



# AGENDA

**Ordinary meeting of the**

**Community Services Committee**

**Thursday 1 June 2017  
Commencing at 9.00am  
Council Chamber  
Civic House  
110 Trafalgar Street, Nelson**

Membership: Councillor Gaile Noonan (Chairperson), Her Worship the Mayor Rachel Reese, Councillors Mel Courtney (Deputy Chairperson), Kate Fulton, Matt Lawrey, Brian McGurk, Paul Matheson and Mike Rutledge

Guidelines for councillors attending the meeting, who are not members of the Committee, as set out in Standing Orders:

- All councillors, whether or not they are members of the Committee, may attend Committee meetings (SO 2.12.2)
- At the discretion of the Chair, councillors who are not Committee members may speak, or ask questions about a matter.
- Only Committee members may vote on any matter before the Committee (SO 3.14.1)

It is good practice for both Committee members and non-Committee members to declare any interests in items on the agenda. They should withdraw from the room for discussion and voting on any of these items.

**1. Apologies**

Nil

**2. Confirmation of Order of Business****3. Interests**

3.1 Updates to the Interests Register

3.2 Identify any conflicts of interest in the agenda

**4. Public Forum****5. Confirmation of Minutes**

5.1 6 April 2017

**8 - 14**

Document number M2486

Recommendation

***That the Committee******Confirms the minutes of the meeting of the Community Services Committee, held on 6 April 2017, as a true and correct record.*****6. Status Report - Community Services Committee - 1 June 2017****15 - 18**

Document number R7742

Recommendation

***That the Committee******Receives the Status Report Community Services Committee 1 June 2017 (R7742) and its attachment (A1157454).***

**7. Chairperson's Report 19 - 21**

Document number R7786

Recommendation

***That the Committee***

***Receives the report Chairperson's Report (R7786).***

**8. Nelson Arts Festival Transition Group Recommendations 21 - 50**

Document number R7027

Recommendation

***That the Committee***

***Receives the report Nelson Arts Festival Transition Group Recommendations (R7027) and its attachments (A1542866, A1700021 and A1709008); and***

***Notes the recommendation of the Nelson Arts Festival Transition Group to establish a new Council Controlled Organisation to deliver the Nelson Arts Festival, and directs the Chief Executive to:***

***- Seek feedback from the community on the establishment of a Council Controlled Organisation to deliver the Nelson Arts Festival.***

**RECREATION AND LEISURE**

**9. Capital Expenditure Programme 2016-17 - Requests for Change 51 - 54**

Document number R7571

Recommendation

***That the Committee***

***Receives the report Capital Expenditure Programme 2016-17 - Requests for Change (R7571).***

Recommendation to Council

***That the Council***

***Approves, with respect to project 2226 Elma Turner Library improvements, that budget phasing for 2016-17, 2017-18, and 2018-19 is adjusted to \$30,000, \$175,000, and \$308,000 respectively; and***

***Approves, with respect to project 1175 Stoke Sports and Community Facility, that \$2,418,489 from 2016-17 budget is transferred to 2017-18.***

## **COMMUNITY DEVELOPMENT**

### **10. Youth Strategy**

**55 - 79**

Document number R7301

Recommendation

***That the Committee***

***Receives the report Youth Strategy (R7301) and its attachments (A1755970, A1762721); and***

***Approves the draft Youth Strategy (A1762721) and proposed process for community engagement as outlined in R7301.***

## **REPORTS FROM COMMITTEES**

### **11. Youth Council Update**

Youth Councillors Emma Edwards and Alex Hunter will provide an update on Youth Council activities.

### **12. Nelson Youth Council - 17 March 2017**

**80 - 84**

Document number R7809

Recommendation

***That the Committee***

***Receives the minutes of a meeting of the Nelson Youth Council, held on 17 March 2017.***

### 13. Nelson Youth Council - 12 April 2017

85 - 90

Document number R7810

Recommendation

***That the Committee***

***Receives the minutes of a meeting of the Nelson Youth Council, held on 12 April 2017.***

## PUBLIC EXCLUDED BUSINESS

### 14. Exclusion of the Public

Recommendation

***That the Committee***

***Excludes the public from the following parts of the proceedings of this meeting.***

***The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:***

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	Community and Commercial Leases - Omnibus Report	Section 48(1)(a)  The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: <ul style="list-style-type: none"><li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</li></ul>

## **15. Re-admittance of the public**

Recommendation

***That the Committee***

***Re-admits the public to the meeting.***

### **Note:**

- **Youth Councillors Emma Edwards and Alex Hunter will be in attendance at this meeting.**

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## Minutes of a meeting of the Community Services Committee

**Held in the Council Chamber, Civic House , 110 Trafalgar Street,  
Nelson**

**On Thursday 6 April 2017, commencing at 9.01am**

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**Present:** Councillor G Noonan (Chairperson), Councillors M Courtney (Deputy Chairperson), K Fulton, M Lawrey, B McGurk, P Matheson and M Rutledge

**In Attendance:** Councillors I Barker and S Walker, Group Manager Community Services (C Ward), Senior Strategic Adviser (N McDonald), Manager Communications (P Shattock) and Administration Adviser (E-J Ruthven)

**Apology:** Her Worship the Mayor Rachel Reese

### **1. Apologies**

Resolved CS/2017/010

***That the Committee***

***Receives and accepts an apology from Her  
Worship the Mayor.***

Courtney/Rutledge

Carried

### **2. Confirmation of Order of Business**

The Chairperson explained that the Youth Council update would be given prior to the Chairperson's Report.

### **3. Interests**

There were no updates to the Interests Register, and no interests with items on the agenda were declared.

### **4. Public Forum**

There was no public forum.



## 5. Confirmation of Minutes

### 5.1 2 March 2017

Document number M2377, agenda pages 7 - 12 refer.

It was noted that the words "had appointed himself" on page 9 of the agenda should be replaced with "had been appointed".

Resolved CS/2017/011

***That the Committee***

***Confirms the amended minutes of the meeting of the Community Services Committee, held on 2 March 2017, as a true and correct record.***

Courtney/McGurk

Carried

## 6. Status Report - Community Services Committee - 6 April 2017

Document number R7436, agenda pages 13 - 15 refer.

Attendance: Councillor Fulton joined the meeting at 9.07am.

Updates were provided for status report items.

Attendance: Councillor Matheson left the meeting at 9.11am.

Resolved CS/2017/012

***That the Committee***

***Receives the Status Report Community Services Committee 6 April 2017 (R7436) and its attachment (A1157454).***

Lawrey/Fulton

Carried

## 7. Youth Council Update

Youth Council representatives Ben Rumsey and Fynn Sawyer explained recent and upcoming Youth Council activities, including a focus on increasing the engagement of young people with the general election, and answered committee members' questions.

Attendance: Councillor Matheson returned to the meeting at 9.19am

Resolved CS/2017/013

***That the Committee***

**Receives the Youth Council Update.**Fulton/McGurkCarried**8. Chairperson's Report**

Document number R7442, agenda pages 16 - 45 refer.

The Chairperson gave a verbal report outlining recent activities, including a new initiative to understand difficulties faced by community groups working with people presenting with mental health issues.

Further updates were given by the Chairperson and members of the committee in relation to library activities, the Broadgreen Society, the Positive Ageing Expo, and a recent 'Inspiring Communities' workshop.

Resolved CS/2017/014

***That the Committee*****Receives the Chairperson's Report (R7442) and its attachment (A1602240).**Fulton/RutledgeCarried**9. Youth Strategy progress report**

Document number R7440, agenda pages 46 - 59 refer.

Policy Adviser, Gabrielle Thorpe, presented the report. She noted that the amount noted in the final line of the third paragraph on page 54 should be corrected to \$536,662.

Ms Thorpe, and Senior Strategic Adviser, Nicky McDonald, answered questions regarding how the Youth Strategy interacted with the Social Wellbeing Policy, youth education and employment opportunities, mental health and addiction issues for young people, examples of youth strategies and actions undertaken in other cities, the proposed engagement process and timeframe for adoption of the Youth Strategy, the development of a specific action plan to complement the Youth Strategy, and how to measure outcomes to determine the success of the Youth Strategy in the future.

Attendance: Councillor Rutledge left the meeting from 10.07am to 10.09am.

Committee members discussed the draft vision statement and draft objectives and expressed a variety of views. There was general agreement that greater focus should be placed on education and employment opportunities for young people and mental health and wellbeing of young people.

Attendance: Councillor Lawrey left the meeting at 10.12am. The meeting adjourned from 10.14am to 10.41pm, during which time Councillor Lawrey returned to the meeting.

Councillor Fulton, seconded by Councillor Courtney, moved

*That the Committee*

*Receives the report Youth Strategy progress report (R7440) and its attachments (A1723503 and A1722981);*

*Approves the draft objectives in paragraph 4.6.2 of Youth Strategy progress report (R7440) as a basis for further consultation with youth, taking into account suggestions from the Community Services Committee with regards to:*

- education and employment opportunities for young people;*
- mental health and wellbeing of young people; and*

*Notes that further work will be undertaken to refine the wording of the draft vision statement and draft objectives; and*

*Notes that a draft Youth Strategy will be presented to the Community Services Committee meeting on 1 June 2017.*

Councillors discussed the motion and indicated support for further development of the draft Youth Strategy.

Resolved CS/2017/015

***That the Committee***

***Receives the report Youth Strategy progress report (R7440) and its attachments (A1723503 and A1722981); and***

***Approves the draft objectives in paragraph 4.6.2 of Youth Strategy progress report (R7440) as a basis for further consultation with youth, taking into account suggestions from the Community Services Committee with regards to:***

- education and employment opportunities for young people;***
- mental health and wellbeing of young people; and***

**Notes that further work will be undertaken to refine the wording of the draft vision statement and draft objectives; and**

**Notes that a draft Youth Strategy will be presented to the Community Services Committee meeting on 1 June 2017.**

Fulton/Courtney

Carried

## **10. Nelson Youth Council - 7 February 2017**

Document number M2308, agenda pages 60 - 63 refer.

Resolved CS/2017/016

***That the Committee***

**Receives the minutes of a meeting of the Nelson Youth Council, held on 7 February 2017.**

McGurk/Rutledge

Carried

## **11. Nelson Youth Council - 1 March 2017**

Document number M2372, agenda pages 64 - 66 refer.

Resolved CS/2017/017

***That the Committee***

**Receives the minutes of a meeting of the Nelson Youth Council, held on 1 March 2017.**

Courtney/Fulton

Carried

## **12. Exclusion of the Public**

Resolved CS/2017/018

***That the Committee***

**Excludes the public from the following parts of the proceedings of this meeting.**

***The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:***

<u>Courtney/Rutledge</u>			<u>Carried</u>
Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	<b>Community Services Committee Meeting - Public Excluded Minutes - 2 March 2017</b>	Section 48(1)(a)  The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.	The withholding of the information is necessary: <ul style="list-style-type: none"> <li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</li> </ul>

The meeting went into public excluded session at 11.10am and resumed in public session at 11.11am.

Please note that as the only business transacted in public excluded was to confirm the public excluded Community Services Committee minutes of 2 March 2017, this business has been recorded in the public minutes. In accordance with the Local Government Official Information Meetings Act, no reason for withholding this information from the public exists.

Resolved CS/2017/019

***That the Committee***

***Confirms the minutes of part of the meeting of the Community Services Committee, held with the public excluded on 2 March 2017, as a true and correct record.***

Fulton/Courtney

Carried

### **13. Re-admittance of the Public**

Resolved CS/2017/020

***That the Committee***

***Re-admits the public to the meeting.***

McGurk/Rutledge

Carried

There being no further business the meeting ended at 11.11am.

Confirmed as a correct record of proceedings:

\_\_\_\_\_ Chairperson \_\_\_\_\_ Date

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**REPORT R7742**

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**Status Report - Community Services Committee - 1 June 2017**

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**1. Purpose of Report**

- 1.1 To provide an update on the status of actions requested and pending.

**2. Recommendation**

*That the Committee*

***Receives the Status Report Community Services Committee 1 June 2017 (R7742) and its attachment (A1157454).***

Julie McDougall  
**Administration Advisers**

**Attachments**

Attachment 1: A1157454 - Status Report - Community Services Committee - Public [↓](#)

Status Report - Community Services Committee - 01 June 2017				
MEETING DATE	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS
07 July 2016	Arts Fund - Approval of Waka Landing Site Concept	<p>Resolved CS/2016/048</p> <p><u>THAT</u> the report Arts Fund - Approval of Waka Landing Site Concept (R5322) be received;</p> <p>Resolved CS/2016/049</p> <p><u>THAT</u> the 'Taurapa' concept for artwork at the waka landing site is approved for further development;</p> <p>Resolved CS/2016/050</p> <p><u>AND THAT</u> the artwork is commissioned subject to successful resource and building consent applications and approval of the budget and final concept plans by Council's Art Selection Panel.</p>	Shanine Raggett	<p>The Artist has been contracted for stage one of the project, which involves producing a final model, obtaining relevant consents, budgets, risk identification, drawings and liaison with local Iwi.</p> <p>Provided stage one is met, stage two will be contracted. The projected timing for the fabrication of the artwork is by the end of 2017, with installation anticipated in 2018.</p> <p><b>Ongoing</b></p>



Status Report - Community Services Committee – 01 June 2017		
16 June 2016	Funding Reallocation for Youth Activities in 2016/17	<div>Resolved CL/2016/183</div> <div>THAT the \$100,000 allocated to the Youth and Community Facilities Trust in the 2016/17 draft Annual Plan be reallocated to youth activities for 2016/17 only, in alignment with Community Investment Fund processes;</div> <div>AND THAT the funding be allocated in line with the Youth section of Council's Social Wellbeing Policy 2011 and the Community Assistance Policy 2015 with consideration given to resulting gaps in the services provided by Youth and Community Facilities Trust;</div> <div>AND THAT Council engages with stakeholders in the youth sector to develop a Youth Strategy to guide future Council support for youth development and activities.</div> <div><i>Note: This item was moved from the Council Status Report to the Sports and Recreation Committee Status Report in December 2016.</i></div> <div>\$100,000 was allocated towards youth development grants in line with the Community Investment Fund process in 2016. This was a contestable fund with funding allocated by the Community Investment Fund Panel. Funding agreements run until end June 2017.</div> <div>Youth Strategy is on the agenda.</div> <div>Shanine Raggett</div> <div>Complete</div>

## Status Report - Community Services Committee - 01 June 2017

Resolved CS/2017/015

That the Committee

Receives the report Youth Strategy progress report (R7440) and its attachments (A1723503 and A1722981); and

Approves the draft objectives in paragraph 4.6.2 of Youth Strategy progress report (R7440) as a basis for further consultation with youth, taking into account suggestions from the Community Services Committee with regards to:

Youth  
Strategy  
progress  
report

06 April 2017

Gabrielle Thorpe

☐ education and employment opportunities for young people;

☐ mental health and wellbeing of young people; and

Notes that further work will be undertaken to refine the wording of the draft vision statement and draft objectives; and

Notes that a draft Youth Strategy will be presented to the Community Services Committee meeting on 1 June 2017.

The draft Youth Strategy is on the agenda for the Committee on 1 June 2017. The vision and objectives have been amended as per the Committee's recommendations and these have been sent to Committee members for feedback.

**Complete**

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## **Chairperson's Report**

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### **1. Purpose of Report**

- 1.1 To provide an update for Committee members.

### **2. Recommendation**

***That the Committee***

***Receives the report Chairperson's Report (R7786).***

### **3. Chairperson's report**

- 3.1 Since my last report the community has been busy with a number of events. I attended the Age Concern "Aging in Isolation" forum attended by providers. There was also a public meeting the following week.
- 3.2 Marg Parfitt from our transport staff (who consider the needs of those with disabilities) offered a morning with members of the A4A (Accessibility for All) to experience what it's like to have to consider our footpaths, crossings, entrances etc when you use a wheelchair, walking aids, sight and hearing impairment etc. The morning was enlightening and I thank those members of A4A who gave their time to assist and guide us. Thankyou to the members of this committee for taking an interest and participating.
- 3.3 I have also been working with our Community Partnerships team and Victory Boxing to bring Rob Mocaraka to Nelson who performed "Shot Bro Confessions of a depressed bullet". This was Rob's own story and battle with depression. Again, members of the committee attended this very moving and quite confronting portrayal of an individual battle. It was as much a lesson in keeping an eye on each other and providing support. I would like to thank the Mayor for donating toward this event. As a result of this the Youth Council are planning to submit to the MOH "A Strategy to Prevent Suicide in New Zealand". A copy of the draft strategy is available on the team site and I encourage members of the committee to read it and submit their views. For members of the public a copy of the proposed strategy can be found on the Ministry of Health website. Submissions are due by 12 June.

- 3.4 The RSA memorial at the RSA section of the Marsden Cemetery this committee approved has been unveiled and is worth a visit.
- 3.5 I have also met with Age Concern and the Victory Community Centre and the Melrose Society.
- 3.6 The annual Founders Book Fair is on at Founders Park from 3 June to 11 June 2017 inclusive.

Gaile Noonan

**Chairperson - Community Services Committee**

**Attachments**

Nil

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**REPORT R7027**

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**Nelson Arts Festival Transition Group Recommendations**

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**1. Purpose of Report**

- 1.1 To receive the report prepared by the Nelson Arts Festival Transition Group and decide on next steps.

**2. Recommendation**

***That the Committee***

***Receives the report Nelson Arts Festival Transition Group Recommendations (R7027) and its attachments (A1542866, A1700021 and A1709008); and***

***Notes the recommendation of the Nelson Arts Festival Transition Group to establish a new Council Controlled Organisation to deliver the Nelson Arts Festival, and directs the Chief Executive to:***

- ***Seek feedback from the community on the establishment of a Council Controlled Organisation to deliver the Nelson Arts Festival.***

**3. Background**

- 3.1 In the Long Term Plan 2015-25 it was decided to establish an external governance structure for the Nelson Arts Festival, Council resolved:

***THAT an independent governance structure be established for the Nelson Arts Festival with transfer of operations to occur in time for the new entity to be responsible for the 2017 Arts Festival.***

***AND THAT Council express its preference for the Arts Festival to remain an annual event.***

*AND THAT the Masked Parade and Readers and Writers Week be transferred with the Nelson Arts Festival to the independent governance structure.*

*AND THAT the allocation in the draft 10 year budget for the Nelson Arts Festival, Masked Parade and Readers and Writers week be confirmed at current levels;*

*AND THAT an allocation of \$15,000 be made for the expense of establishing the governance structure, including meeting all Local Government Act requirements.*

- 3.2 Council decided the best approach was to call for members with expertise in the community to form the 'Nelson Arts Festival Transition Group' to look into options and report back with recommendations for an external governance structure. The terms of reference of the Group are attached (attachment one).

- 3.3 On 18 February 2016 Council resolved:

*THAT Council approve the draft Arts Festival Transition Group Terms of Reference;*

*AND THAT the Arts Festival Transition Group is established;*

*AND THAT the Chair and Deputy Chair of the Community Services Committee identify a shortlist of members for the Arts Festival Transition Group to present to the Community Services Committee for approval;*

*AND THAT officers report back to the Community Services Committee on 14 April 2016 with the list of members for the Arts Festival Transition Group for approval.*

- 3.4 In April 2016 Council appointed membership to the Group as follows:

- Ian Bowell
- Sari Hodgson
- Timothy Leyland
- Sarah-Jane Weir
- Sarah Yarrow

- 3.5 Members of the Group received no remuneration and have given a considerable amount of their own time to this project. The group have formally been thanked by way of a letter from the Chair of the Community Services Committee for their time.

- 3.6 The group has undertaken work as outlined in the Terms of Reference in attachment one. The group met through 2016 to engage with stakeholders, research options and develop a report with recommendations as per attachment two.

- 3.7 In line with S17A of the Local Government Act 2002 a review of this service has also been conducted (attachment three).

## 4. Discussion

### Arts Festival Transition Group Report

- 4.1 The Transition Group's report outlines key stakeholders that were consulted with and notes that previous Council commissioned reports also informed the decision making process. These reports include 'Governance Report on Options for Nelson City Council Festivals' HG Consulting 2014 (A1252097) and 'Nelson Festivals Review' Bbrink 2011 (A617920) as well as notes from an internal review document prepared for a Council workshop in 2014 'Review of Nelson Arts Festival' (A1255847). These documents have been loaded onto the team site as relevant background information.
- 4.2 Structural options were considered in terms of the extent to which they would improve upon the current arrangements in respect of four key criteria: governance, funding, accountability and cost.
- 4.3 The Transition Group reviewed options that would improve the status quo as follows:
- a) a Council Controlled Organisation (CCO);
  - b) an Independently Governed Body (IGB).
- 4.4 A third option – 'enhanced status quo' (with delivery by Council and governance by Council sub-committee), was not considered further as it would not improve the fundamental weaknesses of the existing structure nor meet Council's preference to move the Festival to an external entity.
- 4.5 The Transition Group undertook a SWOT analysis of the two options – CCO and IGB. The resulting recommendation is to form a Council Controlled Organisation (CCO).

### Transition Group recommendations

- 4.6 The Transition Group recommends that Council:
- a) Establish a charitable trust as a Council Controlled Organisation to undertake the delivery of the Nelson Arts Festival.
  - b) Agree that the overall objective of the CCO is to deliver, and provide strategic governance of the Nelson Arts Festival (including the Masked Parade and Readers & Writers programme).
- 4.7 Mr Ian Bowell, Chair of the Transition Group, presented the findings of the work of the Group at a Council workshop on 2 March 2017. This provided additional context from the Transition Group as to how it came to make its final recommendation.

- 4.8 The report notes that a more detailed transition plan would need to be developed regarding the transfer of functions to the CCO. To ensure a successful transition, it is recommended that this would happen in a staged approach over multiple years rather than a direct handover. Functions such as production, marketing & publicity and performer engagement, would be able to transition sooner than functions such as financial management or IT services for example.

### **Consultation requirements to establish a CCO**

- 4.9 Under section 56 of the Local Government Act 2002, consultation is required before a Council Controlled Organisation is established.
- 4.10 It is recommended that, if Council is considering establishing a CCO, that consultation takes place with the community before a final Council decision.

### **Resourcing**

- 4.11 Council resolved to allocate funding for the Arts Festival at current levels in the LTP 2015-25. Councillors have previously requested more detail on these budgets.
- 4.12 The current total cost of the Festival is \$943,948, (\$606,316 for operating costs, \$337,632 for staff time). This is offset by income (from ticket sales, funding, and other income) of around \$387,316. A further amount of \$47,500 is received in contra income.
- 4.13 If a CCO was established, the grant provided would need to include the associated additional costs for a CCO. These additional costs would be offset by additional third party funding able to be generated by the CCO that Council is unable to access, including funding from the Creative NZ Kahikatea Fund and charitable and benefactor donations through a patrons programme.
- 4.14 The level of the grant provided would depend on which functions (e.g. financial management) might be retained by Council during the transition arrangement.
- 4.15 Additional costs for a CCO:
- Establishing a CCO would require ongoing additional costs to come from the budget allocated including:
- Trustee remuneration – if it was decided Trustees were remunerated
  - Audit requirements – estimated at \$10,000.

## **5. Options**

- 5.1 Council has three options in relation to receiving the Transition Group's report. Given the voluntary nature of the Transition Group appointments it is recommended firstly, that Council receives the report.



- 5.2 Council then has to consider its response to the recommendations in the report.
- 5.3 Option 1 - Receive the report and take no further action (status quo – Council funding, delivery and governance), this is not recommended as Council has indicated the desire to establish an external entity to deliver the Festival.
- 5.4 Option 2 – Receive the report and consider other options. However, other options were not identified as suitable by the Transition Group.
- Enhanced status quo (governance by Council appointed sub-committee, delivery by Council);
  - Independent governance body (governance and delivery by an independent trust).
- 5.5 Option 3 - Receive the report, note the recommendation to establish a CCO, and undertake consultation with the community to gain feedback on this option before proceeding (as required under the Local Government Act 2002).
- 5.6 Option 3 is the recommended option as it follows the Transition Group recommendation, meets LGA requirements for consultation before establishing a CCO, and progresses the establishment of an external entity for which Council has previously consulted on, and received support for establishing.

<b>Option 1: Receive the report and take no further action – status quo</b>	
Advantages	<ul style="list-style-type: none"> <li>• Council would retain complete control over delivery</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• Not in line with Council decision and previous feedback from consultation on establishing an external governance structure</li> <li>• It would be difficult to access third party funding as Council does not have charitable status and can't access Creative NZ Kahikatea Fund or attract benefactor funding</li> </ul>
<b>Option 2: Consider other options – Enhanced Status Quo, Independently Governed Body</b>	
Advantages	<ul style="list-style-type: none"> <li>• Enhanced Status Quo – Council would retain a high level of control over the Arts Festival delivery; external appointees to a subcommittee would bring additional specialist skills to the table</li> <li>• Independently Governed Body – Specialised</li> </ul>

	governance provision for the Festival; increased possibility to attract sponsors and benefactors; may be more successful in attracting high calibre Trustees than a CCO
Risks and Disadvantages	<ul style="list-style-type: none"> <li>Enhanced Status Quo or an Independent Governance Body were options identified as not suitable by the Transition Group</li> <li>Enhanced Status Quo - not in line with Council decision to establish an external governance structure; difficult to access third party funding as Council does not have charitable status and can't access Creative NZ Kahikatea Fund or attract benefactor funding.</li> <li>Independently governed body - no connection to Council in terms of audit or strategic oversight; could discontinue if not longer a desire or due to financial difficulty.</li> </ul>
<b>Option 3: Undertake community consultation on the recommended option to establish a CCO</b>	
Advantages	<ul style="list-style-type: none"> <li>In line with recommendations from the Transition Group</li> <li>Allows Council to consider community feedback before deciding to establish a CCO</li> <li>If Council continues with the recommended option, advantages of a CCO include: Specialised governance provision for the Festival; Council would have a level of control due to audit requirements and sign off on Statement of Intent; Council would appoint at least 50% of CCO board members; increased possibilities to attract sponsors and benefactors; eligible for Creative NZ Kahikatea Fund.</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>If Council continues with the recommended option, disadvantages of a CCO include: Increased costs associated with a CCO including audit requirements and possible remuneration for board members.</li> </ul>

## 6. Conclusion;

- 6.1 The Nelson Arts Festival Transition Group, established by Council, has prepared a final report recommending that a Council Controlled Organisation be established as a charitable trust and for the Nelson Arts Festival (including the Masked Parade and Readers & Writers programme) to transition to the CCO.

- 6.2 It is recommended to consult with the community on the establishment of a CCO for the delivery of the Nelson Arts Festival, to inform a future Council decision on this matter.

Shanine Raggett

**Manager Community Partnerships**

**Attachments**

- Attachment 1: A1542866 - Terms of Reference Nelson Arts Festival Transition Group [↓](#)
- Attachment 2: A1700021 - Final report Nelson Arts Festival Transition Group [↓](#)
- Attachment 3: A1709008 - S17A Review Nelson Arts Festival [↓](#)

<b>Important considerations for decision making</b>	
<b>1. Fit with Purpose of Local Government</b>	Delivery of the Arts Festival is a discretionary activity. Establishing a CCO to oversee the Festival should provide additional funding streams which will allow delivery of this valued service in a more cost effective manner.
<b>2. Consistency with Community Outcomes and Council Policy</b>	This report aligns with Council's Community outcome: "Our communities have opportunities to celebrate and explore their heritage, identity and creativity" and specifically "We have a strong sense of community, enhanced by activities, festivals, events and celebrations that reflect our distinct environment and people".
<b>3. Risk</b>	The recommendation is of low risk as it seeks to carry out further community consultation in order to contribute to a future Council decision.
<b>4. Financial impact</b>	There are no immediate costs associated with this decision as the recommendation is within existing budget allocations. Council has decided to allocate funding towards the external governance structure to operate the Festival within current funding allocations.
<b>5. Degree of significance and level of engagement</b>	This decision was consulted on during the development of the Long Term Plan 2015-25 and Council subsequently decided to establish an external governance structure. The Nelson Arts Festival Transition group, in concluding the recommendation which aligns with this report, consulted with a large group of relevant stakeholders. It is recommended to consult with the community on the establishment of a CCO as the preferred structure.
<b>6. Inclusion of Māori in the decision making process</b>	Maori have not specifically been consulted in relation to this report.
<b>7. Delegations</b>	The Community Services Committee has the responsibility for considering Community Festivals and Events. The Community Services Committee has the power to decide on this matter.

## ARTS FESTIVAL TRANSITION GROUP

### Terms of Reference

#### 1. Purpose

The purpose of the Arts Festival Transition Group is to provide Council with recommendations and a Transition Plan relating to the governance and provision of the Nelson Arts Festival (including the Masked Parade and Readers and Writers Programme).

The Transition Plan is to outline the strategic objectives of the transition, the logistics and practicalities of the transition and how any risks associated with the transition might best be mitigated.

The Transition Group will report to Council's Community Services Committee as it falls within the committee's areas of responsibility including Festivals and Events.

The formation of a Transition Group was recommended to Council on 17 December 2015 and it was resolved:

*THAT officers bring terms of reference for a Arts Festival Transition Group to the Council meeting on 18 February 2016.*

#### 2. Membership

The Transition Group will comprise of members of our community with relevant expertise and include:

- Ian Bowell
- Sari Hodgson
- Timothy Leyland
- Sarah-Jane Weir
- Sarah Yarrow

The appointment of members to the Transition Group is not covered by Council's Selection, Appointment and Remuneration Policy for External Appointees as no remuneration is offered for these positions and it is not considered a committee or subcommittee of Council.

#### 3. Stakeholders

The Transition Group may wish to seek advice from relevant stakeholders and may include but will not be limited to the following:

- Festival sponsors and trusts
- Economic Development Agency
- Other Arts Festival Trust Boards or their representatives
- Arts Festival venue operators
- Key Arts Festival contractors
- Arts Festival supporters
- Current NCC Festival Staff
- Creative New Zealand

#### **4. Quorum**

Quorum for the Transition Group is set at 3 members and must include the Chairperson.

#### **5. Areas of Responsibility**

- To develop a Transition Plan with short, medium and long term actions, identifying the strategic outcomes, logistics and practicalities of the transition
- To engage and consult with stakeholders to identify strategic outcomes and priorities
- To gauge the level of community interest for participation at the strategic/governance level for the Arts Festival
- To determine the structure of the new entity, considering options and providing Council with a preferred recommendation
- To identify what roles or portfolios are required for governance of the Festival
- To identify issues, risks and liabilities to Council around the preferred structure and transition and ways of mitigating these
- Identify and recommend any formal processes required for the preferred structure (e.g. appointment of trustees, Trust Deed or constitution)
- To determine how the relationship of the entity with Council will work to ensure robust communication and reporting on outcomes
- To determine lines of decision making authorities and accountability mechanisms

- To adhere to legislative requirements with respect to the establishment of an external governance structure and the transition
- To identify financial implications associated with the transition

#### **6. Powers to decide**

None

#### **7. Powers to recommend**

The Transition Group has the power to make recommendations to Council's Community Services Committee with respect to:

- Any matters within the areas of responsibility noted above

#### **8. Role of the Chair**

- To review the agenda with officers prior to Transition Group meetings
- To chair meetings according to the agreed agenda and to assist the Transition Group to reach consensus on issues and options
- To act as spokesperson for the Transition Group
- To present recommendations to the Council

#### **9. Role of Council officers**

Council officers provide technical expertise, project management and administrative support to the Transition Group. Their role is to:

- Provide advice and reports to enable full consideration of the options before the Transition Group;
- Provide advice to the Transition Group on financial, human resource implications, legal and statutory issues and obligations
- Lead technical discussions on options under consideration
- Manage project resources (budget and officers time)
- Manage project issues, risks, changes and advise the Transition Group Chair of issues as they arise
- Provide officers reports to meetings at decision making points
- Organising and managing engagement with key stakeholders and the wider community
- Keep Transition Group members briefed on key communications with key stakeholders and the public

- Prepare and distribute agendas for Transition Group meetings
- Maintain records of process used and options considered by the Transition Group and reasons for recommendations, so that the decision making process can be clearly understood.
- Maintain records of notes taken at Transition Group meetings.

#### **10. Conflicts of Interest**

Conflicts of interest should be declared at the start of Transition Group meetings.

#### **11. Reporting**

Notes of Transition Group meetings will be taken.

An initial report with recommendations for Council to consider is to include the following:

- An outline of what is expected from an external governance structure.
- To identify what it will entail for an external governance structure to 'shadow' the 2016 Festival and to identify the key actions required for this to take place.

Subsequent reporting will be determined as required and will cover the areas of responsibility and include presentation of the Transition Plan.

If the group has not met for a period of 6 months it will be considered disbanded.



## **An External Governance Structure for the Nelson Arts Festival: Recommendations and Transition Considerations**

Nelson Arts Festival Transition Group  
23 January 2017



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Members of the Nelson Arts Festival Transition Group are: Ian Bowell (Chair), Sari Hodgson (Previous Chair), Tim Leyland, Sarah-Jane Weir and Sarah Yarrow.

*The Transition Group sincerely thanks all those who contributed their time to inform this report and the Council staff who supported the Transition Group, in particular Shanine Hermsen and Chris Ward.*

## 1. Introduction

The Nelson Arts Festival Transition Group (the "Transition Group") was established in May 2016 with the purpose of providing Council with recommendations and a Transition Plan relating to the governance and provision of the Nelson Arts Festival (including the Masked Parade and Readers and Writers Programme). The aim is to advance Council's Long Term Plan 2015-2025 commitment to *"move the Nelson Arts Festival to an independent governance structure"* (p125, Nelson City Council Long Term Plan 2015-2025).

This report summarises work completed by the Transition Group to assess structure options and provides recommendations and transition considerations to establish the operation of the Nelson Arts Festival with an independent governance structure. The transition will need to be resourced by Council and project managed by a suitably qualified person. If this was progressed in 2017 the new structure could be in place to deliver the 2018 Nelson Arts Festival.

Over the period July to December 2016 the Transition Group met with a number of stakeholders to inform the development and consideration of various structure options. This included:

- Current Nelson Arts Festival staff
- Light Nelson Board members
- Director of the Suter Gallery
- Christchurch Buskers Festival
- Director of the Wanaka Festival of Colour
- Creative New Zealand
- Chief Executive of the Nelson Regional Development Agency

Members of the Transition Group attended a variety of events during the 2016 Nelson Arts Festival and had the opportunity to see behind the scenes to understand the challenges and complexity in realising a successful Festival.

This report is informed by work undertaken in two previous reviews commissioned by Council – *"Governance Report on Options for Nelson City Council Festivals"*, HG Consulting, September 2014 and *"Nelson Festivals Review"*, Brink, September 2011. The Transition Group also considered an internal review document prepared for a Council workshop in November 2014 (*"Review of Nelson Arts Festival"*, A1255847). These documents should be considered in conjunction with this report to provide relevant background information.

The following sections of this report cover the structural options considered, provide a recommended structure and detail the initial transition considerations to enable Council to make decisions on the next steps.

## 2. Governance Structure Options for the Nelson Arts Festival

Current arrangements clearly deliver a Festival enjoyed by many Nelsonans and visitors, however there is considerable scope to build on these achievements. In line with the Council's mission statement *"to make Nelson and even better place"*, the key question informing our analysis of alternative options was: ***Would this make for an even better Festival?***

We concluded the principal weakness with the current structure is the lack of governance oversight and strategic vision that is able to be provided within the current Council-owned structure of the Festival. In the absence of effective governance, the Festival operates with relatively little accountability or continuity of strategic vision. This weakness is compounded by the limited funding options available to the Festival, and difficulty identifying true operation costs.

Structural options were therefore considered in terms of the extent to which they would improve upon the current arrangements in respect of these four key criteria:

- Governance
- Accountability
- Funding
- Cost

And overall the extent to which we concluded that a better Festival would be possible.

Reviewing how different options would improve (or not) on the status quo, our deliberations produced two viable choices (excluding the status quo): a Council Controlled Organisation (CCO); and an independently Governed Body (IGB)<sup>1</sup>. See Appendix i for further background of these structures.

We undertook a SWOT analysis focused on the two preferred options as summarised in **Table 1**. In both cases (i.e. a CCO or an IGB) we made two underlying assumptions:

- The new body would be established as a Charitable Trust.
- Council's funding of the Festival would continue at least at its present levels, in the case of the IGB at least for the period of the current long term plan.

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<sup>1</sup> We rejected a third option that imagined an "enhanced" status quo (internally delivered, but with a sub-committee of Council) as not substantively changing the core weaknesses we perceived in the exiting arrangement.

**Table 1**

	Council Controlled Organisation	Independently Governed Body
Strengths	<ul style="list-style-type: none"> <li>• Readily linked to Council policies (Arts, Events, Economic Development).</li> <li>• Prospect of attracting sponsors and benefactors.</li> <li>• Likely greater financial stability.</li> <li>• More readily reversible to status quo.</li> </ul>	<ul style="list-style-type: none"> <li>• Prospect of attracting sponsors and benefactors.</li> <li>• Freedom to link to non-Council strategies and initiatives.</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• Reliant on a clear and coherent Statement of Intent to provide certainty of purpose.</li> <li>• Compliance costs associated with LGA requirements (e.g. specific Audit requirements and Council reporting).</li> <li>• Quality of Board subject to Council appointment policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Less readily reversible to status quo.</li> <li>• Less readily linked to Council policies (Arts, Events, Economic Development).</li> <li>• Can be beholden to priorities and preferences of sponsors.</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• Flexibility on staffing (e.g. guest directors).</li> <li>• Increased scope for artistic direction.</li> <li>• Possible extension of Council ownership to include Tasman District and Marlborough District Councils.</li> <li>• Allows for increasing future autonomy (i.e. wholly independent).</li> </ul>	<ul style="list-style-type: none"> <li>• Independence of vision.</li> <li>• Greater flexibility on staffing (e.g. guest directors).</li> <li>• Greater scope for artistic direction.</li> <li>• A new and wholly independent body could be more attractive to high calibre trustees.</li> </ul>
Threats (Risks)	<ul style="list-style-type: none"> <li>• May be captured by "history" of the Festival in its purpose and direction.</li> <li>• Underestimating current operational costs (e.g. overheads, compliance costs, health and safety).</li> <li>• Failure to attract quality candidates for Board.</li> <li>• Ability to attract and retain quality staff.</li> <li>• Withdrawal or reduction of Council funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Underestimating current operational costs (e.g. overheads, compliance costs, health and safety).</li> <li>• Failure to attract quality candidates for Board.</li> <li>• Withdrawal or reduction of Council funding.</li> <li>• Failure to attract and/or retain sponsors and benefactors.</li> <li>• Ability to attract and retain quality staff.</li> </ul>

### 3. Recommended Structure

Our recommendation is for the establishment of a Council Controlled Organisation (CCO). In our view, the aggregate strengths and opportunities of a CCO outweigh those of an Independent Governing Body (IGB), and the weaknesses, threats and risks are more able to be controlled or mitigated.

In particular, we concluded that as a CCO the Festival would have the opportunity to:

- Build synergy with Council's cultural, social and economic policies whilst enjoying sufficient independence to create its own distinct identity.
- Optimise the opportunities to extend the range of funding options available underpinned by continued financial support by Council.
- Provide the best opportunity for the Festival to develop creatively and sustainably.

Council will need to initiate a process for establishing the new CCO, and for transitioning to this new structure. Although the Terms of Reference provided for the Transition Group to develop a detailed transition plan, too many factors - including employment status and the development of a detailed transition budget - were outside our authority and/or capacity to investigate or determine. Further, we note the mechanics of establishing a CCO are prescribed by the Local Government Act and the actual process will be underpinned by the statutory requirements that apply.

In a report produced in September 2015<sup>2</sup>, the Office of the Auditor General (OAG) stated that for CCOs to be successful it was essential that a local authority carried out its statutory functions well, to provide the foundations for an effective relationship. In particular, the OAG remarked that the local authority needs to appoint the right people to govern a CCO, and be clear about its purpose. We would strongly concur with both these observations.

We believe the benefits to Council of maintaining a close relationship with the Festival through the CCO option outweighs the potential additional costs of operating a CCO (being the potential remuneration of board members and audit costs). Recommendations for mitigating the potential additional costs of a CCO are included in Appendix ii.

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<sup>2</sup> Governance and Accountability of Council-Controlled Organisations; Office of the Controller and Auditor General, September 2015. <http://www.oag.govt.nz/2015/cco-governance>

#### 4. Establishment and Transition to Council Controlled Organisation

Our recommendation is that Council takes the following steps to establish a CCO and transition the Festival to that CCO:

- Establish a charitable trust as the CCO vehicle (drafts and executes trust deed, obtains charitable status). Given our recommendation of a CCO, the majority of trustees will be Council appointed but we note that a minority may be appointed by a complimentary process. This could ensure a balanced skill set of board members.
- Appoint a chair of the CCO.
- Develop a detailed transition plan via an internal transition team. As a part of this detailed transition plan, the financial ramifications of disestablishment and transition to CCO including a detailed operating budget for the first two years of transition/operation are prepared by Council in consultation with the new Chair.
- Establish a shared service plan to enable orderly transition to begin.
- Agree initial Statement of Expectation and Statement of Intent in conjunction with new Chair.
- Appoint remainder of the Board.

In addition, transition will need to adhere to the legislative requirements with respect to the establishment of an external governance structure.

It is our view that transition must be resourced appropriately both from a financial and personnel point of view to ensure overall success of the Festival. This includes establishing clear lines of communication and reporting between Council and the new CCO so the relationship between the two entities is and remains positive. In our view this is critical to the long term viability of the Festival.

Further observations regarding the transition are included in Appendix ii.

## Appendix i

### Structure options: structural background on IGB and CCO

#### 1. Independently Governed Body (IGB)

An independently governed charitable trust governed by a trust deed. The trust is its own legal entity - much like a company is; it can open bank accounts, enter into contracts, employ staff, hold insurance etc.

The entity is independent of Council or anyone else. The trust deed sets out the process for trustee appointment and this is independent of Council (at least post initial set up). For example, it could be that the trustees appoint their successors or that there is an appointments board/ recruitment firm involved.

#### 2. Council Controlled Organisation (CCO)

A charitable trust governed by a trust deed. In many respects exactly the same as an independent trust BUT where the trust deed sets out the process for appointment of trustees, it provides that [more than] half are appointed by Council<sup>3</sup>. This means trust is regulated at least in part by the Local Government Act ("the Act") including for example how the organisation is audited, and how it sets its strategy (via a Statement of Expectation (SOE) with Council).

The definition from the Act is:

*“council-controlled organisation means a council organisation that is—*

*(a) a company—*

*(i) in which equity securities carrying 50% or more of the voting rights at a meeting of the shareholders of the company are—*

*(A) held by 1 or more local authorities; or*

*(B) controlled, directly or indirectly, by 1 or more local authorities; or*

*(ii) in which 1 or more local authorities have the right, directly or indirectly, to appoint 50% or more of the directors of the company; or*

*(b) an [[entity]] in respect of which 1 or more local authorities have, whether or not jointly with other local authorities or persons,—*

<sup>3</sup> We understand Council's current policy is to appoint all board members of its CCOs, taking as an example the Bishop Suter Trust. However the legislation allows Council to appoint a majority of trustees and the remainder to be appointed by a process the same as with an IGB. A key advantage of allowing a minority of trustees to be appointed by a non-Council process is speed of appointment and flexibility.



*(i) control, directly or indirectly, of 50% or more of the votes at any meeting of the members or controlling body of the [[entity]]; or*

*(ii) the right, directly or indirectly, to appoint 50% or more of the trustees, directors, or managers (however described) of the [[entity]]”*

## Appendix ii

### Further observations, considerations and risks

#### 1. Transition Plan

The Transition Plan will need to include the short, medium and long term actions associated with transition. In our view this must be done within Council as the shared services currently utilised by the Festival - including marketing, IT, Festival staff - cannot be identified and dis-established from Council (whether fully or as an identified shared service) without substantial Council input. The chair of the CCO should be consulted throughout this process.

#### 2. CCO accountability requirements in the LGA

Council should investigate, as part of establishing the CCO, whether there are options under the Local Government Act 2002 to exempt the CCO from the full scope of audit requirements, in order to reduce the ongoing compliance costs of a Festival CCO structure.

#### 3. CCO Board

Recruiting board members with the right attributes and to achieve a balanced skill set will be key to establishing a successful Festival CCO. In particular an experienced Chair will be integral to a successful transition and the ongoing operation of the Festival. Experience from other festivals we spoke with is that board members must be committed, have connections within the wider community and be prepared to contribute to the work that is required. Our thoughts on the composition of the board are that it includes a majority of trustees experienced in governance, and that other key skill sets that must be present amongst the appointees are: people management, empathy with the arts, financial capability, fund raising ability (sponsorship and benefactors), vision and strategy. Event management would be advantageous.

#### 4. Payment of Board Members

We understand that Council currently pays all appointees to CCOs. We note this is not a regulatory requirement. Payment does not necessarily equate to commitment, and indeed we met with a number of IGBs with highly capable and committed board members who do not receive payment. But we also note that payment may allow consideration of a wider pool of board candidates than an unpaid board. We also note that remuneration of board members can vary substantially in the not for profit sector. Our recommendation is that board members do receive a small annual payment but the level of payment is a matter for Council.

## 5. Access to External Funding Sources

A clear message from those we spoke to in the preparation of this report is that the sourcing of sponsorship, donors and benefactors can have a considerable impact on the Board's time. This has clear links to ensuring the right people with the right skills are recruited to the CCO Board, especially in relation to benefactors and donors as potential new revenue options that has not been possible under the current festival structure.



## S17A REVIEW OF SERVICE DELIVERY

The following template is to be used for undertaking a review of services under s17A of the Local Government Act. Appended to the template is further advice to help in completing reviews, and a worksheet which can be used to help determine whether a more extensive review should be undertaken.

PART I: PRESENT ARRANGEMENTS	
<i>Name of the service and scope</i>	<p><b><u>Nelson Arts Festival</u></b></p> <p>The Nelson Arts Festival (including the Masked Parade and Readers &amp; Writers programme) is the largest scale event that Nelson City Council produces and involves a 12 day Festival with performances and installations including theatre, music, dance and community events such as the Masked Parade and schools programme.</p> <p>The festival is well-known nationally and attracts audiences from around the country. The festival collaborates with other Festivals to secure international performers.</p> <p>The festival began as a way to enhance the World of Wearable Art – to add to the attraction for visitors from outside the region and has since become a standalone event in its own right.</p>
<i>Rationale for service provision</i>	<p>The service contributes to the enhancement of the community and supports Council's community outcome:</p> <p><i>Our communities have opportunities to celebrate and explore their heritage, identity and creativity</i></p> <ul style="list-style-type: none"> <li><i>We have a strong sense of community, enhanced by activities, festivals, events and celebrations that reflect our distinct environment and people.</i></li> </ul> <p>The service is identified in Council's Arts Activity Management Plan (A1126659), the Nelson Tasman Regional Arts Strategy 2009 and Council's Art Policy 2010.</p> <p>Council's Long Term Plan 2015-25 states the festival provides:</p> <ul style="list-style-type: none"> <li>Promotion of the region as a destination. A positive impact towards economic development</li> </ul>

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	<ul style="list-style-type: none"> <li>• Cross-sector strengthening of relationships between the arts and business sectors</li> <li>• Provision of education opportunities to learn and experience the arts across all age groups</li> </ul> <p>Social impacts include the provision of a platform for local artists to perform at an event of exceptional standards alongside international artists</p>
<i>Present arrangements</i>	<p>The Nelson Arts Festival is governed and part funded by Council and delivered by officers and contracted staff and a large team of volunteers.</p> <p>The Festivals team engages with many service providers to deliver the Festival such as ticketing, venues and equipment providers. The service is funded partly by Council rates as well as sponsors, ticket sales and other income.</p>
<i>Last review</i>	<p>This is the first review of the service under section 17A of the LGA 2002.</p> <p>During the LTP 2015-25, Council resolved to establish an independent governance structure for the Nelson Arts Festival.</p> <p>Council appointed a Transition Group with the purpose to provide Council with recommendations to transition the governance and provision of the Nelson Arts Festival to an external governance structure (see terms of reference: A1542866)</p> <p>Several consultant reports have explored options for governance of the Festival previously. These include 'Governance Report on Options for Nelson City Council Festivals' HG Consulting 2014 (A1252097) and 'Nelson Festivals Review' Brrink 2011 (A617920) as well as notes from an internal review document prepared for a Council workshop in 2014 'Review of Nelson Arts Festival' (A1255847).</p>
<i>Performance</i>	<p>Performance is measured through:</p> <ul style="list-style-type: none"> <li>• Residents survey results</li> <li>• Get Smart survey</li> <li>• Positive media coverage and feedback through social media</li> <li>• Attendance and ticket sales,</li> </ul> <p>Support from sponsors and advertisers.</p>

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<i>Cost</i>	The current net cost to Council is estimated at \$556,632. The total cost is \$943,948 and includes the operating budget, in-house staff and overheads. This is offset by external income from ticket and bar sales, brochure advertising, sponsorship and grant funding of \$387,316 as well as approximately \$47,500 in contra income.
<b>PART II: DECISION TO REVIEW</b>	
<i>Why is the review required (S17A(2))</i>	The review is in response to the requirements of s17A of the Local Government Act 2002.
<i>Does the activity meet any of the exception rules to undertaking a review (s17A(3)):</i>  a) <i>Is there legislation, contract or other binding agreement that cannot be reasonably altered within two years</i>  b) <i>Does the cost of undertaking the review outweigh the benefits</i>	No.
<i>Recommendation whether or not to review this service more fully.</i>	It is recommended to complete a full review of delivery options.
<i>Place in review programme</i>	n/a

<b>PART III: ANALYSIS OF OPTIONS S17A(4)</b>	
1. Governance, funding and delivery by Nelson City Council	<p>This option is the current model and would require no change to current service delivery.</p> <p>Council has decided to establish an independent governance structure and will consider options recommended by the Nelson Arts Festival Transition Board.</p> <p>The Nelson Arts Festival is the only one in New Zealand to be run in-house by Council officers without an independent governance structure.</p> <p>Most other events of this nature and scale, while funded by Council are not governed or delivered by Council.</p> <p>Due to the scale of the event, governance by Council is not suitable as elected members are unable to provide the specialised governance required and do not have the technical expertise necessary to do so.</p> <p>With Council as the deliverer, this adds limitations in regards to attracting sponsors, benefactor donations and Creative New Zealand Funding.</p>
2. Governance and funding by Nelson City Council with delivery by a CCO wholly owned by Nelson City Council	<p>The delivery of this service is currently out of scope for any currently operational CCOs.</p> <p>Council could establish a new CCO but this option is not recommended because this still requires Council governance which is not suitable as elected members are unable to provide the specialised governance required and do not have the technical expertise necessary to do so.</p>
3. Governance and funding by Nelson City Council with delivery by a CCO partly owned by Nelson City Council and partly owned by other local authorities	<p>This is not an option as there is no suitable CCO that is partly owned by NCC and other Local Authorities that could deliver this service, nor would another local authority wish to provide this service for Nelson.</p> <p>It would not be cost effective to establish a joint CCO for this purpose and Council has already decided to establish an independent governance structure.</p>
4. Governance and funding by Nelson City Council with	<p>This option is not recommended as it is a service being provided for the Nelson City Council area and there is no other Local Authority that would</p>

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delivery by another local authority	have an interest in providing this service on behalf of Nelson City Council.
5. Governance and funding by Nelson City Council with delivery by a person or agency not listed above.	<p>This could be an option but would rely on a group (or person) with the interest and expertise to deliver the service and the Transition Group recommends that the service be delivered by a Charitable Trust.</p> <p>This option requires Council governance and is not suitable as elected members are unable to provide the specialised governance required and do not have the technical expertise necessary to do so.</p>
6. Governance and funding by joint committee or other shared governance with delivery by Nelson City Council.	<p>Forming a joint committee with another Council, to oversee delivery of a service outside their region is not likely to be of interest to neighbouring councils.</p> <p>This option is not recommended.</p>
7. Governance and funding by joint committee or other shared governance with delivery by a CCO wholly owned by Nelson City Council.	<p>Forming a joint committee with another Council is not likely to be of interest to neighbouring councils. Tasman District Council is the most logical option but does not deliver this service.</p> <p>This option is not recommended.</p>
8. Governance and funding by joint committee or other shared governance with delivery by a CCO partly owned by Nelson City Council and partly owned by other parties.	<p>Forming a joint committee or other shared governance is not likely to be of interest to neighbouring Council's and would come at a cost to Council as there is currently no CCO partly owned by Council and partly owned by other parties that could deliver this service.</p> <p>This option requires Council governance and is not suitable as elected members are unable to provide the specialised governance required and do not have the technical expertise necessary to do so.</p>
9. Governance and funding by joint committee or other shared governance with delivery by another local authority.	<p>Forming a joint committee or other shared governance is not likely to be of interest to neighbouring Council's and there is no Local Authority that would have an interest or specific expertise to deliver this service.</p> <p>This option requires Council governance and is not suitable as elected members are unable to provide the specialised governance required and do not have the technical expertise necessary to do so.</p>



<p>10. Governance and funding by joint committee or other shared governance with delivery by a person or agency not listed above.</p>	<p>Forming a joint committee or other shared governance is not likely to be of interest to neighbouring councils.</p> <p>This option requires Council governance and Council has already decided to establish an independent governance structure for the Festival.</p> <p>This option is not recommended.</p>
<p>11. Establish an Independent Governing Body as a Charitable Trust to provide governance and delivery of the service with funding from Council.</p>	<p>This option was considered by the Nelson Arts Festival Transition Group and fits Council's decision to establish an independent governance structure for the Festival.</p> <p>Funding by Council and other income (ticket sales and sponsorship).</p> <p>Council would contribute a set \$ amount under a funding agreement if it was delivered by an independent trust.</p> <p>A Trust would be its own legal entity, independent of Council. This option is not recommended as it would mean that Council has no control over the outcomes of the Trust.</p>
<p>12. Establish a CCO operated as a Charitable Trust to provide governance and delivery of the service with funding from Council.</p>	<p>This option has been recommended by the Nelson Arts Festival Transition Group and fits Council's decision to establish an independent governance structure for the Festival.</p> <p>Funding by Council and other income (ticket sales and sponsorship).</p> <p>Council would contribute a set \$ amount under a funding agreement if it was delivered by a CCO.</p> <p>This option, though it has associated costs with a CCO for Audit purposes, is the recommended option as it provides the best oversight back to Council on the outcomes the CCO will deliver.</p>
<p><b>Conclusion: Which of the above options is most cost effective?</b></p>	<p>Option 12 has a higher cost associated with Audit but will result in less associated risk and is therefore the most cost effective. Council has decided to allocate funding at current levels so in this case it would be part of the overall funding contribution towards the external entity and not increase the cost to Council.</p>

Recommendations from the service delivery reviews	<p>The recommendations are as follows:</p> <ul style="list-style-type: none"> <li>➤ Establish a CCO for the governance and delivery of the service</li> <li>➤ Establish a Charitable Trust</li> <li>➤ Council to Fund of the service by way of a grant</li> </ul>
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**Review Completed:**

\_\_\_\_\_  
 (Name) (Position) (Date)

**Review Approved**

\_\_\_\_\_  
 (Name) (Position) (Date)

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## **Capital Expenditure Programme 2016-17 - Requests for Change**

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### **1. Purpose of Report**

- 1.1 To seek approval for changes to capital projects and/or expenditure within the Committee's areas of responsibility.

### **2. Recommendation**

***That the Committee***

***Receives the report Capital Expenditure Programme 2016-17 - Requests for Change (R7571).***

Recommendation to Council

***That the Council***

***Approves, with respect to project 2226 Elma Turner Library improvements, that budget phasing for 2016-17, 2017-18, and 2018-19 is adjusted to \$30,000, \$175,000, and \$308,000 respectively; and***

***Approves, with respect to project 1175 Stoke Sports and Community Facility, that \$2,418,489 from 2016-17 budget is transferred to 2017-18.***

### **3. Requests for Change**

#### **Project 2226 Elma Turner Library improvements**

- 3.1 This is a multi-year project with an objective to better utilise the existing space at Elma Turner Library, in order to meet evolving library user needs, improve operational efficiency, increase staff satisfaction, and prepare for the expected medium term demand.

- 3.2 The total project budget is currently phased as follows:
- 2016-17: \$205,000
  - 2017-18: \$308,000
  - 2018-19: \$2,700,000
  - 2019-20: \$2,700,000
- 3.3 Council has instructed officers to complete further investigation regarding the location, possible replacement of the existing library with a flagship library, and exploration of linkages to surrounding properties that are likely to be re-developed at some point in the future. This change of focus will result in a revised expected spend in 2016-17 of \$30,000, and a change to the timing of subsequent annual budgets.
- 3.4 Approval is sought to adjust budget phasing in line with the requirement for further investigation, with construction costs and phasing to be considered through the Long Term Plan 2018-28.
- 3.5 If approved, the adjusted budget phasing will be:
- 2016-17: \$30,000
  - 2017-18: \$175,000
  - 2018-19: \$308,000
  - 2019-20 onwards – to be considered through the next Long Term Plan.

### **Project 1175 Stoke Sports and Community Facility**

- 3.6 This is a multi-year project to create a new sports and community facility in Stoke. The remaining project budget is currently phased as follows:
- 2016-17: \$4,418,489
  - 2017-18: \$1,300,000
- 3.7 During construction, delays with steel work have recently been experienced. Whilst the contractor is indicating this is not likely to affect the overall programme for completion, it does impact the payment profile. The result is that some spend expected in 2016-17 will now be spent in 2017-18, and a change to budget phasing will be required.
- 3.8 Approval is sought to transfer \$2,418,489 from 2016-17 into 2017-18, to align with the current proposed construction payment schedule.
- 3.9 If approved, the adjusted budget phasing will be:
- 2016-17: \$2,000,000

2017-18: \$3,718,489

**4. Tenders awarded for contracts over \$1,000,000**

- 4.1 No contracts over \$1,000,000 that are within the Committee's areas of responsibility were awarded during quarter 3.

**5. Conclusion**

- 5.1 The approvals requested will assist Council to make an informed decision on the future development of the Elma Turner Library, and will enable construction of the Stoke Sports and Community Facility to continue to completion.

Arlene Akhlaq  
**Project Management Adviser**

**Attachments**

Nil

<b>Important considerations for decision making</b>	
<b>1. Fit with Purpose of Local Government</b>	<p>Providing core infrastructure is a good fit with the purpose of Local Government.</p> <p>The proposed changes in phasing support efficient and effective delivery of these projects.</p>
<b>2. Consistency with Community Outcomes and Council Policy</b>	<p>The recommendations for project 2226 Elma Turner Library improvements, and project 1175 Stoke Sports and Community Facility, amend the phasing of the Long Term Plan budget.</p>
<b>3. Risk</b>	<p>The recommendation for project 2226 Elma Turner Library improvements reduces risk by adjusting budget phasing to match project phasing.</p> <p>The recommendation for project 1175 Stoke Sports and Community Facility reduces the risk of continued gaps in service provision by enabling the construction to continue as planned.</p>
<b>4. Financial impact</b>	<p>No additional budget is being requested.</p>
<b>5. Degree of significance and level of engagement</b>	<p>Re-phasing budgets is of low significance as it is a change of timing to planned and approved expenditure, therefore no further engagement is required.</p>
<b>6. Inclusion of Māori in the decision making process</b>	<p>Maori have not been consulted on the specifics in this report.</p>
<b>7. Delegations</b>	<p>The Community Services Committee has responsibility for libraries, and for community centres and halls, and has the power to consider matters within these areas of responsibility, and the power to recommend adoption by Council.</p>

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**REPORT R7301**

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**Youth Strategy**

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**1. Purpose of Report**

- 1.1 To approve the draft Youth Strategy for community engagement.

**2. Recommendation**

***That the Committee***

***Receives the report Youth Strategy (R7301)  
and its attachments (A1755970, A1762721);  
and***

***Approves the draft Youth Strategy (A1762721)  
and proposed process for community  
engagement as outlined in R7301.***

**3. Background**

- 3.1 The purpose of the Youth Strategy is to guide future support for youth development and activities by setting out youth needs, Council's role and priorities in meeting these and agreement on relative priorities.
- 3.2 Once adopted the Youth Strategy will replace the current Youth Policy which is located within the Social Wellbeing Policy. The current Policy describes Council's role in ensuring that the specific needs of youth are taken into consideration when planning community facilities and infrastructure, delivering services and activities and communicating with the community and provides a focus on civil and political rights; leisure and recreation; physical environment; safety and social connectedness.
- 3.3 In the 2016/17 Annual Plan Council resolved;

*"Council supports a range of services for youth but believes there is more work to be done to explore the priorities in this area of work. Council is interested in facilitating a conversation with youth and providers of youth services in 2016/17, on the key needs of our young people and how council can best contribute to meeting these. This work will guide Council*

*budgets and activities, and the activities of our partners in future years."*

- 3.4 And on 16 June 2016 Council made a commitment to refresh its Youth Policy through development of a Youth Strategy stating (CL/2016/183):

*"Council engages with key stakeholders in the youth sector to develop a youth strategy to guide future support for youth development and activities."*

- 3.5 A Council workshop on the Youth Strategy was held in November 2016 and a progress report presented to Committee in March 2017. Since then further engagement with youth and other stakeholders has been undertaken and this, along with the recommendations from the workshop, Committee meeting and Councillors, has helped to inform the draft strategy attached to this report.

## **4. Discussion**

- 4.1 To assist with the Strategy's development, officers have;

- engaged with stakeholders to gather feedback including a range of youth and youth stakeholder groups such as schools, community groups, government agencies, sports groups and local iwi
- undertaken a review of relevant youth literature
- carried out research into 'Employer Perspectives on Youth Employment in the Nelson District' in partnership with Victoria University
- established a reference group and sought its feedback on content, process, concepts and ideas
- considered other councils' youth activity
- reviewed central government's approach towards funding and support
- analysed local statistics
- developed a Council website information page

### **Community feedback**

- 4.2 Since the Committee meeting in March, officers have continued to seek feedback with a focus on young people and have talked to intermediate and secondary students, young people from Alternative Education and the YMCA, young people in employment and rangatahi Māori (Māori youth).



- 4.3 Officers have also sought community feedback on some broad key concepts and ideas from the reference group, with feedback received supportive of the draft approach.
- 4.4 Feedback had been previously gathered from a range of young people and youth stakeholders including schools, NMIT, community groups, sports groups, local iwi and government agencies with over one hundred letters sent to stakeholder groups to notify of the Strategy's development and inviting comment.
- 4.5 In general, young people's feedback has been similar to that gathered from stakeholder organisations. With the combined feedback identifying a wide range of views with themes of concern for young people's mental health and wellbeing, safety of transport routes especially during night time hours, public transport limitations, spaces and places for youth to gather, access to affordable housing, drug and alcohol use and/or misuse, employment and further education options.
- 4.6 There was also support for youth participation in decision making (youth citizenship), access to events, activities and facilities, and the value of communities as a support for youth health and wellbeing. Further feedback appreciated Nelson's diverse natural environment and valued the sense of community due to the relative smaller size of the district.
- 3.7 Representatives from Nelson Young Professionals were supportive of young people leaving Nelson to seek employment, education and experience and the opportunity to attract young people back into the region. They suggested;
- better career advice about the regions job opportunities (for those that wish to leave to know what studies support returning)
  - showcasing/marketing what Nelson offers especially the lifestyle and resources to attract young people into the region
  - mentoring programmes between those at school and professional people to support career development
  - urban design to provide more spaces for socialising

### **Youth Employment research**

- 4.8 To assist with the Strategy's development, officers also partnered with a Victoria University summer scholar to undertake research into youth employment within the Nelson District. Her work focused on local industries to better understand employer attitudes and the barriers and challenges employers face.
- 4.9 A summary of the report has been included as an attachment with key points noted below.
- 4.9.1 Nelson has a higher youth employment rate in comparison with the rest of New Zealand.

4.9.2 Common barriers to youth employment are; skills and qualifications; youth attitudes; work readiness and career development.

4.9.3 Local employers value young people and look for a good work attitude when employing.

## 5. Options

5.1 In preparation of the draft Strategy, officers have considered stakeholder feedback, councillor feedback, other councils' youth policies and activities, central government's approach to funding and support and best practice approaches to youth development.

5.2 To date, feedback from the community suggests that it would be broadly supportive of the key concepts and ideas that have been put forward in the draft Strategy.

The Committee could decide to:

<b>Option 1. Approve the draft strategy for community engagement. This option is recommended.</b>	
Advantages	<ul style="list-style-type: none"> <li>• Would allow the implementation of plan to be approved and work to begin early in the 2017/18 financial year</li> <li>• Likely to be supported by the community which has indicated support for key concepts and ideas</li> </ul>
Risks/disadvantages	<ul style="list-style-type: none"> <li>• No obvious risks</li> </ul>
<b>Option 2. Amend the draft strategy</b>	
Advantages	<ul style="list-style-type: none"> <li>• The draft Strategy could be tailored to better meet Council's objectives</li> </ul>
Risks/Disadvantages	<ul style="list-style-type: none"> <li>• Could lead to a delay in the implementation of the Strategy</li> <li>• Changes may not align with community feedback</li> </ul>

## 6. Next steps

6.1 If Council decides to approve the draft Strategy for community engagement officers will then seek community feedback on the draft strategy which will involve:

- Gathering feedback from those who have been involved in the process so far
- Our Nelson feature including notice of opportunity to provide feedback

- Display board/s in libraries / Customer Service Centre
  - Website presence including online video
  - Posting on social media
- 6.3 The engagement process is not planned to include hearings however community feedback will be made available to Councillors as part of deliberations on the final Youth Strategy and used to inform the final draft for approval.
- 6.4 The report to approve the draft Youth Strategy is scheduled to come back to Committee along with an action plan setting out expected activity and resourcing. The Community Partnership team will have primary responsibility for implementing the action plan.
- 7. Conclusion**
- 7.1 Council has resolved to review and replace its Youth Policy through the development of a Youth Strategy.
- 7.2 Option one is recommended whereby the Committee approves the draft Youth Strategy and proposed process for community engagement.

Gabrielle Thorpe  
**Policy Adviser**

### **Attachments**

- Attachment 1: A1755970 - Youth employment in the Nelson district - A Summary [↓](#)
- Attachment 2: A1762721- Draft Youth Strategy [↓](#)

## Important considerations for decision making

### 1. Fit with Purpose of Local Government

Council has decided to develop a Youth Strategy to be better positioned to target the funds available to achieve Council's desired outcomes in a cost effective manner.

### 2. Consistency with Community Outcomes and Council Policy

The recommendations in this report align with the Community Partnerships Activity Management Plan 2015-25 and support the following community outcomes;

- Our urban and rural environments are people-friendly, well planned, and sustainably managed
- Our infrastructure is efficient, cost effective and meets current and future needs
- Our communities are healthy, safe, inclusive and resilient
- Our communities have access to a range of social, educational and recreational facilities and activities
- Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement

And the following Nelson 2060 objectives;

- We support and encourage leaders across our community.
- We are all able to be involved in decisions.
- Everyone in our community has their essential needs met

### 3. Risk

There is a low risk that some in the community may not support the direction set out in the Strategy or may have higher expectations around funding and the eventual action plan.

### 4. Financial impact

There is no financial impact from the recommendations contained in this report. The draft Annual Plan 17/18 has a budget for youth activities which is to be informed by the final strategy.

**5. Degree of significance and level of engagement**

This decision is of medium significance because it is about developing a Strategy which will guide future youth activity and investment by Council. The community will have further opportunity to provide feedback on the draft Strategy.

**6. Inclusion of Māori in the decision making process**

Local Māori have been invited to provide feedback on key question areas with feedback received from Whakatu Marae, Ngati Tama and Ngati Koata. Rangatahi Māori (Māori youth) have also provided feedback during the youth engagement process.

**7. Delegations**

The Community Services Committee has responsibility for considering Community Development, including youth issues, and social well-being and to undertake community engagement on these matters (excluding Special Consultative Procedures). The Community Services Committee has the power to recommend to Council on the development of policies and strategies.

**Youth employment in the Nelson district****April 2017****Executive Summary**

In November 2016, Nelson City Council took up an opportunity for a summer research student in partnership with the Victoria University Summer Scholarship programme offered by the Victoria Business School Centre for Labour, Employment and Work (CLEW).

Nelson City Council was keen to better understand the cities future workforce opportunities, develop a local industry picture on the status and value of youth employment and gauge the barriers and challenges that currently exist, and to use this information to assist with planning and in the development of the Youth Strategy.

This summary has been prepared from information provided from the summer scholarship and provides an outline of its findings. It offers commentary on the district's employment of young people from local industry, the current status of youth employment in Nelson and key points from literature on the subject.

The research project was under the supervision of Dr Noelle Donnelly and Dr Stephen Blumenfeld of Victoria University.

Nelson City Council wishes to acknowledge and thank those that took part.

A1755970

**In summary the research found that;**

- Nelson has a higher rate of young people employed in comparison with the rest of New Zealand
- Common barriers to youth employment are; skills and qualifications; youth attitudes; work readiness and career development
- In general, local employers value employing young people and appreciate the diversity they bring to the workplace
- Local employers look for personal qualities such as self-confidence and willingness to work hard over technical skills with the most commonly sought characteristic one of attitude although employers look for a 'fit' into the business, overall health and fitness of the young person (in physically demanding industries), along with motivation and drive.
- Nearly half of employers interviewed look for particular qualifications and/or driving licenses
- Previous work experience is helpful in embedding workplace expectations and providing evidence of work history

**Recommended actions;**

- Development of stronger relationships between the secondary, tertiary and employment sectors to enable:
  - o more local employers providing vocational work experiences
  - o better information about career prospects (and potential for career development) within local industries and linking of young people to these
  - o exploration of models such as the 'Transition Hub' (Auckland City Council) where employers and youth are linked together
  - o support for existing mechanisms such as NMIT and Top of the South Trades Academy in providing education based on regional employment needs
- Provision of driver licencing assistance programmes to enable young people to gain licenses for employment and reliably get to work
- Employer workshops on how to adapt workplaces to younger worker needs, the benefits of and ways to engage youth, and development of youth-appropriate HR strategies

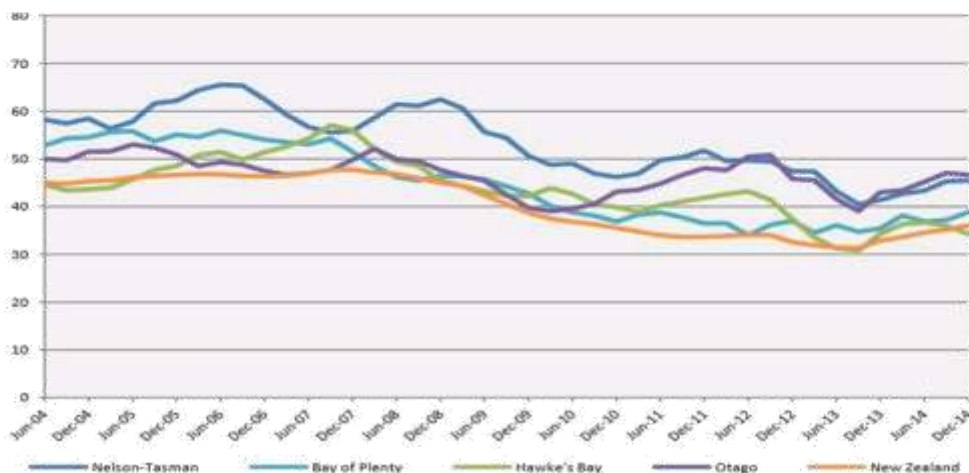
Although out of scope for Council, recommendations for central government included wage and training subsidy development, an increase in the minimum wage, and educational policy to provide increased support for career guidance and vocational training in schools.

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## Background

Nelson's youth employment situation is positive, with the youth employment rate higher than the national average. (In 2014 the average number of 15 to 19 year olds employed in Nelson was 45.5% in comparison to the national average of 36%).

**Table 1: Number of employed youth (aged 15-19), Rolling Average %, Comparator Regions December 2014 (NRDA. 2015)**



In spite of this, Nelson has been identified as having a high number (per population) of 20-24 year olds at risk of poor outcomes in a report 'Using Integrated Administrative Data to Identify Youth Who Are at Risk of Poor Outcomes as Adults' by the New Zealand Government in 2015. Measures were defined as:

- Not achieving:
  - at least an NCEA level 2 qualification by age 23 (for those turning 15 or 16)
  - at least a level 4 qualification by age 23 (for those turning 17 to 21).
- Use of mental health or addiction services between ages 20 and 22 inclusive (for those turning 15 to 20).
- Receiving a custodial or community sentence between ages 25 and 34 inclusive.
- Being on a benefit for five years or more between ages 25 and 34 inclusive.

The findings of this report can be found at: <http://www.treasury.govt.nz/publications/research-policy/ap/2015/15-02/ap15-02-target-pop.pdf>

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## Methodology

The project undertook a qualitative research approach, engaging employer stakeholder groups and local employers on the challenges, barriers and opportunities for young people for local employment, providing some commentary of findings linked to empirical literature and research. This involved:

- identification of a sample of 58 local employers across 15 key industries from which a smaller sub sample was drawn
- initial contact by phone or email and for organisations who indicated an interest in participating, an information sheet and consent form
- semi-structured interviews (on average lasting between 40 to 60 minutes)
- transcribing of interview data sent back to employers for verification, along with a post-interview request for additional information
- reviewing relevant New Zealand research and national and international literature

In total, nine interviews were completed from the agriculture/fishing, professional/technical services, financial and insurance services, accommodation/food services, and transport/construction/contracting industries. Organisations ranged in size from six full-time employees, to those with over 130 full-time staff.

Other employers were interviewed to provide a wider overview and included respondents from a business consulting firm, and recruitment agency, as well as stakeholder groups such as the Ministry of Social Development, Nelson Regional Development Agency, Nelson Girls College and Top of the South Trades Academy.

## Research Findings

### New Zealand research and literature

A review of literature revealed that barriers to youth employment can be grouped into four key areas: skills and qualifications; youth attitudes; work-readiness and career development.

**Skills and qualifications:** Young people tend to have lower skills and qualification levels with employers more likely to hire older, more experienced workers particularly if wages are the same (New Zealand Treasury, 2013). Young people with low education have been shown to be much more likely to be NEET (not in education, employment or training), (Department for Business, Innovation and Skills, 2015b). Since 2011, educational attainment and successful transition to employment has been the focus of central government largely driven through initiatives such as the Youth Guarantee scheme and youth services.

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**Youth Attitudes:** Employers want to employ young people who have a positive and motivated attitude to work with issues such as punctuality and poor work ethic common barriers to employment (Birch & Jensen, 2013).

**Work readiness:** To be successful young people need to be work ready. Work readiness is the state of a person knowing what the behaviours, and attitudes are valued and required in the workplace. Work experience has been found to help with work readiness as it exposes a young person to workplace expectations and routines.

**Career development:** Young people do better if they have good access to career education and vocational studies during schooling years and are supported by a coordinated transition into further education or employment (Auckland Co-design Lab, 2016; OECD, 2008).

### Local research

Of the employers interviewed, most employed young people on a full-time basis, with the majority also providing work experience opportunities. By far the greatest number of young people were employed in the agriculture and fishing industries. (See Table 2 for youth employment numbers by industry).

Table 2: (Please note: the figures report on the time of interview during December-January)

Industry	Number of full-time employees	Number of youth employed:			Work experience opportunities for youth
		Full-time	Part-time	Seasonal	
Accommodation and Food services	25-30	Approx. 65%	55-60% part time/ seasonal		Supports two local colleges through the Gateway programme
Agriculture/Fishing	25	0	0	55	Casual employment opportunities and Summer holiday employment (university and college)
	613 permanent, 72 fixed term	84 permanent, 33 fixed term	0	3*	Scholarship programme for 2 students each year, who work with them in holidays. Use cadets from the Westport Deep Sea Fishing School. Others considered on a case-by-case basis
Professional Services	55	4	1	0	Traineeship and student work experience
	6	0	0	0	None currently
Transport/Construction/Contracting	33	4			Apprenticeships
	176	4	1	5	Work experience offered to Cadets. Four Civil engineering students yearly, over the summer period

\*Number is low because they employ most seasonal workers from May to September

Employers noted that it was harder to train people in soft skills and change their attitudes and work ethic, compared with hard skills, and looked for this in reference checking. In the professional services there was a tendency to look for 'fit' into the organisation and for an applicant's numeracy, literacy and communication skills, while in the primary industries there was a focus on teamwork, the young person's ability and willingness to work hard and their overall

A1755970

health and fitness. Young people's technical skills and trainability was also valued. Overall the attitude of the young person was the most common factor in the selection of young people.

Nearly half of the employers looked for particular qualifications or licenses, particularly within agriculture/transport/contracting and construction industries. These were either a preference for, or requirement of the job or provided the employer with confidence that the employee would have the means to reliably turn up to work and on time.

Some employers had recruitment challenges, finding it difficult to attract young people into their industries and/or into the district. Some retention challenges also existed with young people more likely to move around the workforce than workers over 25 years of age, and for some, industry work not recognised as a serious career prospect. Young people also leave to take up opportunities for increased earnings in bigger cities. Some employers required qualification pre-requisites, with others acknowledging the expense of training young people in balance with a young person's commitment to stay in the job.

Significant barriers to successful employment were identified as youth attitudes such as dishonesty, lacking of future goals, underdevelopment of social skills (especially the use of digital technology such as phones during work time), no work experience; a lack of qualifications; and drug and alcohol use.

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Council is committed to supporting better outcomes for Nelson's young people.

**OUR VISION IS...**  
Young people have the resilience, skills, confidence and connections to develop, and participate positively in the community



## WHY HAVE A STRATEGY?

Young people are an important part of Nelson's community, and represent the future workforce, parents, decision makers, and community champions that help to build the fabric of the Nelson that people love. Investing in their future wellbeing will improve outcomes for not only young people, but the community as a whole.

In 2016, Council made a decision to develop a Youth Strategy to provide renewed direction on what young people need. The Youth Strategy seeks to:

- Identify young people's needs.
- Set a clear direction for Council.
- Find partners to work with.
- Guide future support for youth development and activities.

This Strategy has been created to support better long term outcomes for Nelson's young people, and to provide a focus for Council on where it wants its resourcing targeted to make a difference.

Young people are commonly defined as those aged between 12-24 years.





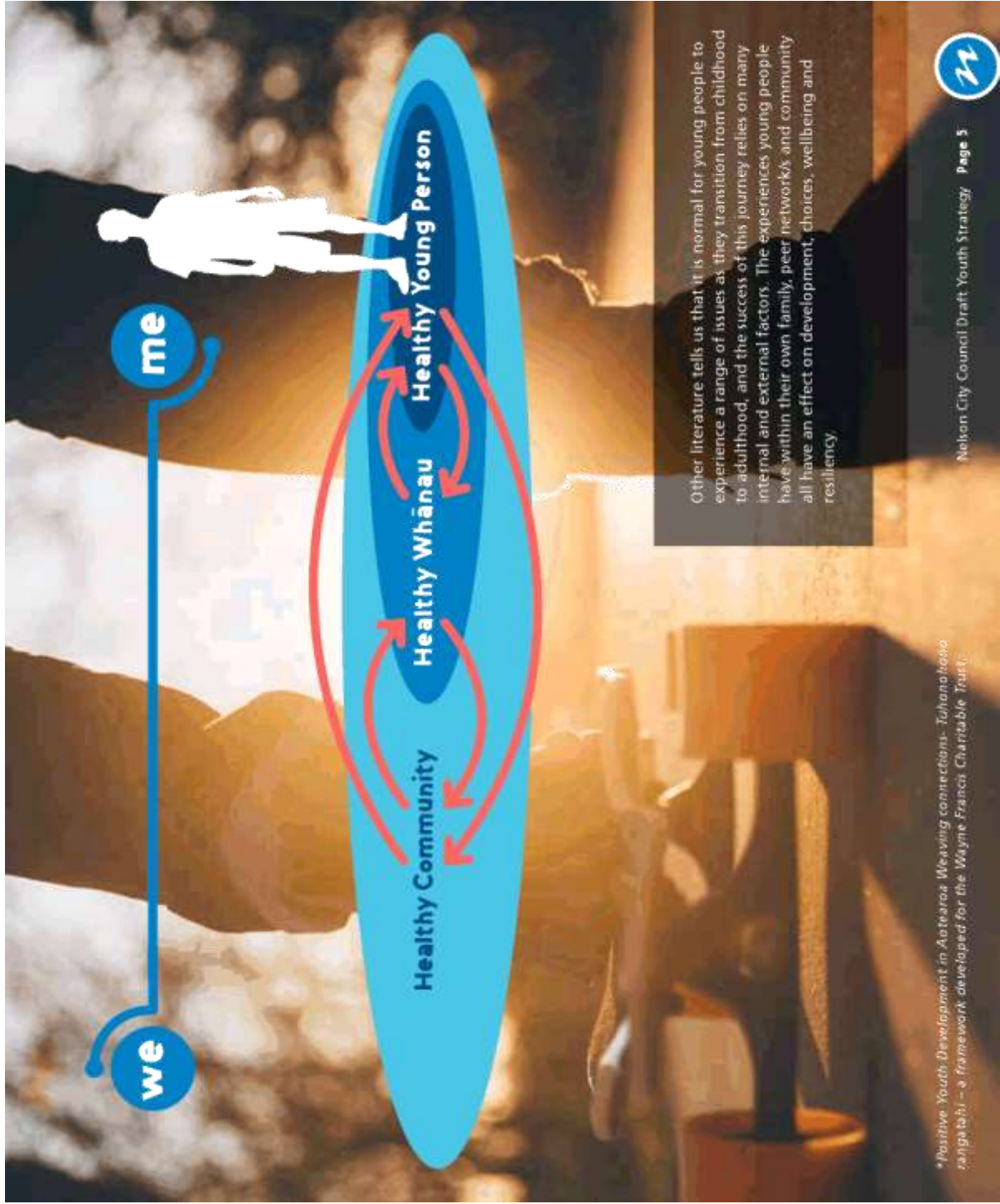
## WHAT POSITIVE OUTCOMES FOR YOUNG PEOPLE LOOK LIKE

Before we can identify what programmes and initiatives to invest in, it is important to know what positive outcomes for young people look like.

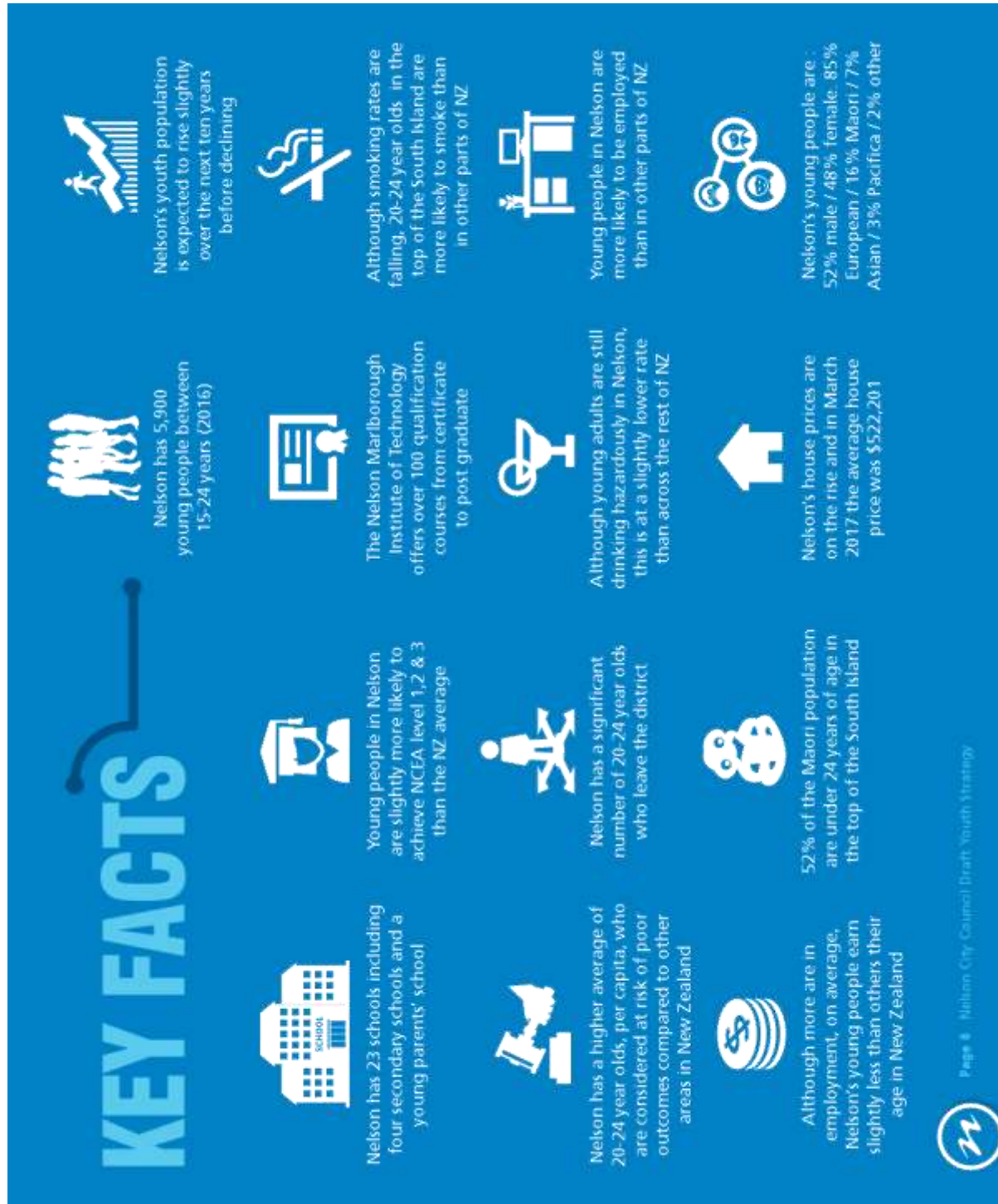
The Ministry of Youth Development tells us that successful youth outcomes are when young people develop and use knowledge, skills and experiences to participate confidently in their communities.

### The six principles of their Youth Development Strategy Aotearoa are:

- Youth development is shaped by the 'big picture'.
  - Youth development is about young people being connected.
  - Youth development is based on a consistent strengths-based approach.
  - Youth development happens through quality relationships.
  - Youth development is triggered when young people fully participate.
  - Youth development needs good information.
- If empowered, communities can also nurture their own young people to solve their own problems so that young people can develop to their full potential.













## WHAT YOU TOLD US

Many people have helped in developing this strategy including a large number of young people and community groups.

You have told us about the good things which help improve young people's lives, as well as the issues that are difficult and can have a negative impact on the experiences and future outcomes of young people and the region.

### You told us some of the difficulties that young people face are:

- **Mental health and wellbeing** including alcohol and/or drug related issues
- **Access to information** and what youth support services are available
- **Local employment opportunities** including opportunities for career development across a range of local industries, and transition from school to further education and employment
- **Access to public transport** such as routes, frequency and cost and the influence of these on opportunities to take part in activities, tertiary education and/or employment
- **Housing** including cost, availability and adequacy of both rental and home ownership housing options, especially for young parents with children
- **Local tertiary education opportunities** such as a lack of university level tertiary education resulting in a large migration of young people seeking university qualifications
- **Youth spaces, places** including youth centres, and inner city spaces for young people to socialise



**GOAL 1**

## OUR GOALS

### Positive youth development:

Nelson's young people have opportunity for positive growth and development.

**How we will do this:**

- Support initiatives and seek partnerships which enhance young people's strengths, self-worth, positive choices, resilience and positive mental health and wellbeing
- Facilitate pathways which nurture and celebrate young people's achievements and leadership opportunities
- Enable young people to know how to get help
- Encourage others in the community to value young people

**GOAL 2**

### Quality relationships, connections and pathways:

Young people can access pathways that support their future in Nelson. Young people are connected to their community and their community supports them.

**How we will do this:**

- Support the development of community connections which encourage involvement and help build strong positive relationships
- Support young people to be in education and employment and pathways that enable young people to remain or return here
- Provide a range of youth friendly recreational, cultural and community events
- Consider access to targeted support for young people with high needs

Page 10 Nelson City Council Draft Youth Strategy





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PO Box 645, Nelson, 7040

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03 546 0200

[nelson.govt.nz](http://nelson.govt.nz)

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**Minutes of a meeting of the Nelson Youth Council**

**Held in the Council Chamber, Civic House, 110 Trafalgar Street, Nelson**

**On Friday 17 March 2017, commencing at 1.00pm**

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**Present:** B Rumsey (Chair), L Amos, S Corkery, S Cronin, E Edwards, C Fearnley-Fitzgerald, A Hunter, C Hagan, A James, L Ly, J Morgan, R Panting, C Rollo, E Rais, J Ripley, F Sawyer, J Stallard, A Tonks and L Wilkes

**In Attendance:** Her Worship The Mayor R Reese, Councillor B McGurk, Community Partnerships Advisor (S Stiles), Senior Strategic Adviser (N McDonald), Community Partnerships Cadets (A Borlase and K McLean), Nelson City Council Engineering Advisor (S Mcauley), Registrar of Electors (M Elliott and colleague G O'Brien) and Festivals Marketing Coordinator (A Raine)

**Apology/ies :** L Bloomfield (for absence) and J Ripley (late arrival)

**1. Apologies**

It was noted that Youth Council member Josephine Ripley would arrive late.

Apologies were noted from Liam Bloomfield.

**2. Confirmation of Minutes**

**2.1 1 March 2017**

Document number M2372, agenda pages 5 - 9 refer.

Resolved YC/2017/007

***That the Youth Council***

***Confirms the minutes of the meeting of the Nelson Youth Council, held on 17 March 2017, as a true and correct record.***

Sawyer/Cronin

Carried

M2423

**1**



### 3. Central Government Election

Registrar of Electors – Electoral Commission, Marie Elliott and colleague Graeme O'Brien, spoke about wanting to connect with Nelson youth and encouraged them to become more involved in the forthcoming general elections.

Mr O'Brien spoke about young people not voting and how the Nelson Youth Council could encourage their peers to vote, and in doing so Mr O'Brien believed this would help shape their futures. Mr O'Brien also spoke about democracy, vision and the energy that youth have.

A motion was passed to create a sub-group for this project.

Resolved YC/2017/008

***That the Youth Council***

***Creates a sub-group to support the Registrar of Electors.***

Rumsey/Sawyer

Carried

### 4. Youth Health Project

This item was not discussed at the 17 March 2017 meeting and will be on the agenda for the 12 April 2017 Youth Council meeting.

### 5. Active Transport

Ms Mcauley tabled a document (A1732271).

Nelson City Council Engineering Advisor, Sue Mcauley, spoke about the bus service and bus routes that weren't working as well as others and asked for feedback around this from the group.

Following discussion, it was agreed that the main barriers Youth Council found were:

- The cost
- Frequency of buses
- Timing of buses
- Payment methods
- Bus times.

#### Attachments

- 1 A1732271 - Nelson Bus Service Timetable 20Mar2017

### 6. Festivals

Festivals Marketing Coordinator, Amanda Raine, joined the meeting and introduced herself. Ms Raine reminded the Youth Council members that

they were all invited to the Masked Parade workshop, to be held on 27 March 2017.

Ms Raine also mentioned if any Youth Council members had things to add in terms of events happening in Nelson, the Festivals Team would like to hear from them.

## 7. Annual Plan 2017-2018

Nelson City Council Senior Strategic Adviser, Nicky McDonald, spoke about the draft Annual Plan 2017/18.

Ms McDonald gave a power point presentation to the group (A1730418).

Ms McDonald explained that the draft Annual Plan was released on 17 March 2017 for public consultation and that this document highlighted key issues and projects that members of the public may wish to submit on.

Ms McDonald drew attention to:

- The Haven Precinct
- Church Street
- Bus services
- Christmas decorations
- China week
- The Brook Sanctuary
- Mountain biking hub.

### Attachments

- 1 A1730418 - Annual Plan 2017\_18 briefing for Youth Council - 17Mar2017

## 8. Trustpower Community Awards

Fynn Sawyer explained to the group about the Trustpower Community Awards, and asked if there was any interest in nominating the Nelson Youth Council and other organisations.

A list of names of interest was taken by the Community Partnerships Advisor, Steve Stiles. It was noted that the Nelson Youth Council would nominate themselves and other organisations.

## **9. Chairperson Training**

Her Worship the Mayor provided techniques on effective chairing of meetings and spoke in more detail about the importance of agenda preparation, rules of engagement, respect, setting high standards and values.

Councillor McGurk highlighted key steps he found helpful in regard to effective chairing of meetings.

## **10. Rockquest Award**

Alana James lead a discussion on Youth Council supporting a Rockquest Award for 2017.

Attendance: Josephine Ripley joined the meeting.

Youth Council members showed interest in forming a group to drive this project and agreed to further discuss this at the 12 April 2017 Youth Council meeting, under general business.

## **11. Council Meetings**

### **1.1 Community Services Committee meeting – 2 March 2017**

Jenna Stallard and Emily Rais updated the group on the 2 March 2017 Community Services Committee meeting.

### **1.2 Governance Committee meeting – 9 March 2017**

Luke Wilkes reported back to the group on the 9 March 2017 Governance Committee meeting.

## **12. Sport Tasman Project**

Campbell Rollo and Josephine Ripley updated the group on where they were currently at with this project and highlighted needing more Youth Council members to get on board with them. Josephine informed the group on when this event would be held and was expected at the workshops.

Interest in this was noted.

## **13. Council Meet and Greet**

Emma Edwards informed the group that the Council Meet and Greet has been postponed due to a busy agenda that day, and she would update the group when a new date was given.

There being no further business the meeting ended at 2.40pm.

Confirmed as a correct record of proceedings:

\_\_\_\_\_ Chairperson \_\_\_\_\_ Date

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**Minutes of a meeting of the Nelson Youth Council**

**Held in the Council Chamber, Civic House, 110 Trafalgar Street,  
Nelson**

**On Wednesday 12 April 2017, commencing at 1.00pm**

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Present: J Stallard (Chair), E Edwards, B Rumsey, L Wilkes, A James, F  
Sawyer, A Tonks, C Fearnley-Fitzgerald, L Ly, S Cronin, L  
Amos, A Hunter, S Corkery, L Bloomfield, C Rollo and E Rais

In Attendance: Councillors Matheson and McGurk, Community Partnerships  
Advisor (S Stiles) and Administration Assistant (S Parry)

Apology/ies : C Hagan, J Morgan, R Panting, J Ripley

**1. Apologies**

The apologies were noted.

**2. Confirmation of Minutes**

**2.1 17 March 2017**

Document number M2423, agenda pages 4 - 8 refer.

Resolved YC/2017/009

***That the Youth Council***

***Confirms the minutes of the meeting of the  
Nelson Youth Council, held on 17 March 2017, as  
a true and correct record.***

Stallard/Rumsey

Carried

**3. Youth Health Project**

Lee-Ann O'Brien and the Youth Councillor currently involved in this  
project updated the Youth Council. Lee-Ann gave some background on  
this initiative and Liam Bloomfield who is a Trustee of the Youth Health

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13. Nelson Youth Council - 12 April 2017 - Attachment 1 - Youth Council - 12 April 2017

and Wellbeing Trust provided information on why the Trust has been set-up.

There was a request for Youth Council to help with the naming of the Trust; and whether Youth Councillors would want to be involved in the 6-weekly meetings of the Youth Wellness Group. Youth Councillors will attend the Youth Wellness Groups meetings. Steve Stiles to liaise with Youth Councillors on who will attend.

Resolved YC/2017/010

***That the Youth Council***

***Provides support with naming the Youth Health and Wellbeing Trust.***

Stallard/Rumsey

Carried

#### **4. Trafalgar Centre Skate Park**

Mitch Pownall, Contract Supervisor Facilities, Parks and Facilities, joined the meeting to advise the Youth Council on a painting project at the skate park by the Trafalgar Centre. He advised that he would be looking for someone or a group to work on the design of a mural or art work to cover all the concrete surfaces of the skate park. NCC would supply labour and materials and were looking at the possibility of a fee being paid to an artist. Alternatively, a competition could be run to find the winning design. There is no set timescale for completion of this project – the work would probably take place next summer.

During discussions, it was mentioned that the Arts Department at NMIT might be interested in this sort of project.

Further discussion took place regarding what involvement the Youth Council might have, with 3 options emerging: do nothing, a low degree of involvement or heavily involved – the majority of Youth Councillors agreed with the third option.

A number of Youth Councillors identified themselves as being interested in the project.

#### **5. Youth Week 26 May 2017 to 4 June 2017**

Youth Councillor, Jenna Stallard lead a discussion about whether Youth Council should run an event or project for youth week. A quiz was run last year and it was noted that this took lots of organisation and Youth Councillors should weigh up the benefits of the work involved against the outcomes. It was generally agreed that the Youth Council should get involved in multiple ways, which will show to the community at large what the Youth Council is involved in.

Resolved YC/2017/011

***That the Youth Council***

***Sets up a sub group to take the Youth Week 2017 work forward.***

Stallard/Rumsey

Carried

## **6. Annual Plan 2017-2018**

Luke Wilkes and Ben Rumsey provided information on the process and outcome of the Youth Council submission to the annual plan. The timescales for the process was confirmed: written submissions have to be at Council by 5pm on 18 April 2017; hearings will take place on 10 and 11 May 2017.

Councillor Matheson commented that the Youth Council work programme is focussed on issues they are involved in. In submitting to the Annual Plan, the Youth Council will be asking Council to support and implement their ideas. Don't forget to say what you have done and be clear on what you are proposing but less is better. Use the written submission as a taster and use the verbal submission to flesh ideas out.

There was some discussion on the survey to support the verbal presentation and it was agreed that the survey questions needs to be based on what the Youth Council is submitting on. Use last years' survey as a format, changing questions as necessary.

It was mentioned that a meeting would be a more useful way to work up the survey questions, rather than by email – Luke will email Youth Councillors to fix a date and time.

## **7. Trustpower Community Awards**

Alex Hunter reported back to Youth Council on this project. At the most recent meeting, it was decided that three projects would be supported: Refugee Centre, Victory Boxing and Victory Community Centre.

## **8. Youth Speak with Sport Tasman**

Campbell Rollo provided an update on this project, which was going well so far. The group is starting to get a procedure on how the day will work and the location for the event will be Hockey Turf. The group is looking for guest speakers, a local person is preferred if possible, with Eliza McCarthy and Sarah Walker to be invited. Tasman is slowly coming on board and Murchison is keen to get involved.

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Campbell mentioned that there could be training for those Youth Councillors who will be involved in the event, but as it is not clear what they will be doing yet, the question of training cannot be discussed at this time. Campbell will get more information and advise Youth Councillors.

## **9. Environment Subgroup**

Fynn Sawyer reported back to Youth Council on this project. The subgroup has decided on the goals of the programme and what might hinder its work.

They are making contact with local businesses, for example regarding carwash run-off into the stormwater system. Anyone that might want to be involved should contact Fynn.

## **10. Rockquest Award**

Alana James updated Youth Council on this project. The Award is aimed to promote the Youth Council and youth in musical endeavours. Work has been done to redefine the judging criteria to identify which band will win the Award. This will largely be based on the efforts of the band and how they get the crowd involved. The Award will be a \$200 Rock Shop Voucher.

Fynn has been suggested as photographer for the event. Fynn to let Alana know if this is not OK. It was suggested that someone could be in charge of making video clips of the bands – the Chair suggested that the group could take this forward, which was agreed by the majority of Youth Councillors. Videos of Youth Councillors interacting with the bands could be uploaded to Facebook.

A list of people and jobs should be available after this meeting – if anyone wants to be involved, let Ben know.

## **11. Central Government Elections Project**

Chekodi Fearnley-Fitzgerald informed Youth Councillors that she will email everyone to arrange a meeting early in the next school term, to discuss progress. There was some discussion around conflict of interest, discussed further in general business.

## **12. Council Meetings**

- 12.1 Full Council Meeting – 23 March 2017



Alana James provided a report from the meeting. Councillor Matheson provided some background information regarding numbers of freedom campers visiting Nelson.

Nelson City Council had also discussed the proposed city amenity bylaw and it was suggested that this was an area that youth councillors might want to make a submission on.

#### 12.2 Works and Infrastructure – 30 March 2017

Jenna Stallard gave a report about this meeting.

#### 12.3 Sport and Recreation Meeting – 04 April 2017

Jenna Stallard gave a report about this meeting.

#### 12.4 Community Services Meeting – 06 April 2017

Fynn Sawyer reported to the wider group on the meeting, adding that youth councillors need to be aware of political influence, conflict of interest etc.

Ben Rumsey talked about the Youth Strategy Guide, which was seen as weak and questions were raised over the vision statement.

### 13. Council Meet and Greet

Emma Edwards confirmed attendance for this meeting on the 04 May 2017, no agenda available until closer to the meeting. Attendance required from 9:55am to 11:30am.

#### Further Business

- 13.1 Councillor Matheson provide background on the history of the Youth Council and there was some discussion on how and when to connect with Tasman Youth Council and Top of the South Youth Council. It was suggested that Tasman Youth Council should be invited to a Nelson Youth Council meeting – agreed.

- 13.2 Youth councillors were disappointed to hear that the Stage Challenge had been cancelled. There was discussion on whether some schools were still involved in their own Stage Challenge event.

Councillor Matheson suggested that a meeting between himself, Her Worship the Mayor and youth councillors could be a useful way of taking discussion on this event forward. Youth councillors to contact Jenny Tyne to make an appointment.

- 13.3 There was discussion regarding setting up a Conflict of Interest Register for youth councillors – all agreed this would be beneficial. To be added to the agenda for the next meeting.

13.4 After discussion regarding posts for Facebook and getting more interaction from youth generally, it was agreed that the Facebook group has the delegated authority to deal with any issues that might need to be looked at. Emma Edwards was thanked for her work.

13.5 Alex Hunter reported back from the Health Conference meeting she attended, where she was the only youth in attendance. The meeting discussed promotion of water and healthy lunch boxes. She suggested that Rob Beaglehole be invited to a future meeting to update youth councillors on activity, progress etc – agreed.

Councillor McGurk reminded the meeting that Nelmac have a water truck that can be used at events to provide water.

#### **Any Other Business**

Jenna Stallard confirmed that the Light Nelson event was 2-yearly.

Steve Stiles asked if anyone could find out what other schools are involved in their own Stage Challenge events.

Blessing of the Fleet on 19 June 2017. Youth councillors are invited, a number of people showed interest in attending.

Sister Cities event in Invercargill – the meeting was advised that there is no money available from other sources to pay for flights etc, the cost would have to come out of the youth council budget. After discussion, it was agreed that the expense outweighed any benefit that might be gained from attending the event.

There being no further business the meeting ended at 2.55pm.

Confirmed as a correct record of proceedings:

\_\_\_\_\_ Chairperson \_\_\_\_\_ Date