

AGREEMENT

Pacific Islands Advisory Board Inc. and Waitakere City Council

1. PARTIES

i) Pacific Islands Advisory Board Incorporated ("PIAB")

PIAB's designated liaison person with the Council is the Chairperson

PIAB's registered office is at:
c/- Private Bag 93019
Henderson
Waitakere City

ii) Waitakere City Council ("Council")

Council's contact person shall be the Pacific Islands Advisory Board Project Coordinator

Strategy and Development Directorate

2. PURPOSE OF THIS AGREEMENT

This document sets out the formal agreement between the parties to work together to achieve the common goals as set out in clause 6.

3. BACKGROUND INFORMATION

Waitakere City Council is a Territorial Local Authority (according to the Local Government Act 2002) with purposes, functions, powers and duties as set out in the Local Government Act 2002 and other Acts.

The PIAB is an Incorporated Society under the Incorporated Societies Act 1908 with aims, purposes and objectives outlined in the Constitution of the Board.

The PIAB Inc was established in 1990 by a group of Pasifika residents from Waitakere City with the support of the Waitakere City Council. The PIAB is a representative body of the Pasifika communities of the City. The PIAB was established to serve as a communication link between the Council and Pasifika communities and to work in partnership with Council in meeting the needs and aspirations of the Pasifika communities in the City.

The Council is committed in its Long Term Council Community Plan (LTCCP) to engaging with Pasifika communities and has recognised the PIAB as the body representing the City's Pasifika communities.

The PIAB has reviewed its role and functions and desires to sustain and renew its relationship with the Council through an Agreement reflecting mutually agreed processes and work programmes.

4. OBJECTIVES

The objectives of the relationship between the PIAB and the Council are:

- To commit to working together to achieve social and economic wellbeing and strong integrated communities in Waitakere City;
- To include a Pasifika peoples perspective in Council's policy development, service delivery and decision making;
- To achieve an appropriate level of representation of Pasifika peoples and reflection of their interests in the Long Term Council Community Plan (LTCCP);
- To provide a forum for mutual learning about (i) the functions, roles, responsibilities and activities of local and central government and (ii) the needs and aspirations of the City's Pasifika communities;
- To facilitate and support the development of leadership in Pasifika communities;
- To develop and implement a shared work programme.

5. PARTNERSHIP PRINCIPLES

The Parties acknowledge a commitment to the concept of partnering and agree to adhere to the following partnership principles. To:

- act towards each other honestly and in good faith;
- communicate openly and in a timely fashion;
- work in a co-operative and constructive manner with respect, goodwill, trust and integrity towards the other party;
- recognise each other's responsibilities to their stakeholders and the autonomy and independence of each party;
- encourage quality and innovation to achieve positive results for the community as a whole;
- acknowledge that cultural diversity is a strength and promote inclusive approach;
- Affirm the Treaty of Waitangi.

6. COMMON GOALS

- Social inclusion - acceptance and tolerance, respect and acknowledgement of cultural diversity;

- For Waitakere City to become the city of choice for Pasifika communities and new settler communities from the Pacific islands;

- Pro-active and timely communication and sharing of information in relation to current and future needs;
- Encouraging and supporting initiatives that foster greater understanding and prosperity;

7. PLAN OF WORK AND CO-OPERATION

(i) Pacific Islands Advisory Board

- "In kind" contribution of Pasifika community volunteers and committee leaders' time to working pro-actively with Council/ees, Council staff and Pacific ethnic groups and community organizations, to facilitate the integration of a Pasifika perspective in Council's LTCCP;
- Work with the Council to scope a Pasifika Strategy and an annual shared work programme;
- Support capacity building and community development of Pasifika communities and the identification and development of community leaders;
- Attend monthly Board, Executive and membership meetings and provide regular feedback and advice to the Council on needs and aspirations.

(ii) Waitakere City Council

- Work with PIAB to develop and implement an annual work programme;
- Appoint a Councillor representative to the Board;
- Engage with the PIAB when developing Council's strategic plans, policies and services;
- Assist the PIAB to access Council services, democratic processes and activities;
- Commit staff time through the Senior Analyst: Pacific Policy and PIAB Project Coordinator to promote involvement and consultation with Pacific ethnic communities in Council activities and assist PIAB to achieve their objectives. Matters relating to the commitment of resources (financial or otherwise) will be set out in an appendix to the Agreement and be reviewed every three years;
- Commit funding through the Annual Budget to Pasifika community engagement through the PIAB, this will be reviewable on an annual basis;
- Arrange regular liaison meetings between Councillors and Board members.

Pacific Islands Advisory Board INC
Taha Pasi, Chairperson.

Pacific Islands Advisory Board INC
Malakai Ofanoa, Vice Chairperson.

Pacific Islands Advisory Board INC
Cheryl Talamaiwa, Secretary.

Waitakere City Council
R H Harvey, Mayor.

Waitakere City Council
Ct Carolynne Stone,
Council's PIAB Representative.

Waitakere City Council
Harry O'Rourke, Chief Executive.



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**WAITAKERE CITY COUNCIL (WCC) AND WAITAKERE PACIFIC BOARD INC (WPB)
SHARED WORK PROGRAMME 2006-07**

TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
FUNDING	Finalise Three Year Funding Agreement	Chairperson Treasurer	Cultural Wellbeing: Team Leader	Feb 2007	
	Finalise Board 2006-07 budget	Treasurer Exec Com	WPB Coordinator	Feb 2007	
	Develop and implement funding procedures/systems	Treasurer Exec Com	WPB Coordinator	May 2007	
	Convene a funding application workshop	Treasurer Exec Com Sector reps	WPB Coordinator Community Assistance Coordinator	October 2007	
ADMINISTRATION	Provide administration support for Board meetings, Executive Committee, sector committees, AGM, special general meetings, and Pacific nation meetings	Secretary	WPB Coordinator Cadet	Monthly and ongoing	
	Provide secretarial services and other administration support for Board meetings and AGM meetings	Secretary	WPB Coordinator Committee Secretary Cadet	Monthly and ongoing	
PACIFIC STAFF	Clarify: <ul style="list-style-type: none"> the focus of the roles and the relationship and accountabilities between the two WCC Pacific staff and the Board 	Chairperson Exec Com	Group Manager Social & Cultural Strategy	May 2007	
Leadership/ Governance	Organise and convene governance training and planning workshops for Board members	Secretary Exec Com	WPB Coordinator	May 2007 and ongoing	
Governance manual	Develop and complete governance manual; including Pacific cultural and safety protocols policy	Exec Com	WPB Coordinator	June 2007	

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TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
Waitakere Wellbeing Collaboration Project	Active participation and attendance at the Wellbeing Summit	Social Services Committee champion (Api Eka)	WPB Coordinator Wellbeing Collaboration Project Manager	Ongoing	
STRATEGIC AND ANNUAL BUSINESS PLAN	Finalise shared work programme	Exec Com	Group Manager Social & Cultural Strategy	Jan 2007	
	Review and enhance 3 year strategic plan for the WPB organisation	Exec Com Sector Champs MPIA/PBT	WPB Coordinator	June 2007	
	Develop annual business plan	Chairperson Exec Com Sector Champs	WPB Coordinator	June 2007	
ASB	Prepare and lodge Annual Plan Submissions 2007-8	Chairperson Exec Com Sector Champs	WPB Coordinator	April 2007	
PASIFIKA PLAN	Review framework for the development of a Pasifika Plan as a 3 party undertaking between the WPB, WCC and MPIA	Exec Com	Senior Analyst-Pacific Peoples Policy	May 2007	
	Complete project plan, including a community engagement plan and an organisational stock take by each of the 3 parties	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	May 2007	
	Implementation of project plan	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	September 2007	
	Collate, process, analyse, draft and re-engage community to finalise the Plan	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	December 2007	
	Present draft Plan to Council	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	Early 2008	
	Public launch of the Plan	Chairperson	Group Manager	Mar 2008	

TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
		Exec Com Sector Champs	Social & Cultural Strategy		
	Develop and action a template for assessing implications of policy initiatives for Pacific communities in Waitakere	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	May 2007 and ongoing	
PACIFIC POLICIES	Undertake a stock-take, and report to the Board, of how Pacific needs and aspirations are accommodated in Council policies, plans and strategies i.e. current status report	Exec Com Sector Champs	Senior Analyst-Pacific Peoples Policy	June 2007	
ECONOMIC DEVELOPMENT					
Market data /information gathering	Gather and analyse information/data relevant for economic development, and including the Waikato University Pacific arts and cultural development research	Eco Dev Com Exec Com	Senior Analyst-Pacific Peoples Policy	Ongoing	
Economic development initiatives	Identify, analyse and bid for economic development contracts/funding	Exec Dev Com Eco Dev Com	WPB Coordinator Strategic Advisor: Economic Development	February 2007 and ongoing	
Economic development strategy	Develop a Pacific Economic Development Strategy for Waitakere	Exec Dev Com Eco Dev Com Consultant?	Senior Analyst Pacific Peoples Policy Strategic Advisor: Economic Development	March 2007	
STAKEHOLDER RELATIONSHIPS					
Pacific arts and cultural centre development	Review and formalise the governance working relationship with the Waitakere Pacific Arts and Cultural Trust.	Chairpersons of WPB & WPACT Exec Com	na	May 2007	
Pacific arts & cultural centre development	Clarify the Board's involvement in the Corbans Estate development.	Chairperson with Chairperson of WPACT	Manager: Arts Chief Advisor Town Centre Development	April	

TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
Treaty of Waitangi celebrations	Review nature of participation in the Treaty of Waitangi celebrations, plus active participation in the 2007 celebration	Chairperson Board	WPB Coordinator Maori Development Planner	February and June 2007 for the review	
Te Taumafa Runanga	Organise and convene a hui to cement working relationship with TIR	Chairperson	WPB Coordinator Maori Development Planner	One hui by October 2007, and annually thereafter	
Youth/Pacific Island Wardens	Organise and convene meeting/fono with the youth community	Youth and Justice Champions Exec Com Fagasea Siaki Eleanor Hunt	WPB Coordinator Youth Council Coordinator Safe Waitakere Team Leader	June 2007 and ongoing	
Waitakere Ethnic Board	Organise a meeting with WEB on working relationship	Board	WPB Coordinator Team Leader: Cultural Wellbeing	One by December 2007 and annually thereafter	
Government agencies	Consolidate regular working relationship with Ministry of Pacific Island Affairs, Pacific Business Trust and other relevant government agencies, to assist with the work of the Board	Exec Com	WPB Coordinator Analyst-Pacific	Ongoing	
Ranui Action Project	Active participation	Treasurer Exec Com	WPB Coordinator	Ongoing	
New citizens	Participate in citizenship ceremonies	Exec Com	WPB Coordinator	Ongoing	
WCC Public Functions	Invite Board representatives to relevant events & functions. Board members to respond promptly to invitations	Exec Com	Group Manager :Democracy & Support Services Events & Special Projects Manager	Ongoing	

TASK	ACTION	WPB	WCC	BY WHEN	REVIEW COMMENTS
MARKETING					
Marketing Plan	Develop and implement an integrated Marketing Plan (as part of the business plan)	Exec Com	WPB Coordinator	June 2007 to complete Plan, on-going	
Website	Monitor and enhance Board's webpage on Council website as a key marketing tool	Exec Com	WPB Coordinator	March 2007, ongoing	
Events	Develop an events plan (and build into the business plan) to participate in (focusing on youth)—including the Pacific Arts Centre events	Exec Com Sports and Youth Champs	WPB Coordinator Events & Special Projects Manager Youth Events Coordinator	June 2007,	

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Funding Agreement

BETWEEN Waitakere Pacific Board (“WPB”)

AND THE WAITAKERE CITY COUNCIL (“Council”)

BACKGROUND

1. Waitakere City Council

The Council's five strategic priorities are:

- A commitment to the Treaty of Waitangi
- Progressing towards Sustainable Development
- Ensuring our children are cared for in the First Call for Children programme
- Building a Safe City where people can live in freedom from fear and violence
- Becoming a lifelong learning city where access to and opportunity for education is available to all.

The Waitakere City Council Commitments and Principles to guide public policy decision-making are set out as follows.

Governance - We are committed to energising our decision-making processes through increased participatory democracy

Local Management Towards Sustainability – We are committed to implementing effective management cycles, from formulation through implementation to evaluation

Natural Common Goods – We are committed to fully assuming our responsibility to protect, to preserve, and to ensure equitable access to natural common goods

Responsible Consumption and Lifestyle Choices – We are committed to adopting and facilitating the prudent and efficient use of resources and to encouraging the sustainable consumption and production

Planning and Design – We are committed to a strategic role for urban planning and design in addressing environmental, social, economic, health and cultural issues for the benefit of all

Better Mobility, Less traffic – We recognise the interdependence of transport, health and environment and are committed to strongly promoting sustainable mobility choices

Local Action for Health – We are committed to protecting and promoting health and wellbeing of our citizens

Vibrant and Sustainable Local Economy – We are committed to creating and ensuring a vibrant local economy that gives access to employment without damaging the environment

Social Equity and Justice – We are committed to securing inclusive and supportive communities

Local to Global – We are committed to assuming our global responsibility for peace, justice, equity, sustainable development and climate protection

City and Region – We are committed to being an effective partner in the sustainable development of the Auckland Region

Financial Sustainability – We commit to prudent financial management to support the long term sustainable development of the city

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2. Waitakere Pacific Board

The WPB is an Incorporated Society under the Incorporated Societies Act 1908 with aims, purposes and objectives outlined in the Constitution of the Board. The WPB Inc was established in 1990 by a group of Pasifika residents from Waitakere City with the support

of the Waitakere City Council. The WPB is a representative body of the Pasifika communities of the City. The WPB was established to serve as a communication link between the Council and Pasifika communities and to work in partnership with Council in meeting the needs and aspirations of the Pasifika communities in the City.

The Pasifika communities are a large and identifiable group of communities within Waitakere City, each with their own cultural identities and ways of doing things. These are often different from the processes utilised in local government, which are derived from western and Westminster traditions. Council recognises that it requires assistance from the Pasifika communities to recognise and provide equitably and adequately for the needs of the Pasifika communities.

The Board has conducted over the years, reviews of its operations, role and functions and desires to sustain and strengthen its relationship with the Council from what was known as the Memorandum of Understanding signed in 1998 to a Community Partnership Agreement signed in 2005 reflecting mutually agreed processes and work programmes.

The objectives of the relationship between the WPB and the Council are:

1. A commitment to working together to achieve social cohesion and strong integrated communities in Waitakere City.
2. The inclusion of Pasifika peoples perspectives in Council's policy development, service delivery and decision making.
3. To achieve an appropriate level of representation of Pasifika peoples and reflection of their interests in the Long Term Council Community Plan (LTCCP).
4. To provide a forum for mutual learning about (i) the functions, roles, responsibilities and activities of local and central government and (ii) the issues, concerns, needs and aspirations of the city's Pasifika communities.
5. To develop and implement a shared work programme together.

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3. Community Partnership Agreement between the WPB and Council

The parties' commitment to the concept of partnering and working together for the achievement of common goals culminated in the signing of a Community Partnership Agreement between WPB and Council in December 2005.

The parties agreed to work in ways that recognise and respect The Treaty of Waitangi.

The parties have agreed to adhere to the following partnership principles.

To:

- (a) act towards each other honestly and in good faith;
- (b) communicate openly and in a timely fashion;
- (c) work in a co-operative and constructive manner with respect, goodwill, trust and integrity towards the other party;
- (d) recognise each other's responsibilities to their stakeholders and the autonomy and independence of each party;
- (e) encourage quality and innovation to achieve positive results for the community as a whole;
- (f) acknowledge that diversity is a strength and promote an inclusive approach;

Common Goals

- (a) Social inclusion – acceptance and tolerance, respect and acknowledgement of diversity.
- (b) For Waitakere City to become the city of choice for Pasifika communities and new settler communities from the Pacific islands
- (c) Pro-active and timely communication and sharing of information in relation to current and future needs.
- (d) Encouraging and promoting activities that foster greater understanding

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4. The Funding Agreement

- a) Council has agreed to enter into a three year funding agreement with the WPB for the period 1 July 2006 to 30 June 2009.
- b) Subject to the shared projects being achieved and funding availability it may be renewed for a further period in recognition of the long-term nature of this partnership. Budgets and an Annual Shared Work Programme will be developed and agreed annually between Council and the WPB.
- c) The goal of this agreement is to provide the basis of an ongoing co-operative working relationship between the Council and the WPB for the benefit of the wider Waitakere community.

It is acknowledged that the fulfilment of this agreement is the joint responsibility of the WPB and the Council.

The WPB and Council wish to record their agreement as follows:

OPERATIVE PART

1. Amount and timing of funding

1.1.1. Council will provide the amount of \$40,000. (plus GST) in the first year increasing to \$50,000 p.a. (plus GST) in the second and third year of the Funding Period for operational costs and projects as outlined in Schedule 1. This will be paid in two equal instalments in July and January of each year on receipt of the appropriate invoice.

1.1.2. Payment received is only to be used by the WPB to work towards the shared goals as these are achieved through the operational costs and projects detailed in the annual budget and shared work programme.

2. Performance measures

During the Funding Period the WPB will meet the deliverables set out in the shared work programme as attached in Schedule 1.

The WPB will ensure that the deliverables set out in Schedule 1 are monitored as agreed throughout the Funding Period.

The WPB and Council will meet on a quarterly basis to review achievement of deliverables.

The WPB will report annually to Council on achievement of deliverables.

The WPB will provide annual audited financial statements (consisting of a balance sheet as at 30 June and an annual statement of income and expenditure) by 31 October of each year of the Funding Period.

3. Legal Responsibilities

The WPB will ensure that it meets all its obligations in law including, without limitation, its obligations to the health and safety of any employees, contractors, volunteers and the public in connection with the performance of this agreement.

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4. Resources from Council

Council will commit staff time through the Pacific Board Coordinator and the Senior Analyst Pacific Peoples Policy to promote the involvement of Pacific people in Council activities and to assist the WPB to achieve their objectives.

5. Variation

Any variation to this agreement requires the written signed agreement between the parties.

6. Risk Management

Given this is a new way of working for both the Council and the Community some misunderstandings and misinterpretations of this agreement may arise. It is intended that risks will be minimised through:

- Adherence of the partnering principles outlined under Section 3 Meeting on a quarterly basis to review progress on the agreed scope of funding and other matters arising
- Observing the reporting requirements set out in Section 2
- Following the agreed process set out in Section 7 below with regards to dispute resolution

7. Resolution of Disputes

7.1 The parties are committed to using their best endeavours to negotiate and resolve disputes expeditiously.

7.2 If the dispute is not settled by negotiation, the matter will be referred to mediation by a mediator agreed between the parties, and failing agreement, by a mediator appointed by the president of the Arbitrators' and Mediators' Institute of New Zealand.

7.3 Neither party will commence any court proceedings relating to a dispute arising out of, or related to this agreement, unless the party has first complied with the above.

8. Termination

- a) If any party fails to meet its obligations under this Agreement and in the opinion of the other party's that failure can be remedied, the other party will give formal notice specifying the nature of the failure and requiring it to be remedied within a specified timeframe which is reasonable having regard to the nature of the failure. This formal notice will follow open discussion of the actions or failures considered to be in breach of this Agreement in accordance with the dispute resolution procedures outlined in Section 7 in the case of a dispute.
- b) Each party may give 14 days notice in writing to the other to terminate this Agreement if during the term of the Agreement there is a substantial breach which cannot be remedied in the opinion of the other party, or has not been remedied in accordance with a notice given under 14.1 above.
- c) In the event that this Agreement is terminated, WPB agrees to refund all money paid to them under this Agreement that has not been used for the Project within 30 days of termination.

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9. Communication

Communication in relation to this agreement should, in the first instance, be addressed to the Team Leader Cultural Wellbeing unless otherwise notified in writing by Council. Contact details are:

Monica Sharma
Team Leader Cultural Wellbeing
Strategy Unit
Waitakere City Council
6 Henderson Valley Road, Henderson
Private Bag 93109, Henderson,
Waitakere City

It is important that a representative from the WPB maintains regular contact with the Council's Representative, and is themselves contactable by telephone, cell phone or email. Communications should be addressed, until further notice, to:

Taha Fasi
Chairperson
Waitakere Pacific Board
PO Box 45194
Te Atatu Peninsula

SIGNED on the day of

SIGNED for and on behalf of WPB by:

President

Treasurer

SIGNED for and on behalf of THE WAITAKERE CITY COUNCIL by

Director, Strategic Performance

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3 YEAR FUNDING AND SERVICE AGREEMENT

Dated this day of 2007

Parties **WAITAKERE CITY COUNCIL** ("Council")

WAITAKERE ENTERPRISE TRUST TRADING AS WAITAKERE ENTERPRISE ("Waitakere Enterprise")

BACKGROUND

As part of its strategic direction, the Council considers that it has a role to play in facilitating the process of economic development in Waitakere City.

Since 1994 Waitakere Enterprise has been Council's principal mechanism for delivering on its economic development goals and objectives as outlined in respective Annual Plans.

Under the 2003/2004 City Council Annual Plan it was agreed that Waitakere Enterprise should be funded on a three year basis. This funding arrangement is designed to apply to those organisations that Council has a long term or core funding relationship with, providing greater stability for the organisation, more strategic and long-term focused planning, decreased compliance costs, and strengthened relationships.

It was also agreed by Council in the 2006-2016 Long Term Council Community Plan that some \$1,031,000 of Council funding should be made available to Waitakere Enterprise for the 2006/2007 year, \$1,118,000 for the 2007/2008 year and \$1,151,000 for the 2008/2009 year to cover core services (this sum also includes a contribution to director fees) as detailed in a work programme and agreed performance measures approved by Council each year and set out in an attached Annual Activity plan.

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Waitakere Enterprise and Council wish to record their agreement in relation to this funding and the services to be provided as follows:

TERMS OF THIS AGREEMENT

1. Term

- 1.1 This agreement commenced on 1 July 2006 and expires on 30 June 2009 ("the Term")

2. Funding and Payment

- 2.1 For the period 1 July 2006 to 30 June 2007 Council will pay \$1,031,000, for the period 1 July 2007 to 30 June 2008 \$1,118,000 and for the period 1 July 2008 to 30 June 2009 \$1,151,000 to Waitakere Enterprise plus GST.
- 2.2 Council will pay these amounts by four equal instalments on the first day of each of the months of July, October, January and April in each year.
- 2.3 Waitakere Enterprise will provide to the Council a tax invoice in respect of each quarterly instalment not less than 10 working days before each payment date. If a tax invoice is not received, then the Council may at its discretion defer payment of the quarterly instalment until 10 working days after receipt of the tax invoice for that period.
- 2.4 Any proposed activity additional to that defined in the Annual Activity Plan or reprioritisation of activities, may require additional funding to be agreed between the Trust and Council. Approval of additional funding is subject to Council's delegated authority policy and procedures.

3. Services

- 3.1 The Statement of Intent will be developed in the following manner:

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- A draft Statement of Intent will be submitted to the CEO of Waitakere City Council by the end of February each year.
- Council officers will provide comment no later than 31 March of that year.
- The Waitakere Enterprise Trust Board will consider council officer comments in the development of a final draft Statement of Intent being submitted prior to 30 April of that year.
- The final draft Statement of Intent will be considered by the Finance and Operational Committee prior to 30 June each year.
- The Waitakere Enterprise Trust Board will consider any Councillor Committee comments prior to adoption of the Statement of Intent.

3.2 Annual Activity Plan

Given that the performance measures outlined in Statements of Intent are high level and strategic in nature Waitakere Enterprise will also supply an Annual Activity Plan (and associated performance measures) which specifically identifies the activities which are funded by Council. The Annual Activity Plan will be attached as an appendix to this 3 year funding agreement. The Annual Activity Plan will be developed in the following manner:

- A draft Annual Activity Plan, with performance measures will be developed in the first instance jointly by the Trust Board and the appointed Council Representatives between mid April and end of May and finalised by 30 June every year. It will be submitted to the Council City Development Committee no later than 31 July for comment with a final Activity Plan submitted for adoption to the Council City Development Committee by 31 August.

3.2.2 Once the Annual Activity Plan is adopted in accordance with clause 3.2 above, the Plan will be signed on behalf of both parties, and when attached to this Agreement will have the same force and effect as if it were an original attachment of the Agreement at the date of original execution.

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3.2.3 During the Term of this Agreement Waitakere Enterprise will apply the funding provided in clause 2 to the performance of the services or the

provision of the programmes described in the Annual Activity plan attached to this Agreement.

3.3 The Services will at all times be provided to best standards of professional practice in a manner which reflects credit on Waitakere Enterprise and the Council.

3.4 Notwithstanding clause 2.4, if it is proposed by Waitakere Enterprise that the Services for the subsequent year will be significantly reduced in quality and/or scale then the funding to be provided by the Council for the subsequent year will be reduced by a fair and reasonable proportion.

3.5 For the avoidance of doubt, any additional funding additional to that set out in clause 2.1, proposed by Council in the Current Long Term Council Community Plan (LTCCP) or Annual Plan published for the purposes of public consultation, should not be construed by Waitakere Enterprise as a commitment on Council's part to provide that proposed additional funding. A commitment will only arise if and when the parties have reached agreement in accordance with clause 2.4 and 3.2.

4. Performance Measurement

4.1 Waitakere Enterprise will use its best endeavours to ensure that the agreed performance measure set out in SOI are met, and preferably exceeded, in each year of the Term.

4.2 Waitakere Enterprise will regularly monitor achievement of the performance measures during the Term and will provide to Waitakere City Holdings Ltd (WCHL) (in a form approved by the Council) a half-yearly performance assessment report and quarterly financial reports,, as at the last days of September, December, March and June. Quarterly reports are to be provided within 1 calendar month of the end of each quarter.

4.3 Waitakere Enterprise will provide in each year of the Term:

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- (a) A copy of its audited Financial Statements within 3 calendar months of the end of its financial year to WCHL..
- (b) An annual performance assessment report to Council.

5. Waitakere Enterprise Responsibilities

- 5.1 Waitakere Enterprise will use its best endeavours to ensure that in any publicity connected with the Services the Council receives due recognition for its role as a funder of Waitakere Enterprise.
- 5.2 In any case where Waitakere Enterprise is authorised to use the Council's logo for promotional purposes, it will comply in all respects with the Council's written directions.
- 5.3 For the purposes of the accountability of public funds Waitakere Enterprise will allow the appointed Council representative reasonable opportunities to observe performance of the Services and access to Waitakere Enterprise's records to enable Council to fairly and fully audit achievement of the performance measures and review broader governance and financial matters (I have included this last bit on the basis of the comment r a 15)
- 5.4 Nothing in clause 5.3 shall obligate Waitakere Enterprise to allow the Council's representatives to have access to any information held by Waitakere Enterprise, or to observe the performance of the Services of Waitakere Enterprise, where privacy principles or obligations of confidentiality render such access or observation inappropriate or unlawful.
- 5.5 Waitakere Enterprise will, throughout the Term:
 - (a) When using staff to conduct its operations and perform the Services, observe good employer principles:
 - (b) Comply with all of its obligations in relation to the health and safety of its employees, customers and recipients of the Services:

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(c) Maintain adequate insurance cover for all of its activities including without limitation public liability cover in a sum not less than \$2,000,000, and professional indemnity cover in a sum not less than \$1,000,000 or such lesser sums as the Council may approve in writing.

6. Co-operation

6.1 The parties agree to co-operate with each other to the fullest extent possible during the Term of this Agreement so as to ensure that:

(a) Waitakere Enterprise achieves the agreed performance measures set out in Statement of Intent and the Annual Activity Plan and

(b) Council achieves maximum and best value for the funding provided under clause 2 of this Agreement.

6.2 The parties will use their best endeavours to exchange information, on a proactive rather than reactive basis, in respect of all matters which are relevant to the performance of the Services. Requests for information will be actioned as promptly and as fully as possible.

7. Force Majeure

7.1 Neither party shall be obliged to perform, and shall be deemed not to be in default of its obligations under this Agreement, if prevented in whole or in part from performing its obligations under the Agreement by reason of any matter beyond the control of either or both of the parties ("force majeure")

7.2 The parties forthwith upon the occurrence of an event of force majeure will diligently do all acts and things which may be necessary or desirable to remove that force majeure as quickly as possible, but neither party shall be required to settle a strike, lock out or other labour dispute or meet any claim or demand by a government authority contrary to the wishes of that party which may be prejudicial to the interest of that party.

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8. Cancellation

- 8.1 Either party may upon giving 12 months notice in writing cancel this Agreement. Where the period of notice expires during the currency of an annual period of the Agreement, payments to be made under clause 2, will be apportioned on a fair and reasonable basis.
- 8.2 The council may cancel this Agreement if at any time during the Term Waitakere Enterprise:
- (a) Ceases, refuse or is unable (except as provided in clause 7) to perform the Services;
 - (b) Consistently fails to achieve the agreed performance measure set out in Schedule 1.
- 8.3 Either party may cancel the Agreement if the other party is in breach of this Agreement and the other party, after receipt of written notice of the circumstances of such breach, the steps required to be taken to remedy that breach and the reasonable period within which such action is required, has failed to remedy that breach.

9. Miscellaneous

9.1 Relationship

The relationship between the Council and Waitakere Enterprise is that of independent contractor. Nothing in this Agreement shall be construed to create the relationship of master and servant, principal and agent, partnership or joint venture.

9.2 Indemnity

Waitakere Enterprise indemnifies the Council in respect of all costs (including legal costs on a solicitor/client basis), claims, liabilities and expenses which the Council may suffer by reason of any unlawful, negligent, criminal or reckless errors, acts or omissions by Waitakere Enterprise in the performance of the Services.

9.3 Entire Agreement

This Agreement constitutes the entire agreement between the parties relating to the subject matter and supersedes all prior agreements or undertakings, whether oral or written. Waitakere Enterprise confirms that in entering into this Agreement it has not relied upon any

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statement, warranty or other representation made or information supplied by or on behalf of Council.

9.4 Waiver

(a) Waiver of a breach of this Agreement or any rights created by or arising upon default under this Agreement must be in writing and signed by the party granting the waiver.

(b) A breach of this Agreement is not waived at law or equity by any failure or delay in exercise, or partial exercise, of any right or remedy available under this Agreement.

(c) A right or remedy created or arising upon default under this Agreement is not waived by any failure or delay in exercise or partial exercise of that remedy.

9.5 Council Representative

The Council's Representative will be a person nominated by the Chief Executive of the Council from time to time to receive reports, to give and receive notices, and to perform all matters relating to the Agreement on behalf of the Council. The first Council Representative is Rose Leonard, Strategic Partnerships Advisor: Economic Development (phone 836 8000 ext 8823)

9.6 Notices

(a) Any notice under this Agreement may be given as provided in the Public Law Act 1952 and in any event shall be deemed sufficiently served if:

(i) actually received by the addressee or its authorised representative; or

(ii) sent by post, fax or email to the service address as listed below. (Any notice sent by post shall be deemed to have been served on the day following posting.)

(b) Waitakere Enterprise service address:

Level 2: Central One

Waitakere Business Park

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4 Henderson Valley Rd
Henderson
PO Box 21 848 Henderson, **WAITAKERE CITY**
(Phone: 837 1855)

(c) Council's service address:

Waitakere Central
6 Henderson Valley Road,
Henderson, **WAITAKERE CITY**

(d) Either party shall by notice in writing notify changes to that party's service address at any time

10. Resolution of Disputes

10.1 Notice of Dispute

In the event of a dispute between the parties, either party may provide to the other written notice adequately identifying the subject matter of the dispute or difference. The giving of this notice will be a condition precedent to the commencement by either party of litigation in respect of any dispute or difference. This clause does not however limit the right of either party to seek urgent interlocutory relief by way of Court proceeding.

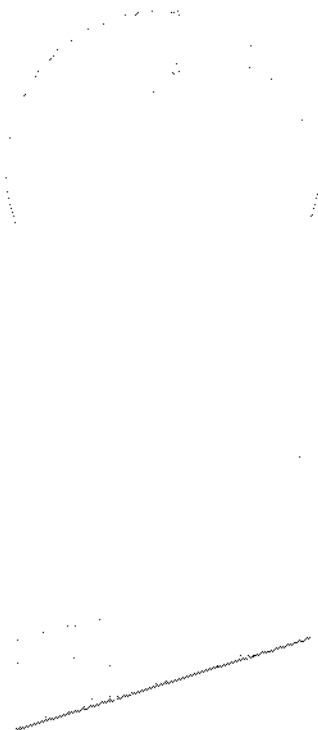
10.2 Good faith negotiation

The parties will use their best endeavour to resolve all disputes by good faith negotiation.. Any dispute may be referred to the Chief Executive of both parties for personal negotiation.

10.3 Mediation

If the matter cannot be resolved by negotiation, the matter will be referred to mediation by a mediator agreed between the parties and failing agreement by a mediator appointed by a President for the time being of the Auckland District Law Society or the President's nominee.

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Waitakere Enterprise

A78

Work Programme

2007 / 08

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A79

BUSINESS INVESTMENT AND EXPORT

ABD

<p>SOI Targets:</p>	<ul style="list-style-type: none"> • Key client relationship with Waitakere's 50 largest businesses maintained • New investment facilitated through Council's regulatory service with >95% client satisfaction • 20 investment clients excluding the A-list facilitated with >85% satisfaction with the service from respondent clients • 20 new business investments celebrated • Establish a database of Waitakere exporters • Establish a Waitakere export mentoring network • Establish an export facilitation and support network to connect Waitakere exporters
<p>Tactical Priority Areas:</p>	<ul style="list-style-type: none"> • A priority on delivering WE's business development programme • Develop large business market research capability and package for small to medium business • A focus on specific activities that address the skilled labour constraint to business growth • Continued development of current areas of strength
<p>Why this activity</p> <p style="text-align: center; font-size: 2em; font-weight: bold;">A81</p>	<ul style="list-style-type: none"> • Waitakere's 100 plus employers compose 0.38% of business units but employ nearly 23% of local FTE's • Businesses employing 100-499 employees contribute the highest value added output and pay the highest average wage and salary per employee. They are also more stable. • Large businesses are more likely to be exporters • Investment facilitation is a critical component of Waitakere as a place to locate and grow a business, thereby directly contributing to local prosperity and employment growth. • Exporting and investing off shore provides scale and therefore growth opportunities • Vast and proven growth can come from developing and offering market information usually available only to large businesses, to small businesses who want to grow.
<p>Key Strategic Trends:</p>	<p>Investment Facilitation</p> <ul style="list-style-type: none"> • Waitakere's large companies have reported difficulty with WCC's regulatory processes and recruitment of skilled staff • Waitakere has a significant shortage of commercial and industrial land and a low profile as a business location • Council has expressed a clear desire to focus on retention of the city's large businesses and growing existing small businesses <p>Export Facilitation</p> <ul style="list-style-type: none"> • 2007 is the Year of Export. Ken Stevens, CEO - Glidpath, has been appointed Business Champion • Council is committed to leveraging economic value from sister city relationships • New Zealand is the most physically distant developed country in the world relative to major markets. Aspiration and people to people connectivity are two constraints WE can contribute to overcoming

Action	Indicators of Success	Integrates/Connects with	Timing
<p>Establish a key client relationship with 50 of Waitakere's largest businesses, providing services and connections on a case by case basis</p>	<ul style="list-style-type: none"> • Register of top 50 established • Client contact integrated with relevant WE and Council activity • Client management relationship maintained 	<p>Whole of WE Council</p>	<p>Full year</p>
<p>Provide an investment facilitation service for new enquiries with a priority on marine and screen production industries</p> <p>182</p>	<ul style="list-style-type: none"> • Starter / welcome pack for new businesses • 20 referred investment clients facilitated with >85% satisfaction 	<p>WE Communications Council/WPL Commercial real estate agent network Business services network</p>	<p>Full year</p>
<p>Hold a mayoral function to celebrate new investments Assist A List businesses with recruitment difficulties by representing them at UK Opportunities Expo and beyond</p>	<ul style="list-style-type: none"> • 20 new investments celebrated • 10 businesses represented at UK Opportunities Expo • Plan developed for continued assistance with UK recruitment • Research into other opportunities for international recruitment 	<p>Business services A list Auckland Regional Chamber of Commerce Auckland Plus</p>	<p>March/April 2008 Expo in Oct 07 then ongoing</p>

Action	Indicators of Success	Integrates/Connects with	Timing
<p>Develop and pilot Project XLR8 to establish a service that packages large business market information capability for small business</p> <p>Develop a network of experienced exporters and connect them as informers and mentors to new exporters, connecting to NZIE initiatives where advantageous</p> <p>With Council, implement Council's Sister City Strategy.</p>	<ul style="list-style-type: none"> • GIS, statistical, psychographic and CRM databases merged • Service interface for SME's established and early stage operational • 10 A List exporters introduced to small businesses as mentors • As defined when the strategy is adopted 	<p>WE Business Growth Council</p> <p>A List clients Export Year 07 (NZIE) Export NZ WE Business Services</p> <p>NZIE</p>	<p>Stage one completed by Dec 08</p> <p>Full year</p> <p>As per Council strategy</p>

A83

INDUSTRY, EDUCATION AND SKILL GROWTH

A84

<p>SOI Target:</p>	<ul style="list-style-type: none"> • CONNECT Waitakere DVD, website and teaching resource integrated in the curriculum of 5 secondary schools • 3 schools participate and meet programme objectives for the Waitakere Enterprising Schools initiative • YES – 200 students from 7 schools participate, 1 national prize winner, venture capital fund established and operational • >90% satisfaction from key Unitec staff
<p>Tactical Priority Area:</p>	<ul style="list-style-type: none"> • Proactively support Unitec's demand-led education provision initiatives • Continued development of current areas of strength
<p>Why this activity</p>	<ul style="list-style-type: none"> • Targeting Waitakere's strengths focuses resources on sectors of highest likely future growth • Skill shortages are a key constraint to business growth • The perceived low quality of secondary school education in Waitakere is a key constraint in attracting skilled people to live, work and invest in Waitakere • Local employment requires an awareness of local opportunity and the skills to meet local skill demand • An entrepreneurial culture encourages risk taking
<p>Key Strategic Trends:</p>	<p>Industry Development</p> <ul style="list-style-type: none"> • Rugby World Cup will have a significant tourism impact • Auckland Regional Council and WCC have programmed the development of a Visitor Strategy for the Ranges • New Zealand's largest sound stage will be built at Henderson Valley Studios in 2007 • Auckland's first major regional initiative will be implemented from 2006-2008 • Hobsonville Marine Precinct will come on line pending regulatory approval <p>Skills</p> <ul style="list-style-type: none"> • Unitec has primary and commitment to demand-led tertiary provision under the Tertiary Education Reforms • New Zealand's skill shortage, particularly in trades, is likely to continue • New Zealand Trade and Enterprise and Ministry of Education are increasingly committed to enterprise education • Council is committed to developing a 20 year Learning and Education plan for the City • Net migration has slowed • Over time, fewer people will enter and more people exit the labour market, necessitating more effective use of available and potentially available labour

NB Screen production, marine, and export education are also target industries for investment and export facilitation

A85

Action	Indicators of Success	Integrates/Connects with	Timing
<p>Screen production</p> <p>Support and house Film Auckland, assisting with the implementation of the screen production MRI as appropriate</p>	<ul style="list-style-type: none"> Office space and admin support provided Relationship as promotional partner 	<p>Film Auckland</p>	<p>Full Year</p>
<p>Provide "one-stop-shop" film facilitation service</p>	<ul style="list-style-type: none"> 140 applications processed in full and on time per annum 	<p>Council</p>	<p>Full Year</p>
<p>Tourism</p> <p>Support West of Auckland Tourism Inc action plan</p>	<ul style="list-style-type: none"> Action plan milestones achieved 	<p>West of Auckland Tourism Inc</p>	<p>July 2007</p>
<p>Maintain and promote Destination Waitakere website</p>	<ul style="list-style-type: none"> 15 000 web visits per annum 130 business showcased 	<p>Tourism industry Tourism Auckland</p>	<p>Full year</p>
<p>Assist local operators to advertise with Tourism Auckland</p>	<ul style="list-style-type: none"> 10 operators of Waitakere tourism businesses in WE Tourism Auckland Guide publication 	<p>Tourism industry Tourism Auckland</p>	<p>August 07</p>
<p>Participate in tourism workstream of Rugby World Cup 2011 planning</p>	<ul style="list-style-type: none"> Opportunities for Waitakere connected 	<p>Tourism Auckland Auckland Plus</p>	<p>Ongoing</p>

A86

Action	Indicators of Success	Integrates/Connects with	Timing
Export Education Maintain website education-waitakere	<ul style="list-style-type: none"> Website remains live and up to date 	West Auckland International Students Advisory Forum	Full year
Join Study Auckland as City member	<ul style="list-style-type: none"> Membership held 	WE export facilitation Tourism Auckland	Full year
Entrepreneurial Culture Run West Auckland region of the Young Enterprise Scheme A87	<ul style="list-style-type: none"> 200 students involved 7+ schools involved Venture capital fund operational 15 companies complete year with profit 	YES schools Rotary Local businesses Business Awards	Full year
Run Waitakere Enterprising Schools Plus Programme	<ul style="list-style-type: none"> 3 schools participate and demonstrate progress towards objectives 	Green Bay High School, Waitakere College and Kelston Girls	July- Dec 2007
Seek funding to expand WES+ cluster	<ul style="list-style-type: none"> 3 new schools join 	Whare Kura, Henderson High, St. Dominics	December 2007

Action	Indicators of Success	Integrates/Connects with	Timing
Skills CONNECT Waitakere career programme established in local schools and commercialisation options examined	<ul style="list-style-type: none"> 5 schools use CONNECT DVD, teachers pack and website as part of the school curriculum Community outreach programme established 	All local secondary schools, 9 ITO's, local business incl top 50	Feb 2007 onwards
Participate in Skills Workstream of the Auckland Metro project	<ul style="list-style-type: none"> Opportunities for WE and Waitakere secured 	Auckland Plus	Full year
Participate on Youth Transitions Service Key stakeholder Group	<ul style="list-style-type: none"> 80% of meetings attended 	TrainSmart	Full year
Participate in the Steering Group for the North Western Sector Tertiary Education Needs research and implementation	<ul style="list-style-type: none"> 100% of meetings attended and contributed to 	Unitec	September 07
Establish a direct working relationship with Unitec's Centre for Educational Alignment	<ul style="list-style-type: none"> Joint initiatives implemented 	Unitec	Full year

A88

Action	Indicators of Success	Integrates/Connects with	Timing
<p>New Initiatives</p> <p>Seek funding to establish a refugee and migrant employment agency</p>	<ul style="list-style-type: none"> • Funding obtained from W&I • Recruitment co-ordinator hired • Employer pack developed • Links with employers established 	<p>Settlement Support New Out West Refugee and Migrant service UK Opportunities Expo</p>	<p>July 2007-09</p>
<p>Establish an industry partnership(s) for the Hobsonville project</p>	<ul style="list-style-type: none"> • Partnerships established 	<p>Hobsonville Land Co BCITO West Auckland PTEs</p>	<p>Jan 2008</p>
<p>Seek funding to establish Waitakere ICT audit project</p>	<ul style="list-style-type: none"> • Funding obtained • Project manager appointed • SMEs, community groups and schools assessed 	<p>Community Waitakere, NZSOE, WCC</p>	<p>July 2007 - Dec 2008</p>

AB9

A90

BUSINESS START-UPS

<p>SOI Target:</p>	<ul style="list-style-type: none"> • 900 service interactions at >90% satisfaction by respondent clients
<p>Tactical Priority Area:</p>	<ul style="list-style-type: none"> • A priority on delivering WE's business development programme • A dedicated start-up programme • An increased emphasis on monitoring and evaluation
<p>Why this activity</p>	<ul style="list-style-type: none"> • The 2005 Global Entrepreneurship Monitor published by Unitec identified a correlation between high rates of new business formation and low unemployment • The highest absolute growth in employment 2001-2005 in New Zealand were new businesses employing 1-5 people • Businesses employing 1-5 and 100-499 produced the highest value added per employee in 2005 • New businesses are an important beginning to a long term relationship with WE
<p>Key Strategic Trends:</p>	<ul style="list-style-type: none"> • A current under provision of programmes for new businesses

A91

Action	Indicators of Success	Integrates/Connects with	Timing
<p>Provide a business information service, including as an agent for BIZ</p> <p>Establish a dedicated new business (start up) programme that features:</p> <ul style="list-style-type: none"> • An effective welcome and follow up of new business enquiries from Biz • Pre-start workshops • A 12 month post start-up coaching programme <p>Deliver 5 Be Your Own Boss new business programmes</p>	<ul style="list-style-type: none"> • >90% satisfaction rate from BIZ • 300 clients • 120 attend pre-start workshops • 50 clients start a business and receive coaching • Impact on success rates and first year growth established • 60 participants complete programme 	<p>Auckland Regional Chamber of Commerce</p> <p>All WE services on a case by case basis</p> <p>Enterprise Training Programme Biz Information Service</p> <p>WE Business Services</p>	<p>Ongoing</p> <p>From July 07</p> <p>Full year activity</p>

A92

A93

BUSINESS SERVICES

<p>SOI Target:</p>	<ul style="list-style-type: none"> • 900 service interactions with business at >90% satisfaction by respondent clients
<p>Tactical Priority Area:</p>	<ul style="list-style-type: none"> • A priority on delivering WE's business development programme • Identify and key client manage high growth businesses • An increased emphasis on monitoring and evaluation
<p>Why this activity</p>	<ul style="list-style-type: none"> • Growing businesses are the cornerstone of a growing economy and a primary contributor to local employment growth
<p>Key Strategic Trends:</p> <p style="text-align: center; font-size: 2em; font-weight: bold;">A94</p>	<ul style="list-style-type: none"> • New Zealand Trade and Enterprise's Enterprise Training Programme (ETP) now delivered regionally • BIZ increasingly focussed online in the future • Demand for one-on-one mentoring is stable • Demand for assistance with strategic planning • Demand for long term one-on-one coaching is increasing • Business needs research indicates a combination of platform and advanced business topics in a short seminar format. Business demonstrates a preparedness to pay for such seminars and consider the Powerful Ideas for Business Seminar series value for money • Nationally, 20% of businesses sized 6-9, 10-19 and 50-99 FTE's transition to higher employment levels

Action	Indicators of Success	Integrates/Connects with	Timing
Act as an agent for the Business Mentors New Zealand	<ul style="list-style-type: none"> • 150 matches • >75% satisfaction by clients of the overall mentoring experience 	Business Mentors New Zealand	Full year
Act as a sub-contractor for the Enterprise Training Programme to deliver capability assessments, start-up training, Maori Trustee Training and host seminars Run a fee paying Powerful Ideas Business Speaker Series	<ul style="list-style-type: none"> • 200 capability assessments and 50 half day workshops run locally • 2 x 10 session series • 250 total attendees • Ave attendance 15 per session • >90% satisfaction level by respondent participants • Products developed and marketed • Fee paying client base of 20 by year end 	All WE services on a case by case basis WHK Gosling Chapman All WE services on a case by case basis WE strategic partners	Full Year Aug-Oct 07 Mar – June 08
Design and implement a fee paying business coaching service where there is demonstrated market failure	<ul style="list-style-type: none"> • 5 high growth potential companies identified • Forward business growth plan established for each selected business and coached through implementation • Impact on growth of participating companies monitored 	All WE services on a case by case basis	Launch Aug 08
Design and implement a high growth programme linked to the Waitakere Business Awards	(This cell is merged with the previous row's indicators)	Waitakere Business Awards	October 08

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BUSINESS AWARDS

A96

<p>SOI Target:</p>	<ul style="list-style-type: none"> • 90 entries • \$75 000 value of media coverage • \$100 000 prize pool • 500 attend Gala Awards event (Oct 07)
<p>Tactical Priority Areas:</p>	<ul style="list-style-type: none"> • A priority on delivering WE's business development programme • Continued development of current areas of strength
<p>Why this activity:</p>	<ul style="list-style-type: none"> • The Awards process offers significant business development benefits and profiles Waitakere as a business location locally, regionally and nationally • The Awards are a robust mechanism for identifying high growth potential companies • Participating businesses experience the entry process as an effective way to benchmark, reflect on the current business and identify areas of strength, weakness, opportunity and threat
<p>Key Strategic Trends:</p>	<ul style="list-style-type: none"> • Council has an increasing commitment to profiling Waitakere as a business location • The Awards are firmly established on the business calendar and are highly valued by sponsors • The event has a growing reputation

A97

Action	Indicators of Success	Integrates/Connects with	Timing
Increase recognition of Awards event	<ul style="list-style-type: none"> Increased entrant numbers due to two-stage entry process High profile, high standard judging panel High recall of Awards, increased entrant numbers Further clarity of entry criteria Retain all existing sponsors with the exception of media sponsor Corporate sponsor for People's Choice Award \$100 000 prize pool 	Business Events Manager Communications Manager Convenor of Judges/ Judges Business community Sponsors Sponsors Identified potential sponsors Business Events Manager Communications Manager Investment Mgr Strategic partners CEO Media	Nov 07 - Jan 08
Maintain current levels of sponsorship and prize pool	<ul style="list-style-type: none"> Mid Feb launch date - longer period to activate and convert registrations of interest \$75 000 in publicity generated through editorials Email database segmented 3000 businesses contacted by direct email 1200 businesses contacted by telemarketing 250 registrations of interest 75 attend tutorials Third party encouragement/endorsement 100 potential-entrant site visits 90 entries Gala dinner attendee numbers at 500 >80% overall satisfaction of respondent attendees 	Business Events Manager Communications Manager Previous winners Sponsors Judges CEO	Oct - Nov 07
Conduct an integrated marketing campaign that generates participation	APB	Business Events Manager Communications Manager Previous winners network Sponsors Business Service Providers Council Website	Feb - Jul 08
Present Awards at a black tie Gala dinner			Oct 08

BUSINESS NETWORKS

A99

<p>SOI Target:</p>	<ul style="list-style-type: none"> • 15 events per year • Total cumulative attendance at Waitakere Business Club and Waitakere City Rotary State of the Nation and After 5 business events of 1,000
<p>Tactical Priority Areas:</p>	<ul style="list-style-type: none"> • A priority on delivering WE's business development programme • A formal business services network • An alliance with the Rosebank Road Business Association
<p>Why this activity:</p>	<ul style="list-style-type: none"> • Business events enable Waitakere businesses to strengthen business relationships through networking opportunities • Events provide an additional avenue to grow the Waitakere Enterprise database • Strategic partnerships provide a third party marketing opportunity, the benefit of endorsement to reinforce Waitakere Enterprise capabilities
<p>Key Strategic Trends:</p> <p>A100</p>	<ul style="list-style-type: none"> • Council has an increasing commitment to profiling Waitakere as a business location • Waitakere Business Club events are becoming established on the business calendar • The events have a growing reputation • Strategic partners have expressed interest in becoming more involved with WE initiatives • Lack of business networks in Waitakere - formal or informal

Action	Indicators of Success	Integrates/Connects with	Timing
<p>Continue with naming rights sponsorship and support of the Waitakere Business Club Breakfast Forum and Waitakere City Rotary State of the Nation address</p> <p>Establish a monthly BusinessAfter5 event series</p>	<ul style="list-style-type: none"> • 5 events • 150 average attendance at each function • 10 events held • 50 average attendees at each function 	<p>Bufts Bainbridge & Weir The Trusts Stadium Business Events Manager Communications Manager CEO Auckland Regional Chamber of Commerce Bufts Bainbridge & Weir The Trusts Stadium Identified potential sponsors Business Events Manager Communications Manager CEO Auckland Regional Chamber of Commerce</p>	<p>Full year</p> <p>Monthly</p>
<p>Establish a Powerful Connections professional business services network</p> <p>AIOI</p>	<ul style="list-style-type: none"> • 30 professional business services organisations profited on the website • Strategic partners have a greater involvement with WE initiatives (speakers, sponsorship, promotion) • Strategic partners involved in identifying and developing new initiatives • Third party marketing/endorsement network through strategic partners • 2 joint initiatives established 	<p>Auckland Regional Chamber of Commerce Strategic partners Business Events Manager Communications Manager Investment Manager Business Services Manager Community Development Manager CEO</p>	<p>by Dec 07</p>
<p>Establish a strategic relationship with the Rosebank Rd Business Association</p>		<p>Powerful Ideas for Business Series UK Opportunities Expo initiative Business Mentors NZ Young Enterprise Scheme</p>	<p>Full year</p>

COMMUNITY ECONOMIC DEVELOPMENT

A102

<p>SOI Target:</p>	<ul style="list-style-type: none"> • 10 Community organisations actively participating in Waitakere Enterprise or Waitakere Enterprise supported programmes • 5 community organisations enter business awards
<p>Tactical Priority Area:</p>	<ul style="list-style-type: none"> • Integrate community enterprise development activity • An organisation that embraces diversity, respects and understand difference and connects widely
<p>Why this activity</p>	<ul style="list-style-type: none"> • Community wellbeing impacts economic growth and vice versa. Strong, effective community organisations will have a positive influence on community wellbeing and therefore the platform for economic growth • Entrepreneurial activity provides a pathway from unemployment and disconnection from the economy
<p>Key Strategic Trends:</p> <p>A103</p>	<ul style="list-style-type: none"> • Council is committed to developing sustainable community organisations that reduce their reliance on funding • Project Twins Streams takes a quadruple bottom line approach with clear economic development objectives • Work and Income continue to support establishing a business as a pathway for the long term unemployed

Action	Indicators of Success	Integrates/Connects with	Timing	Project Budget
<p>Support the growth of community enterprise within selected organisations</p>	<ul style="list-style-type: none"> • Coaching relationship with 3 organisations • 10 organisations participate in Community Waitakere development programme workshops delivered by WE • 8 community organisations enter the 2007 Waitakere Business Awards 	<p>Selected organisations Council Business Awards</p>	<p>Ongoing</p>	
<p>Connect community network to relevant WE services through networks</p> <p style="text-align: right; font-size: 2em; font-weight: bold;">A104</p>	<p>Maintain membership of:</p> <ul style="list-style-type: none"> • Wellbeing Collaboration Strategy Group • Community Waitakere Board • Pacific Economic Development Sub-Committee • Waitakere Community Enterprise Development Group 	<p>Council Sustainable Communities Community Waitakere Pacific Board</p>	<p>Various</p>	

TRAINS
SMART

AIOS

<p>SOI Targets:</p>	<ul style="list-style-type: none"> • 70% occupancy and 60% achievement of positive outcomes for youth students • 80% occupancy and 60% achievement of positive outcomes for ESOL students • 3 year NZQA Quality Audit cycle maintained • 5 year Charter approval maintained • 3 new initiatives established • Maori and Pacific Youth participating in TrainSmart's youth and alternative education programmes exceeds Tertiary Education Commission targets
<p>Tactical Priority Areas:</p>	<ul style="list-style-type: none"> • Continued development of current areas of strength
<p>Why this activity</p> <p style="font-size: 2em; font-weight: bold; margin-top: 10px;">A106</p>	<ul style="list-style-type: none"> • Foundation skills underpin the ability for learners to participate in further tertiary training, education and employment • Foundation skills also equip learners with the skills, knowledge, attributes and values they need for positive participation in all parts of society • A leadership role in a relevant, quality and complementary tertiary education system
<p>Key Strategic Trends:</p>	<ul style="list-style-type: none"> • A reduction in migrants requiring English language training intervention due the changes in immigration regulations • A reduction in the number of youth eligible for Youth Training due to low rates of unemployment • Tertiary Education Reforms

Action	Indicators of Success	Integrates/Connects with	Timing
Deliver Alternative Education, Youth Training and ESOL training as per TEC funding allocation	<ul style="list-style-type: none"> 70% occupancy and 60% achievement of positive outcomes for youth students 90% occupancy and 60% achievement of positive outcomes for ESOL students 	WE Communications WE Skills TEC Schools Youth Transitions Service	Full year
Diversify by establishing trade based Youth Training and Training Opportunities courses A107	<ul style="list-style-type: none"> Trade based courses established and full 	TEC NZQA ITO's Schools	First half 2008
Grow fee paying after school English language tuition	<ul style="list-style-type: none"> Profitable programme established 24 students engaging an average of 4 hours per week 	WE Communications Target community networks	Full year
Maintain foundation programmes through the Foundation Learning Pool	<ul style="list-style-type: none"> \$90 000 additional programme funding attracted 	TEC	January 2008
Launch International Computer Drivers Licence programme commercially	<ul style="list-style-type: none"> Profitable programme initiated 	WE Communications WE Investment (Top 50) WE Business Growth	First Half 2008
Complete upgrade of 38 Bruce McLaren Road	<ul style="list-style-type: none"> Stage two upgrade complete 		Dec - Jan 2007/08

A108

COMMUNICATIONS

<p>SOI Target:</p>	<ul style="list-style-type: none"> This activity supports initiatives outlined in the 2007/08 Statement of Intent with consistent, on-brand marketing and communications activity
<p>Tactical Priority Areas:</p>	<ul style="list-style-type: none"> This activity supports all tactical priority areas with consistent, on-brand marketing and communications activity A strengthened customer relations interface An increased emphasis on monitoring and evaluation
<p>Why this activity:</p>	<p>Consolidation: in 2006/07 WE developed a solid framework for marketing the organization; establishing a CRM database and email system, revising the website to meet new brand and organizational objectives and developing a base set of promotional materials for the cross-selling of WE's products and services. To be effective, these tools must be continually evaluated and updated. They are critical to the success of the organization.</p> <ul style="list-style-type: none"> A robust and well-managed business database is central to the delivery of consistent communication. It is WE's primary marketing tool. The growth of an active database of as many of Waitakere's businesses is a critical success factor of the organization. The website is a first port of call for information on the organization. Its maintenance and relevance is another critical success factor. Effective marketing materials are vital tools for WE staff – they should support staff in their endeavors to represent the organization, and provide an effective means of cross-selling products and services. It is important, too to continue to develop PR. Powerful ideas and business networking events Connection: Customer relations is an extension of 'consolidation'. How we interface with our customers and how we encourage them to move from one service to another is, again, critical to the success of the organization. Culture: Consistency is crucial to a positive customer experience. This can only be delivered when staff and associates have a clear visual, verbal and physical sense of the brand, and have the means to convey that sense to the customer in a consistent manner Evaluation: Evaluation is important to maintain the focus of the organisation on activities that deliver against its stated objectives. Evaluation-as-you-go helps ensure that WE remains a flexible, responsive organisation. <p>TrainSmart: In 2006/7 Waitakere Enterprise was the focus of brand development activity. TrainSmart is a sub-brand of WE, with matching Positioning Statement and values but with a clear set of operational communications needs. The PTIE is a revenue-generator for the organisation and, now that the core brand has been established, TrainSmart needs the same kind of focus to it deliver on its key strategic objectives.</p>

A109

<p>Key Strategic Trends:</p>	<ul style="list-style-type: none">• A strong culture that should continue to be nurtured• Significant long term support of Council• Evolution of Enterprise Waitakere services• Synergistic approach to role of WE within business community• Move to greater commercial self-sufficiency• Greater understanding of business needs• Opportunity to develop long lasting ties with key strategic partners• Opportunity to strengthen existing business relationships
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A110

Action	Indicators of Success	Integrates/Connects with	Timing
<p>Continued development and use of the CRM database</p>	<ul style="list-style-type: none"> • 4000 clean records updated regularly • E-marketing capability used for all WE events and seminars • Attendance targets of WE activities and events met • Site fully integrated with GIS and psychometric data • Increased 'client sharing' between staff • Robust business data used for service monitoring and evaluation 	<p>All staff Council Business Community Support services Funding organisations</p>	<p>Full year</p>
<p>All</p>			
<p>Optimise, develop and update the WE website to ensure relevance and a high degree of interaction</p>	<ul style="list-style-type: none"> • Increased traffic to site by 25% by year end • Automation of event registration/management complete • Site updated fortnightly with news and information 	<p>All staff Strategic partners Business community Related council websites</p>	<p>Full year</p>
<p>Publish WE fact sheets and service promotional materials</p>	<ul style="list-style-type: none"> • Fact sheets on all areas of WE operation produced • Attendance/service targets for all WE services met 	<p>All staff Business community Strategic partners</p>	<p>Sept 07</p>

Action	Indicators of Success	Integrates/Connects with	Timing
Enter the 2008 Vero New Zealand Business Support Awards	<ul style="list-style-type: none"> Category winner 	All staff Council Business community Strategic partners Funding organisations All WE programmes	Feb - June 2008
Research and development WE's brand profile	<ul style="list-style-type: none"> Increase in recognition and positive perception by WE clients by 20% above 2005 levels Awareness and perception measures in Council's bi-annual business survey exceeds 2005 levels Customer satisfaction ratings targets met 		July 07
A112 Plan and implement a PR programme	<ul style="list-style-type: none"> 75% of releases have media take up 	All staff Council Business and wider community	

Action	Indicators of Success	Integrates/Connects with	Timing
<p>TrainSmart brand redevelopment</p> <p style="text-align: center; font-size: 2em; font-weight: bold;">A113</p>	<ul style="list-style-type: none"> • A clever, articulate, contagious and results-driven culture within TrainSmart • TrainSmart's brand values and single organising idea promoted at every touchpoint with stakeholders • Occupancy and outcome targets met on existing programmes • Greater integration of TrainSmart/WE business team activity related to immigrant and youth training and employment opportunities • Greater use of WE assets such as Outreach and email capability for information management • Development of a set of marketing tools that deliver on brand as well as business objectives (results). 	<p>All TrainSmart staff, WE Investment Manager, WE Recruitment project architect, Chief Executive, Communications Manager, Business Community, Funding organisations</p>	<p>Full year Revised brand (logo) - end-August 2007 Collateral - October 2007</p>

ROBUST AND EFFECTIVE ORGANISATION

A114

SOI Targets:	<ul style="list-style-type: none"> • Supports the attainment of all SOI targets
Tactical Priority Areas:	<ul style="list-style-type: none"> • Continued development of areas of strength • An alliance with the Rosebank Business Association
Why this activity	<ul style="list-style-type: none"> • People are the organisations core asset and the organisational environment directly impacts on productivity • Staff retention is key to building institutional knowledge and long term performance • The organisation operates in a quality driven, public accountability environment • The organisation is in a cash in - cash out, low reserve operating environment that is subject to constant change
Key Strategic Trends:	<ul style="list-style-type: none"> • Council has economic development as a clear priority • Regional economic development activity is growing • New Zealand Trade and Enterprise is seeking an increasingly regional engagement into the Auckland Region and increasingly focussing efforts on increasing exports

AHS

Action	Indicators of Success	Integrates/Connects with	Timing
<p>Financial Monthly financial progress against budget and forecast to year end, including identification of potential variances submitted to the Board</p>	<ul style="list-style-type: none"> • Overall year end budget met 	<p>Whole of WE</p>	<p>Full year</p>
<p>Diversify income streams, including non-funding related, throughout WE activity</p>	<ul style="list-style-type: none"> • New income streams established 	<p>Whole of WE</p>	<p>Full year</p>
<p>Human Resources</p>	<p>Maintain positive, flexible employment practices such as health insurance, tutor special leave provisions, superannuation options, annual remuneration benchmarking and review and performance management systems</p>	<p>Whole of WE</p>	<p>Full year</p>
<p>Relationships</p>	<p>Maintain a collegial relationship with Council</p>	<p>Whole of WE</p>	<p>Full year</p>
<p>Maintain participation in Auckland Plus initiatives</p>	<ul style="list-style-type: none"> • Employee retention rates exceed 85% for Waitakere Central and 75% for TrainSmart 	<p>Other Auckland EDA's</p>	<p>Full year</p>
<p>Maintain membership of AREDA and EDANZ</p>	<ul style="list-style-type: none"> • New partnership related initiatives established 	<p>Auckland Regional Chamber of Commerce Rosebank Business Association</p>	<p>Full year</p>
<p>Establish close working relationships with the Auckland Regional Chamber of Commerce and Rosebank Business Association</p>			

A116

Action	Indicators of Success	Integrates/Connects with	Timing
<p>Technology</p> <p>Maintain system that was upgraded in 2006</p> <p>Professional Development</p> <p>Hold workshops and establish action plans for responsiveness to the Maori and Pacific communities.</p>	<ul style="list-style-type: none"> • System performance maintain • Staff satisfaction • Workshops held • Action plans developed and implemented 	<p>Whole of WE</p> <p>Whole of WE</p>	<p>Full year</p> <p>Plans by end of first quarter</p>

A17