

GERALDINE:  
A SOCIAL ANALYSIS OF  
THE EFFECTS OF CENTRALISING  
THE STRATHALLAN COUNTY WORKS

A report to the Action Committee  
of Geraldine Organisations

# Discussion Paper



**Centre for Resource Management**

University of Canterbury & Lincoln College, New Zealand

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## SUMMARY

In 1982, the Strathallan County Council resolved to establish a central works headquarters at Temuka. This move would have involved scaling down the existing works depot at Geraldine. Residents of Geraldine were concerned about the possible effects on the community of the proposal. This study was therefore undertaken at their request to identify the key social concerns arising from centralisation of the depot.

The Geraldine community comprises both the town of Geraldine and the surrounding rural area. The economic and social life of town and country are closely linked.

A large proportion of Geraldine businesses are in the retail and service sectors. An unusually high proportion (25%) have turnovers of under \$50,000 per annum. A recent series of closures and mergers have contributed to a rather pessimistic attitude to business prospects, although several new industries have been established recently. Some dissatisfaction with the service provided by businesses was expressed, especially by the farming community. As a result, many farmers make a considerable proportion of their purchases through the South Canterbury Rural Co-op, rather than in Geraldine.

There is a high and growing proportion of elderly people in the community. Health and education services are good, although there is some lack of welfare and counselling services. Geraldine has large numbers of community organisations, especially in the sporting and service areas. Cultural organisations are somewhat under-represented. Organisations experience some difficulties in sustaining activity, and in finding sufficient people willing to undertake organisational responsibilities. The young, the elderly and "non-locals and newcomers" were identified as groups which are not always well integrated in the community. Community vitality could be enhanced by more interaction between these groups and the community as a whole.

The community perceives that the loss of the County works depot would have a serious effect on Geraldine. They are unconvinced of the

advantages of both centralisation itself and the Temuka location. Farmers in the area expressed concern about loss of services for emergencies, inconvenience and impersonal service. Staff of the depot would prefer to remain in Geraldine and were concerned about the cost of commuting to Temuka. Although the community thought that the economic loss to Geraldine would be significant, the actual loss in turnover was small in comparison to total turnover in the town. Five businesses may be seriously affected. Long term effects on services such as the school, and the vitality of community life, would follow from families leaving the area.

Regardless of the future of the depot, there is considerable potential for business, resource and community development in Geraldine.

## 1. INTRODUCTION

### 1.1 Background to Geraldine

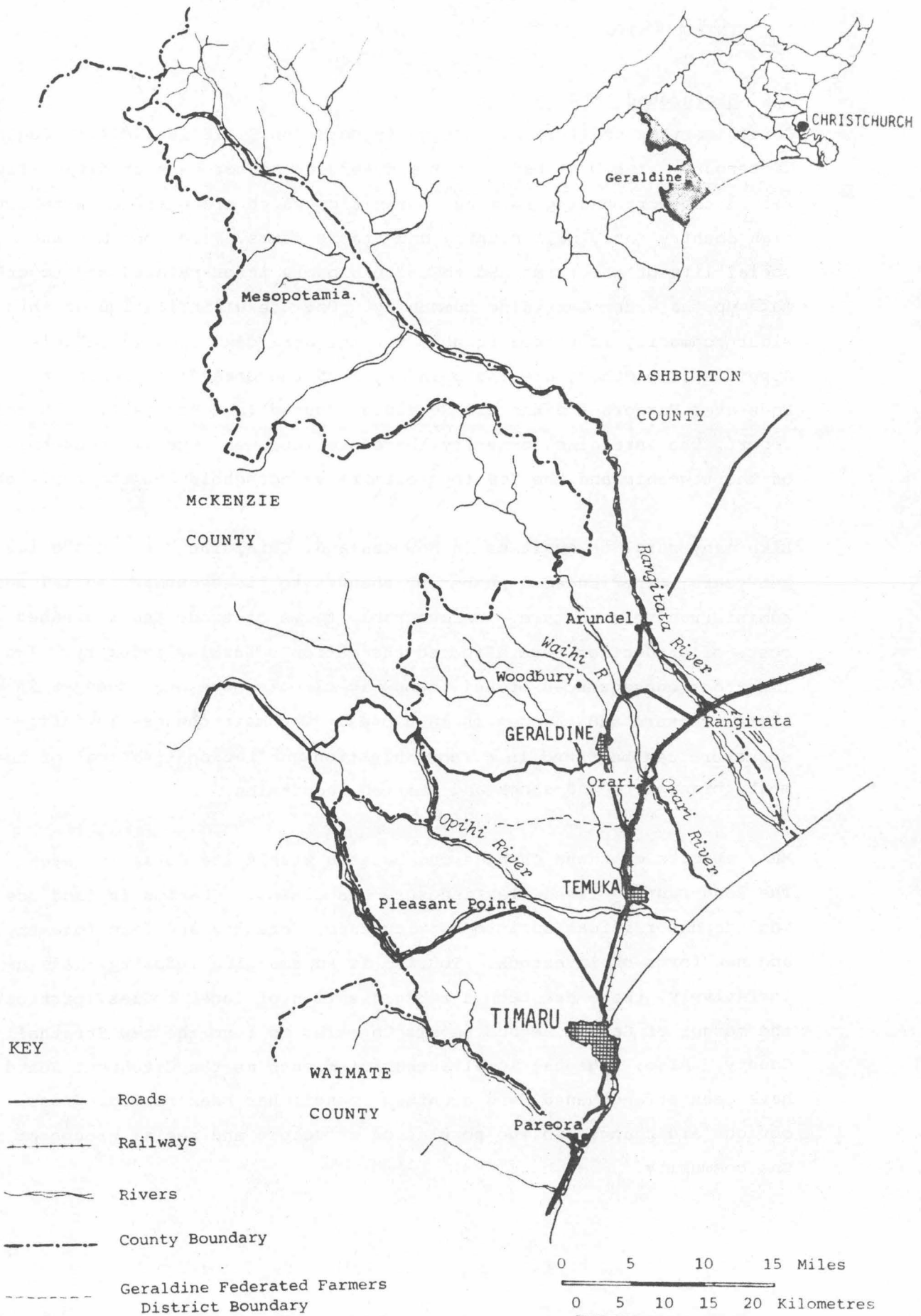
Geraldine is a small rural borough (population 2,128 in 1981) in South Canterbury. Its business sector and service sector have traditionally served the surrounding farming communities which are based on extensive high country runs, hill country and arable farms. The economic and social life of the farms and town are closely inter-related and together make up the wider Geraldine community. One useful indication of this wider community is feeder schools for the Geraldine area (see Table 1, Appendix 3). Others are the boundaries of the Geraldine branch of Federated Farmers and the old Geraldine County (see Figure 1). In this report, the Geraldine community therefore includes the 700 households of the township and the 700 (approximately) households in the rural area.

Like many rural communities in New Zealand, Geraldine has, in the last ten years, experienced a number of changes to its economic, social and administrative structure. Unfavourable terms of trade and increased costs of production have affected the nation's farming industry. Two important consequences of this economic climate have been changes in rural infrastructure and changes in land uses. The main changes in infrastructure can be found in a reorganisation and 'rationalisation' of the meat, transport, and stock and station industries.

Many effects of these changes can be seen within the Geraldine area. The long-running linen-flax industry has closed. Changes in land use include diversification into horticulture, forestry and farm forestry, and new forms of livestock. Tourism is an emerging industry. Administratively, there has been a reorganisation of local bodies, particularly the merger of Geraldine and Levels Counties to form the new Strathallan County. Also, regional local authorities such as the Catchment Board have been strengthened, and a United Council has been formed. Less obvious are changes in the population structure and social groups of the community.



FIGURE 1: STRATHALLAN COUNTY



1.2 The problem: centralisation of the Strathallan County works depot  
The Strathallan County was formed in 1974 following the merger of the Geraldine and Levels Counties. Administration was centralised in Timaru, although a branch was maintained in Geraldine until 1976. A special meeting of the Strathallan County Council on 6 August 1982 resolved that the County establish a central works headquarters, comprising a yard, store and workshop near Temuka. Local residents were concerned that the removal of most of the staff and facilities of the depot would have widespread negative social and economic effects.

The County is perceived as one of the major employers of labour in the area. Recent mergers and closures of other major employers within the region have heightened the sensitivity of the local people to the restructuring of their economy.

In addition, residents believed that this decision represented yet another in a series of broken promises, as assurances were given at the time of the amalgamation that ratepayers would not lose any services. Local people have stressed that the closing of the County administrative branch in Geraldine has already caused a loss in service to ratepayers. For these reasons, concerned residents formed a number of groups and formally approached the County for reconsideration of their case. The County deferred the decision regarding the centralisation of the works depot several times, and on 21 March 1984 decided that a final decision would be made at the Council meeting on 19 September 1984.

### 1.3 Background to the study

Members of Federated Farmers, one of the concerned organisations in Geraldine, asked staff of the Centre for Resource Management (CRM) to meet with the Geraldine committee. The representatives of Geraldine organisations met on 31 May 1984 with Nick Taylor, Professor Hobson Bryan and local riding representatives of the County. A clear consensus emerged at the meeting that the "social" dimension of the County's decision was very important. The Centre for Resource Management was asked to conduct a study, and an "action" committee was formed to facilitate this work and ensure that the results were conveyed to the Council.

Subsequently, it was agreed that a study of the social impacts of the depot decision would be made by staff of the Centre for Resource Management, with the assistance of four masterate students. In addition, it was agreed that the Business Development Centre (BDC) at the University of Otago should be involved, as the nature and climate of the business sector was an important facet in the implications of the decision. The Strathallan County Council, Geraldine Borough Council and several local organisations (Geraldine Branch of Federated Farmers, Geraldine Business and Promotion Organisation and the Geraldine Ratepayers Association) made financial contributions to travel costs incurred in the study. The time of CRM and BDC staff and students was not covered.

#### 1.4 Study objectives and scope

The objectives of the study were:

1. to examine the community of Geraldine and describe its social and economic structure and lifestyles; and,
2. to determine the likely social and economic impacts on Geraldine of the County's decision to centralise the works depot near Temuka.

The analysis of economic impacts was restricted to the effects on business turnover in the study area. No attempt was made to determine whether centralisation of the depot was economically or administratively more efficient from the County's viewpoint than the current situation. However, many comments on these matters were made to the study team, and some appropriate comments are included in the report.

The study was limited in time and manpower to the identification of the most pertinent social issues. It was not intended to be a comprehensive analysis of the community's social life.

#### 1.5 Research methods

The research team attempted to identify and concentrate on the most important issues surrounding the depot decision, and gathered data accordingly. This approach was essential given the limited time and

financial resources available. The study was completed on a part-time basis over a period of two months.

Issues were initially identified by discussions with members of the action committee and other representatives of community groups. Following this preliminary work a number of methods were used to gather detailed information. Wherever possible, results were checked by use of information obtained from different sources.

The following were the main sources of information:

**Interviews:** Interviews were conducted by the study team with members of the concerned organisations, county and borough councillors and staff, representatives of the main social groups and social services, and members of the business community, including staff of firms and organisations based in Timaru and Christchurch. Altogether, 78 people were interviewed.

**Survey:** Geraldine businesses were surveyed, using the basic format developed by BDC for other towns. (This allowed the survey to be conducted and the results to be analysed very quickly, enabling comparisons with other towns to be made (see Appendix 1). Altogether, 108 questionnaires were completed, a very high response rate of 91%, emphasising the co-operation of the public and the effectiveness of personal delivery and collection of questionnaires.

**Secondary data:** Secondary data used included census information, historical works, material prepared by University of Canterbury Geography students in a class exercise in 1984, and information from government departments.

**Questionnaire:** A questionnaire was distributed to 23 members of the Geraldine Branch of Federated Farmers at their meeting on 9 July 1984 and completed by all of them (see Appendix 2).

Throughout this research, the study team met frequently with the action committee to discuss progress and to assist with validation of the

results. The local newspapers published articles about the study so most people approached were able to focus quickly on pertinent issues. In the later stages of the research members of community organisations, and staff and members of the County Council, were informed of the results, and invited to comment.

A draft report was circulated and 42 people representing the concerned committees attended a meeting to discuss it. This approach was not possible without close co-operation of the action committee and the community in general.

## 2. ECONOMIC DESCRIPTION

### 2.1 Business sector

Most businesses are in the retail or service sectors, as is the case with other rural centres, and there are fewer employers in government, local bodies, schools and other categories (Appendix 1, Tables 1, 2, 20).

The size of firms, as indicated by turnover per annum (Appendix 1, Table 13), shows a concentration of very small businesses (under \$50,000), with 25% in this group. This trend is reflected in the employment figures, as a number of establishments employ only one full-time male or one full-time female (Appendix 1, Table 22). While some businesses may be newer and still growing, special measures may be needed to encourage and develop these smaller units. In another BCD study of a centre of similar size, only 12% were under \$50 000 per annum.

In general, the businesses are stable, with 80% aged five years or more, and 46% aged 20 years or more. Nearly half have had a new manager in the past five years, which may be either a positive sign of continued development or of other factors, such as high turnover in management staff or changes due to centralisation in larger firms.

### 2.2 Employment

Survey information is available about 98 employers. A total of 782 jobs (484 full-time and 298 part-time) are reported in the survey area \*. The service sector provides one third of full-time jobs, more than any other sector.

There is a large group of female part-time employees - this group is nearly one-third of the total 782 jobs surveyed (Appendix 1, Table 6).

\* Absolute employment figures from census data are not comparable to our business survey, as census data are for a larger area. Also, census data are based on where people live, and any people working out of town (e.g. in Timaru) would be included as having a full-time job in the Geraldine Borough statistics. Another difference between the survey and census data is that the survey did not have a 100% return rate on questionnaires, and two large firms were among those who did not respond.

Employment data covering the last 10 years show that 14% of employers now employ less staff, while 32% employ more. This pattern is similar to that of another centre studied by the BDC (Appendix 1, Table 8), although this statistic must be interpreted with caution as the percentages refer to numbers of employers not absolute numbers of jobs. Some organisations may employ many people and others very few. However, these figures do show more than twice as many businesses have grown than decreased in size.

Interviews revealed some concern about unemployment in the community. A Work Trust has been set up to provide employment, but we were told that difficulties have been experienced with "red tape" in administering the programmes.

### 2.3 Business climate and attitudes

The current business climate is seen as "stable" by 42% of respondents, but "limited" or "declining" by 51%, which is a high frequency for this negative view (Appendix 1, Tables 11 and 12). Such pessimism should be noted with concern by the local community, as it is greater than for other centres in the South Island. Future prospects are also seen as limited or declining by a large number of firms.

Negative views of the economic vitality of Geraldine were supported by interviews, and were also one of the reasons for this study. Some of the factors affecting growth and business climate are discussed in Section 2.6.

### 2.4 Closures, mergers and wind-downs

Successive closures, mergers and wind-downs contribute to the pessimistic business climate and future outlook of the town. In recent years the flax industry has closed, the telephone exchange has become automatic with a subsequent loss of jobs, and Dalgetys has merged with Farmers leaving their premises vacant. Now the wind-down of the Strathallan County Works Depot is being mooted. In addition, there are rumours that the N.Z. Forest Service South Canterbury District Office may be central-

ised, which would result in the transfer of six to seven jobs from Geraldine. Although no decision has been made on the N.Z. Forest Service office location, it may be noted that rumours and uncertainty do as much, and possibly more, damage to business confidence as do stated intentions. Associated with these changes has been the transfer of managerial decision making from the Geraldine branches of some firms to larger and more remote head offices.

One cumulative effect of the above changes may have been a tendency for the local community to overestimate the economic effects that they cause (see Section 4.2). However, the perceived effect of closures and rationalisation on business confidence is important and flows through to the town's social and economic vitality as a whole.

#### 2.5 New businesses and structural change

The last ten years have seen the establishment or expansion of several light manufacturing or processing industries based on primary products. These industries have established markets throughout New Zealand and, in some cases, overseas. There is confidence for continued expansion among these industries. In all cases, finding markets was not regarded as a problem. Favourable transport tariffs towards main centres, regional development incentives and, to a limited extent, the pool of female labour, were all given as reasons for continued expansion and the establishment of new industries.

The region has potential for diversification into horticulture, and already there have been some changes in land use. An expansion of horticulture in the district would provide an opportunity for more processing industries.

The potential for tourism is recognised in Geraldine, as reflected in the business survey. In response to a question on factors that would increase growth, 20% of respondents included "increased local tourism". The interviews conducted by the study team also show that there is enthusiasm in Geraldine for tourism. There is special interest in obtaining benefit from the large number of tourists that currently pass



through the town without stopping. The growth of tourism and other possibilities for resource and business development should be examined further. Outside agencies may be able to assist in this process.

## 2.6 Factors affecting business growth

The business survey of Geraldine (Appendix 1) established that factors most frequently reported as important to growth, and that limited growth, are similar to those reported in other surveys. The three most important factors for increasing business are: good staff or management, the range of merchandise, and advertising (Appendix 1, Table 9). The next two factors, increased population and local tourism, are noted by over 20% of employers. These are of special interest as they are mentioned less frequently in other surveys.

Finance is seen as the main factor limiting business growth. Market size, distance from main population centres and competition are other factors (Appendix 1, Table 10), although they may be ameliorated with more sophisticated marketing and promotion techniques. The newer, successful industries have overcome these problems. Although Geraldine has regular daily freight services, 13% of respondents stated that "freight difficulties" are a problem. It is possible that better use of existing services through forward planning would remedy this.

Some dissatisfaction with the retail and service sectors in Geraldine was noted by the team and included: the attitude of staff; lack of managerial expertise; a poor range of stock; and a reluctance to order items out of stock (compare with the factors important to growth listed above). People expressed an awareness of the difficulties in maintaining a wide range of stock in a small town, but would appreciate a more receptive response to the ordering of goods and prompt delivery. One person interviewed stated that "at first I made a conscious effort to support the town's businesses ... but there were hassles and delays and gradually I found that I was beginning to make the 14c toll call to Timaru."

Local body regulations were cited frequently as the cause of some

business problems. Cases of planning permission being refused were quoted, both in the responses to questionnaires and in interviews. In all cases, specified departures from the District Scheme were being sought; for example, a commercial use in a residential area. In Geraldine there is no shortage of industrial land, although commercial 'A' has been described as being "perhaps a little tight". The District Scheme is currently under review, a process which will take two to three years. Public participation is important in this process, and the satisfaction that the local people will get from the new scheme will be in proportion to their input to it.

### 2.7 The farming sector

There are approximately 180 farms (excluding farmlets, orchards or other small holdings) within the region of the Geraldine Branch of Federated Farmers. The information presented here is derived from a questionnaire distributed to 23 farmers present at the Geraldine Federated Farmers meeting on 9 July 1984, plus additional interviews. Farms surveyed were representative of the Geraldine area.

Most of the farms run sheep, although cash cropping (mainly wheat, barley, peas and grass seed) is also common and some cattle are carried. The average gross farm income for the 23 farmers surveyed was \$204,000, with a range of \$50,000 to \$600,000. Future financial prospects for each farm are regarded as better than now or much the same by the majority, although it appears that the younger farmers (less than 40 years of age) have a more optimistic view. The Geraldine farmers are active in their community. The 23 farmers and their families belonged to 34 different groups, including sports clubs, Plunket Society, Historical Society, spinners and weavers, and Red Cross.

### 2.8 The South Canterbury Rural Co-op

The Co-op began in South Canterbury 22 years ago, based on ideas drawn from Co-ops operating in Britain and the United States. The initiators believed that farmers run businesses and should therefore "get their inputs below retail price like other commercial enterprises" (Broughton,

pers. comm., 1984). The aims of the Co-op, therefore, were to create competition and to buy wholesale goods for redistribution to farmers at discounted rates. Any person owning an area of productive land of at least two hectares can purchase an interest in the Co-op in the form of 100 shares valued at \$2 each. There are presently 1350 members in South Canterbury. The Co-op deals through a variety of suppliers throughout the region, and owns the Producers store in Timaru. Producers stocks a wide range of products, although the major purchases are oil company products, fencing materials, stock remedies, weed sprays and fertilisers. Discounts ranging from about 10-20% are paid twice yearly in the form of an aggregated rebate. This rebate is forfeited if the bill is not paid by the 20th of each month.

Advantages of the Co-op to the farmers are:

1. the Co-op has created a competitive market, acting in direct competition to stock and station agents and farm equipment distributors;
2. the discounts are substantial; and
3. almost all products can be purchased either at the Producers store in Timaru or through other suppliers in South Canterbury, and there is only one statement from the Co-op per month, rather than a statement from each supplier.

Advantages of the Co-op to the suppliers include:

1. a listing in the Co-op's newsletter, and theoretically more business; and
2. a guaranteed payment of bills through the Co-op each month.

It appears that the Co-op is drawing a lot of business away from the businesses of Geraldine. An estimate of 75-80% of local farmers belong to the Co-op. Discussion with farmers suggests that Geraldine businesses do not appear to stock all farm requirements, and seem

reluctant to freight them in. The farmers were therefore travelling to Timaru for many of their purchases, and although they expressed a desire to remain loyal to their local centre, it made financial sense to join the Co-op and buy most goods in Timaru. Less than ten local businesses are Co-op suppliers, and these do not include any of the larger businesses. The Geraldine Stock and Station Agents have not been approached to join, and feel they are in direct competition with the Co-op. All agents have noticed a drop in business, especially with the present financial situation, and farmers looking for the best prices. One agent expressed disappointment in the farmers, explaining that his firm offered a complete service to the farmers including financial services at low interest rates. Some farmers had been taking advantage of these low rates, while still purchasing most goods through the Co-op.

We can conclude therefore, that the Co-op is well patronised by the Geraldine farmers and has been directly responsible for the loss of some local business.

#### 2.9 Relationship between farming and the business community

Farming has a much greater impact on the business community than the County Workshop, with 93 of the 108 firms surveyed reporting some of their turnover coming from farming, 69 of these stating a heavy dependence on farming support. Comparison of this farming dependency with other rural centres shows a higher proportion of dependence on farming in Geraldine.

Because of this very strong dependence on the farmers by the businesses of Geraldine, it was considered important to estimate the proportion of farmers income being spent within and outside the town. As figures of gross farm income were available for only 22 of the total 178 farms within the area, it is unwise to extrapolate the data presented. These are only estimates, obtained by analysing breakdowns of local farm expenditure (Appendix 2, Table 1).

The farmers surveyed spent 70% of their cash farm expenditure in the town while the remaining 30% was spent outside Geraldine. It was estimated that the total potential spending in Geraldine by these 22

farmers was \$3,000,000 (Appendix 2, Table 1).

The 30% spent outside Geraldine can be divided to highlight the role of the rural Co-op. Three-quarters of the figure was spent through the Co-op, leaving only \$200,000 for other businesses out of Geraldine. The figure of \$2,100,000 spent by the farmers within Geraldine is represented by around 85% farm expenses and 15% personal expenses.

### 3. SOCIAL DESCRIPTION

#### 3.1 Population

The population of Geraldine Borough has increased steadily over the last thirty years and trends indicate that this increase should continue (see Appendix 3, Graphs 1-9). Like many other rural counties, however, Strathallan experienced a decade of rural depopulation in the 1960s. This was the decade when farm amalgamation, more efficient use of management skills, high inputs into agriculture and a reduction in demand for on-farm labour had their most direct effects on South Canterbury rural population.\* Lowered population levels have persisted through the 1970s and into the 1980s.

#### 3.2 Age/sex structures

Geraldine Borough has a very high proportion of people over 60 years of age, and this appears to be increasing. Since 1951 this percentage has increased from 18.7 to 28.7, which compares with the total New Zealand percentages of 13.2 in 1951 and 14.0 in 1981. It is interesting to note that of the Geraldine Borough population, 410 of the 1050 increase over that time were over 60 years of age. (Geraldine is a popular retirement centre).

The dependency Ratio (i.e. people aged under 15 years plus those over 60 years as a percentage of those people between the ages of 15 and 60) was nearly twice the nation figure in 1981. This Dependency Ratio for Geraldine Borough has increased over 16% in thirty years, while the national trend has been a decline of 5%. It is important to note again that the numbers of young dependents within the town are decreasing, which highlights the increasing numbers of retired people.

The Strathallan County area has adhered more closely to typical rural New Zealand age/sex structure patterns. The effect of the "baby-boom"

\* See Bedford, R., 1983. Repopulation of the Countryside. In: Bedford, R.D. and Sturman, A.P. (eds.) Canterbury at the Crossroads. N.Z. Geographical Society, Christchurch: 277-307.

and of decreasing family size are evident. The percentage of over 60 year olds is less than the national figures, having 12% compared with 14% in 1981. Dependency ratios are in accordance with New Zealand trends.

A final point of interest is that local people have recently noted an increasing number of single parent households. This appears to follow the national trend.

### 3.3. Social services

Health and welfare. The Geraldine community is served by two general practitioners, a geriatric and a maternity-geriatric hospital. In addition, it is close to Timaru Base Hospital. The geriatric services are regarded highly in the community and seen as a further attraction for retirement in the town, as they provide for people when they are unable to remain at home. In line with falling birth rates, the maternity hospital has been reduced from eight to four beds, with the vacated maternity beds being used for geriatric patients.

A District Nurse, Plunket and several community organisations such as Red Cross also provide health services in Geraldine. Welfare services are largely provided by voluntary organisations. The elderly and parents with small children appear to be well provided for. The District Nurse refers some cases to the Department of Social Welfare in Timaru.

A guidance counsellor provides counselling services at the secondary school. Other age groups are serviced by the Department of Social Welfare in Timaru, telephone counselling services in Timaru, or by a few concerned members of the community. It was noticeable in our discussions with members of the community that problems and difficulties encountered by individuals or groups in many, if not all, other communities, were not usually mentioned as occurring in Geraldine. However, it seems unlikely that, for example, marriage difficulties, alcoholism and mental health problems rarely arise in Geraldine. It

seems, therefore, that they largely go unacknowledged and unresolved by the wider community. When individuals and families are left to deal with their own problems their ability to participate effectively in the community is diminished, detracting from community vitality.

Education. Pre-school education is provided by a kindergarten and by playgrounds organised by parents. Geraldine has a primary school with a roll of 261. In addition there are smaller "feeder" schools as shown in Appendix 3, Table 1. The roll at Geraldine Primary School was one of the last in the country to drop in accordance with national population trends, with reductions only over the last two to three years. A substantial loss of pupils over the last eighteen months can be at least partly attributed to the amalgamation of Dalgetys and the Canterbury Farmers Co-op store and the automation of the telephone exchange, which together resulted in a number of families with primary school age children leaving town. Geraldine Primary School will lose a teaching position at the end of this year because of falling rolls.

Geraldine has a highly-regarded secondary school. It is a Form 1 to 7 area school with a roll of about 530. There is a low teacher turnover, with most staying at the school for considerable periods. The school has a good academic record and behavioural problems are few. Ex-pupils of the school have little difficulty in finding employment, with some competing successfully for jobs in Timaru or Christchurch.

#### 3.4 Community organisations

Geraldine has a large number of community organisations. Sporting and voluntary service organisations are particularly well represented. There are also some craft groups, such as the spinners and weavers. However, cultural organisations as a whole are under-represented, with a few exceptions such as the Maori language and culture group involving about six families, drama groups, and the newly formed Geraldine Arts Trust. Many people expressed a wish to see more cultural activities in the town, such as pottery, music and dance classes or groups, while others mentioned the difficulty of sustaining the work level required to run cultural organisations. The comment was also made that there



is a lack of organisations in which both men and women actively participate. There are large number of mens' organisations and womens' organisations but not many for both.

A recurrent theme in our interviews was that a small number of individuals within the community play a very active role, often in several organisations. Some people are office-bearers in six to ten different clubs or organisations. Another comment, particularly from service groups, was that few people participate in such activities as voluntary work with the elderly. The increasing number of married women in the workforce was considered to be one cause of the problems experienced with sustaining organisations. Statistical information does not support this claim: in the 1981 census there were 432 women engaged in unpaid domestic labour (i.e. housewives), compared with only 171 in full-time and 93 in part-time work in the Geraldine Borough. Our 1984 survey showed an increase of about 150 part-time jobs for women since then. However, if the trend in population growth up to 1981 continued to 1984, it would indicate that the total number of women in the 15-65 age group would also have increased by at least 150. While it is necessary to be cautious in comparing the figures (since the census and our survey did not cover exactly the same area), there does appear to be a substantial number of women in traditional domestic roles. Furthermore, there is no indication that women in paid employment are not active in community affairs in Geraldine. While some would be unable to participate in day-time activities, many working women contribute a great deal of time and energy to community organisations.

Other factors which affect people's motivation and ability to participate are clearly involved, as borne out by the comment that many service activities (for example a hairdressing and make-up service for the elderly) start with a burst of enthusiasm and then trail off. The degree of acknowledgement and support from the wider community (and perhaps from the recipients of services themselves) for the contribution made by these activities may be a factor which affects people's willingness to devote their time and energy to community organisations, or to start new activities. The difficulties experienced in sustaining

community organisations means that the potential loss of depot staff from the community would be very important. The potential effects are discussed in Section 4.

### 3.5 Lifestyles and social groups

There is a predominant perception of Geraldine as being a nice place with a friendly and egalitarian community. As in other communities, however, there are a number of factors which affect the way people group together socially and to meet their needs. The distinctions drawn below are an oversimplification, and people can be affected by several "group" interests when taking part in the social life of the community.

a) Proximity. People who live or work near each other tend to form "neighbourhoods". In Geraldine township there appear to be four of these groupings: Raukapuka, the Downs, the South End and the central area. Outside the township, the rural localities, such as Woodbury, Orari Bridge and Arundel, are more obvious.

b) Gender. This factor is noticeable in Geraldine. As already mentioned, community organisations seem to often be by mens' or womens' groups, with far fewer involving both men and women actively. For example, voluntary welfare organisations in Geraldine seem to be predominantly womens' groups.

c) Age. Much of the community activity in Geraldine appears to be dominated by what could loosely be termed the active working age groups - people aged from their late twenties to sixties. However, Geraldine also has a substantial elderly population and a significant younger population. The way in which these two groups fit into the community life is discussed in the next section.

d) Ownership of assets. Communities of interest tend to be formed among groups who own similar assets. For example, proprietors of small businesses would form one sub-group within the wider community and farmers would form another. Professionals such as school teachers and

stock agents whose work does not depend on ownership of assets form another group, as do manual workers.

e) Kinship. Groups of people who are related by blood or marriage tend to have strong ties of affection, interest and duty with each other.

f) Length of residence. Groups of people who have lived in the area for a long time usually form social circles which may or may not readily admit newcomers. Similarly, people who have recently moved to Geraldine may tend to group together to share advice and experience, and have to make a conscious effort to join and adjust to established networks.

Within Geraldine there are a number of obvious social groupings that are influenced by the above factors. For this study, however, we have identified three groups which are important with respect to current social life in Geraldine, and to prospects for community development.

#### The Elderly

The proportion of the population in Geraldine over 60 is twice the national average. This group comprises both long-term Geraldine residents and people who came to Geraldine specifically to retire. Some come to Geraldine a few years before retirement to establish friends and contacts while they are still working. The reasons non-locals settle in Geraldine are usually that they perceive it as a quiet place to retire, with a pleasant climate, and good facilities for the elderly.

There are indications that some non-local elderly do not find what they were looking for in Geraldine and leave again after a short time. Both locals and non-locals we spoke to acknowledged that the Geraldine community could be "cliquey" and that it might be difficult for newcomers to "break in" to social groups. In addition, active sporting or service activities may be beyond the capabilities of many elderly people, and the relative lack of cultural activities (see Section 3.4) leaves few alternatives.

It is hard to assess what role the retired age-group as a whole plays in the social and business life of the town. Some appear to be very active. Others appear to be restricted to their own social and age group, and have little interaction with the rest of the community. Their affect on the business climate depends largely on their spending patterns, and it was observed by some people we spoke to that the elderly by and large are not "big spenders"!

#### Youth

This loose grouping includes people in approximately the 12-20 age bracket. There is very little in the way of facilities for teenagers who are not sports-oriented. There are not many cultural activities, and the social held at the high school each term appears to be the highlight of the social calendar. The only other form of recreation available is the movie theatre ( and some concern was expressed about the choice of films shown) or playing the video machines in the Parkside Store. For those not at school, there is even less in the way of social activities. While there appears to be a busy social life for "young marrieds", there is very little for those who are not part of this group.

There is a widespread impression that when the young people leave school, they leave Geraldine - and that they don't come back. However, information about school leavers over the last year does not always bear this out. Of the 20 or so school-leavers so far this year, the majority have obtained jobs locally, either in shops or banks, on farms, or in other local enterprises. A few have jobs in Timaru or Christchurch. Unemployment of school leavers is not a major problem. It was suggested that most of the young unemployed would have had a job at one stage, but lost it or left it for some other reason.

It is apparent that those school leavers who do not go on to tertiary education tend to work in Geraldine for a year or two before moving to other centres.

### Non-locals and newcomers

The small-business people and tradespeople, who comprise the majority of the business community, tend to be long-term Geraldine residents. However, there seem to be two further groups made up of shorter-term residents or relative newcomers. In general, these groups play different roles in the community.

One group comprises those people whose work brought them to the locality and into contact with the local community. (They include professionals, such as school teachers, stock agents and ministers of religion, and manual workers.) These people almost always "pass through" Geraldine. Their work, which brought them there in the first place, usually takes them away again. However, we were told that school teachers, especially, tend to stay in Geraldine for a relatively long time, and some retire there. Perhaps because their work usually brings them very much into contact with the local residents, this group tends to be active in community life. Many are mainstays of sporting and service organisations.

The other group comprises those people who choose Geraldine as a place to live, but whose work brings them mostly into contact with people outside Geraldine, such as people who commute to jobs in Timaru and craftspeople whose markets lie outside Geraldine. Members of this group are likely to be fairly long-term residents in Geraldine. Most of them chose Geraldine because they like it as a place to live. However, their work takes them outside the community, and they often have strong social and cultural ties elsewhere. They seem to be less active in community activities than the other two groups. Indeed, if their interests lie outside sport and traditional service organisations, there is little to draw them into the community, except their children's involvement in the schools. They probably have a valuable contribution to make to community life if there is support and encouragement from the community for them to do so.

#### 4. CENTRALISATION OF THE DEPOT

##### 4.1 Employment

The Strathallan County depot at Geraldine employs 22 staff. If the Strathallan County centralised all depots in Temuka, six staff would remain in Geraldine and 16 would be transferred to Temuka. An estimated 12 employees would be involved in extra travel to the new base according to the Strathallan County Council. A summary of the effect of staff at all work bases in the Strathallan County is given in Appendix 4.

##### 4.2 Local perceptions of the centralisation

The economic gain from centralisation of the works depot in Temuka was a much discussed topic within the Geraldine community. Many people questioned whether the estimate of \$50,000 saving per annum was realistic. Likewise, people were not convinced that the establishment cost of \$300,000 for the proposed centralised works headquarters was correct. A few people interviewed, however, reiterated the County's conclusion that a saving of \$50,000 a year was a minimum estimate. This variation of opinion occurred because of one or a combination of the following reasons. First, the County had not made available to ratepayers a clear summary of their analysis and conclusions. Second, the estimates given in County reports were questioned. Third, the ratepayers did not take the opportunity to assess the available information and are therefore uninformed.

It is logical that aggregation of equipment, workshops and staff at a fairly central location within the county will save ratepayers money. Furthermore, in the opinion of the County supervisor, centralisation should provide advantages for efficiency of staff deployment around the county, which in turn will provide a better service.

Our research has shown that community discussion has revolved around whether centralisation is justified. It has not questioned the assumption that Temuka would be the best location for the new works depot. The geological centre of the County is closer to Geraldine than Temuka. The work conducted in the County is evenly spread over

the total area, with the exception of the Arundel and Upper Rangitata areas which receive less attention. It has been suggested that this causes the works centre of the County to move towards Temuka. The economic advantages of either site (or any other) are not clear, as the question has not been explicitly addressed.

A further dimension to the issue is that the Arundel and Upper Rangitata areas are the most likely sites for disaster in the Strathallan County. Work at these locations is generated by storms, and although damage occurs at irregular intervals, it is often serious and requires prompt and considerable action. This concern is borne out by the loss of four children in the flash flood at Peel Forest in 1975. The works supervisor at that time stressed that his location in Geraldine was an advantage for prompt deployment of staff to the area. He suggested that if the depot was centralised in Temuka a person with authority to make decisions in the event of such disasters should be based in Geraldine.

Employees at the works depot perceived that centralisation in Temuka would significantly affect cash turnover in Geraldine. It was thought that an immediate impact would be upon local businesses which service the depot. The longer term effects would be due to re-employment of Temuka people and the resultant attrition to the Geraldine population.

All farmers questioned noted that Geraldine was an important service centre and wanted to see the Strathallan County Workshop retained in Geraldine. Recurrent issues that arose from their comments were:

1. Loss of services for emergencies (i.e. flood, winds, snow) - many farmers felt that they would be handicapped by the loss of the county's vehicles in an emergency. In past storms, Geraldine has been the only centre able to offer assistance, as other centres have been inaccessible.
2. Convenience - Geraldine is the closest centre for most of the farmers, and it was felt the closure of the works would result in the loss of services provided by the town. This issue was stressed in the case of the Rangitata Gorge. Most of the farmers purchase their

goods in Geraldine, although they appear to be travelling out of the area for farm equipment.

3. Type of service - The farmers prefer working with people who are familiar with the local area and the people within it. All farmers questioned would prefer to conduct County business through an office in Geraldine. There was some comment about the impersonal service now offered by the County's office in Timaru, and the fear was expressed that this might extend to the depot if it was transferred out of Geraldine.

#### 4.3 Staff preference for work location

Three staff at the Geraldine works were interviewed. On a personal level all wanted the works to remain in Geraldine. Furthermore, in their opinion the remaining full-time staff members also prefer the Geraldine location.

Concern was expressed about transport to and from Temuka. The County offered to cover these costs for the first six months but stated that after this period staff would be responsible for travel arrangements. The study team estimates\* this cost to be about \$3,000 per person (travelling alone) per year. Although some staff members would be able to take advantage of car pools, for many it would be impractical due to the different times they finish work. If 10 cars are taken to Temuka daily then it will cost Geraldine staff an estimated \$30,000 a year. This is a significant portion of the \$50,000 that the County expects to save. The County stated that staff members would not be expected to move to Temuka. The extra travelling cost that would have been incurred by some of the staff in Geraldine, however, makes moving one alternative that they will be forced to consider. The staff are well established members of the Geraldine community and do not want the

\* Estimates of travel costs are based on public service rates; for cars of engine size under 1000 cc, 1001-1350 cc, 1351-2000 cc and over 2000 cc these are 0.3015 c/km, 0.3700 c/km, 0.3950 c/km, and 0.5360 c/km respectively. The distance from Geraldine to Temuka and return is 34 km.



inconvenience of setting up a new home and social life in another centre.

#### 4.4 Staff involvement with community organisations

The three staff members interviewed and their wives have major roles in fifteen organisations within the community. It is expected that the remaining staff members and their spouses would also be heavily involved with community activities. Concern was expressed about the effects on these organisations for two reasons. First, they would suffer if staff members left Geraldine. Second, and more importantly, if people from Temuka were employed as Geraldine staff retired, then there would be less active people in Geraldine available to run community organisations, with important consequences for community vitality (see Section 3.4).

#### 4.5 Effects on education services

Transfer of the County works depot would be unlikely to have an immediate effect on the primary school as few of the families involved have children at the school. However, longer term effects would be likely. If the depot were to be retained, older staff would be replaced on retirement by younger people who would bring more pupils to the school. If the depot is relocated these younger people would most likely be drawn from the Temuka and Timaru communities instead. The transfer of the depot is less likely to have noticeable effects on the secondary school, since pupils are drawn from a wider area.

#### 4.6 Effects on business

Fifty four firms surveyed report some turnover comes from the County depot. Twenty of these report more than 5% of their turnover is dependent on the depot, and five report more than 40% (Table 14). Other information about County expenditure to Geraldine firms in 1983-84 (Table 19) shows that 17 local firms were paid \$1000 or more (three were paid more than \$5,000 and the total County expenditure in Geraldine was \$79,000). Fourteen firms reported high dependence on the County (that is "very dependent" or "fairly dependent") but nine of these are unlikely to have received much County expenditure because of the nature of their

businesses. This discrepancy emphasises that loss of business has both real and psychological impacts.

According to the survey, 68 firms received some of their turnover from County employees. Forty five reported that 1-5% comes from employees and 23 firms report a higher level of their turnover from the employees (Table 15). Overall, however, amounts spent by employees are not a great share of the total turnover reported for businesses in Geraldine (\$10 million for retail trade last year for businesses surveyed). The total depot wages after tax in 1983-84 was \$190,000, but the depot workforce does represent 5% of the fulltime male workforce of Geraldine Borough (1981 Census) which includes those who work outside the town.

#### 4.7 The decision making process

Some people in the community felt that the County Council has not followed the most logical procedure in the works issue. The County has made a considerable effort to locate a suitable site for a centralised depot in the vicinity of Temuka Borough since August 1982 (Strathallan County Council Report, 1984). It was thought that this action, to a large extent, pre-empted the decision as to whether a centralised works is necessary. Furthermore, it indicates that Temuka is the only location being considered as a centralised works site. This argument is substantiated by the fact that the County Council sold about five acres of industrially zoned land in Kennedy Road, Geraldine in early 1983. The size and location of this land was thought by many to be entirely suited to a centralised depot. It was suggested that the ownership of this site by the county would have favoured locating the new works headquarters in Geraldine.

#### 4.8 Postscript

The Strathallan County Council, at a meeting on September 19, 1984, voted by seven to three against centralising the county workshops and stores in Temuka. This will mean no downgrading of the depot at Geraldine.

At the meeting, the study team's leaders, Drs Nick Taylor and Ruth Houghton, presented a summary of the study. Also, a deputation of four from Geraldine used the study as part of their argument to persuade the County Council to retain the depot in the town.

The County Council had originally voted for centralisation in Temuka in 1982 when there was not information available about the social impact on Geraldine.

It was clearly the social aspects of the depot's downgrading that influenced the County Council to vote as it did this time. Councillors in favour of centralisation in Temuka drew attention to the fact that the study showed few economic effects, but "only social and psychological effects".

## 5. CONCLUSIONS

This study arose because of a recognition among concerned groups in Geraldine that the social implications of the County decision on the works depot are at least as important as the economic ones. They were encouraged by the willingness of the County to allow time for an analysis of all local concerns.

It is clear that community concern over the depot centralisation resulted from a number of changes that have occurred in Geraldine. A depressed farming community and reorganisation of the stock and station industry has been important. The large empty store on the main street is very symbolic of possible economic decline. The Rural Co-op is taking the "cream of stock and station business" from Geraldine, although farm expenditure continues to be the mainstay of the Geraldine community. The linen flax industry has closed, and the staff levels for the new telephone exchange are greatly reduced. Overall attitudes among the business community are pessimistic, and it is easy to understand why the potential for further loss of employment and spending power arising from the depot centralisation is regarded as serious.

In reality while industries have changed or closed, others have started and new employment has been created. Although spending by depot employees is perceived as important, it is only a small proportion of total turnover in the town. A more positive attitude to the economic changes could be developed, especially among the many small businesses. There is potential for improved approaches to marketing and management, especially to dispel frequent comments made outside the business community that the overall level of service provided to the public is poor. The difficulty of achieving this positive change is exemplified by the slow development in the tourist industry in the town. Despite the perceived tourist potential of the region, a coordinate approach to development of this industry is lacking. In this context maintenance of the present depot, or better, centralisation of all works operations in the township, could be a very positive move. It would need, however, to be backed up by other development activities.

Economic changes in the town need to be considered alongside social and

community development. The County has experienced a past loss of population. The Borough, while experiencing an overall population increase since the 1950s, has seen a marked increase in the proportion of people over 60 years old (more than twice the national average). Geraldine is a popular retirement centre. Social services are generally good, and there are many local organisations working in sport and recreation, the arts and social service work. These organisations, however, do appear to experience some problems in sustaining their active work. There are often inadequate numbers of people interested in taking on organisational work. Social problems are not acknowledged and dealt with on a community level. Some social groups are not always well integrated into community life.

In the existing social and economic conditions it is difficult to maintain a vital community and, as a result, the loss of further families from the town could have a substantial effect. As males work at the depot, their whole family could be lost from the community if they lose employment as a result of deciding not to commute to work, or when they are replaced at retirement by workers from other centres.

Finally, it would be useful for the Geraldine community to take full advantages of the thought and research that has gone into the single issue of the depot centralisation. Whatever the County decides, there is much potential for an active programme of business, resource and community development. Support is available from central government for community workers and the possibility of obtaining support in this area should be fully investigated. Local and regional bodies should be asked to consider further their responsibilities for encouraging social and economic development in the community. Further applied research on resource and business development should be considered.

GERALDINE:  
A SOCIAL ANALYSIS OF  
THE EFFECTS OF CENTRALISING  
THE STRATHALLAN COUNTY WORKS

APPENDICES

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APPENDIX 1 - BUSINESS AND EMPLOYMENT SURVEY

1. Questionnaire
  2. Survey Results: Tables 1 - 18
  3. County Expenditure: Table 19
  4. Cross Tabulations of Survey Results:  
Table 20 - 27
-

BUSINESS DEVELOPMENT CENTRE  
GERALDINE BUSINESS AND EMPLOYMENT SURVEY

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ALL INFORMATION IN THIS SURVEY WILL BE TREATED AS  
STRICTLY CONFIDENTIAL

1. Please state your main business activity

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2. How old is this business organisation (✓ the appropriate box)

AGE OF ORGANISATION

0 - 4      5 - 9      10 - 19      20 - 49      50 +      YEARS

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3. How long have you managed this business or organisation?  
 (✓ the appropriate box)

0 - 4      5 - 9      10 - 19      20 - 49      50 +      YEARS

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4. A. Please list number of people who are employed in your business/  
 organisation. (If you and/or your spouse are working  
 proprietors, please include yourselves)

<u>NUMBER OF EMPLOYEES</u>	JULY	PLANNED
	1984	JULY 1985
MALE - Full-time	<input type="checkbox"/>	<input type="checkbox"/>
Part-time	<input type="checkbox"/>	<input type="checkbox"/>
FEMALE - Full-time	<input type="checkbox"/>	<input type="checkbox"/>
Part-time	<input type="checkbox"/>	<input type="checkbox"/>

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B. What has happened to the numbers working in your organisation  
 in the last ten years (✓ one)

- INCREASED
- STAYED STEADY
- BECOME SMALLER
- NOT APPLICABLE



5. Which of the following factors are or have been important to increasing your business (✓ one or more)

- . Increased local population ... ..
- . Better range of merchandise . ... ..
- . Desire of people to shop locally . ... ..
- . Changes in government/local legislations ... ..
- . Good staff or management ... ..
- . Tourism .. ... ..
- . Increased Forest Service or timber milling activity .. ...
- . Advertising ... ..
- . Increased level of farm income/subsidies ... ..
- . Cost of petrol ... ..
- . Credit facilities/bankcard/visa/etc. .. ...
- . Other (please specify) .. ...

\_\_\_\_\_  
\_\_\_\_\_

Which of the following factors are the most serious in limiting the expansion of your business (✓ one or more)

- . Plant age and efficiency ... ..
- . Shortage of materials ... ..
- . Problems with supply of plant and equipment ... ..
- . Distance from main population centres ... ..
- . Shortage of skilled labour . ... ..
- . Competition ... ..
- . Lack of housing .. ...
- . Shortage of unskilled labour ... ..
- . Shortage of good manager ... ..
- . Insufficient finance .. ...
- . Freight difficulties (underline) SEA AIR RAIL ROAD ...

(LIST CONTINUED ON NEXT PAGE ...)

- . Technical problems/lack of technical information ... ..
- . Lack of time for management planning ... ..
- . Market unable to support increased sales .. ...
- . Local body regulations ... ..
- . Government policies (specify) \_\_\_\_\_ ...
- . Shortage of industrial land/buildings ... ..
- . Other (specify) \_\_\_\_\_ ...
- . Further comments you would like to make

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

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7. How would you assess the current business climate in Geraldine (✓ one)

- Excellent
- Very Good
- Stable/Good
- Limited
- Declining

<input type="checkbox"/>
--------------------------

8. How would you assess future business prospects for Geraldine (✓ one)

- Excellent
- Very Good
- Stable/Good
- Limited
- Declining

<input type="checkbox"/>
--------------------------

9. We would like to get an indication of the total business activity in Geraldine. We appreciate the confidentiality of your sales figures. However, to give us an appreciation of total turnover, it would assist us greatly if you could indicate the range in which your estimated sales turnover to 31 March 1984 falls.

- \$0 - 25,000
- \$25,000 - 50,000
- \$50,000 - 75,000
- \$75,000 - 100,000
- \$100,000 - 250,000
- \$250,000 - 500,000
- \$500,000 - 750,000
- \$750,000 - 1,000,000
- \$1,000,000 - \$1,500,000
- Over \$1,500,000

10. Approximately, what proportion of your turnover (A) depends on the Strathallan County Depot in Geraldine (✓ one)

- 0%
- 1 - 5%
- 6 - 10%
- 11 - 19
- 20 - 39%
- 40 - 59%
- 60 - 79%
- 80 - 99%
- 100%

For Office Use

10. Approximately, what proportion of your turnover depends on the Strathallan County employees in Geraldine. (✓ one)

0%	<input type="checkbox"/>	
1 - 5%	<input type="checkbox"/>	
6 - 10%	<input type="checkbox"/>	
11 - 19	<input type="checkbox"/>	
20 - 39%	<input type="checkbox"/>	
40 - 59%	<input type="checkbox"/>	<input type="checkbox"/>
60 - 79%	<input type="checkbox"/>	
80 - 99%	<input type="checkbox"/>	
100%	<input type="checkbox"/>	

QUESTION 4 - Employment

TABLE 5 - Male Employment

EMPLOYEES OF SURVEY RESPONDENTS	JULY 1984 FOR 98 EMPLOYERS	PLANNED JULY 1985 BY 77 EMPLOYERS
Male - Full-time Part-time	360 57	308 41
TOTAL	417	349

TABLE 6 - Female Employment

EMPLOYEES OF SURVEY RESPONDENTS	JULY 1984 FOR 98 EMPLOYERS	PLANNED JULY 1985 BY 77 EMPLOYERS
Female - Full-time Part-time	124 241	120 137
TOTAL	365	257

TABLE 7 - Total Employment

EMPLOYEES OF SURVEY RESPONDENTS	JULY 1984 FOR 98 EMPLOYERS	PLANNED JULY 1985 BY 77 EMPLOYERS
Male Female	417 365	349 257
TOTAL	782	606

TABLE 8 - What has happened to Employment over the last 10 years?

EMPLOYMENT HAS:	NUMBER	%
Increased	35	32
Stayed Steady	44	41
Become Smaller	15	14
Not Applicable	13	12
No Response	1	1
TOTAL	108	100%

11. To what extent do you regard your business as being dependent on the County depot in Geraldine (✓ one)

- Very dependent
- Fairly dependent
- Partially dependent
- Little dependent
- Not at all dependent

12. Approximately, what proportion of your turnover depends on the farming activities in the area? (✓ one)

- 0%
- 1 - 19%
- 20 - 39%
- 40 - 59%
- 60 - 79%
- 80 - 99%
- 100%

13. To what extent do you regard your business as being dependent on farming in the area? (✓ one)

- Very dependent
- Fairly dependent
- Partially dependent
- Little dependent
- Not at all dependent

WE WOULD WELCOME ANY OTHER COMMENTS:

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QUESTION 2 - Age of Business Organisation

TABLE 3

YEARS	NUMBER	%
0-4	22	20
5-9	18	17
10-19	18	17
20-49	32	30
50+ years	18	16
TOTAL	<u>108</u>	<u>100%</u>

QUESTION 3 - Years Present Manager has Directed the Organisation.

TABLE 4

YEARS	NUMBER	%
0-4	45	42
5-9	23	21
10-19	20	19
20-49	18	16
50+ years	0	0
No Answer	2	2
TOTAL	<u>108</u>	<u>100%</u>

GERALDINE BUSINESS AND EMPLOYMENT SURVEY

QUESTION 1 - Business Activity

TABLE 1

MAIN BUSINESS ACTIVITY	NUMBER	%
Agriculture/Forestry	11	10
Manufacturing	11	10
Electricity	0	0
Construction	11	10
Retail/Wholesale	27	25
Restaurants/Hotels/Motels	8	7
Transport & Communication	5	5
Finance/Insurance	5	5
Community/Personal Service/ Government Activity	29	27
No Answer	1	1
TOTAL	108	100%

TABLE 2

MAIN BUSINESS SECTOR	NUMBER	%
Retail	32	30
Wholesale	0	0
Manufacturing	6	5
Service	65	60
Local Body/Government Body/ School	5	5
Other	0	0
TOTAL	108	100%



QUESTION 5 - Important Factors in Increasing Business

TABLE 9

IMPORTANT FACTORS INCREASING BUSINESS	TIMES MENTIONED	%
Good staff or management	50	46%
Better range of merchandise	31	29%
Advertising	31	29%
Increased local population	26	24%
Local tourism	25	23%
Desire of people to shop locally	22	20%
Increased level of farm incomes/subsidies	20	19%
Increased Forest Service or timber activity	18	17%
Credit facilities/bankcard/visa etc.	10	9%
Changes in government/local legislation	9	8%
Cost of Petrol	5	5%
Other	20	19%

QUESTION 6 - Factors Limiting Business Expansion

TABLE 10

IMPORTANT FACTORS LIMITING BUSINESS	TIMES MENTIONED	%
Insufficient finance	26	24%
Market unable to support increased sales	23	21%
Distance from main population centres	21	19%
Competition	19	18%
Government policies	15	14%
Freight difficulties	13	12%
Local body regulations	8	7%
Plant age and efficiency	7	6%
Shortage of skilled labour	7	6%
Lack of time for management planning	7	6%
Shortage of industrial land/buildings	6	6%
Lack of Housing	4	4%
Problems with supply of plant and equipment	4	4%
Shortage of good manager	3	3%
Shortage of materials	3	3%
Shortage of unskilled labour	2	2%
Technical problems	1	1%
Other	34	31%

QUESTION 7 - Assessment of Current Business Climate

TABLE 11

CURRENT CLIMATE IS:	NUMBER	%
Excellent	1	1
Very good	4	4
Stable/good	45	42
Limited	34	31
Declining	22	20
No response	2	2
TOTAL	108	100%

QUESTION 8 - Assessment of Future Business Climate

TABLE 12

FUTURE CLIMATE IS:	NUMBER	%
Excellent	3	3
Very good	17	16
Stable/good	31	28
Limited	40	37
Declining	15	14
No response	2	2
TOTAL	108	100%

QUESTION 9 - Estimated turnover to 31 March 1984

TABLE 13

TURNOVER RANGE PER ANNUM	NUMBER	%
\$0 - 25,000	10	9
\$25,000 - 50,000	17	16
\$50,000 - 75,000	6	6
\$75,000 - \$100,000	7	6
\$100,000 - 250,000	25	23
\$250,000 - 500,000	7	7
\$500,000 - 750,000	2	2
\$750,000 - \$1,000,000	5	5
\$1,000,000 or over	8	7
No response	21	19
TOTAL	108	100%

QUESTION 10A - Proportion of Turnover dependent on the Strathallan County Depot in Geraldine.

TABLE 14

PERCENTAGE OF TURNOVER DEPENDENT ON DEPOT	NUMBER	%
0%	40	37
1 - 5%	34	31
6 - 10%	8	7
11 - 19%	5	5
20 - 39%	2	2
40 - 59%	4	4
60 - 79%	0	0
80 - 99%	1	1
100%	0	0
No response	14	13
TOTAL	108	100%

QUESTION 10B - Proportion of Turnover dependent on the County employees in Geraldine.

TABLE 15

PERCENTAGE OF TURNOVER DEPENDENT ON THE STRATHALLAN COUNTY EMPLOYEES IN GERALDINE	NUMBER	%
0%	27	25
1 - 5%	45	41
6 - 10%	15	14
11 - 19%	2	2
20 - 39%	3	3
40 - 59%	2	2
60 - 79%	0	0
80 - 99%	0	0
100%	1	1
No response	13	12
TOTAL	100%	100%

QUESTION 11 - Dependency on the County Depot in Geraldine

TABLE 16

HOW DEPENDENT ON	NUMBER	%
Very dependent	5	5
Fairly dependent	9	8
Partially dependent	17	16
Little dependent	39	36
Not at all dependent	32	30
No response	6	5
TOTAL	108	100%

QUESTION 12 - Proportion of Turnover dependent on Farming Activities.

TABLE 17

PERCENTAGE OF TURNOVER DEPENDENT ON FARMING	NUMBER	%
0%	10	9
1 - 19%	11	10
20 - 39%	15	14
40 - 59%	28	26
60 - 79%	22	20
80 - 99%	12	11
100%	5	5
No response	5	5
TOTAL	108	100%

QUESTION 13 - Dependency on Farming

TABLE 18

HOW DEPENDENT ON FARMING	NUMBER	%
Very dependent	42	39
Fairly dependent	27	25
Partially dependent	18	17
Little dependent	7	6
Not at all dependent	9	8
No response	5	5
TOTAL	108	100%

TABLE 19

County expenditure to Geraldine firms; financial year 1983-84

AMOUNT PURCHASED BY COUNTY	NUMBER OF FIRMS WITH ACCOUNTS FROM COUNTY
Less than \$100	14
Over \$100, less than \$500	12
Over \$500, less than \$1,000	5
Accounts over \$1,000	17
TOTAL FIRMS WITH ACCOUNTS FROM COUNTY	48

SOURCE: Strathallan County Council

TABLE 20

Business Sector by Business Activity

<u>ACTIVITY</u>	<u>NUMBER OF FIRMS</u>				<u>TOTAL</u>
	<u>RETAIL</u>	<u>MANUFACT.</u>	<u>SERVICE</u>	<u>LOCAL BODY ETC.*</u>	
Agriculture	2	0	7	2	11
Manufacturing	2	6	3	0	11
Construction	2	0	9	0	11
Restaurant/Hotels/Motels	2	0	6	0	8
Transport/communication	0	0	4	1	5
Finance	0	0	5	0	5
Commercial & Personal Services	3	0	24	2	29
Retail/Wholesale	21	0	6	0	27
No Answer	0	0	1	0	1
<b>TOTAL</b>	<b>32</b>	<b>6</b>	<b>65</b>	<b>5</b>	<b>108</b>

\* Local body/Government/School/Other.

TABLE 21

Employment by Sector: N = 98 Employers.

<u>SECTOR</u>	<u>NUMBER OF EMPLOYEES</u>				<u>TOTAL</u>
	<u>* FT MALE</u>	<u>* PT MALE</u>	<u>* FT FEMALE</u>	<u>* PT FEMALE</u>	
Retail	58	9	35	30	132
Wholesale	0	0	0	0	0
Manufacturing	33	4	13	103	153
Service	191	40	68	93	392
Local Body/Schools/ Government	78	4	8	15	105
<b>TOTAL</b>	<b>360</b>	<b>57</b>	<b>124</b>	<b>241</b>	<b>782</b>

- \* Full-time Male
- \* Part-time Male
- \* Full-time Female
- \* Part-time Female

TABLE 22

Employment: By Number of Employees 1984

<u>NUMBER OF EMPLOYEES</u>	<u>BY NUMBER OF EMPLOYEES 1984</u>			
	<u>NUMBER OF EMPLOYERS AS REPORTING</u>			
	<u>FULL-TIME MALES</u>	<u>PART-TIME MALES</u>	<u>FULL-TIME FEMALES</u>	<u>PART-TIME FEMALES</u>
0	12	75	48	38
1	36	10	26	37
2	12	7	11	7
3	14	0	4	5
4	6	2	2	0
5 - 9	8	4	5	5
10 - 19	5	0	2	4
20 or more	5	0	0	2
No Answer	10	10	10	10
<b>TOTAL</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>108</b>

TABLE 23

Turnover depends on Depot, by Sector

<u>% OF TURNOVER</u>	<u>SECTOR/ NUMBER OF FIRMS</u>			
	<u>RETAIL</u>	<u>MANUFACT.</u>	<u>SERVICE</u>	<u>LOCAL BODY/ ETC *</u>
0	11	6	21	2
1 - 5	10	0	23	1
6 - 10	5	0	3	0
11 - 19	1	0	4	0
20 - 39	0	0	2	0
40 - 59	2	0	2	0
60 - 79	0	0	0	0
80 - 99	0	0	1	0
100%	0	0	0	0
No Answer	3	0	9	2
<b>TOTAL</b>	<b>32</b>	<b>6</b>	<b>65</b>	<b>5</b>

\* Local Body/Schools/Government/Other.



TABLE 24

Turnover depends on County employees, by Sector.

<u>% OF TURNOVER</u>	<u>SECTORS/ NUMBER OF FIRMS</u>			
	<u>RETAIL</u>	<u>MANUFACT.</u>	<u>SERVICE</u>	<u>LOCAL BODY ETC*</u>
0%	5	5	16	1
1 - 5%	13	0	30	2
6 - 10%	9	0	6	0
11 - 19%	1	0	1	0
20 - 39%	1	0	2	0
40 - 59%	1	0	1	0
60 - 79%	0	0	0	0
80 - 99%	0	0	0	0
100%	0	0	1	0
No Answer	2	1	8	2
<b>TOTAL</b>	<b>32</b>	<b>6</b>	<b>65</b>	<b>5</b>

\* Local Body/Schools/Government/Other.

TABLE 25

Dependency on County Depot, by Sector

	<u>SECTOR/ NUMBER OF FIRMS</u>				
	<u>RETAIL</u>	<u>MANUFACT</u>	<u>SERVICE</u>	<u>LOCAL BODY ETC*</u>	<u>TOTAL</u>
Very dependent	3	0	2	0	5
Fairly dependent	4	0	5	0	9
Partially dependent	4	1	12	0	17
Little dependent	12	2	23	2	39
Not at all dependent	7	3	20	2	32
No answer	2	0	3	1	6
<b>TOTAL</b>	<b>32</b>	<b>6</b>	<b>65</b>	<b>5</b>	<b>108</b>

\* Local Body/Schools/Government/Other.

TABLE 26

Turnover depends on Farming, by Sector

<u>% OF TURNOVER</u>	<u>SECTOR/ NUMBER OF FIRMS</u>			
	<u>RETAIL</u>	<u>MANUFACT.</u>	<u>SERVICES</u>	<u>LOCAL BODY ETC*</u>
0%	1	2	4	3
1 - 5%	5	2	4	0
6 - 10%	3	0	12	0
11 - 19%	11	1	16	0
20 - 39%	8	0	13	1
40 - 59%	2	0	10	0
60 - 79%	0	1	4	0
80 - 99%	0	0	0	0
100%	0	0	0	0
No answer	2	0	2	1
<b>TOTAL</b>	<b>32</b>	<b>6</b>	<b>65</b>	<b>5</b>

\* Local Body/Schools/Government/Other.

TABLE 27

Dependency on Farming, by Sector.

	<u>RETAIL</u>	<u>MANUFACT</u>	<u>SERVICES</u>	<u>LOCAL BODY ETC*</u>	<u>TOTAL</u>
Dependent					
Very dependent	12	1	29	0	42
Fairly dependent	9	0	16	2	27
Partially dependent	6	2	9	1	18
Little dependent	3	0	4	0	7
Not at all dependent	1	3	4	1	9
No answer	1	0	3	1	5
<b>TOTAL</b>	<b>32</b>	<b>6</b>	<b>65</b>	<b>5</b>	<b>108</b>

\* Local Body/Schools/Government/Other.

## APPENDIX 2 - THE FARMING SECTOR

1. Geraldine and District Rural Services Questionnaire
  2. Expenditure
  3. Organisations
  4. Future Financial Prospects
- 
-

# GERALDINE & DISTRICT RURAL SERVICES

## STUDY

BY CENTRE FOR RESOURCE MANAGEMENT, LINCOLN COLLEGE.

QUESTIONNAIRE for FARMERS (LOCATION \_\_\_\_\_)

(Please note that all information will be fully confidential.)

1. On January 1st, 1984 your property was in Area (acres/hectares)

Cash crop \_\_\_\_\_  
Feed crop \_\_\_\_\_  
Horticulture \_\_\_\_\_  
Pasture \_\_\_\_\_  
Forest \_\_\_\_\_  
Undeveloped \_\_\_\_\_


Total

2. Over the Winter in 1984 you are carrying the following sheep:

	Number
Ewes	_____
Hoggets	_____
Other Sheep	_____

And your 1983 lambing percentage was \_\_\_\_\_%

3. Over the Winter in 1984 you are carrying the following cattle:

	<u>Beef</u>	<u>Dairy</u>
Cows	_____	_____
Heifers	_____	_____
Others	_____	_____

And your 1983 calving percentage was \_\_\_\_\_%

4. In the last season your cash crops, and their average yield per acre were:

<u>Crop</u>	<u>yield/acre</u>
_____	_____
_____	_____
_____	_____
_____	_____

5. How do you regard the future financial prospects of your farm:

a) better than now  
b) much as now  
c) worse than now


6. Your additional occupation is: \_\_\_\_\_ fulltime/part time  
\_\_\_\_\_ where

7. Your spouse's occupation is: \_\_\_\_\_ fulltime/pqrt time  
\_\_\_\_\_ where

How many children do you have \_\_\_\_\_

How many of these children live outside the District \_\_\_\_\_

Please give age and details of schools attended by children at home

Age	Schools

The occupations and location of employment of your children who have left School and live in the District are:

Occupation	Location

How do you regard prospects for your childrens' future employment locally

- a) good
- b) average
- c) poor


Which centre do you usually go to for the following services?

Groceries	<u>Centre</u>	<u>how often</u>
Groceries		
garage		
pub		
doctor		
health services (dentists, eyes etc.)		
accountant		
stock & station		
farm equipment		
hardware		
drapery		

Do you belong to the South Canterbury Rural Cooperative Society YES/NO

Approximately what percentage of your farm merchandise would you purchase through the Coop ? \_\_\_\_\_ %

Do you employ people from Geraldine on either a

	<u>Details (numbers and activity)</u>
permanent fulltime	_____
permanent part time	_____
or casual basis	_____

Where would you prefer to go to conduct County business ?

Timaru	
Geraldine	
Temuka	

If you select Geraldine, and the Borough provided suitable facilities, would you use them to conduct County business ? YES/NO

What organisations in Geraldine do you or your family belong to ?

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Your age is:

- a) less than 20
- b) 20 - 25
- c) 26 - 30
- d) 31 - 40
- e) 41 - 50
- f) 51 - 60
- g) 60 +


Optional ; What was your gross farm income for the last financial Year ?

\$ \_\_\_\_\_

Is Geraldine an important service centre for you ? YES/NO

Why, and do you have any extra comments on the centralisation of the Strathallan Depot ?

TABLE 1 Estimates of farmer's spending

Survey of 22 Geraldine farmers

1a	Total spent in Geraldine	2,100,000	70%
b	Total spent outside Geraldine	900,000	30%
c	Total available expenditure	3,000,000	100%
2a	Total spent through Co-op	700,000	78%
b	Total spent through other businesses	200,000	22%
c	Total spent outside Geraldine	900,000	100%
3a	Farm expenditure in Geraldine	1,800,000	85%
b	Personal expenditure in Geraldine	300,000	15%
c	Total expenditure in Geraldine	2,100,000	100%

Notes

1. Estimates of farmers' spending were obtained by using farm expenditure breakdowns from local farms.
2. Farm expenditure (not including debt servicing or personal expenses) was estimated to be 55% of the gross farm income.
3. Estimates of personal expenditure were made on the basis of gross farm income.
4. Total expenditure includes both farm and personal expenditures.

TABLE 2. List of organisations Geraldine farmers and their families belong to.

Young Farmers Club

Sports Clubs - Squash

Golf

Rugby

Pony

Indoor basketball

Netball

Hockey

Soccer

Bowls

Plunket Society

Church groups

Spinners and Weavers

Political

Veterinary Club

Promotional Group

Lions

Womens Investment Group

Geraldine Aged Persons

Concerned Organisation Committee

Vintage Machinery

Red Cross

Kindergarten

Emergency Care Nursing Association

Drysdale Group

Geraldine Historical Society

Collie Club

Floral Art

School Organisations

Music

Guides

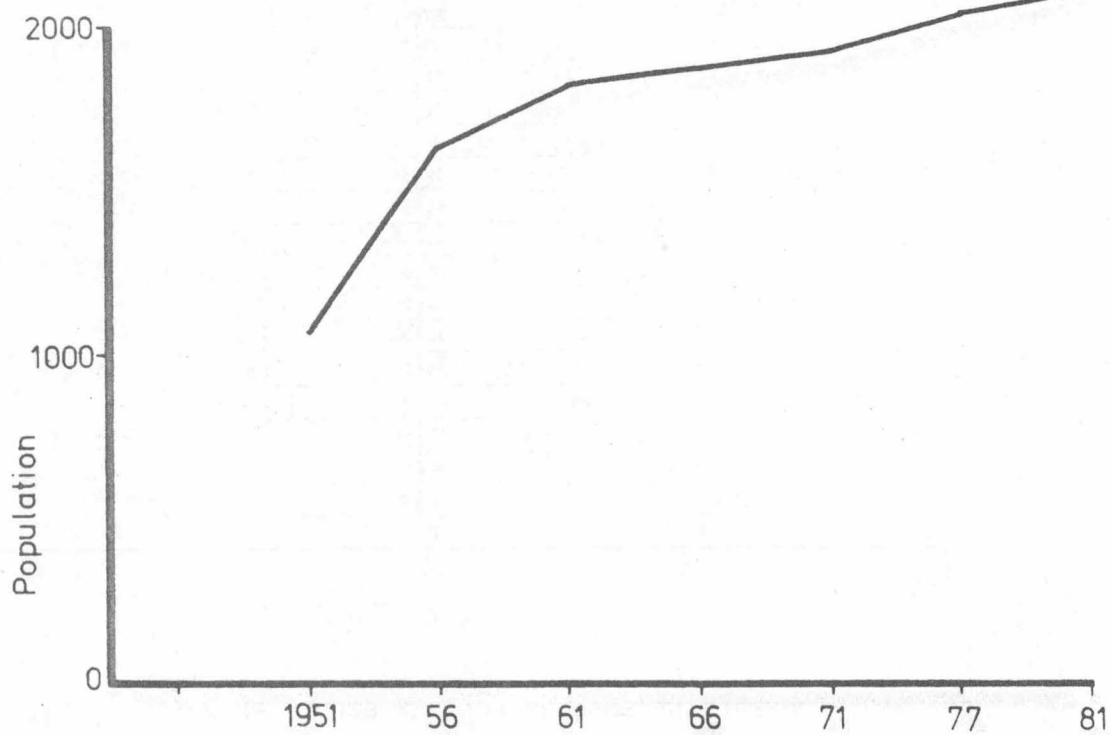


TABLE 3. Future financial prospects as viewed by Geraldine Farmers.

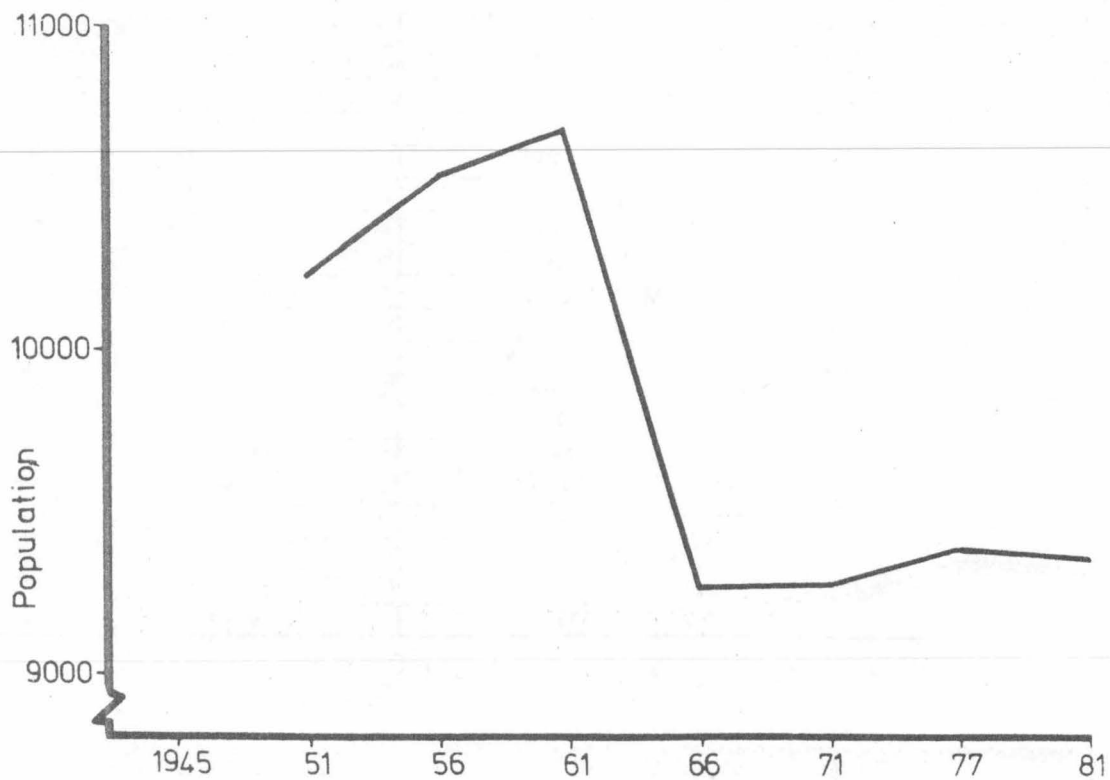
Age	Better than now	Same as now	Worse than now	Totals
Under 20				-
20-25		1		1
26-30	1			1
31-40	9	4		13
41-50	2	2		4
51-60	1	1		2
60+	1		1	2
<b>TOTALS</b>	<b>14</b>	<b>8</b>	<b>1</b>	<b>23</b>

APPENDIX 3 - POPULATION

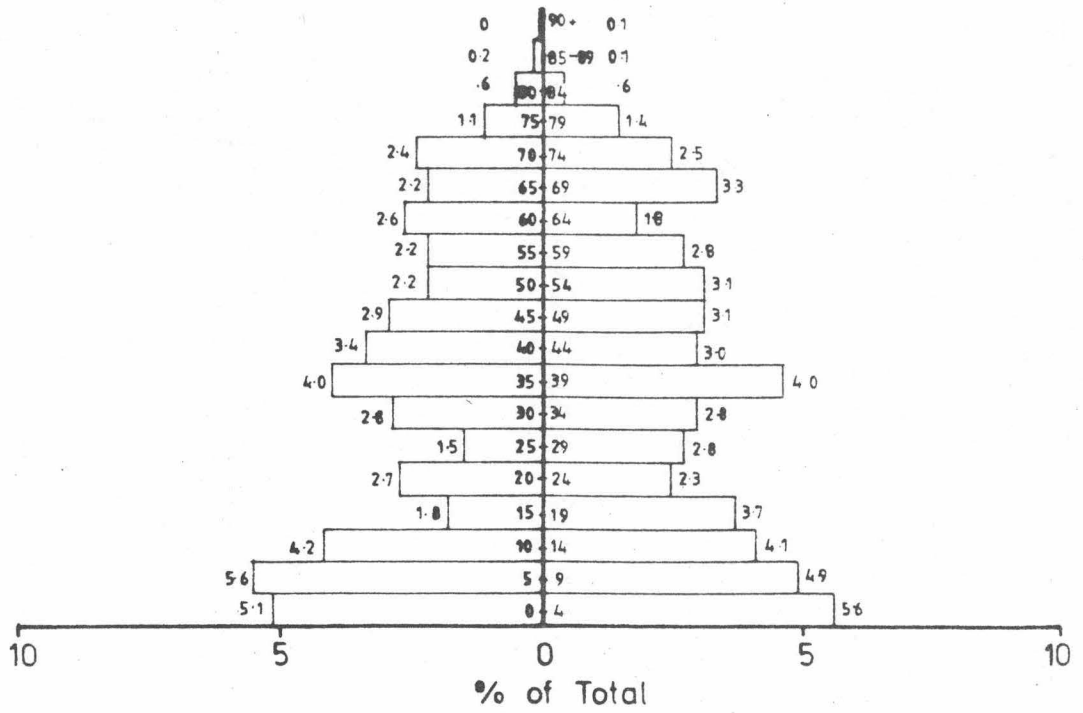
1. Graphs of Geraldine Borough and Strathallan County
  2. Rolls and Staffing of Geraldine Feeder Schools
- 
-



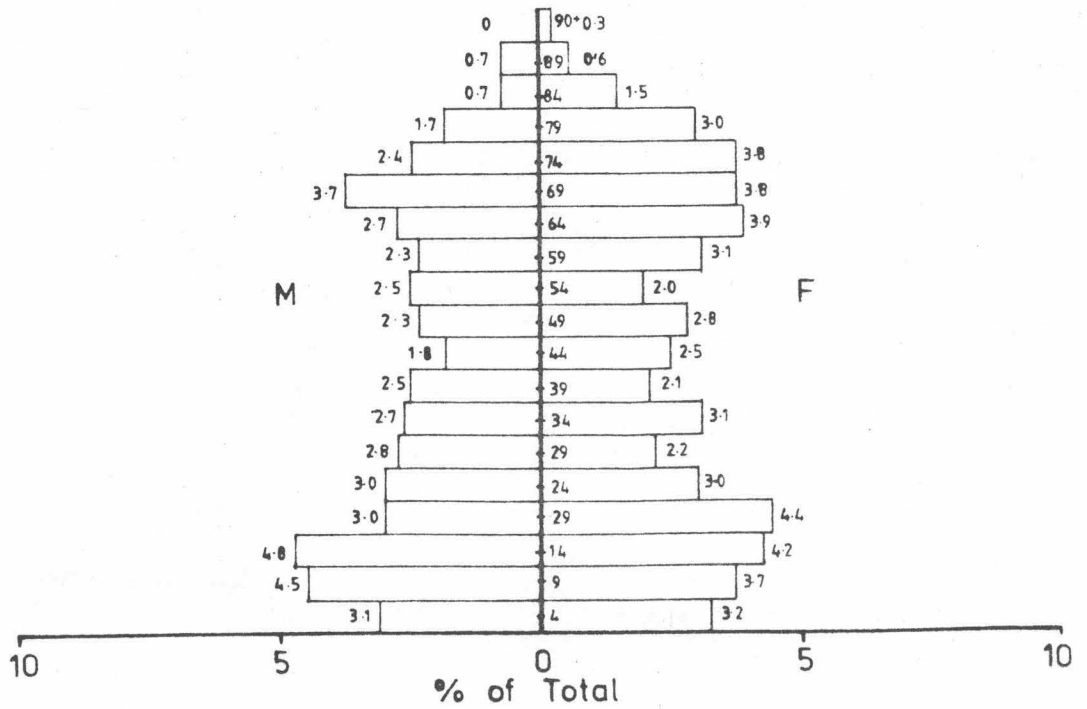
GRAPH 1. POPULATION OF GERALDINE BOROUGH 1951-81



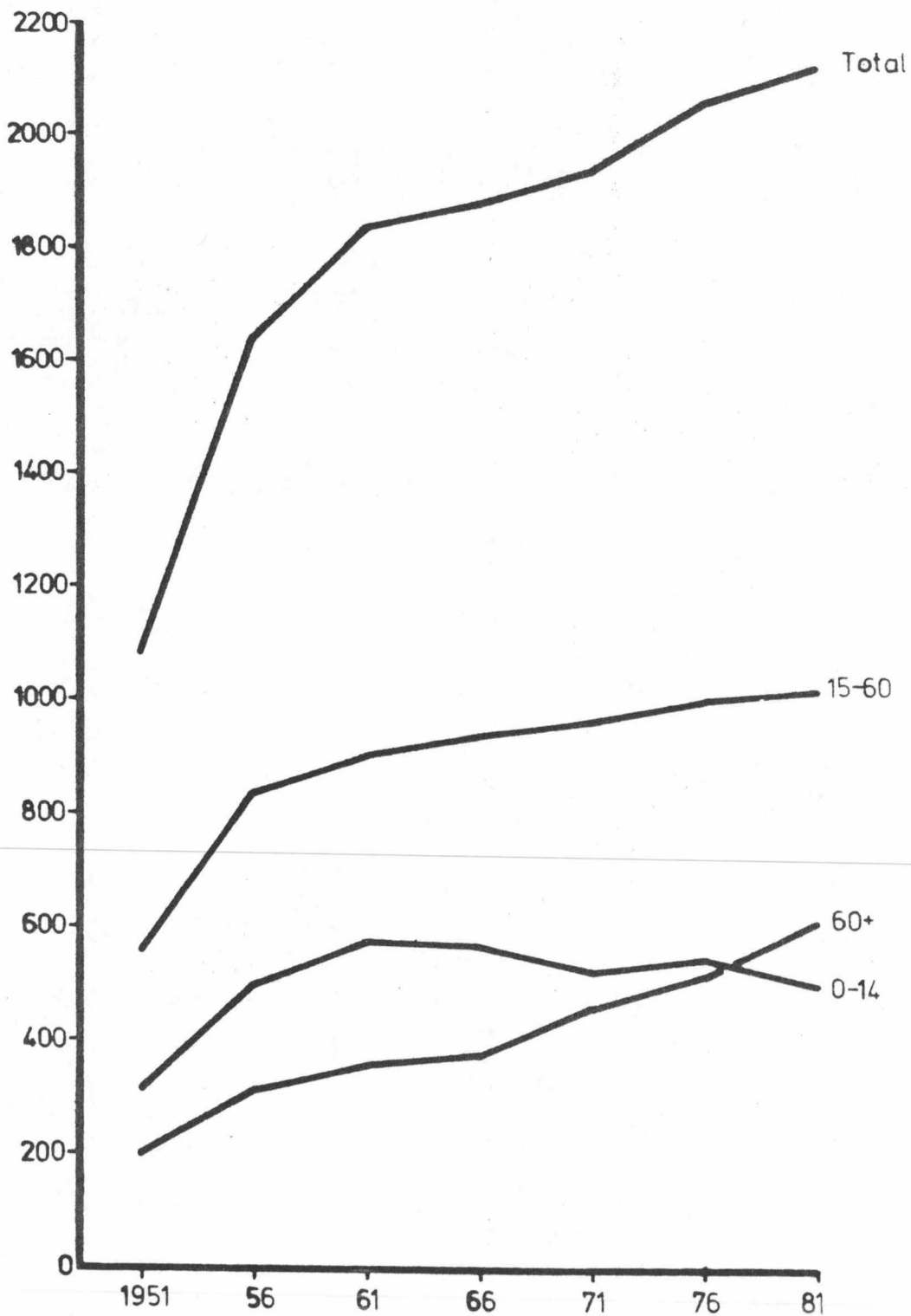
GRAPH 2. POPULATION OF LEVELS AND GERALDINE COUNTIES 1951-71 AND STRATHALLAN COUNTY 1977-81



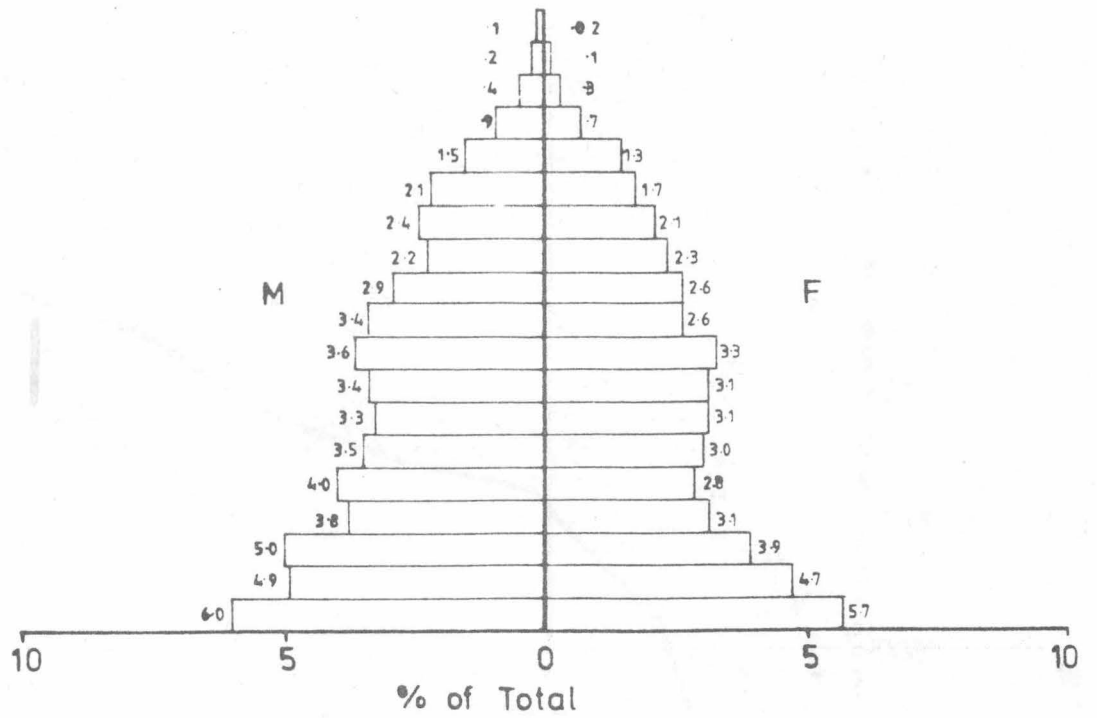
GRAPH 3. GERALDINE BOROUGH AGE/SEX STRUCTURE 1951



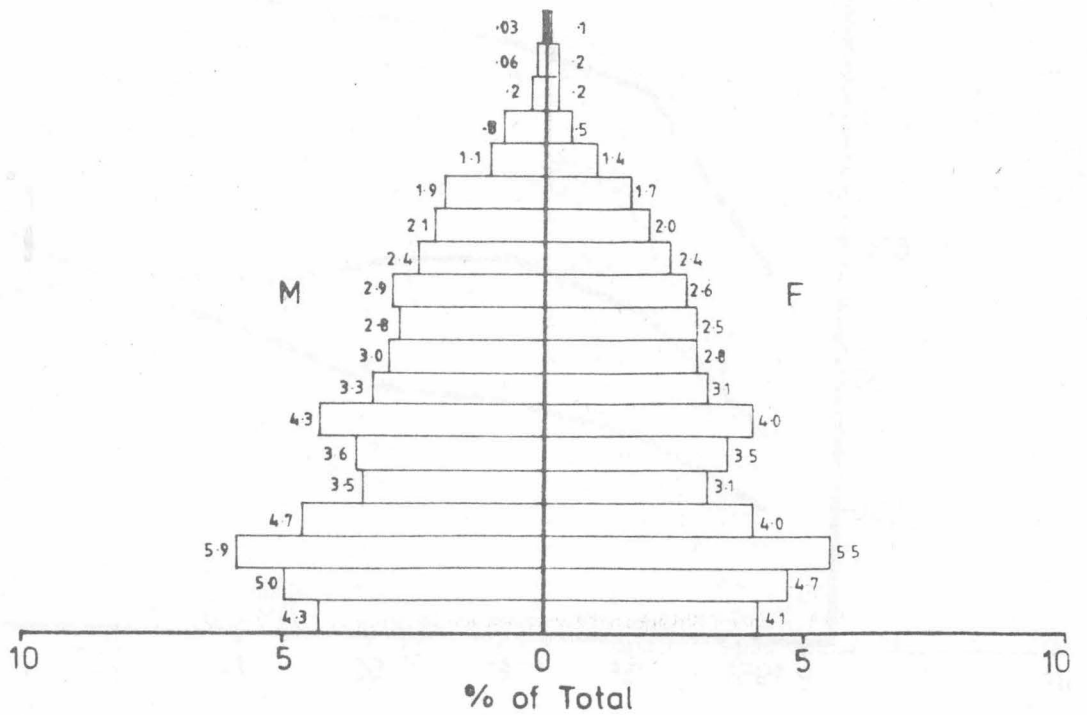
GRAPH 4. GERALDINE BOROUGH AGE/SEX STRUCTURE 1981



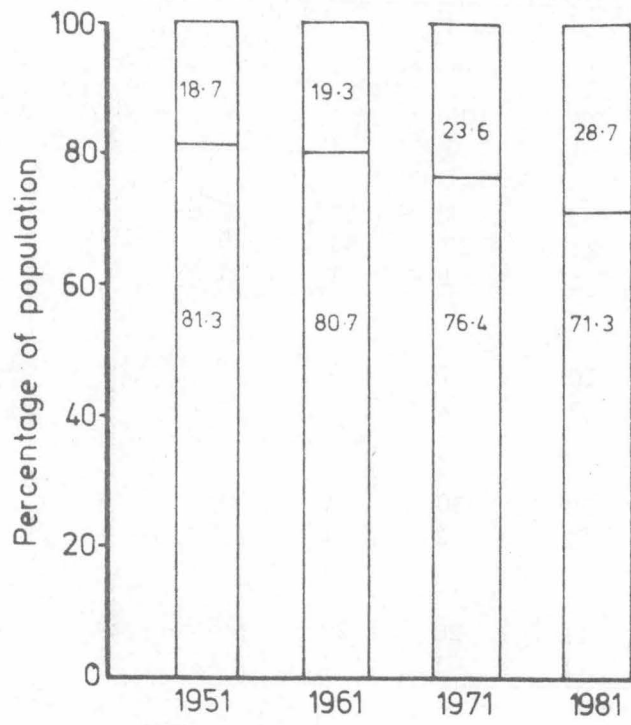
GRAPH 7. BREAKDOWN OF POPULATIONS OF GERALDINE BOROUGH BY AGE 1951-81



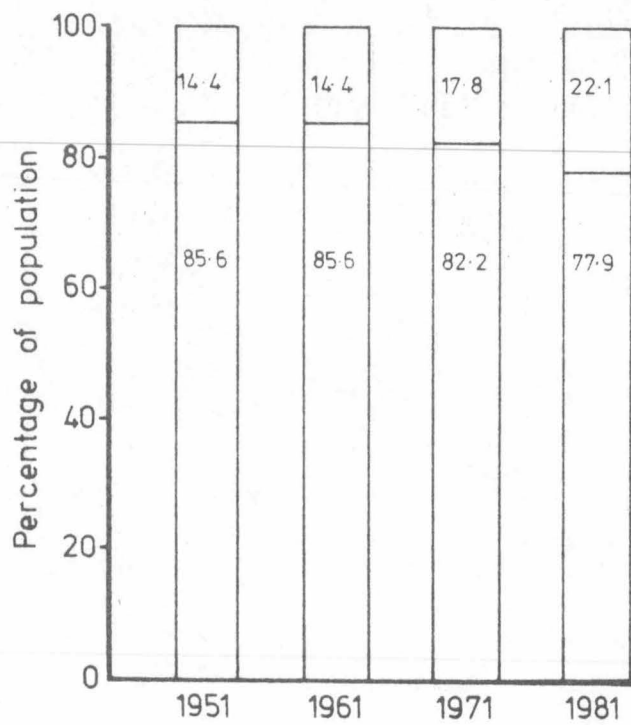
GRAPH 5. GERALDINE AND LEVELS COUNTIES AGE/SEX STRUCTURE 1951



GRAPH 6. STRATHALLAN COUNTY AGE/SEX STRUCTURE 1981



GRAPH 8. GERALDINE BOROUGH - PERCENTAGE OF POPULATION OVER 60 YEARS OF AGE



GRAPH 9. GERALDINE BOROUGH - PERCENTAGE OF POPULATION OVER 65 YEARS OF AGE





Appendix 4

Summary of the actual affect on staff assuming transfers are required by 31 December 1985, (excluding temporary staff).

	Present nos. at base	Final nos. at base	Number to be transferred	Maximum no. involved in extra travel to new base <sup>a</sup>
Geraldine	22	6	16	12
Pleasant Pt.	10	8	2	2
Washdyke	10		10	5
Temuka	1	30		
TOTAL	43	44	28	19

a Column excludes staff who garage county vehicles at home or have been appointed subject to a change in base (Source: Strathallan County Council)

Centre for Resource Management

DISCUSSION PAPERS

Social impacts of major resource development projects: concerns for research and planning. Nick Taylor and Basil Sharp, 1983. 89p. \$10.40.

Environmental and body lead levels in New Zealand: issues and implications implications. Graeme Scott, October 1983. 32p. \$8.00.

Social implications of rapid industrialisation: a bibliography of New Zealand experiences. C.N. Taylor, C.M. Bettsworth, and J.G. Kerlake, 1983. 36p. \$6.40.

The economics of rabbit control in Central Otago, a preliminary analysis. I.G.C. Kerr, E.J. Costello and K.L. Leathers, 1983. 52p. \$8.00.

Biological aspects of rabbit control by myxomatosis, E.G. White, 1983. 15p. \$4.00.

Geraldine: a social analysis of the effects of centralising the Strathallan County Works. A report to the action committee of Geraldine organisations. Nick Taylor et al. 1984. 68p. \$8.40.