

**AGENDA FOR A MEETING OF THE FINANCE AND OPERATIONAL PERFORMANCE
COMMITTEE TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE,
LINCOLN, WAITAKERE CITY, ON MONDAY, 9 MAY 2005,
COMMENCING AT 9.30 AM.**

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PART A - OPENING OF MEETING

1 APOLOGIES



2 URGENT BUSINESS

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 provides that where an item of business is not on the agenda, it may only be dealt with at the meeting if:

- (i) the Committee by resolution so decides; and
- (ii) the Chairperson has explained at the beginning of the meeting (when open to the public) that the item will be raised for discussion and decision, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting.

The Committee may make a decision on a matter determined to be urgent.

NOTE: Urgent Business need not be dealt with now and may be delayed until later in the meeting.



3 CONFIRMATION OF MINUTES

Meeting Minutes - Monday, 11 April 2005

RECOMMENDATION

That the minutes of the Meeting of the Finance and Operational Performance Committee held on Monday, 11 April 2005, as circulated, be taken as read and now be confirmed.

Pages 1-3

The public excluded minutes are attached at pages 1 to 3 of the confidential supplement.



PART B - PRESENTATIONS

4 WAITAKERE CITY HOLDINGS LIMITED AND SUBSIDIARIES - THIRD QUARTER REPORTS

PURPOSE OF THE REPORT

The purpose of this report is to present to the Finance and Operational Performance Committee the third quarter reports of Waitakere City Holdings Limited and Subsidiaries.

BACKGROUND

Council, through the respective statements of intent, requires that Waitakere City Holdings Limited, Waitakere Properties Limited, Enterprise Waitakere and Techscape Limited present to Council quarterly performance reports.

STRATEGIC CONTEXT

Council has a financial investment in its Holding Company and subsidiaries. These companies assist the Council in meeting its strategic outcomes through a return on investment, involvement in strategic projects, economic development and in the support of service delivery.

ISSUES

A1-A65

The financial reports for the respective organisations are attached at A1 to A65. A presentation will be made at this meeting by the boards and management of these organisations, in conjunction with the overview and financial reports (see further in this report for Enterprise Waitakere's report against their contract).

It should be noted that no financial set of accounts is prepared for Waitakere City Holdings Limited. This is because the Holding Company essentially consolidates the financial position and transactions of the Subsidiaries and facilitates the transfer of surpluses through to Council. It is considered that quarterly financial statements for the Holding Company would not add a great deal of value to the decision making process and therefore do not warrant the investment in the resource which would be required to prepare such a report.

The Council is funding Enterprise Waitakere through a three-year contract for core economic development services to the Waitakere community. This contract provides an avenue for Council to support local enterprise, innovation and skills development inline with its strategic direction. The contract is currently in its second year and is for some \$630,000, which includes an allocation of \$50,000 towards director fees.

A66-A78

Services are broadly grouped under the headings of sector support, business services and City image and investment. The quarter report attached at pages A66 to A78 shows the good progress Enterprise Waitakere has made against its contracted requirements.

Two service elements of particular note are support for Pacific Islands business development and WestSmart Business Centre. Council has been continuing to work with Enterprise Waitakere and the Pacific Islands community to identify the best way forward in supporting Pacific Islands business development, clear progress has been made and a forward path identified that will see additional support given to developments at the Corban Estate to maximise the opportunity for support provided through this contract. The development of WestSmart into a client facing business centre providing a one-stop-shop for business training, information and advice is making good progress and has moved forward more quickly than expected in the contract. This has been in response to the opportunity to further the position of Enterprise Waitakere in the market and client needs.

CONCLUSION

The third quarter reports for Waitakere Properties Limited, Techscope Limited and Enterprise Waitakere are attached for this Committees information and consideration. Board members and management from the respective organisations will be present at this meeting to present there reports and to field any question regarding the performance and operations of the organisations that they represent.

RECOMMENDATION

That the Waitakere City Holdings Limited and Subsidiaries - Third Quarter Reports be received.

Report prepared by: Alec Third, Group Manager, Financial Operations and Jennifer Cook, Policy & Advocacy Leader, Economic Development.



5 NEW TREE TRIMMING REGULATIONS

The Chairperson has consented to Mr Alan Hanley, Vector Networks to make a presentation to the Finance and Operational Performance Committee in relation to inaccurate media reports in the Aucklander regarding the new tree trimming regulations.



PART C - LEGAL AND CONSTITUTIONAL

6 AFFIXATION OF COMMON SEAL

EXECUTION OF DOCUMENTS: 5 April 2005 to 27 April 2005

Nº	NAME	PARTICULARS
3346	WCC - Jonathan Bruce Reddell - Authorised Enforcement Officer	Renewal Warrant of Appointment & Evidence of Identity - No.WCC080
3347	WCC - GM Construction Limited	Surrender of Drainage Easement in gross - CTs.190594-190601 inclusive - 8 Wallace Road, Swanson - SPW 21697
3348	WCC - Yvonne Marlene Wilson	Easement Variation Instrument varying Easement 6358809.30 pursuant to s.243(a)(iv) RMA1991
3349	WCC - S & N Regmi	Drainage Easement in gross - CTs 163170-163171 - 68 Flanshaw Road - SPW 21976
3350	WCC - NZ Mutual Liability RiskPool	Declaration of Trust - leaky building claim file 03-5000-217 - Hutchings & Mao, BC & MJ Goode re 4 Alison Avenue
3351	WCC - BM & C Matijevich	Drainage Easement in gross - CT NA128D/361 - 15 Lesa Avis Place - SPW 20876

Nº	NAME	PARTICULARS
3352	WCC - WK Jones, JC Chamley & BJ Robinson	Drainage easement in gross - CT 151395 - 16-24 Corban Avenue - SPW 21871
3353	WCC - Alloy Yachts International Ltd	Esplanade Strip Agreement - Identifier NA35B/1191
3354	WCC - WCC & North Shore City Council	Option Deed - Recycling Sorting Facility - currently under construction at Waitakere Refuse Transfer Station
3355	WCC - Vaughan Shane Wharton	Drainage Easement in gross - CTs 199061-199065 - 103A-103G Glengarry Road - SPW 19615 (Amended)
3356	WCC - Vaughan Shane Wharton	Water Supply Easement in gross - CTs 199059-199065 - 103A-103G Glengarry Road - SPW 19615 (Amended)

RECOMMENDATIONS

1. That the Affixation of Common Seal report be received.
2. That the action taken in affixing the Common Seal on the documents as set out in the agenda report be adopted.

Report prepared by: Magdalene Conceicao, Executive Officer (Legal).



PART D - FINANCE

7 OPERATING AND CAPITAL EXPENDITURE SUMMARIES

PURPOSE OF THE REPORT

The purpose of this report is to inform the Finance and Operational Performance Committee as to the level of the year to date operating and capital expenditure by unit compared to budget.

STRATEGIC CONTEXT

Through the Long Term Council Community Plan processes, the Council approves operating and capital expenditure. The Council follows good practice for procurement of goods and services and ensures that funding has been provided from appropriate sources.

ISSUES

A79

This report covers expenditure for the 9 months to 31 March 2005. The financial summaries are attached at page A79.

If any further information is required in respect of this report, other than of a general nature, please contact either the writer or the Director: Finance prior to the meeting to enable the query to be researched.

CONCLUSION

Expenditure for the 9 months to 31 March 2005 is tracking well against operational budgets.

RECOMMENDATION

That the Operating and Capital Expenditure Summaries report be received.

Report prepared by: Bob Preston, Group Manager, Financial Management.



8 STATUS OF SPECIAL FUNDS

PURPOSE OF THE REPORT

The purpose of this report is to inform the Finance and Operational Performance Committee on the status of Council's Special Funds.

BACKGROUND

Special funds are those funds held or designated by Council for a specific purpose or purposes. With the exception of the Auckland Regional Services Trust funds which are held in a separate bank account, the balances of these funds are used to offset Council's borrowing requirements. Interest is allocated to funds where applicable.

STRATEGIC CONTEXT

Special fund movements are recommended through the Long Term Council Community Plan and Annual Plan adoption process. Special funds are classified as either "Restricted Funds" or "Non-Restricted Funds". Restricted funds are those funds that have been received by Council from a third party or parties and are to be used for a specific purpose or purposes. Non-restricted funds are funds established by a Council resolution to use and set aside its own funds and also to meet a specific purpose or purposes.

ISSUES

A80 The Special Fund report is separated into restricted and non-restricted funds. The balances and summary transactions for the 9 months ended 31 March 2005 are attached at page A80.

If any further information is required in respect of this report, other than of a general nature, please contact either the writer or the Director: Finance prior to the meeting to enable the query to be researched.

CONCLUSION

Special Funds are being held or designated for a specific purpose or purposes. The fund balances have been reported as required.

RECOMMENDATION

That the Status of Special Funds report be received.

Report prepared by: Bob Preston, Group Manager, Financial Management.



9 BORROWING AND INVESTMENT REPORT

PURPOSE OF THE REPORT

The purpose of this report is to provide the Finance and Operational Performance Committee with an update on borrowing and investment activity for March 2005.

BACKGROUND

Waitakere City Council enters into treasury related financial contracts in the ordinary course of its business. It is the role of Council's Funds Management section to manage such contracts and the impact that they have on the organisation. All funds management transactions are governed by the Liability Management and Investment Policy, prepared in compliance with the Local Government Act 2002. As a requirement of that Policy this report informs the Committee on the current and future movements of Council's debt and cash investments and provides a general commentary of financial market conditions.

A81-A86

The relevant portfolio and graphs reflect the estimated position as at 31 March 2005 and are attached at pages A81 to A86.

STRATEGIC CONTEXT

Council's Funds Management function actively manages a large portfolio of various debt and investment instruments. The benefit of borrowing is that it enables Council to carry out the projects identified in the Annual Plan and Long Term Council Community Plan, while spreading the costs for those projects over time to recognise the future benefits. Borrowing funds therefore assist Council with its entire loans funded strategic initiatives. The Liability Management and Investment Policy requires that a report detailing the management of the portfolio be presented to the Finance and Operational Performance Committee on a regular basis. The report must include information on the following subjects:

- Cash/Debt position;
- Forecasted borrowing profile;
- Interest rate profile;
- Risk management;
- Material transactions;
- Market commentary.

This report addresses the requirement of the Policy and may include other information that is relevant to the Funds Management function.

FINANCIAL IMPLICATIONS

The active management of the treasury portfolio seeks to minimise Council's borrowing costs and maximise investment returns of liquid assets. The Funds Management function is also charged with seeking investors, thus ensuring that there is sufficient liquidity available for the organisation to continue its work programme. New Zealand financial markets are significantly volatile and therefore interest rate risk management is a key responsibility of the Funds Management function. Detailed financial information included within this report is intended to give assurance of the prudent management of Council's portfolio.

Council approved a new loans funded capital works programme for the 2004/2005 year, including carry forward projects from the 2003/2004 year, through the 2004/2005 Annual Plan to a maximum gross debt of \$239.468 million. Interest expense for the 2004/2005 year is budgeted to be \$9.668 million.

Council maintains Standard and Poor's Credit Ratings of A-1+ short term, and AA-long term (stable).

ESTIMATED SUMMARY OF BORROWING AND INVESTMENT MOVEMENTS TO MARCH 2005

Council's estimated gross term debt position has increased by \$3.997 million since February 2005, with an estimated closing balance at March month end of \$134.724 million. Estimated working capital borrowings of \$12.066 million as at 31 March 2005 have been funded using internal borrowing.

SIGNIFICANT FUNDING TRANSACTIONS ENTERED INTO DURING MARCH 2005

- Sinking Fund Investment of \$1,837,908.79 for 49 days at an interest rate of 6.94%;
- Sinking Fund investment of \$1,733,244.67 for 49 days at an interest rate of 6.92%;
- Amend interest rate swap reference 008 decreasing the maturity from 15 May 2008 to 15 August 2006 decreasing the interest rate payable from 6.21% to 5.53%;
- Negotiated new Fixed Interest Rate Bond of \$3.5 million for 10 years at an interest rate of 7.00%;
- New forward start interest rate swap, notional value \$3.5 million, maturing 15 April 2015, Waitakere City Council receives fixed interest of 7.00% and pays floating interest rate of New Zealand 90 Bank Bill Rate (mid) plus a margin of 11 basis points.

FINANCIAL MARKET COMMENTARY

Market Overview

On 28 April 2005 the Governor of the Reserve Bank of New Zealand, Alan Bollard, left the Official Cash Rate unchanged at 6.75%. In his statement, Governor Bollard said "At the March MPS we expressed concern about the persistence of inflation pressures in the economy which were severely limiting our inflation headroom. We still take that view. While recent indicators have shown signs of a slowdown in the second half of 2004, analysis of the data suggests that underlying demand and inflation pressures remain strong. In this environment, further policy tightening cannot be ruled out."

The statement was concluded with "Over the coming weeks we will be reviewing our forecasts in more detail, in particular to assess the strength of pipeline interest and exchange rate effects, household demand and ongoing labour market pressures. This assessment will be used to confirm whether further policy tightening is warranted at the June Monetary Policy Statement. Certainly, the current outlook offers no scope for an easing of policy in the foreseeable future."

Over the weeks leading up to the Official Cash Rate announcement, short term interest rates had decreased only slightly indicating that the contents of the Reserve Bank of New Zealand's statement was largely expected. Long term interest rates however have declined over the past month with ten year interest rates again reach lows of 6.65%.

Up Coming Dates

Monetary Policy Statement	9 June 2005
Official Cash Rate announcement	28 July 2005

CONCLUSION

All transactions covered by this report have complied with the requirements of Council's Liability Management and Investment Policy.

RECOMMENDATION

That the Borrowing and Investment report be received.

Report prepared by: Bruce Wilkin, Treasury Manager.



10 PAYMENTS FOR APPROVAL

PURPOSE OF THE REPORT

The purpose of this report is to advise of payments made by the Council.

BACKGROUND

This report provides details of payments made to external suppliers in excess of \$5,000. In addition there is a summary listing, which aggregates payments made to various organisations and suppliers for the Committee's information. These payments have already been processed as allowed by delegations approved by the Council. If any Councillor requires information regarding the nature of any payment, that information can be provided.

STRATEGIC CONTEXT

The Council makes various payments as provided for in its Long Term Council Community Plan and Annual Plans. The Council follows good practice for procurement of goods and services and ensures that funding has been provided from appropriate sources.

PAYMENTS

A87-A92

A summary schedule of payments made for the period 11 March 2005 to 15 April 2005 is attached at page A87. A further schedule of all payments of \$5,000 and above, together with the reason for the payment is attached at pages A88 to A92. If a committee member wishes to ask specific questions relating to any of these payments, prior to the meeting, then such questions can be directed to the Director: Finance.

CONCLUSION

The summary schedule of payments is shown for the period 11 March 2005 to 15 April 2005. Payments have been provided for in accordance with approved budgets.

RECOMMENDATIONS

1. That the Payments for Approval report be received.
2. That the contracts let and payments made be approved.

Report prepared by: Andrew Pollock, Director: Finance.



PART E - GENERAL

11 SPORT WAITAKERE - STRATEGIC PLAN (2005/2008) AND PRELIMINARY SPARC AUDIT RESULTS REPORT

PURPOSE OF THE REPORT

A93-A124

The purpose of this report is to present Sport Waitakere's strategic plan for 2005/2008 and to seek Council's endorsement and comments on the future direction of Sport Waitakere. A full copy of Sport Waitakere's Strategic report is attached at pages A93 to A124. In addition, the report provides the preliminary results from SPARC's (Sport and Recreation New Zealand) capability audit. Lynette Adams Sport Waitakere's General Manager will be present to answer any questions that the Committee may have.

BACKGROUND

Council has an annual Funding and Service Agreement with Sport Waitakere. Council has been supporting Sport Waitakere to provide community programmes for 13 years by the means of an annual agreement. Each year Council and Sport Waitakere agree on specific objectives to be achieved. Each year they have predominantly remained the same. The previous contracts have covered four broad areas:

- Active Health - To increase activity in Waitakere's outdoors;
- Active Communities - To work with identified communities to increase their awareness of, and participation in, sport and leisure activities;
- Active Youth - Increasing youth activity by facilitating and promoting youth sport and leisure opportunities, developing youth leadership and providing positive recreational activities;
- Sport Development - Creating strong sustainable sport infrastructure (people, facilities, organisational structure and framework).

In July 2004 following Sport Waitakere being issued with a letter of breach from Sport and Recreation New Zealand, the Board of Sport Waitakere developed a recovery plan to aid in increasing performance of the organisation and key stakeholder confidence. The recovery plan was presented to the Committee by Nick Schouten, Sport Waitakere Chair and Lynette Adams, General Manager, in September 2004. The recovery plan sets out the immediate steps they considered necessary to remedy Sport Waitakere's position. It identified the need for a strategic plan. As part of the breach notice SPARC required Sport Waitakere to pass a capability assessment audit. The audit was carried out on 21 March 2005.

Sport Waitakere has developed a strategic plan that focuses on the facilitation of programmes rather than direct delivery. This change in direction will mean that previous contracts will not be suitable. If Council chooses to support Sport Waitakere by entering into another annual Funding and Service Agreement for the 2005/2006 year significant changes would be required to the contract including the abandonment of the four key categories (Active Health, Active Communities, Active Youth and Sport Development) previously used to define contractual objectives and the type of programmes being delivered.

STRATEGIC CONTEXT

Leisure facilities and activities contribute to the wellbeing of the City's residents by providing recreation opportunities that promote health and social cohesion. The Council's Leisure Strategy, Community Facility Plan, Parks Strategy and Revenue and Financing Policy guide the provision of facilities and activities to ensure that they are available to all residents, responsive to changing demands and provided efficiently. Council's strategic objective for leisure is to provide a comprehensive range of leisure, recreation and sports services and facilities.

To improve the wellbeing of the City's people and communities, Council provides and supports a diverse range of leisure opportunities through facility operation and development, direct funding, assistance to access other funding and support of activity initiatives.

The Long Term Council Community Plan has adopted a platform of 'Strong Communities' stating that in the next 10 years Council will develop the City as a renowned hub of social activity, arts, leisure, sports and recreation.

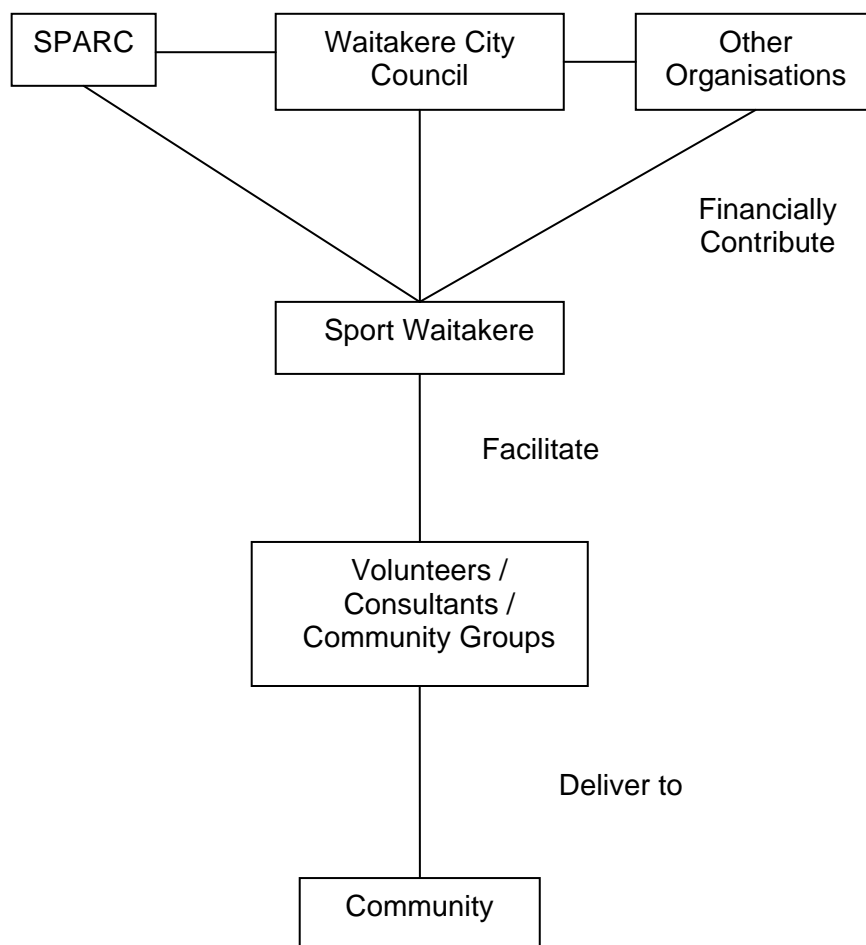
ISSUES

Strategic Plan

In July 2004 the Board of Sport Waitakere developed a recovery plan following being served with a breach notice from Sport and Recreation New Zealand for not meeting contractual requirements. The plan aimed to increase organisational performance and key stakeholder confidence in Sport Waitakere. The recovery plan was presented to the Committee in September 2004. The recovery plan identified the need to develop a strategic plan to govern the future of Sport Waitakere.

The new focus is to empower people and organisations, enabling a larger collective impact on various communities rather than focusing on targeting smaller segments of the community. The new direction will increase Sport Waitakere's sustainability and ability to provide ongoing support and resourcing. Under a facilitation type contract Sport Waitakere staff would have a great influence over how best to deliver programmes and events to reach the agreed desired goal. A facilitation type approach recognises that there are multiple ways in which to reach desired outcomes such as getting more people more active. It allows for easier progression to meet the changing needs of the community.

Currently a large number of programmes are reliant on the resourcing provided by Sport Waitakere. If Sport Waitakere were not to offer the resourcing for the programmes most would cease to exist. However a move towards project based facilitation may mean additional costs for producing the same programmes because additional resources will be utilised (whether it be volunteers, private contractors or community coordinators) to perform the hands on delivery. Facilitation by Sport Waitakere would add an additional level between Council and the deliverables provided to the community. This is depicted in the diagram below:



By adding an additional layer between delivery and facilitation there is a need for strong lines of communication to ensure that the people delivering the programme clearly understand Council's vision and role within the programme/project. Sport Waitakere would still be required to meet Council's contractual obligations.

A125-A128

Instead of having a descriptive contract (the current contract has 43 objectives such as a requirement to run ongoing youth programmes in at least 2 wards) a move towards facilitation would create more of a project based contract. Council would be presented the opportunity to identify several key projects to invest in such as Pasifika Games and Push Play with 2-3 key objectives. Following a workshop with Council staff in March 2005 a list of potential projects was devised. Sport Waitakere's current projects and potential projects for the 2005/2006 funding year are attached at pages A125 to A128. The list provides an indication to Council of the projects Sport Waitakere are likely to present to Council following the completion of their business plan in May/June 2005. Council will then choose which project(s) they wish to financially support in alignment with Council's strategic direction.

Council's funding would be a contribution to the overall programme costs. Other organisations such as the Waitemata District Health Board, Halberg Trust and Sport and Recreation New Zealand could potentially also contribute to the costs and the funding would be collectively pooled. Sport and Recreation New Zealand have signalled to Council that they are keen to see their investment in Sport Waitakere aligned with any contribution from Council and where appropriate share the monitoring of contract performance. By aligning Council's funding and service agreement with other organisations such as Sport and Recreation New Zealand the community will benefit from having a collaborative approach rather than a spasmodic and fragmented approach this in turn would increase the opportunities provided to the community and the number of programmes/projects that can be delivered. It would also mean that Council would need to align its reporting requests with those of the other organisations, namely Sport and Recreation New Zealand. Once each funder has identified what projects they wish to support there would need to be a discussion to decide the format and frequency of reporting to ensure all parties needs were met. This would mean that Sport Waitakere would be responsible for one standard report distributed to all the funding stakeholders. It would create transparency amongst Sport Waitakere and key stakeholders. Sport Waitakere has acknowledged that it is currently over committed to provide programmes and events and under resourced. The new direction is to alleviate some of the problems identified.

The change in direction is likely to mean that some of the programmes that have been provided in the past would not be provided. Sport Waitakere has identified that their goals will need to fall into at least one of three possible areas: encouraging participation, building capacity and providing leadership. Each year Sport Waitakere will plan the projects they will undertake. Each project will contribute to 1 of the 6 strategic goals identified in the plan. They are:

1. To increase awareness amongst Waitakere City people of the need for, and benefits of, regular activity.
2. To develop and partner initiatives aimed at improving opportunities for participation in physical activity at a community and regional level.
3. To increase participation within priority target groups in Waitakere City: Youth, Maori, Pacifica people, Asian people and people with disabilities.
4. To develop and model best practice in organisational leadership and management within our sector by improving Sport Waitakere's capability and the effectiveness of our people.
5. To develop the capability and capacity of sport and physical recreation organisations, their members and volunteers so they can increase participation in organised sport.
6. To lead regional development to increase the value and contribution of the sport and active recreation sector to the social development of Waitakere City.

The principles governing the choices about which projects Sport Waitakere will provide are enshrined in the answers to the following questions. Quoted from Sport Waitakere's Strategic Plan:

Is it innovative?

Will it capture people's imagination? Will it get them excited and engaged in the project?

Is it worthy doing?

Will it directly address one or more challenges that we face? What will it deliver in terms of results and impact?

Is it relevant?

Does it fit with our strategic goals? Will it increase participation in physical activity? Is it consistent with our commitment to partner Maori? Is it consistent with our no exceptions policy?

Will it get people talking?

Does it provide an opportunity to engage people from other organisations within the City and enable them to work together? Will it help us strengthen our relationships? Will it help us partner more closely with Maori.

Can we get help?

Has someone, somewhere, done something like this before? Are there others who are better placed to do this or who we can engage to assist us?

Is there an opportunity to broaden our funding base?

What will it cost both in money, time and resources? Can we get resources for this from a source or sources other than usual funders?

How will we know when we've done it?

What is the end point? Is it clear who we might be able to hand the project over to? If not, can we identify someone we could prepare to do this in the future?

Does it enable us to get the "biggest bang for our buck?"

How will we know we've succeeded? How will it make an enduring difference and how will we be able to measure this?

From the strategic plan a business plan will be developed to guide day-to-day operations. This is to take place in April/May 2005. The business plan will provide detailed work plans on how Sport Waitakere plans to address its 6 identified goals. The plan will be presented to the Committee once completed for the Committee to decide which project(s) Council should support. The business plan is to take effect from 1 July 2005.

Sport and Recreation New Zealand's Capability Assessment

An independent contractor was engaged by Sport and Recreation New Zealand to conduct the capability audits of all 17 Regional Sports Trusts during 2003/2004. For consistency the same independent contractor was responsible for conducting a re-assessment of Sport Waitakere in March 2005. Although Sport Waitakere is awaiting a final report from Sport and Recreation New Zealand, Sport and Recreation New Zealand have provided a draft report of their findings. The comments below are drawn from the draft *Sport and Recreation New Zealand Capability Assessment Report*. The assessment covered the following areas:

- Leadership - Direction Setting;
- Leadership - Governance;
- Participants;
- Staff;
- Internal Systems.

During the September 2003 audit Sport and Recreation New Zealand identified stakeholder relationships as a key area that needed improvement. The draft report outlines some of the key steps taken by Sport Waitakere to improve its relationships, including the development of a Relationship Management Plan, which prioritises relationships, describes the nature of relationships and assigns responsibilities for managing those relationships. Sport Waitakere were also in the process of developing a Sponsorship, Marketing and Communications Plan at the time of the audit. Sport and Recreation New Zealand was pleased with the work to date.

The re-assessment audit found significant changes to the governance of Sport Waitakere, including detailing the responsibilities of Board members and ensuring a diverse skills base is present within the Board. The Board of Sport Waitakere has had a complete turnover since its initial Sport and Recreation New Zealand assessment in September 2003. Since this time the Board has established policies and procedures and has restructured to focus solely on the governance of Sport Waitakere.

The audit evaluated human resource policies adopted by Sport Waitakere and commended Sport Waitakere for well developed performance management systems, personal development plans and extensive recruitment policies. Sport and Recreation New Zealand applauded Sport Waitakere on the lack of recent staff turn over in the previous 12 months and commented on the effort to build morale amongst existing staff.

Sport and Recreation New Zealand's audit also evaluated Sport Waitakere's internal systems including financial capability. Most relevant to the Council, is Sport Waitakere's decision to ensure contracts for programme delivery are fully funded (i.e. include overhead costs) rather than marginally funded (i.e. cover direct costs only). To facilitate this Sport Waitakere have developed a financial model to fully attribute project costs.

In summary Sport and Recreation New Zealand was satisfied with the improvements made by Sport Waitakere. The work viewed by the independent contractor acknowledged Sport Waitakere's view that they were a new organisation built from scratch within the last 12 months. In particular, Sport and Recreation New Zealand made positive reference to the development of a comprehensive strategic plan, the adaptation of policies and procedures relating to most aspects of the organisation's operation, the engagement of ongoing dialogue with stakeholders to rebuild confidence in the organisation and the stabilisation of staff turnover.

The independent contractor commented that "*Sport Waitakere has significantly improved its capability across a wide range of areas. The challenge it now faces is to use this improved capability to deliver tangible sustained benefits to its local community.*" As a result Sport and Recreation New Zealand have confirmed that on the basis of the improved capability assessment it will significantly increase its investment in Sport Waitakere, effective from 1 April 2005. Sport and Recreation New Zealand's final report is expected to be completed by May 2005. Sport and Recreation New Zealand will carry out a re-assessment of Sport Waitakere's performance in 2 years as part of regular performance monitoring of the Regional Sports Trusts.

RESOURCES

Sport Waitakere's \$90,000 Funding and Service Agreement is provided for through the Annual Plan.

Council staff support many of the programmes and events both in their official capacity and as volunteers. Many of the activities promoted by Sport Waitakere utilise Council facilities both indoor and outdoor.

CONCLUSION

Sport Waitakere has developed a strategic plan to provide clarity and direction from 2005/2008. The plan identifies a key change in the way in which Sport Waitakere conducts its business. It involves a move away from direct delivery of programmes to the facilitation of programmes delivered through other organisations. This change in direction will require significant changes to the contract Council has previously operated under if Council chooses to enter into an annual funding and service agreement for the 2005/2006 year.

The new focus is to empower people and organisations, enabling a larger collective impact on various communities. The new direction will increase Sport Waitakere's sustainability and ability to provide ongoing support. By adding an additional layer between delivery and facilitation there is a need for strong lines of communication to ensure that the people delivering the programme clearly understand Council's vision and role within the programme/project. Sport Waitakere will still be responsible for meeting contractual obligations to the Council. The change in direction is likely to mean that some of the programmes that have been provided in the past will not be provided beyond 2004/2005.

In March 2005, an independent contractor was responsible for carrying out a re-assessment of Sport Waitakere on behalf of Sport and Recreation New Zealand. Although Sport Waitakere is awaiting a final report from Sport and Recreation New Zealand, Sport and Recreation New Zealand have provided a draft report of their findings. The report found Sport Waitakere has significantly improved its capability across a wide range of areas. The challenge it now faces is to use this improved capability to deliver tangible sustained benefits to its local community. Sport and Recreation New Zealand's final report is expected to be completed by May 2005.

RECOMMENDATIONS

1. That the Sport Waitakere Strategic Plan (2005/2008) and Preliminary Sport and Recreation New Zealand Audit Results report be received.
2. That Council endorse the change in direction outlined by Sport Waitakere in their strategic plan.
3. That Council endorse the aligning of the investment in Sport Waitakere with Sport and Recreation New Zealand contribution to increase the opportunities provided to the community.
4. That Council Officers enter into discussions with Sport Waitakere as to the types of projects Council would like to support in the funding agreement for 2005/2006.
5. That Council Officers report back to the Finance and Operational Performance Committee once Sport Waitakere have completed their business plan with Sport Waitakere's proposal for funding for 2005/2006.

Report prepared by: Clare Dwyer, Leisure Projects & Contracts Administrator.



12 SPORT WAITAKERE - PASIFIKA GAMES 2004

PURPOSE OF THE REPORT

The purpose of this report is to provide a post event summary on Council's sponsorship of the Pasifika Games, hosted by Sport Waitakere.

BACKGROUND

The Pasifika Games festival started in 1993 as a Sport Waitakere initiative. The single day Games incorporated various sporting activities and provided the opportunity to promote, recognise and celebrate Pacific Islands culture. The Pasifika Games were originally run in conjunction with the Living Arts Festival. However, as the festival grew a decision was made to divide the Living Arts Festival and the Games into two separate events.

In 2002 Sport Waitakere negotiated with Netball Waitakere to include the Pasifika Challenge Netball Tournament as part of the festival and the Pasifika games grew into a two day event.

Council first provided financial sponsorship to the Pasifika Games in 2001. In 2002 Council became the major sponsor and has sponsored the Pasifika Games to the sum of \$20,000 for each of the last three years.

STRATEGIC CONTEXT

Leisure activities contribute to the wellbeing of the City's residents by providing recreation opportunities that promote health and social cohesion. The Council's Leisure Strategy, Parks Strategy and Revenue and Financing Policy guide the provision of activities to ensure that they are available to all residents, responsive to changing demands and provided efficiently. Council's strategic objective for leisure is to provide a comprehensive range of leisure, recreation and sports services.

Through the Strategic Plan Council has adopted a platform of 'Strong Communities' stating that in the next 10 years Council will develop the City as a renowned hub of social activity, arts, leisure, sports and recreation.

ISSUES

The Pasifika Games 2004 were held over two days at three different venues.

Day One

The first day involved the Pacific Netball Challenge which was held at Te Pai Park in October 2004. The tournament included 54 netball teams from a variety of ethnic backgrounds. The turn out was slightly down on the previous year which attracted 63 teams. Various age groups competed from the under 13's grade through to the "Golden Oldies" grade. Unfortunately the timing of the tournament clashed with local body elections and therefore Councillors and Community Board representatives were unavailable to open the competition as in previous years.

The competition is run by the Pacific Challenge Cup Committee who asked Sport Waitakere to assist in the running of the round robin. The involvement from Sport Waitakere staff supported Sport Waitakere's new direction in which they will consciously move away from direct delivery of events and focus on assisting and supporting other Community organisations. Sport Waitakere's successful contribution lead to being asked to be involved in the Pacific Netball Challenge for 2005.

Day Two

This year day two of the Games was organised differently from previous years with Sport Waitakere taking on more of a facilitation role rather than a direct delivery role. Sport Waitakere formed a small management committee and dedicated a co-ordinator to each sport. Sport Waitakere's event manager, Rochelle Hobbs, was responsible for overseeing the coordinators and managing overall event issues such as parking, signage and media relations.

Day two was originally going to be held in December 2004, however, due to weather conditions the Games were postponed until after the Christmas holidays. Touch rugby, tag and basketball were held at Moire Park while sevens rugby was played at Waitemata Rugby Club. Unfortunately this year Kilikiti could not be provided for two reasons; firstly Parrs Park was not available due to another booking and there was not enough room to cater for Kilikiti at Moire Park and secondly in January there is a large tournament run in South Auckland with significant prize money that most Kilikiti teams participate in.

Mayor Bob Harvey officially opened day two of the Games with various Councillors, Community Board members, representatives from the Pacific Island Advisory Board and the Tangi Kaara Ki Auaiki Cook Islands group on the main stage at Moire Park. Sene Atafu and Jubez were the masters of ceremonies for the day. The stage provided entertainment from Unda Kava Nesians, Tino Sia and D1 Entertainment for spectators and those who were not actively participating in the Games throughout the day.

Touch was the most popular sport offered at the Games. There were 22 mixed teams registered to play in the competition, with two teams not turning up on the day. Last year the games had ten teams entered and the previous year had 8. To cater for the increased demand Sport Waitakere had to scale down the number of teams participating in other sports and the variety of sports such as volleyball.

There were 12 men's sevens rugby teams entered in the competition. Unfortunately the women's competition had to be cancelled due to a lack of registrations. It was disappointing as last year the sevens rugby was the major sport with 22 teams participating, 6 of which were national teams. However this year as mentioned above there was a move towards touch. Former Sport Waitakere Chief Executive Officer, Tu Nu'uali'itia, was the master of ceremonies for the day at Waitemata Rugby Club. The draw was run very professionally with the assistance of Auckland Rugby Union officials to referee the games. RV Ponsonby won the final against NZ Tonga 26-24 scoring a try in the final minutes of the game adding to the excitement for spectators. The Games were very well received with approximately 1500 spectators throughout the day.

Tag was a new sport introduced for the first times as part of the Games this year. To raise the profile of the sport, tag was an invitational tournament. This meant that certain teams were asked to show-case their sport rather than it being open for the general community to enter teams. Eight teams participated. Old Foes Tag Stars proved their superiority taking out the final against SWAT.

As part of the youth area 3-on-3 basketball competitions were run throughout the day. This was originally going to be run by The Event Team however they withdrew one week before the Games due to other commitments. Several members from Waitakere Basketball Association offered to co-ordinate the competition. Surprisingly only 6 teams registered prior to the Games however several teams also turned up on the day. For the future Sport Waitakere have identified that they need to focus more on the pre- Games marketing of the youth area and are also discussing the possibility of offering street basketball (a more informal version of basketball) rather than 3-on-3.

There were a variety of stalls held at Moire Park. Sport Waitakere charged between \$25 and \$50 per stall holder in exchange for a site to sell and advertise their products. Part of the cost was to cover the food licence. Stalls included information on courses, food and the sale of music compact disks. Feedback from the community was that the stores did not have enough of a pacific flavour and that only traditional food should be sold. Under the food licence conditions some of the more Pacific foods are difficult to provide because of hygiene issues in open environments.

The day finished just before 5pm with John Riddell from Massey Community Board and Steve McDonald from Henderson Community Board presenting the trophies and prize money to the winning teams.

Marketing and Advertising

The majority of advertising was done through a contra deal with radio stations Base FM and Flava FM. Flava FM did 42 radio advertisements during January while Base FM did continuous advertising from October 2004 on their Sunday Smooth Crew Show. This included an interview with Rochelle Hobbs from Sport Waitakere on 17 January 2005. Both radio stations were present at the Games on day two to provide support.

The majority of print material was media releases and adverts for team registrations in the Western Leader. No flyers were done this year but Sport Waitakere have identified that for the 2005 Games they will increase the profile of the games via flyers and posters.

There were six billboards located at Lincoln Road, Te Atatu, Te Atatu North, Royal Road, Westgate and Universal Drive motorway on ramps. The billboards were erected in December to advertise day two. The billboards were up a month in advance to give the event plenty of exposure. Unfortunately two billboards were stolen prior to the Games.

Tagata Pasifika (a TVNZ programme targeted towards Pacific Islanders and Maori) advertised the Games amongst its community notices from October 2004.

Sponsorship

Sport Waitakere secured five additional sponsors for the Games, 96.1 Flava FM, Base FM, King Music, The Mad Butcher and H2Go (Fruco Beverages). The support from Flava FM and Base FM assisted Sport Waitakere with free radio marketing of the Games.

Council was the key naming sponsor of the Pasifika Games for 2004. Sport Waitakere's post event report states 'Waitakere City Council sponsorship is crucial to Pasifika Games' however Sport Waitakere have identified the need to seek larger sponsorship deals from other supporters to ensure the sustainability of the games in the future. Council was recognised as a key partner on billboards, entry forms, media releases and were named by the master of ceremonies on the main stage several times throughout the day.

Participation and Future Recommendations

Hosting the Games at several different locations proved to be less cost effective and stretched the resources of Sport Waitakere. Sport Waitakere have identified in their post event report that in the future they "may have to reduce the size of the Games and the number of sports being played to suit the venues within the City". One option is to run the Games over several weekends or to investigate utilising private facilities rather than Council owned parks.

It is increasingly difficult to guess the number of participants at events as they grow in size. It is estimated that 4,500 people participated in the games over the two days at one or more of the three venues in the capacity as competitors, volunteers and spectators. The turn out, particularly for day two, was lower than experienced in previous years. Factors such as the split venues, the timing of the Games and advertising all contributed to the reduced numbers. Although target numbers of 5,000 participants were not reached the Games was well received by the Community.

RESOURCES

Council provides \$20,000 sponsorship to the Pasifika Games through the Annual Plan and Council staff supports the Pasifika Games both in their official capacity and as volunteers.

CONCLUSION

The Pasifika Games was run over two days attracting approximately 4,500 people over the two days at one or more of the three venues in the capacity as competitors, volunteers and spectators.

The turn out, particularly for day two, was lower than experienced in previous years. Factors such as the split venues, the timing of the Games and advertising all contributed to the reduced numbers. In October 2004 the Pacific Netball Challenge Cup was hosted at Te Pai Park. Day two was originally scheduled for December 2004 but was postponed until January 2005. Touch rugby, tag and basketball were held at Moire Park while sevens rugby was played at Waitemata Rugby Club.

Hosting the Games at several different locations proved to be less cost effective and stretched the resources of Sport Waitakere. The Games were possible because Sport Waitakere took more of a facilitation role rather than a direct delivery role and engaged coordinators to run the individual sports. Council was the key sponsor of the Pasifika Games for 2004 contributing \$20,000 sponsorship towards the event. In addition Sport Waitakere secured five additional sponsors for the Games. The two day event was well received by the Community.

RECOMMENDATION

That the Sport Waitakere - Pasifika Games 2004 report be received.

Report prepared by: Clare Dwyer, Leisure Projects & Contracts Administrator.



13 USE OF NET ASSET SALES PROCEEDS

PURPOSE OF THE REPORT

The purpose of this report is to advise the Finance and Operational Performance Committee of the current policy concerning the use of net proceeds from the sale of assets and recommends that in the preparation of the Long Term Council Community Plan 2006/2016 that those proceeds be used where legally permissible to either repay debt or for reinvestment in capital strategic projects.

BACKGROUND

The Council adopted a Liability Management and Investment Policy on 30 June 2003. This Policy states that all asset sales and operating surpluses will be applied to the reduction of debt and/or a reduction in borrowing requirements, unless the Council specifically directs that the funds will be put to another use.

During the preparation of previous Annual Plans, Long Term Financial Strategies and the current Long Term Council Community Plan, asset sales proceeds have been used in two main ways, to retire debt, or to reduce the proposed rate requirement.

STRATEGIC CONTEXT

The Council raises debt for investment in infrastructure and strategic land acquisitions. This investment promotes all of the Council's strategic platforms. The use of debt spreads the cost of the provision of these assets over a number of years, matching costs to benefits over time and ensuring that both current and future residents who receive the benefits will pay for those benefits (intergenerational equity principle). The proceeds from sale of assets provide an opportunity to reduce the level of debt and associated borrowing costs, or reinvest in the strategic projects (which also reduces debt by avoiding the need to raise new debt).

ISSUES

The Council has, over a number of years, used net asset sales proceeds to reduce the level of increase in the rate requirement. Net asset sales proceeds used in this manner for the past four years is shown below.

2001/2002	\$3,500,000
2002/2003	\$3,000,000
2003/2004	\$3,000,000
2004/2005	\$4,650,000

The above proceeds have arisen from sales of properties by Waitakere Properties Limited arising from land developed under Deed of Trust arrangements. There has also in the past been two major asset sales, these being the sale of the shareholding in the Auckland International Airport Limited for \$36.7 million in 1998, and the sale of Power New Zealand shares in October 2002 for \$56.3 million. The majority of those proceeds (\$87.9 million) have been applied to debt reduction along with \$4.99 million placed in sinking funds for repayment of debt.

The proposed Annual Plan 2005/2006 shows a sharp decline in the use of asset sales proceeds to reduce the debt requirement. At the various meetings of the Long Term Council Community Plan and Annual Plan Special Committee on the draft Annual Plan 2005/2006, discussion took place concerning the past reliance upon the use of net asset sales proceeds to reduce the rate requirement. The current Liability Management and Investment Policy does enable the Council to determine the best use of net asset sales proceeds. Due to the requirement of a new Long Term Council Community Plan 2006/2016 to be prepared, consulted upon and adopted by 30 June 2006, it would also be appropriate if the Committee wished to amend the current Liability Management and Investment Policy on the use of net asset sales proceeds to consult on that matter as a specific issue for consultation along with the new plan.

To assist in the preparation of the draft Long Term Council Community Plan 2006/2016, the Committee could recommend to the Long Term Council Community Plan and Annual Plan Special Committee that any projected forecast of net asset sales proceeds be applied to reinvestment in capital strategic programmes or applied against debt. There may be some exclusions where the use of net asset sales proceeds from a disposal of a particular asset may require those proceeds to be specifically directed. This could be where compensation is received, or where contractual agreements exist or there is a legislative requirement.

CONCLUSION

The Liability Management and Investment Policy allows the Council to determine the appropriate use of net asset sales proceeds. Substantial net asset sales proceeds in the past have been used to retire debt, but there has been a continued practice to use net asset sales proceeds to reduce the rate requirement. The forecast financial content of the draft 2006/2016 Long Term Council Community Plan could be prepared on a basis that no net asset sales proceeds are used to reduce the rate requirement, unless such proceeds are restricted by legislative requirement or other arrangements or agreements.

RECOMMENDATIONS

1. That the Use of Net Asset Sales Proceeds Report be received.
2. That it be recommended to the and Long Term Council Community Plan and Annual Plan Special Committee that the financial forecasts prepared for inclusion in the draft Long Term Council Community Plan 2006/2016 make no provision for net asset sales proceeds to reduce the rate requirement and that such proceeds be used for reinvestment in strategic capital projects or retirement of debt, or in accordance with legislative or contractual requirements relating to the disposal of that asset.

Report prepared by: Andrew Pollock, Director: Finance.



14 **WAITAKERE CITY HOLDINGS LIMITED AND SUBSIDIARIES 2005/2006 DRAFT STATEMENTS OF INTENT**

PURPOSE OF THE REPORT

The purpose of the report is to advise the Finance and Operational Performance Committee of the recommended changes to the 2005/2006 draft Statements of Intent in respect of Waitakere City Holdings Limited, Techscape Limited, Waitakere Properties Limited and the Waitakere Enterprise Trust Board.

BACKGROUND

The Local Government Act 2002 requires that the board of a council-controlled organisation must deliver to its shareholders a draft statement of intent on or before 1 March each year. The respective boards are required to deliver the completed statement of intent to the shareholders on or before 30 June each year. The draft statements were tabled and received at the 7 March 2005 meeting of this Committee where staff were instructed to review the documents to ensure legislative compliance and that a workshop be held with staff and elected members to discuss and ensure alignment with Council's strategic direction. A legislative requirement schedule was presented to this Committee at its meeting held on 4 April 2005, however, the proposed workshop did not proceed. At that meeting the following resolution was passed:

“That the draft Statements of Intent be reviewed by council officers for legislative compliance and alignment with the Councils Strategic Platforms and that responses, approved by the Chair of the Finance and Operational Performance Committee be sent to the respective Council Controlled Organisations.”

578/2005

A129-A182 The draft statements are attached at pages A129 to A182.

STRATEGIC CONTEXT

Council has a financial investment in its Holding Company and subsidiaries. These companies assist the Council in meeting its strategic outcomes by a return on investment, involvement in strategic projects, economic development and in the support of service delivery.

ISSUES

The various statements of intent have been reviewed by Council officers to ensure appropriate alignment to the organisation's strategic direction. Amendments have been reviewed and approved by the Chair of this Committee and, accordingly, the respective organisations have been advised.

1. **Waitakere City Holdings Limited** - The draft statement of intent for the Waitakere City Holdings Limited is well aligned to the strategic direction of Council. The Holding Company exercises a governance and monitoring role over its subsidiary and associate organisations and the statement of intent contains a strongly emphasises the Holding Companies role in ensuring that subsidiary objectives, contained within respective statements of intent, are aligned to Council strategies.
2. **Waitakere Properties Limited** - Although the draft statement of intent is well aligned to Council's strategic direction, and this would be reinforced by direction given by Council within specific contractual and deed of trust instructions, it is recommended that the statements relating to the "role of the board" be enhanced with the addition of the following: "align the company's strategies to effectively implement and promote the long term strategic direction of Council."

3. **Waitakere Enterprise Trust Board** - The Activities and Strategic Objective's contained within the statement of intent respond to the 9 Strategic Platforms in the Long Term Council Community Plan, in particular a 'Strong Innovative Economy, and also respond to all aspects of the Waitakere Economic Development Strategy. It is recommended, however, that the statement of intent make reference to a planning process being put in place to ensure the alignment of future projects and programmes to Council's long term objectives to be developed through the Long Term Council Community Plan process.
4. **Techscape Limited** - Techscape is a 50% owned contracting arm of Council and as such its statement of intent does not expressly align itself to either one, or both, of its shareholders strategic direction. There is nothing in Techscape's draft statement of intent that conflicts with Council's strategic direction.

A183-A184

At the meeting of this Committee held 11 April 2005 the following issues were raised in respect of the various statements of intent compliance with Clause 9, schedule 8 of the Local Government Act 2002. The checklist in relation to compliance requirements is attached at pages A183 to A184.

1. Waitakere Properties Limited and the Waitakere Enterprise Trust Board have only included a summary of their respective accounting policies (sub clause (e)).
2. The Waitakere City Holdings Limited draft Statement of Intent contains only a divestment policy as apposed to an acquisition policy required by the Act (sub clause (i)).

A185-A186

The Chair of this Committee has reviewed and approved all of the above amendments and in accordance with the Finance and Operational Performance Committee's direction, the recommended changes have been communicated to the respective boards for consideration and inclusion in their final 2005/2006 statements of intent. Copies of the correspondence are attached at pages A185 to A186.

CONCLUSION

The 2005/2006 draft Statements of Intent in respect of Waitakere City Holdings Limited, Techscape Limited, Waitakere Properties Limited and the Waitakere Enterprise Trust Board have been reviewed by Council officers for legislative compliance and for alignment to Council's strategic direction. This has resulted in a number of recommended changes which have, in accordance with this Committee's direction, been approved by the Chair of this Committee and communicated to the respective Boards for inclusion in their final 2005/2006 statements of intent. Those final statements will be brought before the Council during the deliberation process to adopt Council's final 2005/2006 Annual Plan.

RECOMMENDATION

That the Waitakere City Holdings Limited and Subsidiaries 2005/2006 Draft Statements of Intent report be received.

Report prepared by: Alec Third, Group Manager, Financial Operations.



PART F - REPORTS FROM THE SUBCOMMITTEE

15 **TENDERS SUBCOMMITTEE**

THE SUBCOMMITTEE SUBMITS THE FOLLOWING REPORT OF ITS MEETING HELD ON FRIDAY, 15 APRIL 2005 AND FRIDAY, 29 APRIL 2005.

MATTERS CONSIDERED

*A187-A192
C1*

The Subcommittee dealt with a number of items for which it has delegated powers to act and a copy of the minutes of the meeting is attached at pages A187 to A192. The public excluded minute is attached at page C1 of the confidential supplement.

The Subcommittee Recommends:

That the Meeting reports of the Tenders Subcommittee held on Friday, 15 April 2005 and Friday, 29 April 2005 be received.

JM Clews, QSO, JP
CHAIRPERSON

