visitors are integral to the economic wealth and social vitality of the district however large numbers of visitors can have negative impacts on the

amenity of the district's town centres and residential neighbourhoods and can place pressure on local services. Impacts on amenity include traffic congestion, parking shortages, traffic safety (particularly in the town centres), increased petty and alcohol-related crime and adverse effects resulting from large amounts of visitor accommodation in traditionally residential neighbourhoods. It also has the effect of reducing the number of residents who live within walking distance of the town centres which means that there are a disproportionate number of visitors in the town centres compared to residents.

It is estimated that on a peak day in 2006 there are 32,206 visitors and 14,148 permanent residents in the Wakatipu ward; and 22,650 visitors and 6,412 residents in the Wanaka ward. This is projected to increase to approximately 55,338 visitors and 31,443 residents in the Wakatipu ward and 46,705 visitors and 14,663 residents in the Wanaka ward on a peak day in 2026. This imbalance between visitors and residents during the peak period means that services and resources such as accommodation, transport, parking, water and sewerage come under extreme pressure during peak visitor periods and need to be designed to accommodate peak demands to ensure that long term residents do not suffer from reduced levels of service and amenity. It also means that residents feel outnumbered during these periods which can reduce the community's amenity and sense of ownership of the district.

##### High levels of petty crime and anti social behaviour in the district

Statistics from the Queenstown and Wanaka police stations indicate that dishonesty makes up 47 percent of all recorded offences in the district, with theft being the most commonly recorded type of offence. Drugs and anti-social offences are the district's second most commonly recorded crime, making up a significant 21 percent of all recorded offences compared with 13 percent nationally. There is concern that the relatively high occurrence of this type of offence stems from the party image of the district, particularly Queenstown, and the increased number of licensed premises. In this regard the ease of acquiring a liquor license combined with the New Zealand binge drinking culture and increased drug use (including the use of party pills), is fuelling a perception and apparent increase in anti-social behaviour.

**ISSUE 4: OBJECTIVES AND ACTIONS**

<b>OBJECTIVE 4.1: To encourage community involvement in local events</b>		
<b>Actions</b>	<b>Lead Agency</b>	<b>Timeframe</b>
Continue to support and encourage festivals like the Winter Festival, Summerdaze and the Wanaka Festival of Colour and to ensure that they maintain a high level of local involvement.	QLDC	Ongoing
Continue to promote/encourage community activities such as Wanakafest, church fairs, family day in the park, teddy bears picnic etc.	QLDC	Ongoing
Continue providing support and funding for appropriate community activities.	QLDC	Ongoing
Encourage celebrations e.g. Christmas decorations.	QLDC	Ongoing
Promote greater integration and co-operation between events, festivals and activities in different parts of the district and the region, in particular between events in Wanaka and Queenstown.	QLDC	Short - Medium
Assist in encouraging and expanding street parties in the district.	QLDC, Chamber of Commerce	Short - Medium
<b>OBJECTIVE 4.2: To provide a high level of residential amenity</b>		
Ensure that a high level of residential amenity is maintained by continuing to upgrade reserves and streetscapes, to encourage high quality urban design, and to enforce the new litter bylaw.	QLDC	Ongoing
<b>OBJECTIVE 4.3: To improve communication within the community</b>		
Continue to work with local media to promote and increase awareness of community activities.	QLDC & Non-profit	Ongoing
Continue to encourage and support Community Associations as the hub of any small community suburb or neighbourhood.	QLDC & Non-profit	Ongoing
Create an area on the QLDC website that facilitates community connections and lists community events scheduled in the district such as an electronic noticeboard and provide free access to the QLDC web site at QLDC offices or the library.	QLDC	Medium
Provide new residents with 'welcome to Wanaka/Queenstown' packs on arrival through Real Estate Agents, rates and rental agencies.	QLDC	Medium

Distribute the Community Handbook to every household annually.	QLDC	Ongoing
<b>OBJECTIVE 4.4: To ensure that while visitors are welcomed and embraced, the needs of the normally resident community remain a priority.</b>		
Use the mechanisms available, such as the District Plan to ensure that a high level of amenity is maintained in the residential zones.	QLDC	Ongoing
Further investigate Council's ability to better manage visitor accommodation in established residential areas and in the high density residential areas.	QLDC	Short
Continue to enforce district plan noise requirements and to consider appointing a full time noise officer.	QLDC	Ongoing
Undertake additional work to consider noise issues in the Queenstown town centre.	QLDC	Medium
<b>OBJECTIVE 4.5: To manage the hospitality and liquor industries in a way that ensures that the amenity of local residents is not compromised.</b>		
Continue to monitor licensed activities through the Licensing Act process.	QLDC	Short
Review the liquor licensing process to determine whether it is too easy for individuals and businesses to obtain licenses.	QLDC & Central Govt.	Short
<b>OBJECTIVE 4.6: To reduce levels of petty and alcohol-related crime.</b>		
Continue to enforce the law and have a presence on the street around town.	Central Govt. (Police Dept)	Ongoing
Council and Police to continue to enforce liquor controls.	Central Govt. (Police Dept), QLDC	Ongoing
Implement crime prevention through urban design principles.	QLDC	Ongoing
Increase the amount of surveillance cameras in the CBD	QLDC	Medium
Develop new education programs in schools which provide for positive interaction between police and school students.	Central Govt.	Medium
<b>4.7: To reduce irresponsible use of alcohol and other recreational drugs.</b>		
REAP to continue to run drink safe workshops.	Non-profit	Ongoing
Police enforcement including 'stings' on local liquor outlets.	Central govt.	Ongoing
Promote ALAC incentives to change drinking culture.	QLDC, Non-profit & Central Govt.	Ongoing

## **ISSUE 5: RISK THAT THE PROPORTION OF LONG TERM RESIDENTS IN THE COMMUNITY WILL DECLINE AND THAT THE COMMUNITY WILL LACK DIVERSITY**

This issue refers to concern within the community that the proportion of residents living in the district compared to the number of visitors will decline and that changes in the district, such as increased housing costs, will deny access for new residents who would like to settle on a long term basis. This issue is clearly related to Issue 4 outlined above.

Associated with this is concern that these barriers will result in the community becoming less diverse over time. In this regard it is recognised that a healthy community should include people from diverse cultural and socio-economic backgrounds and age groups and that to achieve this there is a need to have adequate services and facilities in place to support their differing needs.

### **A narrow community demographic**

Queenstown has a narrow resident demographic in comparison to other parts of New Zealand with an over-representation of residents in the 20 to 39 year age group as well as in the under 19 age cohort.

Queenstown itself has the least diverse community in the district, with nearly half the total population aged between 20 and 39 years and significantly less people aged 40 and over than the national average; while Wanaka's population has shown an aging trend with a growing number of residents who are in their middle years or of retirement age.

The district is also quite ethnically homogenous in comparison to other communities in New Zealand. In 2001 a very significant 89 percent of the population were European in origin, in comparison to 77 percent for New Zealand as a whole, while just 5 percent were Maori and 4 percent were of Asian origin.

There is a need for the district to attract and retain people of diverse age groups and origins with an aim to develop a more balanced and integrated community. To achieve this it is important to recognise and celebrate

cultural diversity, particularly the historic and current role of the Maori in the district.

Ngai Tahu is the single largest iwi in the Queenstown Lakes District however there is no single mana whenua papatipu runaka and no marae base in the district. Ngai Tahu whanau make up approximately one third of the local Maori population and the remaining two-thirds of local Maori represent a number of iwi. Not having a marae base has meant that Maori have lacked a cultural focal point and this appears to have contributed to the low profile of Maori culture and history in the district and also results in Maori residents experiencing isolation from their normal social structures.

However the Maori population of the district is growing fast and it is currently estimated that there are approximately 1,100 Maori living in the district. The 2001 Census indicated that Maori generally have lower levels of employment, education, income and home ownership than non Maori in the district however anecdotal evidence suggests that employment levels among Maori have increased in the last 5 years and this is likely to have corresponded with a rise in the general economic security of the Maori population.

### **A need for positive role models**

Young people are an integral part of a healthy community and it is vital to the social wellbeing of the district that they are encouraged to remain and settle in the area on a long term basis and are provided with a range of career prospects. A key issue that has been identified as hindering the retention of young people is the lack of positive role models in the district from whom young people can identify career and personal development opportunities. Providing positive role models will support the constructive development of young people and encourage them to stay in the district on a long term basis.

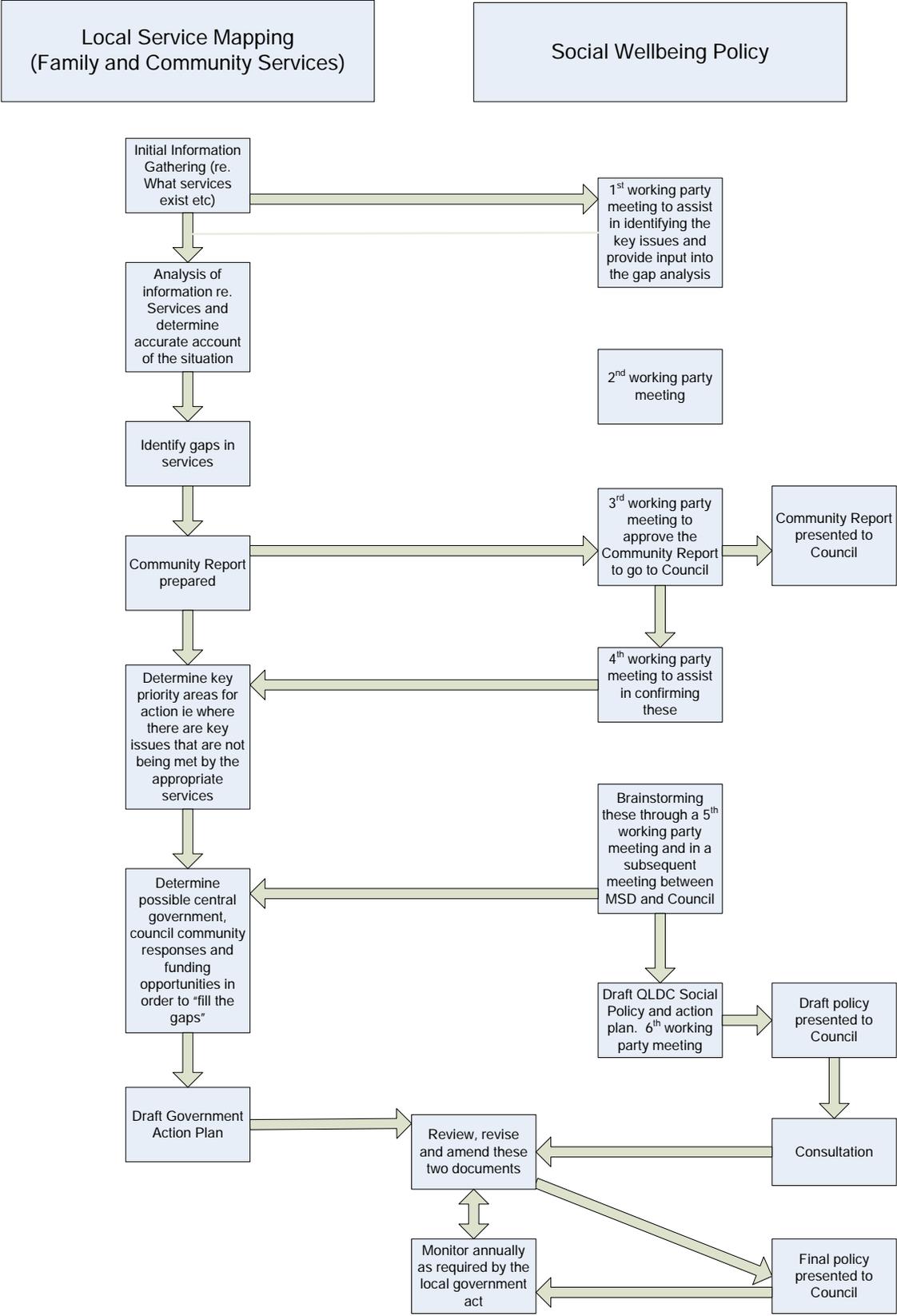
**ISSUE 5: OBJECTIVES AND ACTIONS**

**OBJECTIVE 5.1: To promote different parts of the district to attract a diverse range of people and make it attractive for them to settle permanently.**

<b>Actions</b>	<b>Lead Agency</b>	<b>Timeframe</b>
Promote employment opportunities available in the Queenstown Lakes District through a central organisation (see Objective 1.1).	QLDC	Medium
Implement the HOPE Strategy (see Objective 2.1).	QLDC	Ongoing
Continue to encourage Community Associations to be active in creating community spirit and in welcoming new residents to the district.	QLDC & Non-profit	Ongoing
Continue to undertake urban design exercises and to provide new facilities and services in all of the townships in the district (e.g. Cardrona toilets and Kingston foreshore).	QLDC	Ongoing
Continue to investigate sewage and waste improvements required in the district.	QLDC	Ongoing
Identify any re-zoning required to enable additional growth in key areas in the district and ensure that the townships remain primarily self-sustaining.	QLDC	Ongoing
<b>OBJECTIVE 5.2: To increase recognition of Maori and Maori culture and other cultures in the district.</b>		
Ministry of Education to obtain Whanau support in the community.	Central Govt. & Non-profit	Ongoing
Continue to plan Cultural Day as part of Summerdaze.	QLDC	Ongoing

Contribute to local Government/Iwi liaison forum Te Roopu Taiao.	QLDC	Short-Medium
Provide cultural awareness and Treaty of Waitangi training to key workers in the district.	QLDC, Non-profit & Central Govt.	Medium
Continue to facilitate Maori language learning for Council staff.	QLDC	Ongoing
Continue to provide kapa haka and cultural support at local schools.	Central Govt. & Non-profit	Ongoing
Continue to develop opportunities within the tourism and hospitality industries for Maori residents.	Non-profit	Ongoing
Organise an increased number of events celebrating Maori history and culture (similar to the QLDC CivicCorp History Trail with Kaumatua Huata Holmes held in 2004 as part of Maori Language Week).	QLDC & Non-profit	Medium
Provide recognition of Wahi Tapu sites.	QLDC	Ongoing
Provide recognition of Tikanga Maori.	QLDC	Ongoing
<b>Objective 5.3: To provide positive role models for young people</b>		
Develop a mentoring program for young people in the district involving key local business people and government office holders to promote the opportunities available in the district.	QLDC & Central Govt.	Medium

Appendix 1



## Appendix 2

Key issues	Agencies involved
<b>An challenging employment environment</b>	
	<ul style="list-style-type: none"> <li>- QLDC</li> <li>- Statistics NZ (forecasting etc)</li> <li>- Chambers of Commerce</li> <li>- QLDC - Otago outlook</li> <li>- Destination Queenstown</li> <li>- Commerce Queenstown</li> <li>- Wanaka Chamber of Commerce</li> <li>- Central Employment Trust</li> <li>- Local businesses</li> <li>- Job agencies</li> <li>- Unions</li> <li>- Employers Association</li> <li>- WINZ</li> <li>- Salvation Army (Queenstown)</li> <li>- Churches, e.g. 'Big Feed'.</li> <li>- Citizens Advice Bureau (CAB), advice</li> <li>- Happiness House</li> <li>- Community Networks</li> </ul>
<b>Quality housing is becoming less affordable</b>	
	<ul style="list-style-type: none"> <li>- QLDC</li> <li>- Developers</li> <li>- New Zealand Housing Corporation</li> <li>- WINZ</li> <li>- Department of Building &amp; Housing provide tenancy services (landlords/tenants)</li> <li>- Abbeyfield</li> <li>- Presbyterian Support</li> </ul>
<b>Inadequate provision of some infrastructure and services</b>	
To develop a public transport system that is viable, reliable and meets the needs of a growing population	<ul style="list-style-type: none"> <li>- QLDC provide incentives and infrastructure (roads)</li> <li>- Otago Regional Council</li> <li>- Transfund</li> <li>- Transit NZ</li> <li>- Private providers</li> </ul>
To provide community facilities, quality open space and recreation areas that are accessible to the whole community.	<ul style="list-style-type: none"> <li>- QLDC</li> <li>- Developers</li> <li>- Wakatipu Trails Trust</li> <li>- Charitable Trusts</li> </ul>
<p>To improve access to local, regional and central government services for all members of the community.</p> <p>To recognize the importance and value to the community of families and young people and to provide support services to promote strong families and youth development.</p> <p>To ensure that adequate services and facilities are available for the least robust in the community</p>	<ul style="list-style-type: none"> <li>- QLDC</li> <li>- Dept. of Family and Community Services</li> <li>- Heartland Services</li> <li>- Southland Health Board</li> <li>- Kahu Youth Trust</li> <li>- Wanaka Area Youth Trust</li> <li>- Child, Youth and Family</li> <li>- Wakatipu District Youth Trust</li> <li>- Ministry of Education</li> <li>- CO REAP</li> <li>- Churches</li> <li>- Bernados</li> <li>- Charitable Trusts</li> <li>- Happiness House Community Support</li> <li>- Church organizations</li> <li>- Upper Clutha Presbyterian, Parent Inc &amp; mainly music</li> <li>- Plunket</li> <li>- Family Support-Homebuilders</li> </ul>

	<ul style="list-style-type: none"> <li>- Strengthening Families (Family and Community Services)</li> <li>- Victim Support</li> <li>- Women Support</li> <li>- Under 5 services and facilities, e.g. Childcare</li> <li>- Meals on Wheels</li> <li>- Senior Net</li> <li>- Presbyterian Support Southland, Elmsie House</li> <li>- Salvation Army</li> <li>- Community groups</li> </ul>
To forecast growth and ensure that local and central government continue to plan and provide for services that will meet projected population needs	<ul style="list-style-type: none"> <li>- QLDC</li> <li>- Stats NZ</li> <li>- Dept. of Family and Community Services</li> </ul>
To increase co-operation and communication between different agencies and groups operating in the district.	<ul style="list-style-type: none"> <li>- All Community Associations</li> <li>- QLDC</li> <li>- Community Networks</li> <li>- Interagency Groups</li> <li>- All non-profit agencies operating in the district</li> </ul>
<b>Threat to the community's 'sense of place' and ownership of the district</b>	
	<ul style="list-style-type: none"> <li>- QLDC</li> <li>- Local media</li> <li>- Community associations</li> <li>- Real estate agents and rental agencies</li> <li>- QLDC, District licensing Authority (DLA)</li> <li>- Police</li> <li>- PHS &amp; Southland District Health Board</li> <li>- Alcohol Advisory Council of New Zealand</li> <li>- Hospitality Industry Associations etc</li> <li>- Ministry of Education</li> <li>- Youth Trusts</li> <li>- Destination Wanaka</li> <li>- Lake Wanaka Tourism</li> </ul>
<b>Risk that the proportion of long term residents in the community will decline and that the community will lack diversity</b>	
	<ul style="list-style-type: none"> <li>- QLDC</li> <li>- Community Associations</li> <li>- Ministry of Education</li> <li>- Tangata Whenua</li> </ul>

## **Appendix 3: Executive Summary form the Queenstown Lakes Community Report (Family and Community Services)**

### **Overview**

In the process of identifying the key issues and areas for focus for the Queenstown Lakes community, it has become clear that the district's priorities reflect a community that is undergoing significant growth, which is placing some pressure on the existing infrastructure. What this means for families in the district, is that sustainable development needs to be translated into and affordable access to adequate housing, and services to support parents in their work, such as the provision of quality early childhood care.

What is encouraging from the key findings and issues raised by the community are the initial steps already taken by in the Queenstown Lakes District Council's Community Plan to address the issues of housing and sustainable development.

### **Aim of the Queenstown Lakes District Community Report**

This Community Report has been developed to highlight and prioritise issues of concern for families in the Queenstown Lakes district. The information in the report sits within a broader context of information, including earlier reports, relevant social and economic statistics, a stock take of service provision, and quantitative and qualitative information gathered from the community itself.

The aim of this process and the resulting report is to provide a solid foundation on which to develop an action plan in response to the priority issues and to effect positive change by implementing, monitoring and evaluating the effect of those actions. The best outcomes from this process will be achieved through a collaborative partnership between the community, the government (both central and local) and the non-government organisations and groups involved.

### **Key Findings – Local Areas of Focus**

After analysis of the information gathered for this report the following areas of focus have been identified for the Queenstown Lakes district and for further attention in the Action Planning and Implementation phases of LSM.

The findings have been categorised within the report as being “tested” or “untested” issues. Tested issues are those where more than two reliable sources identified them as a key concern. Housing and sustainable growth emerged as tested issues in the findings. Untested issues are those with only one reliable source and will require further testing with the community before the Action Planning Stage. The two untested issues in this report are lack of early childhood education and mental health service issues fall into this category. See Section 3 of this report, titled Findings.

### **Housing**

The Queenstown-Lakes district is experiencing a shortage of affordable housing. It is anticipated that this demand will not decrease, but rather increase. This issue was highlighted by community providers as the single most important issue being confronted by family and Whanau living within the Queenstown-Lakes district. This issue affects Maori as their rate of home ownership is less than the national average of Maori home ownership and in comparison with non-Maori living in the Queenstown Lakes area. However, the issue also affects others. Based on interviews with local residents and reports from those within the real estate industry it is evident that the issue has widespread and far reaching consequences. Young singles live in overcrowded rental accommodation as means to share rental costs. Couples and young families who are seeking to establish themselves in the district and are prevented from doing so or deterred by rental, purchase or construction costs. Longer-term residents attracted by the prospect of cashing up in a high price market make the decision to leave the district.

One observable impact of the lack of affordable housing for ordinary New Zealanders is the absence of what could be termed “normally resident” population of 18 – 35 year olds, replaced in number but not in their

connectedness to the long-term future of the communities they reside in which reduces the necessary levels of social capital and social cohesion in those communities.

Increasing costs for both purchasing and renting houses is confirmed by the statistical overview of the community environment. The Queenstown Lakes District Affordable Housing Strategy - Housing Our People In our Environment<sup>1</sup> is designed to combat the growing problem of housing affordability. In October 2005 a Senior Policy Analyst Housing commenced work to advance key tasks from the strategy including:

- Establishing the Community Housing Trust.
- Developing a Memorandum of Understanding with Central Government.
- Working with the business community to develop financial models in terms of providing housing.
- Working with developers to secure voluntary contributions for housing.

#### **Sustainable Growth**

Queenstown Lakes has and will continue to experience a tourism boom. Increased visitor numbers while having a positive impact on the economic development of the area, also results in greater pressure for resources. Failure to plan for additional community resources and services to cater for an increase in population could lead to severe negative social effects including entrenched social isolation, over representation of seasonally driven transient workforces and a consequent reduction in the necessary levels of social capital and social cohesion required for local communities to address local problems with local solutions.

One way of describing the impact of unsustainable or unrealistic growth expectations is to describe the problem as the “perception of affluence and (for some) the reality of poverty”. Boom times and a perception of affluence attract people to the district. However, it is apparent that for a significant number the dream of moving to the district and earning

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<sup>1</sup>

<http://www.qldc.govt.nz/Documents/ContentDocuments/Community%20Housing%20HOPE.pdf>

sufficient income to establish a home and for some a family, and over time become part of the local community can come crashing down to earth with severe consequences.

The Queenstown Lakes Council's Community Plan has highlighted this issue and the Council has recently released a draft wellbeing policy document and strategy to address seven foreseeable issues covering:

- An challenging employment culture is present in the district
- Quality affordable housing is becoming increasingly less affordable
- A shortfall of some community services
- A lack of community cohesion
- The negative impact of visitor activity on the social wellbeing of residents
- A narrow community demographic and low diversification of businesses
- High petty crime and anti-social behaviour in the district

#### **Child Care and Lack of Early Childhood Education**

The community provider questionnaire identified the provision of early childcare education as an issue. It is clear that childcare is important, as an issue it impacts on families and Whanau in the Queenstown Lakes district. This issue was also highlighted when providers were asked to identify the type of extra services that should be provided.

#### **Mental Health Services**

Three different sources, the Queenstown Lakes Family Centre Community Needs Analysis 2004, the Health Profile of Southland District Health Board, 2005 and the Mental Health section in the Statistical Overview of this report have noted that mental health service access and current delivery mix is an issue. However more research needs to be undertaken to determine whether or not there exists a need for more service provision regarding mild to moderate mental health needs.

### **National Areas of Focus**

The findings identified in this report relate to the following national areas of focus:

1. Services addressing educational underachievement and its links to low socio-economic status (*Finding Three; Lack of Early Childhood Education*).
2. Services addressing barriers to participation in sustainable employment (*Finding One; Housing, Finding Two; Sustainable Growth, Finding Four; Mental Health Services*).

### **Process and Methodology**

The work for this Community Report was undertaken as a collaborative exercise by FACS and the Queenstown Lakes District Council. In addition, two working parties were established, one based in Queenstown and the other in Wanaka. The working groups included members of the community, Maori representation, and central/local government. Each working party was guided by an agreed set of terms of reference and a project plan covering the preparation of a Social Wellbeing Strategy for the QLDC and this Community Report. .



**ACKNOWLEDGEMENTS**

This Strategy was prepared by the Council, with the assistance of the Council’s Social Wellbeing Working Parties. Members of the Working Party are as follows:

<b>Representation</b>	<b>Person</b>
<b>Councillors</b>	Clive Geddes (Chairman and Mayor QT) John Wilson (QT)
<b>The community...</b>	Merve Aoake (QT) Hugh McCafferty (QT) Linda DeGruchy (QT) Becky Cain (QT) Harriett Mahaffie (QT) Katie Parker (QT) Verona Cournane (QT) Lyal Cocks (Chairman Wanaka) Jo McArthur (Wanaka) Liz Malusching (Wanaka) Nicki Ramsden (Wanaka) Johan Bergman (QT and Wanaka) Donald Shand (QT and Wanaka)

Please note that Johan Bergman (Strategic Planner QLDC) and Donald Shand (Relationship manager FACS) served on both working parties.

**Role of Family and Community Services (MSD)**

- Family and Community Services will be responsible for costs incurred by FACS staff.
- Family and Community Services will be responsible for the local services mapping processes, preparation of the Community Report and initial coordination of central government action plans.

- Family and Community Services Regional Relationship Manager will jointly manage the project

Recognition and thanks is also extended by the Council to the following organisations who assisted with the project, namely:

- Fire Service
- Police
- Plunket
- Queenstown Lakes Family Centre

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