

Date

Warren Young  
General Manager, Crime Prevention and Criminal Justice  
Ministry of Justice  
PO Box 180  
WELLINGTON

Dear Warren Young

### **Funding for Crime Prevention in Waitakere City**

Thank you for your letter dated 8 March 2004 concerning the new regime for funding for crime prevention in Waitakere City.

As you are aware, Waitakere City Council has significantly restructured its crime prevention activities in response to an organisational review, and in anticipation of impending changes brought about through the Crime Prevention Unit's own review of the Safer Community Council Network.

#### **Governance**

Council has created a new position within the SAFE WAITAKERE team – Crime Prevention Projects Leader – that reports to the Group Manager, Partnerships & Advocacy, within the Strategy and Development Unit. The position reports to the City Development Committee of Council.

The new structure replaces the contractual arrangement between Council and the Waitakere Safer Community Council Trust, which has gone into recess.

Council will undertake the governance of and accountability for crime prevention projects established under contract with the Ministry of Justice.

#### **Crime Prevention Reference Group**

Council has established a Crime Prevention Reference Group to provide guidance and oversight in setting the strategic direction and priorities for the project. The Reference Group brings specialist expertise and knowledge to the project, and supports the implementation of planned crime prevention initiatives. The Reference Group contributes to the establishment, monitoring and revision of the Crime Prevention Strategy, and oversees the allocation of discretionary funding for crime prevention projects.

Membership of the group is comprised of representatives from government and community agencies that have a focus on crime prevention – such as Police, Corrections, Neighbourhood Support, Victim Support, WAVES and representatives from 'communities' that are the most at-risk of being the victims and/or the perpetrators of crime – such as Iwi/Maori, Pacific peoples, youth.

It is expected the group will meet 4 – 6 times per year. It is appropriate that the Crime Prevention Unit is represented on this body.

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### **Operational Project Groups**

At an operational level, it is intended to create project groups to undertake the planning and implementation of specific projects. These groups will emerge as the Crime Prevention Strategy is developed. Several project groups have already been established as a result of new and existing partnerships and working relationships. Some examples are:

- Police/Council Liaison Group. This has been established in accordance with the Memorandum Of Understanding between the Police and Council that was signed on 31 March 2004. The purpose of the group is to improve joint planning and communication, and to facilitate the undertaking of joint activities between the parties. Projects to date include a Stop Tagging initiative, and consideration of CCTV in selected city locations.
- Safe Waitakere. The Crime Prevention Projects position sits within the Safe Waitakere 'family' that has a focus on city safety issues – including injury prevention, road safety, alcohol and drugs. Crime Prevention Projects will look at collaborative initiatives focusing on family violence, non-accidental injury, and other community safety issues
- Safety and Access by Design. This is a collaborative project involving internal and external partners that looks at urban design considerations for crime prevention, injury prevention and barrier-free access. This group is already engaged in several major Council development projects.

### **Crime Prevention Strategy**

A draft Crime Prevention Strategy has been prepared for circulation to the Reference Group and to appropriate Council managers/staff for consideration. The draft document will be put before the City Development Committee for consideration in May before it is submitted to the Crime Prevention Unit. A copy of the draft document is attached.

The draft Crime Prevention Strategy sets out five Outputs:

Output 1: Identification of Crime Issues and Trends

Output 2: Council's Strategic Policies and Planning, Operations and Services

Output 3: Collaboration with Government and Not-For-Profit Sectors

Output 4: Community Consultation/Participation

Output 5: Development of Effective Strategies and Interventions

### **Long Term Council Community Plan**

The Long Term Council Community Plan sets out Council's vision for the next ten years. The Plan contains Nine Strategic Platforms – Urban and Rural Villages; Integrated Transport and Communication; Strong Innovative Economy; Strong Communities; Active Democracy; Green Network; Three Waters; Sustainable Energy and Clean Air; Zero Waste.

Underpinning these are the Five Priorities to be affirmed in all activities: Te Tiriti O Waitangi; Sustainable Development; First Call for Children; Safe City; Lifelong Learning.

Safe City – is defined as "Waitakere City is a safe place to live, work and play".

The commitments over the next ten years are to:

- Continue to recognise the Treaty of Waitangi as the ridgepole of relationships between the Council, Maori and other service providers
- Provide safe public places, services and facilities
- Develop, implement and monitor safety standards
- Work with others to improve safety, and reduce the fear of personal assault
- Plan for safety and monitor progress

Waitakere City Council looks forward to working in a collaborative partnership with the Ministry of Justice to promote crime prevention initiatives within the city. Should you require further information or elaboration on the points contained in this letter, please contact Michael Mills, Crime Prevention Projects Leader.

Yours sincerely

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**SAFE WAITAKERE CRIME PREVENTION STRATEGY**  
2004/07

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# Waitakere Crime Prevention Strategy 2004/07

## Background and Context

### Council Review of Crime Prevention Strategies and Relationships

During 2003, Council undertook a review of its crime prevention strategies and relationships. At the August meeting of the City Development Committee, the following recommendations were approved:

1. That Council notifies the Waitakere Safer Community Council Trust that it does not intend renewing the contract for services after 31 October 2003.
2. That Council creates a new position within the *Safe Waitakere* 'family', using funding from Council and Crime Prevention Unit.
3. That Council invites key partners to set up a Crime Reduction Reference Group to provide information and support to the new position. This group could include Council, Police, Maori and Pacific Island representation, and specific community agencies with a crime reduction focus.
4. That from 1 November 2003 – 30 June 2004, the new position will:
  - Undertake a strategic planning exercise to develop a Crime Reduction Business Plan to submit to Crime Prevention Unit for funding for F2004/05
  - Coordinate the setting up of the Crime Reduction Reference Group
  - Coordinate the implementation of the Council/Police Memorandum Of Understanding
  - Represent Council on the local, district and regional planning groups
  - Contribute policy advice and specialist expertise to Council
  - Participate in *Safe Waitakere*, Wellbeing Network and Collaboration Project
  - Maintain and support community networks and projects in accordance with the 2002/03 Business Plan, and in particular with Maori, Pacific Island and youth.
5. That Council staff support the process of disestablishing the funding contract with Waitakere Safer Community Council Trust as at 31 October 2003, including:
  - Identifying and addressing issues concerning the management of assets and liabilities, funds, documents and records
  - Managing the transition of support and funding to on-going community projects

This comprehensive set of recommendations sets out a new structure for the planning and implementing of crime reduction strategies in the city.

### Crime Prevention Unit

In 2003, at the same time as Waitakere City Council was undertaking its own internal review, the Crime Prevention Unit undertook a major review of the Safer Community Council Network – *Review of the Safer Community Council Network: Future Directions*. The outcomes signal significant changes in the way Crime Prevention Unit will function, and sets out criteria for the on-going relationships between the Unit and the Territorial Local Authorities.

Key elements in the new Crime Prevention Unit policy are:

- Crime Prevention Unit will invest greater financial resources in metropolitan crime prevention activities
- On-going partnership arrangements will be contingent on local government taking responsibility for management, coordination and governance (by Council Committee) of local crime prevention efforts

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- Funding arrangements will be:
  - negotiated directly with individual metropolitan Local Authorities in accordance with jointly agreed crime reduction outcomes
  - provided on a longer-term (three year) basis under more flexible terms and conditions

### **NZ Police**

The relationship between Waitakere City Council and the Police has been formalised through the signing of a Memorandum of Understanding that outlines the areas of shared interest concerning crime and community safety, and sets out protocols for communication, information sharing and joint planning.

The North Shore/Waitakere/Rodney Police Business Plan 2003/04 states "the strong interaction with...Waitakere City Council...will flourish this year, such that Police will become engaged in joint crime and crash reduction initiatives on a scale not experienced before in this District".

### **Crime and Safety in Waitakere City**

There has been considerable media attention given to the issues and perceptions around crime and safety in Waitakere and in particular to the emerging problems associated with methamphetamine.

Appendices II and III give a perspective on the current crime rates and trends, and set these in context (these documents are currently being updated). It is essential to note that any analysis of crime rates/trends is separate and distinct from the assessment of Police performance. For example, the statistics clearly show that crime rates and incidents are significantly higher in Waitakere than in North Shore, nevertheless, there are signs that Waitakere Police performance has seen reductions in crime levels compared to previous years.

## **Crime Prevention Projects Leader**

A key component in the development and implementation of the Waitakere Crime Reduction Strategy is the appointment by Waitakere City Council of the Crime Prevention Projects Leader, located within the *Safe Waitakere* team, Strategic Partnerships and Advocacy Group, Strategy and Development Unit.

### **Key Accountabilities:**

#### **Strategic Planning and Advice**

- Undertake strategic planning – including the development implementation and monitoring of the Crime Prevention/Reduction Business Plan
- Represent Council on the local, district and regional Crime Prevention/Reduction planning groups
- Provide strategic advice and specialist expertise to Council as required

#### **Relationship Management and Community Engagement**

- Coordinate the implementation of the Council/Police Memorandum of Understanding
- Coordinate the Crime Reduction Reference Group and Police Liaison Group
- Participate in *Safe Waitakere*, Wellbeing Network and Collaboration Project
- Maintain and support community networks and projects in accordance with the WCRS Business Plan.

#### **Project Management**

- Oversee the progress/implementation of the Safety and Access by Design Project
- Manage the design and implementation of projects arising from the Business Plan

## **Crime Prevention Reference Group**

This group will focus on the development, implementation and monitoring of the Crime Reduction Strategy.

### **Terms of Reference**

#### **To assist Council to set the Strategic Direction**

- Determine the strategic direction, priorities and projects/activities
- Oversee the planning and implementation processes for the programme
- Monitor the achievements of projects/activities against performance indicators

#### **Advice – provision of**

- Professional and operational expertise
- Data, analysis of information/data
- Guidance on methods and processes
- Problem-solving

#### **Partnership**

- Facilitate the development of partnerships with statutory and community agencies and groups
- Explore and enable access to additional funding and resources

### **Discretionary Funding**

- Oversee the allocation of discretionary funds to crime prevention projects in accordance with the funding policy

### **Membership**

The Reference Group is comprised of representatives of key government and community agencies that have a crime prevention/reduction focus, together with members representing particular populations within the community – Maori, Pacific peoples, children and youth.

#### **Waitakere City Council**

- Councillor representative
- Council officers

#### **Government agencies**

- NZ Police
- Corrections
- Child Youth and Family
- Courts

#### **Community Agencies**

- West Auckland Neighbourhood Support
- Victim Support
- WAVES

#### **Community Populations**

- Maori – Te Taumata Runanga
- Pacific Peoples – Pacific Island Advisory Board
- Children and youth –

## **Crime Reduction Strategy**

### **Refer Appendix I**

#### **Output 1: Identification of Crime Issues and Trends**

This section contains mechanisms for the information-gathering and analysis of crime patterns/trends. The information will enable the development of evidence-based strategies and interventions, and provide the basis/rationale for resourcing of community-based crime prevention initiatives.

Outcomes:

- Identification of crime patterns and trends
- Early indication of new/emerging crime issues
- Prioritisation of crime activity in accordance with the National Crime Reduction Strategy; local (and regional) priorities as set out in business plans/strategies; political and community perspectives

Mechanisms:

- Joint Strategic Planning with Police (as per MOU); and
- Other agencies (Crime Reduction Reference Group); and
- Information-sharing, research and analysis; and
- Community consultation (locality, 'interest', populations etc)

#### **Output 2: Council's Strategic Policies and Planning, Operations and Services**

Council systems and procedures reflect a consistent and clearly articulated commitment to crime prevention and community safety.

These objectives are also set out as *Safe City*, one of the *Five Priorities* in the Long Term Council Community Plan.

Areas of social policy eg prostitution law reform, gambling and sale of alcohol, have significant crime/safety implications.

As custodian of the public realm, Council acknowledges its crime prevention and community safety role in planning, developing and managing the streets, parks, town centres and community facilities in the city.

Planning for population growth management – urban intensification, transportation, and infrastructure requires careful attention to crime prevention and in particular to people's perceptions of personal and community safety.

Council regulatory and compliance services have a direct impact on the quality of life and amenity values in the city.

Outcomes:

- Council policies and plans incorporate crime prevention and community safety principles and outcomes
- Council utilises expert input and analysis in its planning and development processes
- Council leads by example in the provision of safe and accessible public buildings, facilities and localities

Mechanisms:

- Council reviews and audits its systems and procedures to ensure a consistent approach to crime prevention and community safety
- Council engages with people and organisations that have skills and expertise in the application of crime prevention and community safety principles and practice
- Council monitors its performance in reducing crime and improving perceptions of community safety

### **Output 3: Collaboration with Government and Not-For-Profit Sectors**

Council accepts that it has a leadership and facilitation role with respect to crime prevention and community safety, but acknowledges that no single agency can achieve significant outcomes in isolation. This section identifies the primary and ancillary agencies that have a crime prevention/reduction focus, and defines the nature of Council's relationships with these agencies. This will inform decisions concerning the formation of partnerships, funding agreements and other forms of collaboration.

#### Outcomes:

- Government and community-based agencies work together efficiently and effectively to achieve crime reduction outcomes

#### Mechanisms:

- Formal agreements such as contracts, Memorandum of Understanding, partnerships, Reference Group
- Project teams, focus groups
- Collaborative mechanisms for networking, and sharing of relevant information

### **Output 4: Community Consultation/Participation**

Crime happens in geographic locations, and more frequently amongst certain populations than others. This section identifies mechanisms for engaging communities – in particular, those communities (localities, 'interest', populations etc) that are most likely to be the victims and/or the perpetrators of crime.

The project also has an obligation to the wider community to inform and consult on crime and safety matters. By utilising a variety of mechanisms, the general public can become more aware of, and responsive to crime prevention opportunities.

#### Outcomes:

- The communities that are most adversely affected by crime (victims and perpetrators) participate in the development and implementation of crime reduction strategies
- The general public is more aware of and responsive to crime and community safety matters

#### Mechanisms:

- Formal consultative frameworks
- Informal networks
- Specific targeted research/consultation/participation
  
- Use of media
- Dissemination of information through existing community networks – such as Neighbourhood Support
- Public Forums
- Participation in other community meetings

### **Output 5: Development of Effective Strategies and Interventions**

This section elaborates on how the input of information, and the participation of partners and community are managed and monitored to generate innovative and effective crime reduction strategies.

Outcomes:

- Crime reduction strategies, funding decisions and project implementation will be in accordance with agreed priorities and policies
- Strategies and projects are effective in achieving crime reduction outcomes

Mechanisms:

- The Crime Reduction Strategy – Business Plan reviewed annually
- Strategies and projects monitored and evaluated to ensure they are achieving the planned outcomes
- 'Best Practice' approach, drawing on research, implementation factors, changing considerations, unforeseen occurrences
- Positive feedback from partners, agencies and communities

**Appendix I**

**Output 1  
Identification of Crime Issues and Trends**

<b>Outcomes</b>	<b>Activities</b>	<b>Timeframes</b>	<b>Parties internal/external</b>	<b>Skills/Resources</b>
Identification of crime patterns and trends	Joint Strategic Planning with Police (as per MOU);	Annual	Regional local authorities Police - regional, District and Waitakere Area	Statistics, other forms of data from internal and external sources
Early indication of new/emerging crime issues	and other agencies (Crime Prevention Reference Group);	Quarterly	Police, Corrections, CYF, Courts, WANS, VS, WAVES, Maori, Pacific peoples, children and youth	Access to Council services eg GIS, Admin support, financial management services
Prioritisation of crime activity in accordance with the National Crime Reduction Strategy; local (and regional) priorities as set out in business plans/strategies; political and community perspectives	Information-sharing, research and analysis; Community consultation (locality, 'interest', populations etc)	On-going	Identified communities	Specialist analysis  Community development

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**Output 2  
Council's Strategic Policies and Planning, Operations and Services**

<b>Outcomes</b>	<b>Activities</b>	<b>Timeframes</b>	<b>Parties internal/external</b>	<b>Skills/Resources</b>
Council policies and plans incorporate crime prevention and community safety principles and outcomes Council utilises expert input and analysis in its planning and development processes Council leads by example in the provision of safe and accessible public buildings, facilities and localities	<ul style="list-style-type: none"> <li>• Council reviews and audits its systems and procedures to ensure a consistent approach to crime prevention and community safety</li> <li>• Council engages with people and organisations that have skills and expertise in the application of crime prevention and community safety principles and practice</li> <li>• Council monitors its performance in reducing crime and improving perceptions of community safety</li> </ul>	<p>On-going, and in Annual and LTCCP Reporting</p> <p>On-going</p> <p>Annual</p>	<p>Departmental managers</p> <p>Internal and external partners</p> <p>Departmental managers, special projects leaders</p>	<p>Audit/review budget and skills within programmed work</p> <p>provision made in project budgets for consultation and specialist input</p> <p>City Safety indicators, specialist monitoring</p>

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**Output 3  
Collaboration with Government and Not-For-Profit Sectors**

<b>Outcomes</b>	<b>Activities</b>	<b>Timeframes</b>	<b>Parties internal/external</b>	<b>Skills/Resources</b>
Government and community-based agencies work together efficiently and effectively to achieve crime reduction outcomes	<ul style="list-style-type: none"> <li>Formal agreements such as contracts, Memorandum of Understanding, Reference Group, partnerships</li> <li>Project teams, focus groups – including Police/Council Liaison group</li> <li>Collaborative mechanisms for networking, and sharing of relevant information</li> </ul>	<p>CPU – three year contract</p> <p>Police MOU – reviewed annually</p> <p>Reference Group – meet minimum four times a year</p> <p>Project teams according to implementation plans</p> <p>Liaison group monthly</p> <p>Utilising existing networks and forums</p>	<p>Crime Prevention Unit</p> <p>NZ Police – District/Area</p> <p>Other local authorities</p> <p>Corrections, Courts, Child Youth and Family</p> <p>West Auckland Neighbourhood Support, Victim Support, WAVES</p> <p>Collaboration and Community Wellbeing networks and forums</p>	<p>Contract management</p> <p>Relationship management</p> <p>Meeting facilitation, project support</p>

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**Output 4  
Community Consultation / Participation**

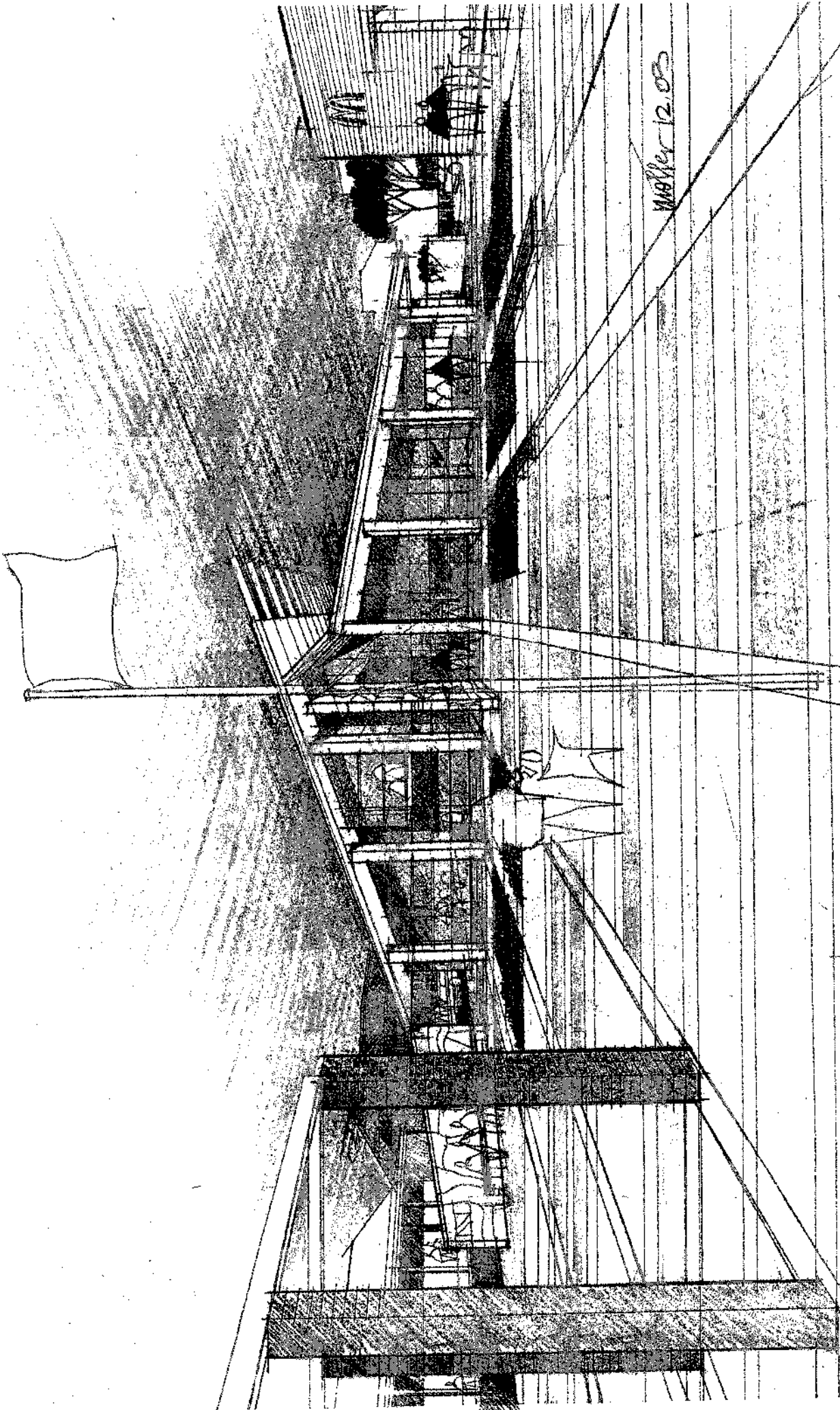
<b>Outcomes</b>	<b>Activities</b>	<b>Timeframes</b>	<b>Parties internal/external</b>	<b>Skills/Resources</b>
The communities that are most adversely affected by crime (victims and perpetrators) participate in the development and implementation of crime reduction strategies	<ul style="list-style-type: none"> <li>▪ Formal consultative frameworks</li> <li>▪ Formal and Informal community networks</li> </ul>	<p>According to plans and timetables eg Annual Plan, LTCCP consultation</p> <p>According to meeting schedules</p>	<p>Te Taumata Runanga, Pacific Island Advisory Board, Youth Council</p> <p>Advocacy/special interest groups</p> <p>WADCOSS, Collaboration and Wellbeing networks</p>	<p>Relationship management</p> <p>Community development</p>
Raise and improve community awareness and responsiveness to crime and safety matters	<ul style="list-style-type: none"> <li>▪ Specific targeted research/consultation/participation</li> <li>▪ Use of media</li> <li>▪ Dissemination of information through existing networks</li> <li>▪ Public Forums</li> <li>▪ Other community meetings</li> </ul>	<p>On a needs basis</p> <p>In response to emerging issues and needs</p>	<p>Council and external researchers/analysts</p> <p>Media, partner-organisations, community networks</p>	<p>Research and analysis</p>

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**Output 5  
Development of Effective Strategies and Interventions**

<b>Outcomes</b>	<b>Activities</b>	<b>Timeframes</b>	<b>Parties internal/external</b>	<b>Skills/Resources</b>
Crime reduction strategies, funding decisions and project implementation will be in accordance with agreed priorities and policies	<ul style="list-style-type: none"> <li>The Crime Reduction Strategy - Business Plan reviewed annually</li> <li>Strategies and projects monitored and evaluated to ensure they are achieving the planned outcomes</li> </ul>	<p>Business objectives reviewed annually</p> <p>On-going in accordance with project plans</p>	<p>Crime Prevention Unit</p> <p>City Development Committee</p> <p>Reference Group</p>	<p>Strategic planning</p> <p>Relationship management</p> <p>Leadership and facilitation</p>
Strategies and projects are effective in achieving crime reduction outcomes	<ul style="list-style-type: none"> <li>'Best Practice' approach, drawing on research, implementation factors, changing considerations, unforeseen occurrences</li> <li>Accountability to Council, Funders, key stakeholders and the wider community</li> </ul>	<p>On-going</p> <p>Reviewed annually and utilising Council and other community surveys</p>	<p>Internal monitoring, project teams</p> <p>External evaluators eg SHORE</p>	<p>Monitoring and evaluation</p>

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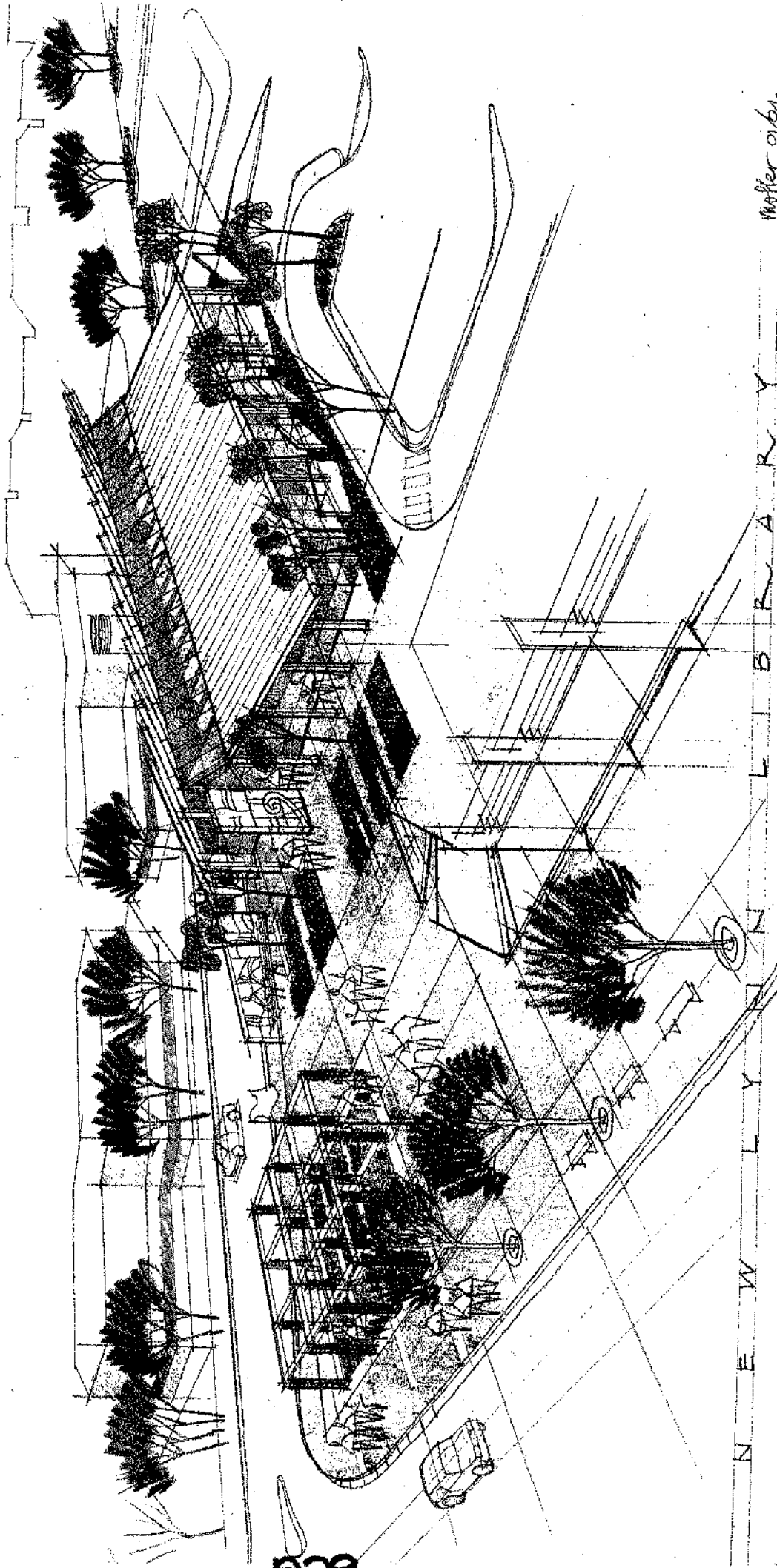


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ARCHITECTS: ARCHITECTS ASSOCIATES

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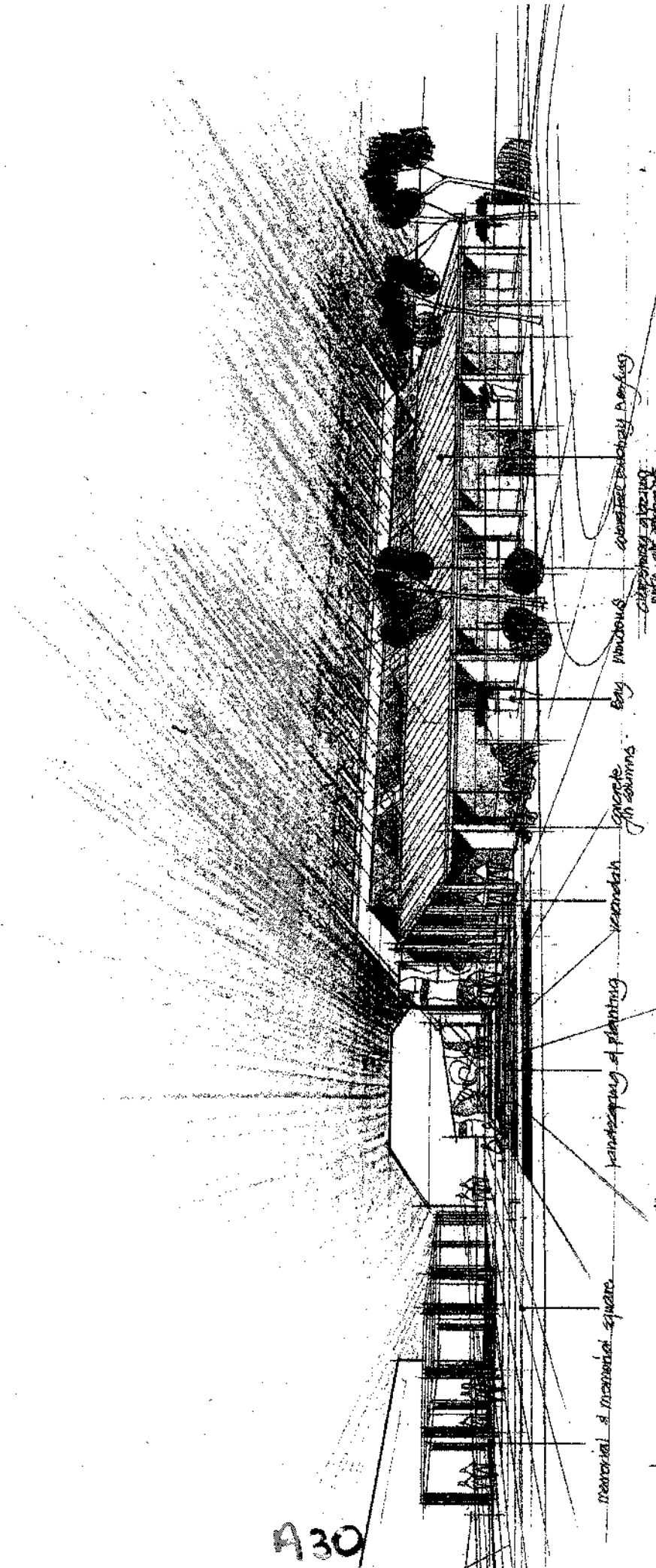
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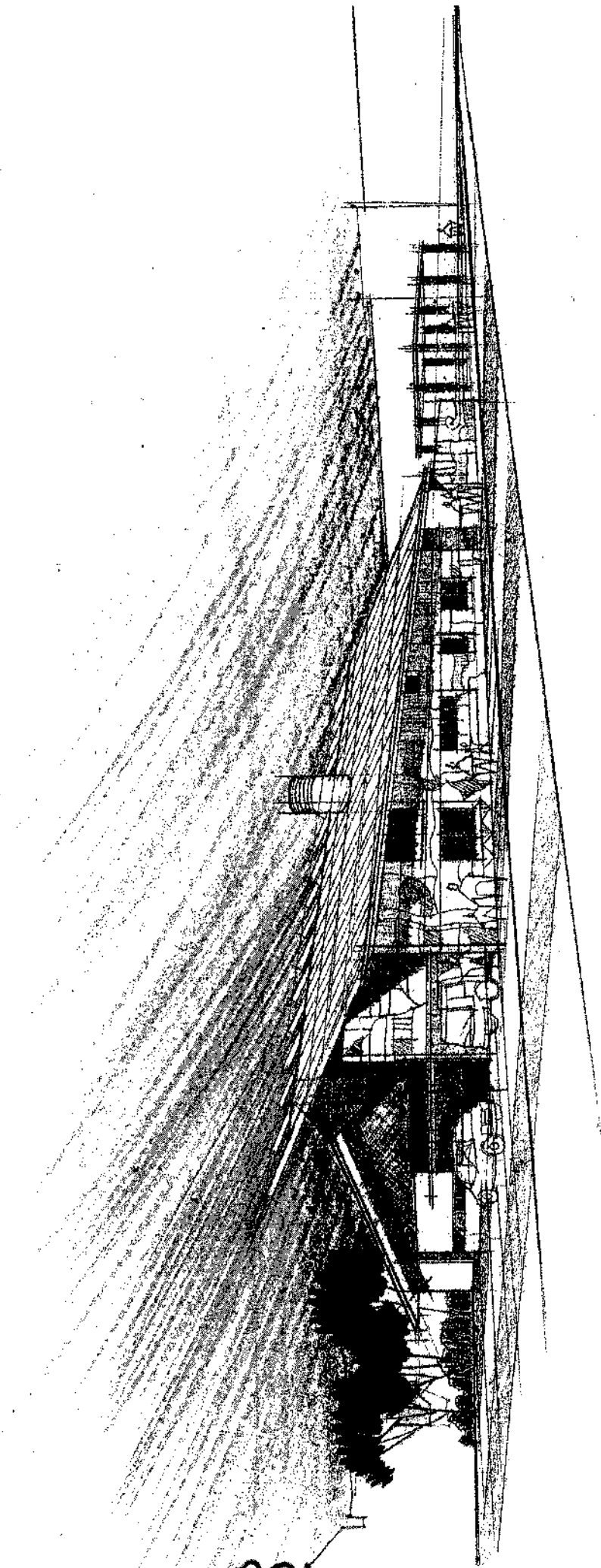
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NEW LYNN LIBRARY  
 ON THE WATERBURY CITY CORNER  
 VIEW FROM NORTH WEST

CRANE CRANE - MOLLER'S ARCHITECTS - ANCHORAGE MOLLER 1980



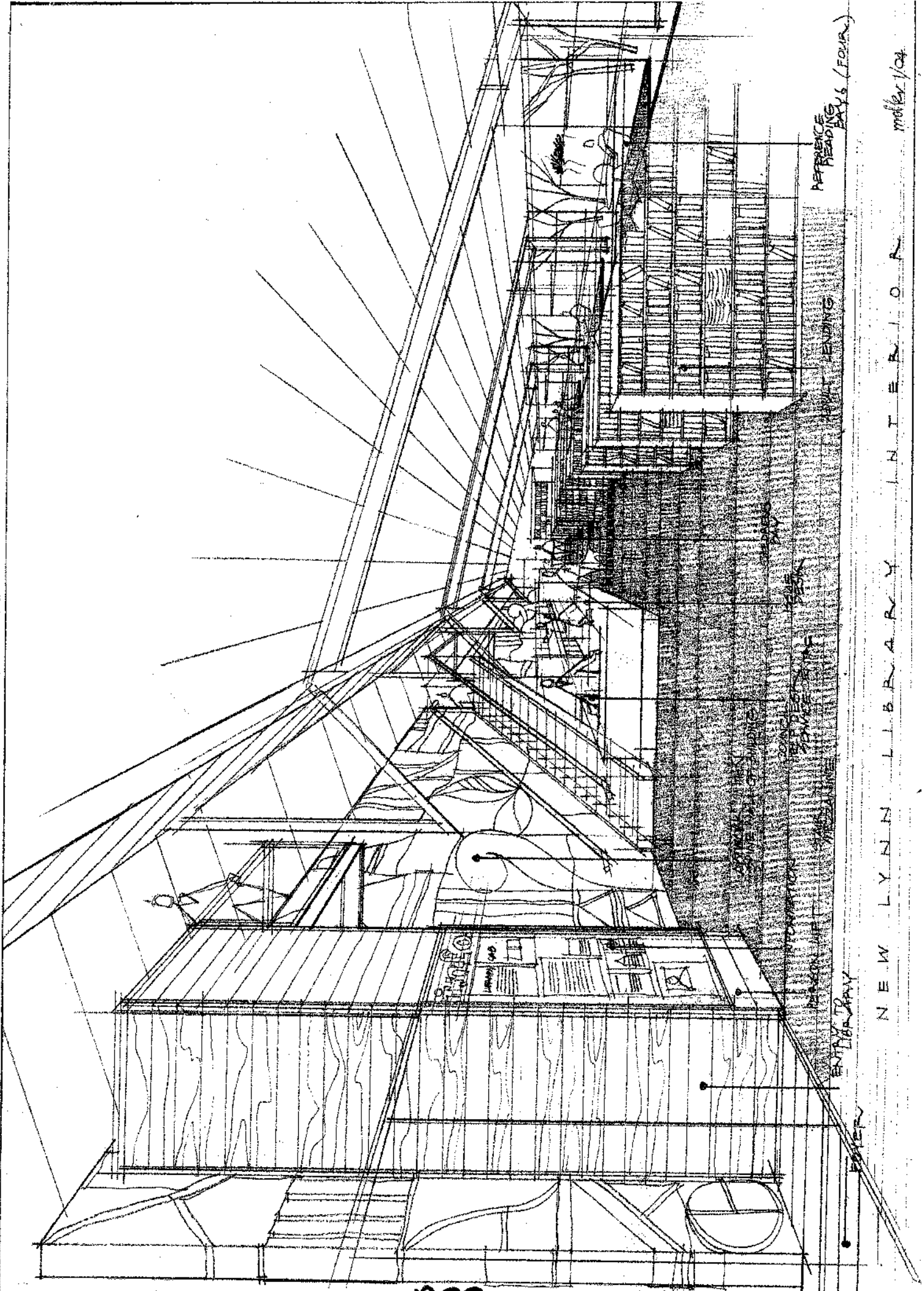
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NEW LYNN LIBRARY  
FOR THE WATAKEBE CITY COUNCIL

SKETCH FROM SOUTH EAST - MCRAE WAY

DAVID CRAIG MOLLER ARCHITECTS AUCKLAND  
MAY 12.03





REFERENCE  
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TABLES (FOUR)

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**MINUTES OF AN ORDINARY MEETING OF THE PROJECTS SPECIAL COMMITTEE  
HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,  
WAITAKERE CITY, ON WEDNESDAY, 7 APRIL 2004  
COMMENCING AT 9.35 AM**

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**PRESENT:**

Councillors    RP    Dallow, QPM, JP (Chairperson)  
                  JP    Lawley (Deputy Chairperson)  
                  DQ    Battersby, JP (until 11.01 am)  
                  BA    Brady, JP (from 9.40 am)  
                  AC    Fenton

Mayor Bob Harvey, QSO, JP (ex officio)  
Deputy Mayor CA Stone (ex officio)

**IN ATTENDANCE:**

Director: City Services  
Group Manager: Planning & Community Services  
Group Manager: Performance Management  
Interim Manager: Aquatic & Recreation Centre  
Committee Secretary: N Delamere

**1    APOLOGIES**

520/2004

MOVED by Cr Fenton, seconded Cr Lawley:

That apologies from Crs Clews and Russell for absence and Cr Brady for lateness be received and sustained.

**CARRIED**

**2    URGENT BUSINESS**

There was no Urgent Business.

**3    CONFIRMATION OF MINUTES**

521/2004

MOVED by Cr Lawley, seconded Cr Battersby:

That the minutes of the Ordinary Meeting of the Projects Special Committee held on Wednesday, 3 March 2004, as circulated, be taken as read and now be confirmed.

**CARRIED**

9.40 am    Cr Brady entered the meeting.

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**4 AQUATIC AND RECREATION CENTRE - STRATEGIC, FINANCIAL & BUSINESS PLAN**

11.01 am Cr Battersby left the meeting.

522/2004

MOVED by Mayor Bob Harvey, seconded Cr Brady:

That the Aquatic and Recreation Centre - Strategic, Financial & Business Plan report be received.

**CARRIED**

523/2004

MOVED by Cr Stone, seconded Cr Lawley:

That it be recommended to the Finance and Operational Performance Committee that the revised pricing structure for the Aquatic and Recreation Centre, as set out in the draft Strategic, Financial & Business Plan, be adopted.

**CARRIED**

524/2004

MOVED by Mayor Bob Harvey, seconded Cr Brady:

That the Projects Special Committee endorses Option 1 (Status Quo - In-house Management) for the future management of the Aquatic and Recreation Centre, subject to the satisfactory operational performance of the Centre over the forthcoming trial period through to February 2005, at which time a further report be brought back to the Projects Special Committee covering future management and any relevant issues arising from the implementation of the draft Strategic, Financial and Business Plan.

**CARRIED**

11.19 am

The Chairperson thanked members for their attendance and attention to business and declared the meeting closed.

CONFIRMED AT AN ORDINARY MEETING OF THE  
PROJECTS SPECIAL COMMITTEE HELD ON

**DATE:**.....

**CHAIRPERSON:**.....

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