

TO: Community Development Committee

FROM: Policy Analyst and Events and Community Development Manager

MEETING DATE: 23 July 2012

SUBJECT: **DRAFT SOCIAL WELLBEING STRATEGY**

SUMMARY

The draft Social Wellbeing Strategy provides a cohesive framework for the strategic direction of the Dunedin City Council as it considers the social wellbeing of its community.

Its development is as a result of feedback received from the community as part of the Your City Our Future work and other consultation processes such as previous annual plan submissions.

The draft Strategy seeks to celebrate what is great about Dunedin, while exploring new ways to build and develop relationships and to meet some of the challenges the City faces.

A comprehensive consultation programme has been developed to engage the community with the draft Strategy.

This report seeks approval of the draft Social Wellbeing Strategy for community consultation.

POLICY IMPLICATIONS:

OTHER IMPLICATIONS:

- | | | |
|-------|-----------------------------------|--|
| (i) | Approved Annual Budget: | No |
| (ii) | LTP/Funding Policy: | Yes |
| (iii) | Activity Management Plans: | Yes. If approved, the draft Social Wellbeing Strategy will prioritise the activities of Council in social areas including Economic Development Unit, Community Development, Transportation and City Development. |
| (iv) | Community Boards: | Yes. Community Boards will be invited to attend geographic area workshops, and encouraged to participate in the community engagement/consultation on the draft Social Wellbeing Strategy. |
| (v) | Sustainability: | Yes. Social sustainability is a core component of overall social wellbeing. |

RECOMMENDATIONS

That the Community Development Committee approves the draft Social Wellbeing set out in Attachment One for community consultation.

INTRODUCTION

A draft Social Wellbeing Strategy has been developed to provide Council with a policy framework for its role in considering the social wellbeing of the City's residents.

It comes about as a result of community feedback through Your City Our Future (YCOF) and other consultations and builds on the strategic work which has been undertaken by the Council recently.

The Strategy provides a framework that acknowledges the work that Council currently undertakes in this area and offers a vehicle to consider new ways of working together to find innovative solutions to some of the challenges we face as a community.

BACKGROUND

The Dunedin City Council's Community Policy of 1997 is out of date, and there has been significant interest from the Dunedin community for the Council to co-ordinate the development of a Social Wellbeing Strategy.

A consultant team was appointed in November 2011 to draft the Social Wellbeing Strategy which defines the Council's role in this area.

During the scoping phase of the strategy, consideration was given to whether it should be a city-wide or a Dunedin City Council strategy. It was agreed that clearer definition of the Dunedin City Council's role in Social Wellbeing was required. Combining this with the complexities of working with Central Government agencies on a regional basis led to the decision to develop a Dunedin City Council Strategy that was endorsed by others.

DISCUSSION

Context

The draft Social Wellbeing Strategy has drawn on the community's feedback through the YCOF feedback from the leadership teams and the city-wide survey along with past submissions on the Long Term Plan/Annual Plan and Spatial Plan. The draft Social Wellbeing Strategy has built on the strategic work that has been undertaken in the development of:

- The Long Term Plan (particularly the Community Outcomes and priorities)
- Spatial Plan
- Economic Development Strategy
- Transportation Strategy

Endorsement from a number of key community and government agencies has and will be sought throughout the process.

The draft Social Wellbeing Strategy focuses on what makes Dunedin a great place to live, and as such is a document which aims to cater for all members of society, rather than a particular subset of the community (e.g. low socio-economic communities).

The draft Strategy will provide a strategic platform for the Council's work in and with the community.

Given the current fiscal environment, particular attention has been given to ensure that no additional funds will be required to implement the strategy, but rather current resources and funding are prioritised to ensure that the Council achieves the outcomes it is seeking. However, this would not restrict the Council investing more in this area if it was decided that this was appropriate.

Consultation

A number of Council departments have already been involved in the development of the draft strategy and this will continue throughout the consultation phase.

It is hoped that senior Council staff and elected members will attend and participate in as many of the consultation opportunities as possible. This will help to demonstrate the significance of the draft Strategy and the level of support it has. A calendar of events will be provided in due course.

A comprehensive consultation plan has been developed in order to engage the Dunedin community with the Social Wellbeing Strategy. Consultation will take place over eight weeks and will incorporate a wide range of activities as detailed below:

A) Traditional Consultation

The draft Social Wellbeing Strategy will be made available online, and advertised through variety of traditional mixed media calling for written submissions that can be made online, via email or post.

B) Community Network Meetings

The draft Social Wellbeing Strategy will be work shopped by a broad range of community organisations through a combination of attendance at existing representative community network meetings or through invitation based meetings.

C) Geographic Area Workshops

Well connected Community and Community Board members within each Community Board area will meet to workshop the draft Social Wellbeing Strategy, and participate in a Community Building workshop, empowering and resourcing them to carry out their own localised consultation if they wish. One additional workshop will be held for central city areas not covered by a Community Board.

D) Planned Randoms

Feedback on key elements of the draft Social Wellbeing Strategy will be sought from individuals who may not otherwise provide feedback, and whose feedback will enhance the depth of understanding around social wellbeing in Dunedin.

E) Analysis of Feedback

Information will be gathered and collated throughout the consultation phase, and will be made viewable online via the Council's website.

F) Deliberation of Consultation Recommendations

The Social Wellbeing Steering Group members will meet to consider the consultation findings and approve recommended changes to the draft Social Wellbeing Strategy.

It is hoped that a report summarising the community feedback and the Social Wellbeing Steering Group's recommendations will be provided to the Community Development Committee on 26 November 2012.

CONCLUSION

A draft Social Wellbeing Strategy has been developed which incorporates the community feedback and builds on the strategic work the Council has been undertaking in recent years. The Council is asked to approve the draft Social Wellbeing Strategy for consultation.

Prepared by:

Approved for submission by:

Tami Sargeant
Policy Analyst

Rebecca Williams
**Manager, Events and Community
Development**

Approved by: Sue Birdrose
General Manager City Strategy and Development

Date report prepared: 4 July 2012

Policy Manual details that will apply if adopted:	
Title of the position, which is the key contact for the administration and review of this Policy or Policy Statement	<i>Team Leader Community Development</i>
Outcome(s) to which this Policy or Policy Statement contributes	<i>A thriving and diverse economy A connected community A safe and healthy city A supportive community A vibrant and creative city A city of learning An active city A sustainable and resilient City</i>
Sub-outcomes to which this Policy or Policy Statement contributes	<i>A Distinctive Built Environment A Valued and Protected Natural Environment</i>
KRA(s) to which this Policy or Policy Statement contributes	<i>This Strategy will contribute to a number of KRA's across the organisation, such as Social Connectedness in Community Development, Managing Democratic Processes in Civic, the provision of playgrounds and sports fields in Parks and Reserves and the Economic Environment in EDU.</i>
Review date	<i>2017</i>
Office Use Only: New Policy Number, if applicable. Committee Code /mm/yyyy/Agenda Item No. (Codes: PE, CDC, ISCOM, EDC,FS, CL)	____/____/____/____

Attachments

- 1 Draft Social Wellbeing Strategy

Summary of the Social Wellbeing Strategy

Introduction

Dunedin has a long and proud history of social innovation, such as early initiatives in education, women's suffrage and in addressing sweat labour laws. This notion of a caring community continues through to the highly-valued social services and assets we enjoy as a city today. Many of these services and assets are managed by the Dunedin City Council, across areas as diverse as community development, social housing, festivals and events, and the provision of recreation facilities such as sportsfields, playgrounds and pools.

Some significant social issues face our city, in challenging economic times with limited central and local government resources. Innovative solutions are required, which require the Dunedin City Council to involve and engage communities in new and different ways.

This document, the first overarching social strategy for Dunedin City Council, provides a vehicle for developing these solutions. It builds on the Council-led Your City Our Future (YCOF) community engagement process and the priorities identified as part of this. We've listened to what the community has said, and this Social Wellbeing Strategy is a response to this.

The Strategy sets out pathways for the Dunedin City Council to take a leadership role in improving the social wellbeing of Dunedin residents. Underpinning this strategy is the concept of 'citizenship' and what being a citizen of Dunedin both enables and requires from us.

The Dunedin City Council cannot progress social wellbeing very far on its own. It is hoped that this strategy will provide a vehicle for working towards shared responses and solutions with various communities across Dunedin and with other agencies and organisations.

Our Challenges

Most Dunedin residents rate their quality of life highly. However there are some social wellbeing challenges currently facing our city. The key challenges have been identified as:

Ageing Population	An older population will lead to both changing and greater demand for social and community services.
Low Income Levels	Low relative income levels can make the costs of everyday needs harder to meet.
Housing Stock	Cold and poor quality homes can lead to poor health and economic outcomes.
Lifestyle Changes	The trend for less active and less healthy lifestyles can give rise to obesity and other wellbeing issues.
Central Government Services and Funding	Gradual withdrawal or depletion of government services and funding is leading to greater pressure for local responses.

The Vision

The Council's vision for social wellbeing in Dunedin is:

Dunedin will be one of the world's great small cities. We will be a city with connected people, cohesive communities and quality lifestyles.

Strategic Directions

Five strategic directions set out how this vision will be realised:

1. Connected People
2. Vibrant and Cohesive Communities
3. Healthy and Safe People
4. A Reasonable Standard of Living for All
5. Affordable and Healthy Homes

Priorities

A set of priorities give the outcomes that the Dunedin City Council will be working toward under each strategic direction:

Connected People

- 1.1 Dunedin people feel included in their local communities and the wider city
- 1.2 Dunedin people are connected to the places they need to go by safe and affordable transport options
- 1.3 Dunedin people participate in community and city-wide affairs
- 1.4 Dunedin people have access to lifelong learning opportunities

Vibrant and Cohesive Communities

- 2.1 Dunedin is comprised of strong, vibrant neighbourhoods and communities
- 2.2 Dunedin celebrates its identity and cultural diversity
- 2.3 Dunedin communities have good access to information and resources

Healthy and Safe People

- 3.1 All people have good access to health services
- 3.2 There are high levels of participation in recreation and leisure activities
- 3.3 People feel safe in their homes, neighbourhoods and public places

A Reasonable Standard of Living for All

- 4.1 A range of employment opportunities for all
- 4.2 Dunedin people can afford to exercise genuine choices
- 4.3 Dunedin people have a great work/life balance

Affordable and Healthy Homes

- 5.1 Dunedin people live in warm and healthy homes
- 5.2 Affordable housing options are available to all

Implementation

Three implementation pathways for the strategy have been identified. These involve the formation of teams to develop action plans and give priority to the following areas.

1. Manaakitanga – the concept of manaakitanga involves the process of showing and receiving care, respect, kindness and hospitality.¹ This pathway focuses on helping Dunedin people to access information, services and resources to make good choices about jobs, education, housing and other opportunities. It links to the recruitment and retention strategies of the Economic Development Strategy.
2. Stronger Communities – this pathway provides a vehicle for the Council to support community-led initiatives, whether through advice, information, facilitation, partnership or funding. It links to the Spatial Plan vision of sustainable, resilient and self-sufficient communities.
3. Better Homes – this pathway provides a co-ordinated Council approach to housing quality and affordability issues for the city. As well as building on the strategic work underway in the social housing sector, it will seek to promote a whole-of-city approach to improving the quality of Dunedin's housing stock.

¹ Tai Tokerau Maori Dictionary, www.edesignz.co.nz/dictionary/dictionary-index.htm

Table of Contents *(to be completed)*

Summary

Introduction

Our Key Challenges

Strategic Framework

Strategic Directions

Implementation Pathways

Monitoring and Review

References

Appendix 1: Dunedin City Council's Current Roles in Social Wellbeing

Appendix 2: Dunedin City Council Policies with a Social Element

Appendix 3: Linkages to Other Strategies and Policies

Introduction

Why do we need a Social Wellbeing Strategy?

What makes Dunedin such a great place to live? We often think of physical features such as its superb natural setting, fantastic parks and reserves, great old heritage buildings, vibrant and lively central city, and the relative ease of getting around within our city.

As much as any physical assets, it is the people that make Dunedin a great place to be. There are many positive social and community attributes that contribute just as much to the quality of life in our city. These include things like:

- the community-minded spirit of its residents
- the way people look after each other
- the unpaid contribution many residents make to a variety of causes
- the huge range of community groups and organisations that make up the city's fabric
- the opportunity to get involved in a wide spectrum of social and cultural activities
- the way we come together to celebrate and participate in festivals and events

These can be described as examples of 'social assets', which make an important contribution to the wellbeing of Dunedin people. Like any asset, they are at risk of becoming depleted or degraded if ignored or not managed properly.

This strategy seeks to celebrate these positive aspects of Dunedin, while finding ways to build and develop even further on our social and community strengths. Underpinning this strategy is the concept of citizenship and what being a citizen of Dunedin both enables and requires from us.

The Dunedin City Council is involved in high-level strategies in progress which set out roles in providing for economic development (draft Economic Development Strategy²) and physical development (draft Spatial Plan). However this is the first strategy which details and directs the Council's involvement in the various aspects of social wellbeing.

The Dunedin City Council cannot progress social wellbeing very far on its own. It is hoped that this strategy will provide a vehicle for working towards shared responses and solutions with various communities across Dunedin and with other agencies and organisations.

² Note that the Economic Development Strategy is a partnership strategy not a Dunedin City Council strategy.

What is meant by Social Wellbeing?

The Report of the New Zealand Royal Commission on Social Policy (1988) concluded that:

*(New Zealanders) have said that they need a sound base of material support including housing, health, education and worthwhile work. A good society is one which allows people to be heard, to have a say in their future, and choices in life... (they) value an atmosphere of community responsibility and an environment of security. For them, social well-being includes that sense of belonging that affirms their dignity and identity and allows them to function in their everyday roles.*³

The Ministry of Social Development defines well-being as comprising “those aspects of life that society collectively agrees are important for a person’s happiness, quality of life and welfare”.⁴

These aspects are further defined in the Ministry’s annual Social Report as ten outcome domains or areas of people’s lives that influence social wellbeing. The ten areas are:

Health	Knowledge and Skills	Civil and Political Rights	Life Satisfaction
Safety	Paid Work	Cultural Identity	
Social Connectedness	Economic Standard of Living	Leisure and Recreation	

In a similar list, the Supportive Community Leadership Team (which formed part of the YCOF process) identified six priority areas key to a supportive community. These are:

Health	Social Connectedness	Standard of Living
Safety	Learning	Housing

These social wellbeing components influence the overall quality of life in Dunedin.

What is the Dunedin context?

Dunedin has a varied and interesting population contributing to its rich social fabric. Some notable features of Dunedin’s population include the following:

- the large and geographically-concentrated tertiary student population, contributing to Dunedin having a high proportion of 18 to 24 year olds (22% compared to 15% for New Zealand as a whole)
- a slightly older population compared to New Zealand as a whole (13% compared to 12%), with many older people residing in flatter parts of the city such as Mosgiel and South Dunedin
- some widespread communities distributed across Dunedin’s large rural hinterland and varied rural and coastal communities
- a less ethnically diverse population than other cities, but with recent increases in the number and diversity of migrants

³ *Royal Commission on Social Policy (1988) volume II*, p472 (quoted from Ministry of Social Development 2008)

⁴ Ministry of Social Development 2008, p 4

What does Social Wellbeing have to do with the Council?

The main responsibility for providing many of the core necessities of social wellbeing such as health, education and social welfare is clearly the role of central government and its agencies. There is also a wide range of other organisations and entities that contribute to social wellbeing, including social service providers, charities, not-for-profit groups, community organisations and neighbourhood groups.

The purpose of the Local Government Act 2002 is for councils to promote the social, economic, environmental, and cultural well-being of communities. The government is currently reviewing the Local Government Act and has indicated that its purpose may be changed.

However the Dunedin City Council has a long history of providing a wide range of functions and duties that contribute to social wellbeing. Examples include:

- the provision of community facilities such as libraries, museums and sportsfields
- the provision of social housing, particularly for older persons
- providing advice and financial support to community groups
- enabling residents to participate in the democratic process
- organising or funding festivals and events
- providing for a more accessible physical environment, such as provision for less able pedestrians and motorists
- advocating on behalf of the community, for example, seeking the retention or expansion of central government services

A detailed list of current Council roles in social wellbeing is provided in Appendix 1. Existing Dunedin City Council policies seeking to promote social wellbeing are listed in Appendix 2.

Social wellbeing is by its nature a very broad area. This strategy focuses on those aspects that the Council can realistically influence. For example, in the area of health the Council can advocate for services but is not itself a provider of health services (with the exception of some public health functions such as the provision of clean drinking water and the sanitary removal of waste).

In those areas where the Council is not a core provider of services, it will seek to influence or collaborate with other agencies and community members to achieve good social wellbeing outcomes. This strategy sets out a leadership role for the Dunedin City Council in advocating for and improving the social wellbeing of Dunedin residents.

What has been done before?

This strategy is based on listening to community feedback on social wellbeing priorities. In particular, the YCOF community engagement process conducted in 2010 and 2011 provides the backdrop to this strategy. This Council-led process was designed to review the city vision and community outcomes, and to feed into the development of key strategies such as the Spatial Plan, Economic Development Strategy and this Social Wellbeing Strategy.

As well as community-wide consultation, the Dunedin City Council worked closely with a series of leadership groups convened across different community outcome areas. These teams comprised representatives from a range of stakeholder agencies. The work done by the Supportive Community Leadership Team in particular has helped to provide the scope and direction for this strategy.

As a result of the YCOF process, the Council's community outcome for Supportive Community was revised to read:

Dunedin's people feel included and connected with their wider community and enjoy a good quality of life.

The work of the Supportive Community Leadership Team in identifying a vision, priority areas and some proposed indicators has formed the basis of this strategy.

The strategy also builds on earlier Council policy in this area, particularly the Community Policy 1997. This policy set out a community development role for the Council to:

- enhance wellbeing of the entire community
- foster self help
- resource community initiatives
- co-ordinate community interests

Other relevant existing Dunedin City Council social policies include those developed in relation to various communities of interest (such as younger persons, the disabled, older persons) or those that are issue-based (such as physical activity participation, social housing).

These policies, listed in Appendix 2, form part of the implementation of this strategy. Some of them will be reviewed and brought up to date as part of its implementation. This strategy will, however, supersede the existing Community Policy.

What about other Council Strategies?

The Social Wellbeing Strategy forms a vital part of the Dunedin City Council's strategic framework, outlined in Figure 1. A suite of core strategies, including the Social Wellbeing Strategy, will give effect to the city's overarching vision and community outcomes. The range of different action plans that will be used by the Council to implement these strategies is shown at the bottom of the diagram.

Figure 1: Dunedin City Council Strategic Framework



As well as the Social Wellbeing Strategy, a number of other core strategies contributing to different aspects of community wellbeing are under development. Those that have particular overlap with the Social Wellbeing Strategy are the Spatial Plan and the Economic Development Strategy.

The vision for this strategy has the role of social wellbeing in promoting 'quality of life' at its heart. Quality of life provides a crucial link to these other strategies, which are also about providing quality of life, as well as 'quality of place' and 'quality opportunities'.

The Social Wellbeing Strategy has been developed with a consistent framework with these strategies, enabling some of the tools employed in the other strategies to be used to give effect to the Social Wellbeing Strategy.

Figure 1 sets out four core principles for the Dunedin City Council to adhere to. In terms of this strategy, the principles mean the following:

Leadership

The Council will take a leadership role in delivering, facilitating or advocating for social services and outcomes. The Council will continue to seek a mandate from the community for its leadership role in improving the social wellbeing of its citizens.

Partnership

The Council will take a partnership approach through:

- engaging with and assisting neighbourhood and community groups
- working collaboratively with social agencies and organisations
- a partnership approach with tertiary institutions and business organisations
- regular liaison with government agencies

Treaty of Waitangi

The Council will fulfill its obligations under Te Tiriti o Waitangi, including the need to consult and engage with all Maori.

Sustainability

The Council will take account of the principles of sustainable development, including the need for communities to be as resilient and self-sufficient as possible.

What is meant by 'community' and 'community building'?

The word 'community' can be used at a number of different levels. In this strategy it will be used to refer to a **local community** (such as a neighbourhood) or a **community of interest** that might span all of Dunedin (such as older people). It can also refer in a more general sense to the **wider community** (all Dunedin residents), although this will be avoided as much as possible.

Community building is a process of recognising and working with existing community strengths, building community resilience and acknowledging change where needed. It is often based around projects which build new relationships among members in a community, with good outcomes arising from the connections these relationships provide.⁵

The benefits of a community building approach include the following:

- engaging and including as wide a range of people as possible
- mobilising resources that may not otherwise be tapped into
- increasing the available pool of knowledge and skills
- building and strengthening local and citywide networks
- enhancing social and economic development
- lends itself well to place-based (localised) development initiatives
- lends itself well to developing resilient and more sustainable communities

This strategy seeks to encourage a community building approach, with increased focus on local participation and local leadership in response to local issues. For community building projects to be truly effective, the initiative for them cannot come from the Council. This strategy will enable the Dunedin City Council to become better able to respond to and assist with community building projects. Another important role for the Council is to facilitate the development of relationships between different community groups and initiatives, and to partner where appropriate.

⁵ Definition adapted from Hess 1999.

Our Key Challenges

While the focus of this strategy is about building on Dunedin's numerous community strengths, there are some very significant social issues facing the city. These challenges are not unique to Dunedin – many other parts of New Zealand are also faced with the same issues to greater or lesser extents.

Setting out these major challenges provides a backdrop to the strategic directions and priorities contained in this strategy and their delivery mechanisms.

Issue 1: Ageing Population

As with the national population, Dunedin's population is ageing. A combination of factors is driving this, including longer life expectancies, declining birth rates meaning smaller and fewer families, and the large baby boom cohort about to start moving into the 65 plus age category. The 65 plus group is projected to increase by 54% over the next 20 years, increasing from 14% to 20% of Dunedin's population.⁶

Better healthcare and changing awareness of the capabilities of people in these age ranges mean that our perception of 'old age' is also shifting. However, the ageing of our population will still have significant impacts across a range of social wellbeing areas. These include greater demand for social housing, increased demand for smaller private housing units, lower median household incomes, greater demand for healthcare services, greater demand for public transportation and better pedestrian environments, and the need to provide more community facilities suitable for older persons.

Issue 2: Low Income Levels

New Zealand once had a relatively equal income distribution, consistent with its reputation as an egalitarian society. This situation has changed markedly, starting with the major economic and social reforms of the 1980s and 1990s, to the point where New Zealand has one of the more unequal income distributions in the OECD.⁷ This trend of growing inequality, with larger numbers of households on low incomes, was only partly reversed from 2004 to 2007 with the introduction of the Working for Families support package.

Dunedin has relatively low income levels by national standards, with a larger proportion of low income households and smaller proportion of high income households than other New Zealand cities.⁸ This is only partly due to the high proportion of tertiary students in the city.

Low income levels can lead to a number of social impacts, including poorer outcomes for children, poorer health and difficulty accessing and affording healthcare and other essential services, poor diets, unhealthy homes due to lack of heating and maintenance, greater demand for social services and higher crime levels.

Issue 3: Housing Stock

Dunedin has an old housing stock, with one in five dwellings built prior to 1920. The age of the housing stock means that it is less likely to be adequately insulated or built to maximise use of the sun.

⁶ Statistics New Zealand 2010

⁷ Ministry of Social Development 2010, p65

⁸ Statistics New Zealand 2006

The age of housing stock often results in issues of poorly maintained, cold, run-down houses.⁹ The types of houses available are also less likely to meet demand into the future, with a growing need for smaller and better quality houses with less maintenance requirements and smaller sections.¹⁰ Compounding this are the low income levels of some residents, which deter the maintenance and upgrading of housing stock and inhibit future housing choices.

Negative impacts arising from poor quality, cold and damp housing include poor health and economic hardship through greater spending on heating and medical treatment. These impacts can then lead to wider social and economic effects, such as loss of productivity through increased sick days.

Issue 4: Lifestyle Changes

Dunedin residents are generally fortunate in their ability to access recreational and leisure facilities, with participation rates in physical activity tending to be above national averages. As with nationwide trends, however, there is an increasing likelihood for Dunedin residents to not be getting enough physical exercise and be at risk of obesity and other health issues.¹¹

A variety of reasons may exist for less healthy lifestyles, including lack of physical activity, poorer diets, more sedentary jobs, more sedentary leisure pursuits, greater time pressures meaning less time to exercise, a greater reliance on cars, and safety perceptions around children walking in public on their own.

As well as poor health outcomes, economic and social hardships may occur from less healthy lifestyles. Money spent on health visits and lower work productivity are two examples of negative economic impact. Social impacts may stem from lower self-esteem and general lack of wellbeing.

Issue 5: Central Government Services and Funding

Government restructuring through the 1980s and 1990s saw the withdrawal or downsizing of many central government departments and agencies in Dunedin. A consequent loss of services and employment accompanied these changes.

More recent threats to government service provision have come from moves to pure population-based funding models. These models often do not account for factors such as geographic isolation or regional specialisation.

Most recently, a new round of government restructuring and downsizing of its agencies further threatens the provision of services within Dunedin.

The result of these changes is to place more pressure for local responses, whether it is from local government, non-government agencies or community organisations. The alternative is to place the social wellbeing of the wider community at risk from withdrawal of services and support.

⁹ Povey, D et al. pp9-10

¹⁰ Christofferson, pp 61-63

¹¹ Source: ACNielsen, Quality of Life Surveys 2006, 2008

Strategic Framework

(diagram of framework to be included)

Vision

The vision for social wellbeing in Dunedin is:

Dunedin will be one of the world's great small cities. We will be a city with connected people, cohesive communities and quality lifestyles.

A city is envisaged where residents are never unwillingly isolated in their homes, but rather form integral members of strong and vibrant neighbourhoods and communities. Participation and involvement are encouraged through the diverse opportunities available in Dunedin, with its wide range of community groups and organisations, festivals and events, and recreation and leisure options. Along with the general willingness of Dunedin people to help out those in need, these factors reflect the essential contribution that social wellbeing makes to the high quality of life in our city.

This vision aligns well with other key strategies:

The Economic Development Strategy has a vision of Dunedin as one of the world's great small cities, sparked by creativity, experimentation and enterprise in the community. The compact and accessible nature of Dunedin helps build community cohesion, fosters strong networks and contributes to a great quality of life.

The Spatial Plan envisages Dunedin made up of a strong network of accessible, connected rural and urban communities and neighbourhoods that are socially connected and designed to promote physical and psychological wellbeing.

Strategic Directions

Five strategic directions set out how this vision will be realised:

- 1. Connected People**
- 2. Vibrant and Cohesive Communities**
- 3. Healthy and Safe People**
- 4. A Reasonable Standard of Living for All**
- 5. Affordable and Healthy Homes**

As with the vision, the strategic directions emphasise empowered people and strong communities leading to improved wellbeing in other areas that contribute to quality of life. The strategic directions are drawn from those social wellbeing 'domains' identified by the Ministry of Social Development and the YCOF Supportive Community Leadership Team.

Priorities

Under each strategic direction, a set of priorities give the specific outcomes the Council will be working toward. These focus on social wellbeing aspects – for example within the Housing domain, some matters such as location and housing type are better dealt with by the Spatial Plan and District Plan.

The strategic directions and priorities correspond to similar instruments in the Spatial Plan (strategic directions and objectives) and the Economic Development Strategy (strategic themes and objectives). This corresponding architecture has been designed with integration

in mind, meaning that some elements of the Social Wellbeing Strategy will be given effect to by the other strategies and vice-versa.¹²

Strategic Direction	Priority
Connected People	Dunedin people feel included in their local communities & the wider city Dunedin people are connected to the places they need to go by safe and affordable transport options Dunedin people participate in community and city-wide affairs Dunedin people have access to lifelong learning
Vibrant and Cohesive Communities	Dunedin is comprised of strong, vibrant neighbourhoods and communities Dunedin celebrates its identity and cultural diversity Dunedin communities have good access to information and resources
Healthy and Safe People	All people have good access to health services There are high levels of participation in recreation and leisure activities People feel safe in their homes, neighbourhoods and public places
A Reasonable Standard of Living for All	A range of employment opportunities for all Dunedin people can afford to exercise genuine choices Dunedin people have a great work/life balance
Affordable and Healthy Homes	Dunedin people live in warm and healthy homes Affordable housing options are available to all

The strategic directions and priorities are expanded in the Strategic Directions part of the strategy, including implementation actions and key indicators for monitoring the priorities.

Implementation Pathways

Three implementation pathways have been identified for this strategy: Manaakitanga, Stronger Communities and Better Homes. These pathways are listed as implementation actions in the next part of the strategy on Strategic Directions. More detail on the pathways is available in the subsequent Implementation Pathways part of the strategy.

¹² Refer to Appendix 3 for more detail on linkages between this and other strategies and policies.

Strategic Directions

Strategic Direction 1: Connected People

In our city, making people feel connected and involved in community and city affairs contributes strongly to social wellbeing. While there will always be some who prefer to be alone and not participate in wider society, this should never be a situation that people fall into unwillingly.

Priority 1.1 Dunedin people feel included in their local communities and the wider city

Connected people are aware of their place both in their communities and the wider city, along with the contribution they can make to their community and city. Connections may be formed around a 'sense of place', namely the way people feel toward and value the local area where they live. Connected people do not involuntarily feel isolated or alone.

A feeling of inclusion can be helped through providing a range of safe, quality public spaces for social interaction, such as parks, reserves and attractive streetscapes.

Priority 1.2 Dunedin people are connected to the places they need to go by safe and affordable transport options

Physical connectivity is a key element of social connectedness. People need good access to essential services such as education, healthcare, workplaces and retail outlets such as supermarkets. This access can be enhanced through ensuring a range of affordable and safe transportation options are available to all residents.

Priority 1.3 Dunedin people participate in community and city-wide affairs

Connected people get involved in local and citywide issues and participate in the democratic process. At the simplest level this involvement may involve voting in local elections or participating in the Council's consultation processes.

Priority 1.4 Dunedin people have access to lifelong learning opportunities

All people should have access to opportunities to enhance their skills and knowledge. This extends wider than formal qualifications to more informal learning opportunities.

What will be done?

New actions

- *Manaakitanga* pathway actions
- Review of Transportation Strategy
- Economic Development Strategy: Education and Employment pathways
- Review of Older Persons' Policy
- Spatial Plan actions to promote a liveable city

Existing actions

- Young Persons' Strategy Implementation Plan
- Disability Strategy implementation
- Getting Dunedin Active implementation

How will it be measured?

Priority 1.1

- Sense of community
- Feelings of isolation or loneliness

	<ul style="list-style-type: none"> ○ Availability of support
Priority 1.2	<ul style="list-style-type: none"> ○ Satisfaction with transport facilities and services ○ Means of travel to work and school
Priority 1.3	<ul style="list-style-type: none"> ○ Voter turnout (central and local government) ○ Desire to have say in Council decision-making ○ Rates of volunteering
Priority 1.4	<ul style="list-style-type: none"> ○ Proportion of residents with qualifications ○ Rates of adult learning ○ Use of public libraries

Strategic Direction 2: Vibrant and Cohesive Communities

Our city will flourish as we build better communities, both at a local level and also those communities of interest that exist across the city.

Priority 2.1 Dunedin is comprised of strong, vibrant neighbourhoods and communities

A healthy city is built from healthy parts. Communities might be localised neighbourhoods; they might also be particular interest groups that span the city. Helping to build strong and vibrant communities is a core concept of this strategy.

Priority 2.2 Dunedin celebrates its identity and cultural diversity

A healthy and distinctive city can recognise and celebrate its own heritage and identity, while at the same time growing by embracing the diversity of new cultures.

In the case of Dunedin, this means active acknowledgment and celebration of our Kai Tahu heritage and obligations under the Treaty of Waitangi. It also means celebrating our European heritage, along with that of other formative early settlers such as the Chinese.

In recent times we have welcomed the increasing diversification of Dunedin's population, based both on international students and permanent migrants from other countries, and the additional skills, culture and vibrancy they bring to our city.

Priority 2.3 Dunedin communities have good access to information and resources

Building strong communities cannot happen in a vacuum. Community-led initiatives still require access to information and services, along with the knowledge of how to seek and obtain funding and other resources.

What will be done?

New actions

- o Stronger Communities pathway actions
- o Manaakitanga pathway actions
- o Spatial Plan actions to promote resilient communities
- o Review of Older Persons' Policy

Existing actions

- o Festivals and Events Strategy implementation
- o Getting Dunedin Active implementation
- o Young Persons' Strategy Implementation Plan
- o Disability Strategy implementation
- o Maori Participation Working Party

How will it be measured?

- | | |
|--------------|--|
| Priority 2.1 | o Sense of community |
| Priority 2.2 | o Perception of value of cultural diversity |
| | o Number of residents gaining citizenship |
| Priority 2.3 | o Satisfaction with Council services, including communications |

Strategic Direction 3: Healthy and Safe People

All aspects of health (physical, mental, emotional or spiritual) are core contributors to our social wellbeing, as is the need to both feel safe and actually be safe.

Priority 3.1 All people have good access to health services

While in general not a direct provider of health services¹³, the Dunedin City Council has received a clear public mandate to advocate for the retention of quality health services in the city.¹⁴ Access to health services also includes being exposed to health promotion activities that prevent poor health becoming an issue. Another aspect of this priority is the ability to access transportation services to be able to get to health services.

Priority 3.2 There are high levels of participation in recreation and leisure activities

Dunedin has a great natural environment and quality recreation and leisure facilities. Encouraging people to make the most of these facilities will lead to good health outcomes, as well as other social wellbeing benefits.

Encouraging people to utilise healthy active transport options such as walking or cycling will also contribute to this priority.

Priority 3.3 People feel safe in their homes, neighbourhoods and public places

While there are many aspects to safety, the Social Wellbeing Strategy focuses on personal safety from violence and other forms of crime, whether at home or in public places. The perception of feeling safe is a very important aspect of this.

What will be done?

- | | |
|------------------|---|
| New actions | <ul style="list-style-type: none">o <i>Manaakitanga</i> pathway actionso <i>Stronger Communities</i> pathway actionso Participate in health needs analysis for location of services |
| Existing actions | <ul style="list-style-type: none">o Review of Transportation Strategyo Council leadership role in advocacy to central governmento Getting Dunedin Active Strategy 2007 implementationo Young Persons' Strategy Implementation Plan |

How will it be measured?

- | | |
|--------------|---|
| Priority 3.1 | <ul style="list-style-type: none">o Access to general practitionerso Sustaining medical capacity |
| Priority 3.2 | <ul style="list-style-type: none">o Participation in physical activity |
| Priority 3.3 | <ul style="list-style-type: none">o Perception of safety in home, neighbourhood, city centre |

¹³ Apart from certain public health functions such as food and liquor licensing and the provision of water and waste disposal services. Note that the provision of safe, clean drinking water and the sanitary disposal of waste are covered under other Dunedin City Council strategies.

¹⁴ YCOF City-wide Postal Survey Report, p4

Strategic Direction 4: A Reasonable Standard of Living for All

As well as the more obvious economic benefits, an adequate standard of living strongly promotes social well-being. The negative effects of inadequate economic circumstances can be severe and wide-ranging, affecting health and mental well-being, and potentially leading to social isolation, low self-esteem and crime.

Priority 4.1 A range of employment opportunities for all

Paid work provides people with incomes to meet their basic needs and to contribute to their material comfort, and it gives them options for how they live their lives. Paid work is also important for the social contact and sense of self-worth or satisfaction it can give people.¹⁵

Priority 4.2 Dunedin people can afford to exercise genuine choices

In Dunedin we have an expectation that the basic necessities of life such as adequate food, clothing, housing and transport should be available to everyone. Having a quality lifestyle goes even further, with people able to exercise real choices about these types of goods and services. A city that takes care of its own, particularly those who are struggling, will inevitably have fewer social problems.

Priority 4.3 Dunedin people have a great work/life balance

Dunedin has a reputation as being a city where people can lead a great lifestyle, with a relative absence of the 'rat race' pressures found in many other cities. Having adequate time to undertake non-work activities or simply spend quality family time is a key aspect of the Dunedin quality lifestyle.

What will be done?

- | | |
|-------------------------|--|
| New actions | <ul style="list-style-type: none">○ Economic Development Strategy: Education and Employment pathways○ <i>Manaakitanga</i> pathway actions○ <i>Stronger Communities</i> pathway actions○ <i>Better Homes</i> pathway actions○ Review of Transportation Strategy |
| Existing actions | <ul style="list-style-type: none">○ Electricity Fund○ Rates Relief for Extreme Financial Hardship○ Getting Dunedin Active Strategy 2007 implementation |

How will it be measured?

- | | |
|--------------|--|
| Priority 4.1 | ○ Total employment figures |
| Priority 4.2 | ○ Population with low incomes |
| | ○ Ability to cover costs of everyday needs |
| Priority 4.3 | ○ Satisfaction with work/life balance |

¹⁵ Ministry of Social Development 2010, p48

Strategic Direction 5: Affordable and Healthy Homes

Access to adequate housing is a fundamental human right. Poor housing quality can lead to a range of negative impacts, whether economic, health-related or other social factors. The city's reputation and attractiveness are also influenced by the quality of its homes.

Priority 5.1 Dunedin people live in warm and healthy homes

Warm and well-ventilated homes should be available to all. At a citywide level, the health and economic benefits outweigh the costs required to achieve this. The challenge lies in finding the right tools and incentives to improve housing quality, along with the appropriate balance between public and private investment.

Priority 5.2 Affordable housing options are available to all

Dunedin continues to be New Zealand's most affordable city for aspiring homeowners, even when allowing for lower household incomes.¹⁶ However increasing market rents over the last decade have created significant affordability issues for low income households renting their homes.¹⁷

There is a long tradition in Dunedin of helping those who cannot access suitable and adequate housing, endorsed in 2010 by the adoption of the Social Housing Strategy.

What will be done?

- | | |
|------------------|--|
| New actions | o <i>Better Homes</i> pathway actions |
| | o Targeted rate for retrofitting insulation and clean heating |
| Existing actions | o Healthy Homes insulation grants |
| | o Social Housing Strategy implementation actions, e.g. upgrade programme for Council units |

How will it be measured?

- | | |
|--------------|---|
| Priority 5.1 | o Number of homes insulated under schemes |
| Priority 5.2 | o Households experiencing housing stress |
| | o Number of community housing units |

¹⁶ The Property Group p28

¹⁷ The Property Group p37, p46

Implementation Pathways

Three implementation pathways have been identified for this strategy. These work streams focus on key areas where it is anticipated the greatest social wellbeing gains can be made at relatively low cost.

Dunedin City Council teams will be established to oversee the implementation of these pathways, including the development of detailed action plans within six months of the adoption of this strategy. A co-ordinated approach involving a range of departments will keep these areas at the forefront of Dunedin City Council work programmes and provide an integrated response across different parts of the Council.

Dunedin is blessed with a richness of community organisations, central government agencies and community-led initiatives doing great work across the city. Relationships with these groups will continue and it is hoped that, through the pathway teams, the Council will be in a position to work even better alongside these groups to improve social wellbeing outcomes.

The Council financially supports a wide range of community organisations and activities. Part of the work of the pathway teams will be to review the current funding approach and evaluate its effectiveness and alignment with the strategic priorities set out in this strategy.

1. Manaakitanga

The **Manaakitanga** pathway recognises that some aspects of Dunedin life need improvement (or sometimes just better information) to make our city a more attractive and welcoming place, both for current and potential residents. This can be the case for new migrants, visitors, temporary residents such as students, potential migrants to our city and existing residents.

As well as being about hospitality, the concept of manaakitanga can also mean showing kindness, caring for others, treating people with respect, nurturing relationships and more.¹⁸ The **Manaakitanga** pathway aims to help Dunedin people access the information and services they need to make good choices about jobs, education, housing, social and other opportunities.

This implementation pathway links to the Economic Development Strategy (particularly the strategic themes 'A Magnet for Skills and Talent' and 'Compelling Destination') and also builds on the findings of the Settling In Dunedin: Migrant Communities Speak report.

The main actions identified for this pathway are as follows:

- formation of **Manaakitanga** pathway team
- scoping and needs analysis, development of detailed action plan
- review of community funding delivery and effectiveness
- consideration of Settling In priority actions
- work with Economic Development Strategy partners to develop retention strategies¹⁹
- work with Stronger Communities team to identify participation opportunities for new migrants
- review of availability and suitability of information and resources for existing residents
- work with Stronger Communities team to identify community safety initiatives

¹⁸ Source: www.korero.maori.nz

¹⁹ The prime focus of the Economic Development Strategy is on the recruitment of migrants rather than their retention.

2. Stronger Communities

The **Stronger Communities** pathway recognises that self-led community initiatives can deliver many social wellbeing gains. The Council will focus on what it can do to assist community building initiatives, which may include involvement at a range of different levels, such as provision of information, advice, facilitation, partnership or funding.

Stronger Communities ties in with a place-based approach to development, where planning initiatives occur at a localised level and integrate a range of coordinated improvements (e.g. planning rule changes, physical works, social programmes, cultural events) which involve and engage members of the surrounding community.

A number of the current community building examples in Dunedin are based around environmental and sustainability programmes. These initiatives provide environmental wellbeing benefits in addition to social wellbeing; frequently also providing economic and cultural benefits. They align well with the Spatial Plan promotion of sustainable, resilient and self-sufficient communities.

The main actions identified for this pathway are as follows:

- formation of **Stronger Communities** pathway team
- scoping and needs analysis, development of detailed action plan
- review of community funding delivery and effectiveness
- identifying information and resource gaps for community builders, e.g. training & skills, forums, mentors, linking into national initiatives
- co-ordination/sponsorship of best practice information kit for community builders
- sponsorship/facilitation of local leadership programmes/networks
- work with Manaakitanga team to identify community safety initiatives
- ensure integration of social wellbeing aspects across all Council action plans

3. Better Homes

The **Better Homes** pathway recognises that adequate, warm and affordable housing is a key area of social wellbeing need for many in Dunedin. As with the other pathways, significant economic gains can also be made through this implementation stream.

A co-ordinated Council approach to housing quality and affordability issues for the city, working toward a whole-of-city approach, is the basis of the **Better Homes** pathway.

The main actions identified for this pathway are as follows:

- formation of **Better Homes** pathway team
- scoping and needs analysis, development of detailed action plan
- review of community funding delivery and effectiveness
- scope whole-of-city approach to housing quality improvement
- work with Welcoming Dunedin team to consider Settling In actions in relation to housing, such as provision of Dunedin-specific housing information for migrants
- work with Social Housing Providers' Network to implement social housing strategy
- consideration and scoping of Social Housing Needs Assessment scenarios
- review of Healthy homes scheme, consideration of extension to rental properties²⁰
- implementation of eco-housing retrofit targeted rate scheme
- scope standards scheme for rental accommodation (like STARS programme)²¹

²⁰ As per recommendation by Wells 2011, p 62

Monitoring and Review

This strategy has deliberately avoided the inclusion of detailed statistics. Instead it relies on previous scoping and development work to identify issues and priorities. The strategy has listed those key indicators to be used to monitor each priority area.

This monitoring will form part of each pathway team's reporting process to the Council. As well as updating the indicators, each team will report on progress toward actions within their pathway action plans.

The entire strategy will be reviewed after five years, at which time a further public endorsement of the direction of the strategy will be sought, as well as a mandate for the continued role of the Dunedin City Council in delivering social wellbeing outcomes for the city.

References

In addition to the Dunedin City Council policies listed in Appendix 2, the following reference materials were used in the development of this strategy.

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- The Property Group, *An Assessment of Future Social Housing Need in Dunedin City 2011-31*, report to Dunedin City Council, 2012.
- Wells, L., *Voices of Poverty Dunedin 2011: Has the Landscape Changed?* Presbyterian Support Otago, 2011.
- Your City Our Future (YCOF) www.dunedin.govt.nz/your-council/your-city-our-future
 - Leadership team reports 2010
 - Leadership team action plans 2011
 - Your City Our Future Survey Report, July 2011

²¹ Povey et al. p4, The Property Group p36

Appendix 1: Dunedin City Council's Current Roles in Social Wellbeing

The following examples of Dunedin City Council activity are structured according to the Strategic Directions they correspond to.

Connected People, Cohesive Communities

Democratic and civic processes

Settlement Support activities

Community Facilities: libraries, museums, galleries, reserves and sportsfields, playgrounds, pools, venues (e.g. Dunedin Centre, community halls), gardens (e.g. Botanic, Chinese), cemeteries and crematorium

Community Development

- advice, advocacy, facilitation (e.g. workshops)
- grants (community and civic) and loans
- leasing (e.g. facilities on reserve land)
- community engagement and consultation

Vibrancy and cultural identity

- events funding and support, Council-run festivals and events
- arts-related (creative communities, art in public places etc)
- engagement with Kai Tahu

Learning

- the Council's education role across a number of areas, including public health, safety, arts and culture (including libraries, galleries and museums), sustainable living, waste minimisation etc.
- support for Enviroschools programme
- tertiary sector partnership

Healthy and Safe People

- advocacy (e.g. retention of services)
- public health functions (e.g. Food Act)
- provision of safe and clean drinking water; sanitary disposal of waste
- liquor licensing
- recreation facilities and funding support, physical activity campaigns
- transport-related safety
- public place safety (e.g. city safety programme)
- other planning-related (e.g. hazardous substances/goods, natural hazards)
- civil defence activities

Reasonable Standard of Living

- electricity fund
- rates rebates

Affordable and Healthy Homes

- social housing provision
- healthy homes scheme

Appendix 2: Dunedin City Council Policies with a Social Element

Virtually all Dunedin City Council strategies and policies contribute in some way toward social wellbeing. The following are those most directly related to social wellbeing.

- Community Initiatives Plan
- Community Policy
- Cycling Strategy
- Disability Strategy
- Economic Development Strategy
- Festivals and Events Strategy
- Getting Dunedin Active (Physical Activity Strategy)
- Housing Policy
- Library Learning Support Policy
- Long Term Plan 2012/13 (including Financial Strategy)
- Pedestrian Strategy
- Older Persons' Policy
- Play Strategy
- Rates Relief for Extreme Financial Hardship Policy
- Social Housing Strategy
- Spatial Plan
- Tertiary Precinct Development Plan
- Track Policy and Strategy
- Transportation Strategy
- Young Persons' Strategy
- 3 Waters Strategic Direction Statement

Appendix 3: Linkages to Other Strategies and Policies

Strategic Direction 1: Connected People

- | | |
|---|---|
| Priority 1.1 Dunedin people feel included in their local communities and the wider city | <ul style="list-style-type: none">○ Young Persons' Strategy Objective 1○ Spatial Plan Objective LIV 5○ Getting Dunedin Active Goal 1 & 2 |
| Priority 1.2 Dunedin people are connected to the places they need to go by safe and affordable transport options | <ul style="list-style-type: none">○ Transportation Strategy○ Spatial Plan Objectives ACCESS 1,2,4○ Young Persons' Strategy Objective 3○ Disability Strategy Goal 1○ Getting Dunedin Active Goals 1,2,5 |
| Priority 1.3 Dunedin people participate in community and city-wide affairs | <ul style="list-style-type: none">○ Young Persons' Strategy Objective 1○ Disability Strategy Goals 5 and 6 |
| Priority 1.2 Dunedin people have access to lifelong learning opportunities | <ul style="list-style-type: none">○ Economic Development Strategy: A Magnet for Skills and Talent○ Young Persons' Strategy Objective 4○ Spatial Plan Objective LIV 7○ Library Learning Support Policy○ Getting Dunedin Active Goals 1,2,4 |

Strategic Direction 2: Vibrant and Cohesive Communities

- | | |
|---|--|
| Priority 2.1 Dunedin is composed of strong, vibrant neighbourhoods and communities | <ul style="list-style-type: none">○ Spatial Plan Objectives LIV 5, ESR 11○ Getting Dunedin Active Goal 1,2,4 |
| Priority 2.2 Dunedin celebrates its identity and cultural diversity | <ul style="list-style-type: none">○ Festivals and Events Strategy goals and objectives○ Spatial Plan Objectives MEM3, MEM6, VIB1, VIB2○ Economic Development Strategy: Growth in migrants○ Getting Dunedin Active Goals 1,2,5 |
| Priority 2.3 Dunedin communities have good access to information and resources | <ul style="list-style-type: none">○ Young Persons' Strategy Objective 3○ Disability Strategy Goal 6○ Getting Dunedin Active Goal 2 |

Strategic Direction 3: Healthy and Safe People

- | | |
|---|--|
| Priority 3.1 All people have good access to health services | <ul style="list-style-type: none">○ Spatial Plan Objective LIV 8 |
| Priority 3.2 There are high levels of participation in recreation and leisure activities | <ul style="list-style-type: none">○ Getting Dunedin Active Strategy 2007○ Young Persons' Strategy Objective 2○ Disability Strategy Goal 3○ Spatial Plan Objective LIV 6 |
| Priority 3.3 People feel safe in their homes, neighbourhoods and public places | <ul style="list-style-type: none">○ Spatial Plan Objective LIV 4○ Young Persons' Strategy Objective 4 |

Strategic Direction 4: A Reasonable Standard of Living for All

- | | |
|---|--|
| Priority 4.1 A range of employment opportunities for all | <ul style="list-style-type: none">○ Economic Development Strategy: A Magnet for Skills and Talent○ Spatial Plan Objective PDE 5 |
| Priority 4.2 Dunedin people can afford to exercise genuine choices | <ul style="list-style-type: none">○ Spatial Plan ESR 4 |
| Priority 4.3 Dunedin people have a great work/life balance | <ul style="list-style-type: none">○ Economic Development Strategy: A Compelling Destination○ Getting Dunedin Active Goals 1,4 |

Strategic Direction 5: Affordable and Healthy Homes

- | | |
|---|---|
| Priority 5.1 Dunedin people live in warm and healthy homes | <ul style="list-style-type: none">○ Spatial Plan Objective LIV 10○ Social Housing Strategy Objective 1 |
| Priority 5.2 Affordable housing options are available to all | <ul style="list-style-type: none">○ Social Housing Strategy Objectives 2-4○ Spatial Plan Objective LIV 9 |